



The Thirty-Fifth Year

Toronto, Jan. 2nd, 1922

# THE SHOE & LEATHER JOURNAL

TIME



With the old year past, the new one commencing, the thoughtful are impressed with the fact that every day is judgment day for the trial of their products by Time.

Makers and users of Bennett Counters have seen them invariably awarded Time's daily verdict of superiority.

**BENNETT LIMITED**

Makers of Shoe Supplies

CHAMBLY CANTON, QUE.

*Made in Canada by the Largest Shoe Fibre  
Makers in the British Empire*

**ACTON PUBLISHING CO. LIMITED**  
TORONTO MONTREAL





"THE WEAR



IS THERE"

THE  
NEW  
YEAR

For  
A Good Start  
A Good Finish  
And Good Seasons  
In Between

USE

BREITHAUPT

SOLE LEATHER

INCOMPARABLE FOR LONG WEAR  
AND VALUE



**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



# ALWAYS UNIFORM



Our counters are made up to one standard only—the best.

The high quality of the material used in D. & P. Counters, the standardized methods of production, and our rigid inspection, keep the quality always uniformly good.

Manufacturers can feel confident of them giving entire satisfaction. Their past record is the strongest kind of a recommendation.

## 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



# GLOBE



*No. 04007. "Pillow Welt"  
A Patent Leather with tan  
Suede Top and Brown  
Buttons.*

When you select "Baby Pillow Welt" and Globe "Pillow Welt" Shoes as your leading Children's Line, the experience of the leading merchants in the trade confirm your judgment.

Pleased children and appreciative parents are the desirable results that follow the featuring of these children's shoes of Snap and Value.

A request will bring you a salesman showing the complete line.

**GLOBE SHOE, LIMITED**

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



## A GOOD BEGINNING

Half the battle in business consists in a right start, and a right start means a determination to

### Place Quality First

Manufacturers and retailers who wish to make the New Year prosperous in the sense of satisfying profits and satisfied customers will decide to use

## DAVIS CALF

in their fine and medium shoes for men, women, and children. There is nothing more economical in cutting and nothing that equals it in appearance and wear. The standard for all weights and classes of high grade shoes.

Nigro

Diamond

Colored

### Dominion Calf

Samples Gladly Submitted

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO





*Mention "Shoe and Leather Journal" when writing an advertisement.*



## Just Enough Originality

The exclusiveness that marks Bell Shoe Styles does not border on the freakish, but is just the right touch to place them above the commonplace and make them noted for refined character. Beautiful models such as this mean sales chances multiplied wherever the demands and tastes of particular dressers must be met.

**J. & T. BELL, LIMITED**  
Montreal, Quebec

Sample Room at 123 Bay St., Room 206, Stair Bldg. Toronto  
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



# YOU WILL BE IN Montreal Shortly?

You must see Tetrault if you want to know all about mens Goodyear Welt Shoes.

Our new Lines and Leathers have been prepared to meet the present demand for shoes to retail at

## POPULAR PRICES

**Tetrault Shoe M'f'g Co.**  
**LIMITED**

**Montreal - - - Que.**

Largest makers of Boots and Shoes in Canada

50-50

# BEEBEE

50-50

FIFTY YEARS PRODUCING HONEST LEATHERS

*There is only  
one VICI KID  
There never  
has been  
any other*



PATENT  
COLT  
KID  
SIDES



AYER TANNING CO.  
MANUFACTURERS OF  
CALF-KIP AND SIDES  
BOARDED AND SMOOTH  
BLACKS AND COLORS  
CALF LININGS  
ELK SIDES-SPLITS  
BAG LEATHER



SHEEP SKINS

CHROME SOLE

COTTON FINDINGS

129 SOUTH STREET, BOSTON, MASS.

Mention "Shoe and Leather Journal" when writing an advertiser



# CONCENTRATE YOUR BUYING

The busy shoe dealer will quickly recognize the advantage of being able to make out one order, receive one shipment and check one invoice for all lines of footwear. This service and quality of product have strengthened the position of Ames Holden McCready Limited with shoe dealers all over Canada.

For those who sell Ames Holden Footwear, buying difficulties are reduced to a minimum. The assurance of fresh and up-to-date stocks, always in ample quantities to accommodate sorting orders, at any one of the branch sales offices gives the dealer opportunities that could not be offered otherwise.

This Ames Holden service is combined with the utmost in style and quality, whether it be in leather boots and shoes, tennis footwear, rubbers, overshoes, felt goods, rubber boots, or the heavier lines of rubber footwear.

Before placing your next order, consider the advantages of concentrated buying, when combined with quality and service.

"COMPARE



THE WEAR"

## *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Sydney, Halifax, St. John, Quebec, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Edmonton, Calgary, Vancouver.



**HENWOOD & NOWAK INC.**  
95 SOUTH ST. BOSTON, U.S.A.

## AT THE FRONT "Famo" Glazed Kid

**W**HEREVER good shoes are known and genuinely stylish leathers appreciated, there you find FAMO KID at the front.

**F**OREMOST in cutting economies, in style effect, and in durability, it stands pre-eminent as the allround practical leather to bring credit to your product.

# HENWOOD & NOWAK, INC.

Tannery at Wilmington, Del.

**General Offices: 95 South St., Boston**

Canadian Representative

R. B. Bennett & Co., Room 32. 70 Lombard St., Toronto.

Phone Main 4016w



# CLATWORTHY DISPLAY FIXTURES

## Sell MORE Shoes



To make your store windows get the attention of all passers-by, display your shoes with the use of these artistic fixtures. Their smart appearance lends character to your store. Supplied in all the period designs, finished in Old Ivory or Roman Gold. Order a selection now and add to the attractiveness of your store for the Winter Season. New illustrated catalogue sent on request.

A complete range of plushes and materials for window draperies in a choice selection of shades.

## CLATWORTHY & SON, LIMITED

**TORONTO**  
 MONTREAL, E. O. Barette & Co., 301 St. James St.  
 Quebec, Nap. Debigare, 205 Des Fossés St.

**REPRESENTATIVES:**  
 VANCOUVER, M. E. Hatt & Co., 318 Homer St.  
 WINNIPEG, S. J. Barley, General Delivery.

**CANADA**

Mention "Shoe and Leather Journal" when writing an advertiser

# *Vode Havana Brown*

*---the sure selling color*

The public will have what they want, and what they want in kid shoe leather is unquestionably VODE HAVANA BROWN.

That puts it up to you to see that they get a true HAVANA color and a true service leather.

VODE HAVANA BROWN is the answer—made, as always, conscientiously and of especially fine raw material.

THE STANDARD KID CO.

Boston, Mass.

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

*Vode*  
KID

The Leather  
for Fine Shoes

# *You Sell Satisfaction and Service with Every Pair*

OF "ASTORIA" TAILOR-MADE SHOES



## *Astoria Shoes*

are really the "De Luxe" Shoes of Canada.

Every pair is built to a standard. Every pair is individually made, and every pair receives the same attention in the process of making that a tailor gives when fashioning a suit of clothes for a particular and fastidious dresser.

*Style and Comfort Predominate in Astor Shoes.*

# Scott-Chamberlain Co., Limited.

London

-

-

-

Canada

Makers of ASTORIA SHOES



# LIQUID QUEBRACHO EXTRACT

(Made "direct from the wood")

This Extract is manufactured from Quebracho logs which are chipped to sufficient fineness by specially made machinery, the chips then leached in digesters and the resultant liquor concentrated in vacuum pans until it approximates a tanning content of 35%.

The well-known S. M. and S. M. S. Brands of Liquid Quebracho Extract are manufactured in this manner direct from the Quebracho logs and contain valuable tanning properties not obtainable by dissolving and chemically treating Ordinary Solid Quebracho Extract.

Tanners familiar with Liquid Quebracho Extract manufactured in this manner prefer it to the Liquid obtained by dissolving the Ordinary Solid.

We are pleased to be able to inform the trade that we are now in a position to offer this product at prices that compare favorably with even the low price at which Solid Quebracho Extract is being offered.

S. M. and S. M. S. Brands Liquid Quebracho Extract  
made "direct from the wood," basis 35% tanning,  
ex dock New York.

## PRICE

Tank cars  $3\frac{1}{4}$  c. per lb.  
Barrels in carloads  $3\frac{3}{4}$  c. " "

New York Quebracho Extract Company  
(INCORPORATED)

80 MAIDEN LANE

NEW YORK, N. Y.

Sole manufacturers and distributors on the continent of North America of  
Liquid Quebracho Extract made direct from the imported Quebracho logs.

Represented in Canada by

**C. E. RUSHWORTH**

13-15 Wellington St. East.

**Toronto, Canada**



These  
Staples  
Lead  
All Over  
Canada



No. 313—A Woman's Gun Metal Calf Oxford. Single sole McKay. Whole quarter. Perforated tip. A popular shoe and also in style with its medium fine toe.

Yamaska Brand Shoes, while having the substantiality that puts them in the long wearing class, are ever abreast of the mode that attracts particular people and creates wide popularity.

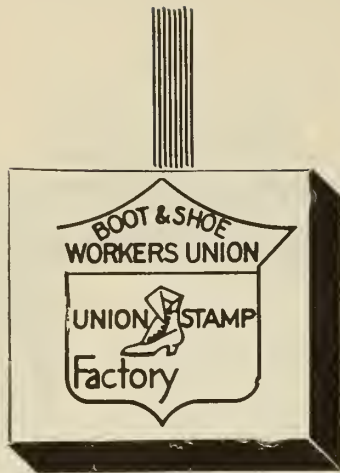
And considered from the standpoint of value, there are no shoes that so completely meet by far the largest proportion of present day demand in footwear.

These shoes, supplied direct from the factory to your store, are saleable to your customers at attractive prices to which middlemen's profits add no excess costs.

Yamaska  
'Staples  
for  
Value!

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





# The Mark They Look For

When purchasing merchandise, several million Union workers instinctively look for the seal which tells them that the product was made by their fellow associates.

Shoes are a large item in their yearly budget, and Union-made shoes are bought by them to the exclusion of footwear which does not bear the Union Stamp.

Make your store the center of this Union trade by supplying it with shoes whose honest value is guaranteed by the Stamp of the Boot and Shoe Workers' Union.

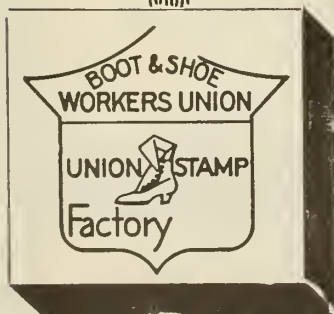
Feature the Union Stamp in your local Advertising.

## BOOT AND SHOE WORKERS' UNION

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

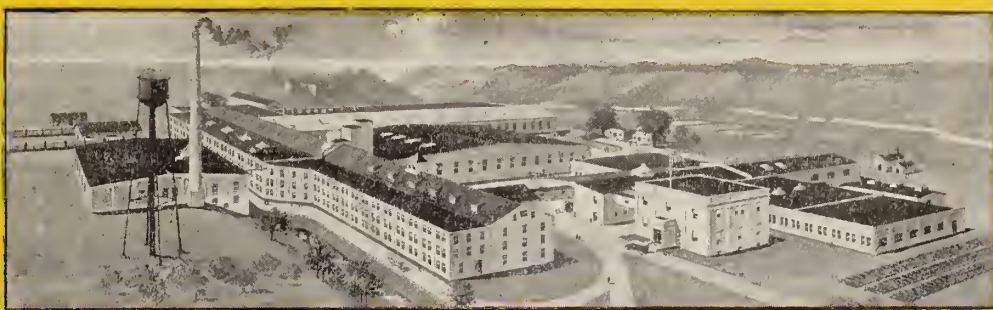
246 SUMMER STREET.

BOSTON, MASS.



COLLIS LOVELY, Gen'l Pres.

CHAS. L. BAINE, Gen'l Sec'y-Treas.



## *Our Fifty-Seventh Year*

*For all shoe manufacturers and retailers it is a point well worth considering that 1922 brings us to our Fifty-Seventh year in the production of Highest Grade Leathers.*

*Every good feature that skill and long experience can achieve is embodied in*

## **BLACK BEAUTY**

*Chrome Patent Sides*

*The Patent For Finest Shoes*

**THE ROBSON LEATHER CO.**

LIMITED

TANNERS and CURRIERS

OSHAWA CANADA



**ROBERT H. FOERDERER**  
PHILADELPHIA                      INCORPORATED                      PENN., U.S.A.



See our exhibit, Booth No. 218, National Shoe Retailers' Association Convention and Exposition, at Chicago, January 9, 10, 11, 12, 1922.

*Mention "Shoe and Leather Journal" when writing an advertiser*

# 1922

## Better Than Ever

Our reputation for QUALITY which has been above reproach for a quarter of a century, will never be allowed to diminish. The Trade throughout Canada is assured that during 1922 "Better than Ever" will be the motto for

**"Maltese Cross" Rubbers**  
**"Outing" Brand Canvas Shoes**  
**"Tenax" Soles and**  
**"Scoop" Rubber Heels**

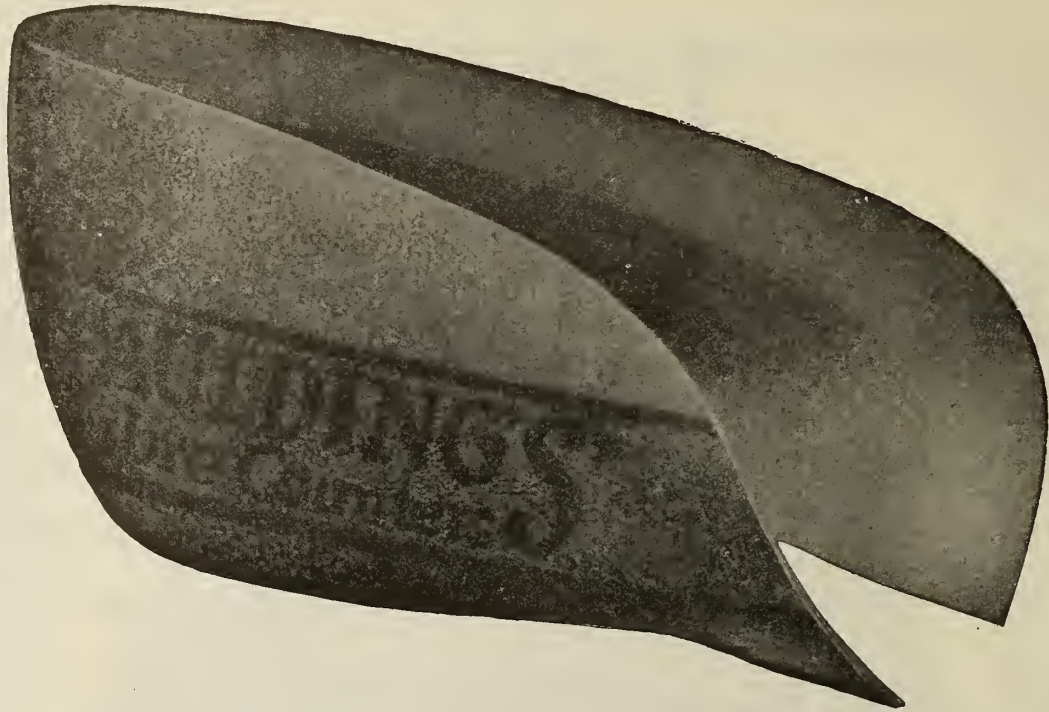
Manufactured Exclusively By

**Gutta Percha & Rubber, Limited**

Head Offices and Factory, Toronto

Branches In All Leading Canadian Cities





The wide, flexible scarf, perfectly moulded heel seat, absolute uniformity and superior fit and quality of

## Spaulding's Fibre Counters

make them the most dependable and satisfactory Counters in the World.

WE MAKE OUR OWN FIBRE

# J. SPAULDING & SONS CO., Inc.

### *Main Office and Factory*

**NORTH ROCHESTER, N.H.**

PHILADELPHIA  
The Taylor-Poole Co.  
141-143 No. 4th St.

CINCINNATI  
John G. Traver & Co.  
410-412 E. 8th St.

#### SEVEN FACTORIES

Tonawanda, N. Y.  
No. Rochester, N. H.

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

Townsend Harbor, Mass.

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City.  
V. Champigny, Montreal.

### *Boston Office*

**203-B ALBANY BUILDING**

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

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

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

# FRANK H. SLATER'S STRIDER HIGH SHOES IN STOCK! IMMEDIATE DELIVERY!

No. 6020 Men's Welt Gun  
Met., Veal W. Fox Bal  
Single Sole—Half Rubber  
Heel. Last 22  
D Wide  
Sizes, 5-10  
Price .....\$4.80



Retails less than \$8.00

No. 5003 Wo's Welt Brown  
Calf. 3/4 Fox Bal. Single Sole.  
14/8 Opera Heel. Last 406  
C. D. & E. Wide  
Sizes 2 1/2-7  
Price ..... \$5.90



Retails less than \$9.00

All over Canada there is a shortage of fine high shoes—this shortage is in face of a certain growing demand for fine shoes at a price. These lines fit the demand, fit the price and are ready for immediate shipment. They are regular "Strider" quality and

**By every standard of comparison, Strider Shoes are Better.**

Place your order now—any quantity shipped at once.

Made only by

## EAGLE SHOE CO., Limited

587 BEAUDRY ST.

MONTREAL

# Get These Winter Sales! Order them NOW!

Mention "Shoe and Leather Journal" when writing an advertiser

We are Celebrating Our 50th  
Anniversary by the Opening  
of a New Factory to make

=====THE=====

*“Packard” Shoe*

In Misses', Youth's, Children's, Little Gent's, and Infants'.

In Straight Goodyear Welts

also

Goodyear Welts with Cushion Soles.

It is our aim to make a high grade shoe, using only the best materials and workmanship.

Travellers will be on the road shortly with the full range. It will be much to your interest to wait and see this new line before placing orders elsewhere.

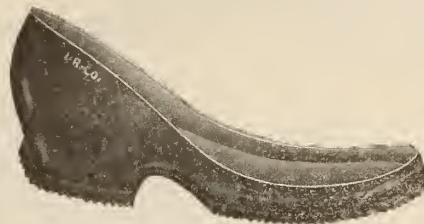
At the beginning of 1922 we would again heartily thank our friends in the trade for their steady loyalty throughout our past years of service. May all your hopes for the New Year find their fulfillment in happiness and prosperity.

*L. H. Packard & Co.*  
LIMITED

MONTREAL

QUEBEC





## Rubber Wearing Weather

Few people try to get through a Canadian winter without rubbers. Most people wear

# INDEPENDENT RUBBERS

in preference to any other because they fit better, look better and wear better.

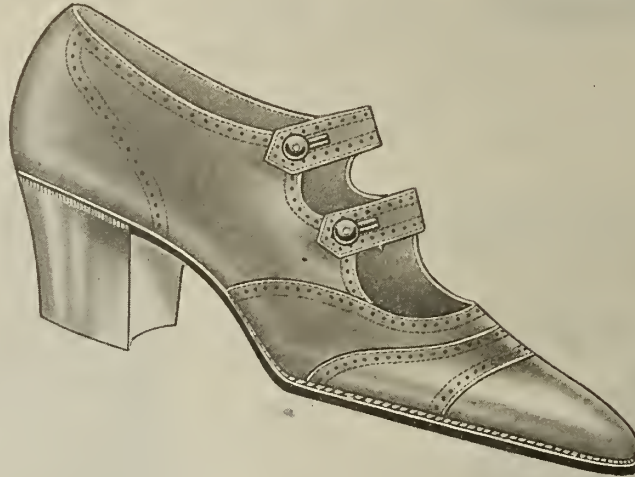
Independents will bring you big rubber trade. Your assurance of making **ALL** the sales possible is a complete stock, in styles and sizes. Our wholesale service girdles the trade. Get in touch with any of these Houses regarding your rubber needs.

### INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.	C. Weaver	-	-	-	-	Trenton, Ont.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.	The London Shoe Co., Limited	-	-	-	-	London, Ont.
Brown, Rochette, Limited	-	Quebec, Que.	T. Long & Brother, Limited	-	-	-	-	Collingwood, Ont.
James Robinson Co., Limited	-	Montreal, Que.	The Independent Rubber Co., Ltd.	-	-	-	-	Winnipeg, Man.
J. A. McLaren Co., Limited	-	Toronto, Ont.	Amherst Central Shoe Co. Limited	-	-	-	-	Regina, Sask.
White Shoe Co., Limited	-	Toronto, Ont.	Dowers Limited	-	-	-	-	Edmonton, Alta.
			The J. Leckie Co., Limited	-	-	-	-	Vancouver, B.C.

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

*La Duchesse*



“La Duchesse” are shoemakers to people with a partiality for smartness in their footwear and who have a sensible medium price limit within which they confine their shoe buying. Using the best ideas of the newest fashions and combining them with good honest shoemaking, it is our privilege to serve many of Canada’s wholesalers with shoes that are bringing them and their retail patrons a nice volume of good profitable trade.

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

*Making Women's  
Welts, McKays and  
Turns of a Standard  
quality for the whole-  
sale trade.*



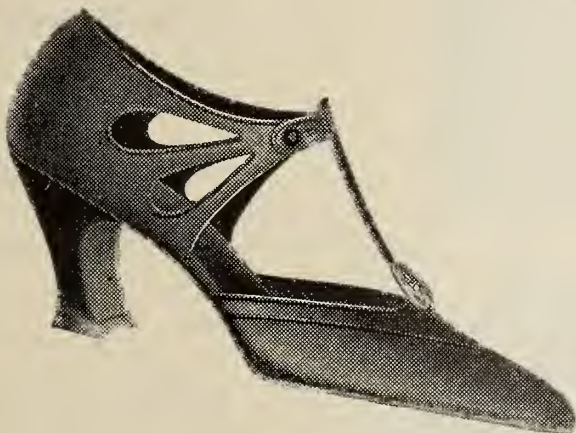


## OWENS-ELMES SLIPPERS

Meet A Demand For Footwear That Is  
Fashionable And Refined But  
Never Conspicuous

To be conspicuously well shod is an affair of being shod well—though never conspicuously.

Our evening slippers follow the fashions to the limit but never beyond the bounds of recognised restraint in dress. That is why women of exclusive refinement in apparel are demanding them to-day as never before—that is why dealers who sell them are improving the quality of their clientele and creating a new atmosphere in their stores.



The slipper illustrated is a Paris novelty in sandle effect, made from imported French patterns. It represents one of the newest and smartest ideas in footwear as expressed by French shoe designers. It has immediately become popular in large cities all over the world. This is one of several models that we are now featuring, and which are meeting with popular favor.

Black Satin, Black Patent, Silver and Gold.

OWENS-ELMES MANUFACTURING CO.  
12-14 Sheppard Street, Toronto, Ont.

# OWENS-ELMES

*Operating the only factory in Canada  
making strictly bench-turned shoes.*

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*Invictus*  
THE BEST GOOD SHOE

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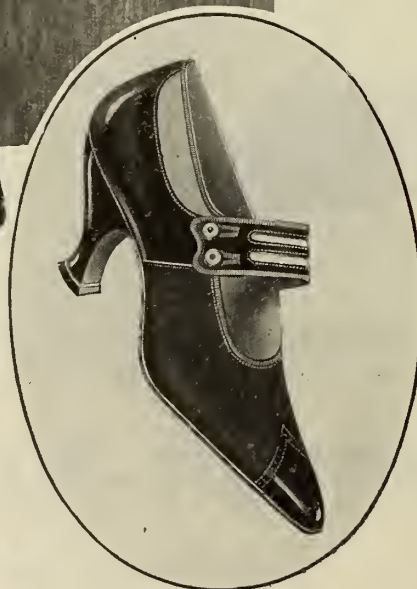
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The daily production of Invictus Turn Shoes has increased threefold during the last six months.

**HERE IS A REASON**

E-042/215—Black Suede, One Strap, Patent Leather Tip & Fox, White Kid Top.  
Price ..... **\$7.50**



Less 5 per cent. for 24 pair lots of not more than two widths.

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**GEO. A. SLATER Limited**

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MONTREAL

*Mention "Shoe and Leather Journal" when writing an advertiser*



# 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

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

## Forgetting And Pressing

**W**E should profit by our failures as well as by our successes, and he is a wise man who recognizes the vital relation of the past to the future. Nevertheless he who would make the year Nineteen Hundred and Twenty-two what it should and may be needs to keep his mind on the race and his eye on the goal.

No better motto for the New Year can be found than that of the war scarred veteran of the first century who said, "This one thing I do, forgetting those things which are behind, and reaching forth unto those things which are before, I press towards the mark."

There are people who are forever stirring up the dead ashes of the past to their own discomfort and undoing, as well as the annoyance of others. Forget the mistakes of the past year! Turn your back upon them! Forget the slipshod methods that have played havoc with results! Forget the disillusionments and disappointments that have made you bitter and cynical. Forget everything that dims your eye or weakens your strong right arm.

Reach forth! Take hold of the future with a determination to make it yours! Seize Time by the forelock; lay firm hands on opportunity! "The kingdom of success suffereth violence and the violent take it by force."

Press on! The race is to be the "strong." There are many beginning the New Year with good resolutions, and worthy purposes who will fall by the wayside. They are not prepared to keep up the pace.

"Press towards the mark!" Have a definite aim before you and let nothing turn you from it. It is not the first or second battle that makes victory; it is the whole campaign that counts. It is "pressing on" that tells. Keep everlastingly at it and smile as you run.

Have a "mark" or you will finish with the "also rans." Get a definite objective if you wish to touch the tape ahead of the crowd. "Lay aside every weight and the sin that doth so easily beset you (whether it be laziness or anything else) and run with patience the race that is set before you."

"This ONE Thing I Do," and STICK to it!

# In The Market Place

## Business Conditions as Noted in Retail, Wholesale and Manufacturing Fields.

THE Christmas rush is always succeeded by a quiet period in which the business of taking inventory, making reviews, and laying places occupies the greater part of the attention of the trade. Unloading of stocks follows in the form of January sales, which may or may not be of actual value to the business community. A general view of the commercial situation permits of a spirit of optimism, which, combined with common horse-sense and hard work, should make the year 1922 quite a different proposition from the past year. In many lines, business may be said to have turned the corner definitely, and it is expected that further readjustments will be of a more gradual nature.

The Christmas trade provided a welcome stimulus to the retail shoe business. The general lack of heavy snow held back sales of rubbers and felt goods, so that while some dealers report unusually good business on slippers, others noted no unusual demand. Sales of evening slippers were unusually good in some quarters, while regular stocks of shoes also showed a gratifying movement. In the smaller cities the moderate and cheap priced lines have the call, and the demand noted for higher classes of footwear is rather slow. There is a general complaint that weather has not been cold enough to provide a permanent stimulus to shoe sales. Rubbers have moved fairly well, but snow or rain would have helped materially, while felt sales have been held back decidedly by lack of snow. High boots in calf and kid have been selling in fair numbers, but the vogue of woolen stockings or spats with low shoes is still predominating. Goloshes have been sold in many localities, but the run has not been as heavy as had been anticipated.

The end of the year finds inventories fairly heavy, but nothing like the condition a year ago. Leading dealers anticipate a considerable amount of writing down to put goods on a replacement basis, and every wise dealer will see to it that if he did not take his proper loss last year, his goods are so priced at the beginning of January, 1922, that all losses are behind

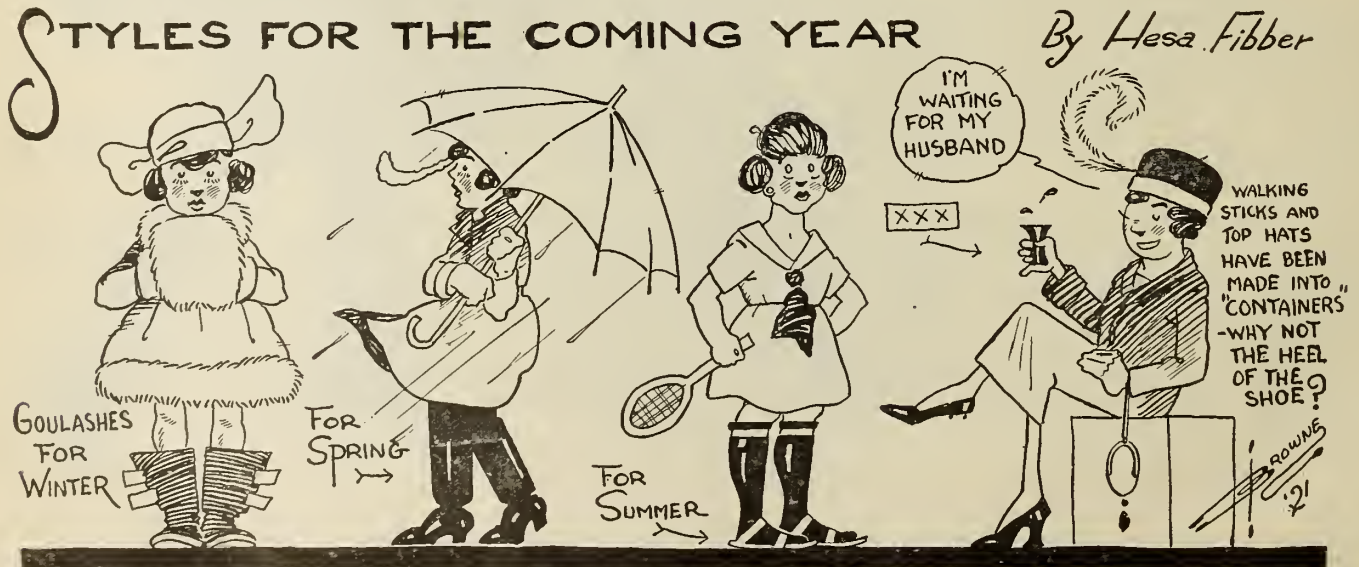
him, and he is in a position to make money on his next year's business. There is no indication of a further material recession in prices. Manufacturing and distributing costs are still high, and raw materials, in many cases, will advance before any further reaction can be expected. The retailer should feel satisfied that if his stocks are priced right, further purchases should be on a basis that will permit of profitable business.

Wholesale trade has been very quiet. Christmas business did not come up to expectations, but jobbers believe that the policy of close buying on the part of retailers means that 1922 will be a "jobber's year." We have seen so many upsets in calculations during the past year that all we can do is to use our best judgment, and keep looking ahead.

Manufacturers have been fairly busy on immediate business, with a few sold several months ahead. Spring buying has been only moderate, but after stock-taking in all branches, a buying and manufacturing spurt is confidently expected. Manufacturers of women's fine or fancy shoes have been rather quiet, while heavy goods and medium or low priced lines have been moving more freely. With the style situation more classified as it will be on both sides of the line after the first of the year, novelty manufacturers are looking forward to an active season.

The quietness of manufacturing lines sees its natural reflection in the leather market. Sole leather has been quiet, though there is noted a working off of stocks which had been in slack demand. Calf leather has also been rather quiet. Patent producers are still busy, and believe the spring will be a big patent season. Kid is quiet, though medium and low grades have been moving more satisfactorily. Lower prices in leather, which had been looked for, are not in evidence. Recent transactions in hides and skins indicate a decided firmness which can certainly not mean lower prices for leather, but if anything moderate advances in some lines.

American conditions are quite parallel to those outlined above. The great gathering of shoe men in Chicago this month is expected to let loose an avalanche of orders, classify the style situation, and generally start things moving for the year. If from no other reason than a sympathetic feeling, the effect on Canadian markets should be quite perceptible.





# Who's Who and What's What

*By Dr. Frank Crane*

The great question is not Who's Who, but What's What.

Who's Who sounds too much like an owl, and there's about as much sense to it.

Who's Who means a man's reputation; What's What, his ability.

All sorts of things can get you into the Who's Who column: somebody may have left you a million dollars, you may have been sentenced to the legislature for a year, you may have divorced three wives, you may have displayed a handsome pair of nether limbs in vaudeville, or sung, or got lost in Alaska, or whipped Jack Johnson, or something. Only one thing puts your name on the What's What list - making good.

Who's Who is a matter of being talked about. What's What is a matter of doing something.

Who's Who depends on what somebody else does to you; a college gives you a degree, a lot of people vote for you, the Governor appoints you to something, the newspapers focus the spotlight on you; and all that. But What's What depends on what you do yourself.

We are trained in Who's Whoing. History is an account of innumerable Who's Whoers, ninnies who sat on thrones and fanatics who assassinated them. The efficient are rarely head liners.

The What's Whatters raise the food, make the clothes, sell the goods, run the railroads, drive the rivets, fell the trees, dig the coal, pound the iron, tame the horses, construct the automobiles, sweep the floors, cook the food, tend the babies, and watch and wait and wait for mankind.

The Who's Whoers button up their Prince Alberts, and thrust the left hand into the coat, and gesture with the right, and point with pride at what we have done, or view with alarm the things we have left undone.

The What's Whatters stand flat on their own feet; so they do not seem as tall as the Who's Whoers, Who ride upon other folks' shoulders.

What's What goes into the trenches, covered with lice and mud, getting shot now and then, and wounded, and killed.

What's What is doing the world's work, fighting the world's battles, solving the world's grim problems.

Who's Who is talking, strutting, posing.

Who's Who is Mary's son.

What's What is the son of Martha.

# Planning Ahead

## Buying and Selling Closely Linked with Inventory.

**T**HIS is the time when dealers can find out the real value of their stock-keeping system. The taking of physical inventory at the end of the year is a task relished by no person, but one that has to be performed. Its difficulty, however, depends in large measure on the way in which the stock is arranged and also on such perpetual stock records as may exist.

Aside from the value of an inventory in taking off a statement of the year's business, one of the greatest benefits is due to the fact that no matter how closely a dealer may have been watching his stocks, he is invariably surprised to find items that should have been cleaned out, that must be marked down, and he gets an accurate picture of conditions as they actually are and have been.

Stock-taking over, and a statement of sales, expenses, profits (if any) taken off, the merchant sits down to analyze his last year's business and plan for the year ahead. We have been through a couple of pretty strenuous years, and it would be mighty interesting to know how many dealers had come within striking distance of the plans they made at the beginning of 1920 and 1921. Not that that is any reason for not making plans just as carefully for 1922.

### Buying and Selling.

Someone has said that "goods well bought are half sold." And you know it. The two burning questions, then are "What, when, and how to buy," and "What, when, and how to sell." in the answer, the individual dealer makes, lie his success or failure.

Someone else has told us that if we are not going ahead, we are going back. Which is just as true of the shoe business, as of any other line. So that the real merchant looks for a steady increase in business, under normal conditions, and if it has not occurred, he seeks the reason for its absence.

"I like to have a standard to work to," a successful dealer tells us, "so every year I try to make up a selling quota. In arriving at my final figures I take into consideration total sales for the past year, also numbers of pairs, to allow for variations in prices. I find it worth while to look also at the same figures for the past three to five years, as this takes away from the effect of any abnormal year.

"My idea is to know how many pairs of shoes I should sell through the year, and not only over the whole period, but every month or week of that period. By this means I can lay plans to have the shoes I want coming along at the right time. I don't want them too far ahead, as that costs money, and the goods don't improve in stock, and, on the other hand, I don't want them coming too late for the season.

"Naturally my program is flexible, and I don't lose track of styles. But there are some goods I can buy pretty far ahead. By watching my sales every month, comparing them with the same month for the previous year or so, I can always tell where I am travelling, and how close I am coming to the quota I set myself."

### Some Questions to Answer.

One authority lays down a series of questions which are of value to a dealer in planning his year's business:

- (a) What was last year's business?
- (b) Was it exceptionally good or exceptionally poor?
- (c) What normal increase was made last year over the previous year?
- (d) Has any new competition recently arisen in the neighbourhood?
- (e) Has any old competitor recently gone out of business?
- (f) Is the store itself newly established?
- (g) Are any new advertising or sales policies contemplated?
- (h) Have any new departments been added to the store?
- (i) What are prospects for business in the coming year?

In considering the business to be done there are several factors to be considered. Among these is the fact that prices have fallen considerably, so that numbers of pairs is a more accurate guide than dollars and cents. On the other hand, expenses and profits are usually based on sales, so total value must certainly not be overlooked. Another point to be remembered is that each department should stand on its own feet with regard to expenses and profits; and consequently the program for buying and selling should deal with each department separately. Many a man has been carrying a dead load in one department, which he figured was profitable, because he did not departmentalize his business properly.

### General Considerations.

Apart from the figures already obtained some dealers review the whole local situation afresh every year. Analysis of the requirements or possible opportunities in the community will sometimes show that one particular dealer has not been getting his proper share of the business to be had, which, if he is at all alive, will call for extra selling effort on that dealer's part.

It has been estimated that the average working man uses two pairs of boots a year; his wife uses one pair of low shoes, and one pair of boots; a boy of twelve uses two pairs of shoes and three pairs of boots; a girl of six, two pairs of shoes and three pairs of boots; a boy of two, two pairs of shoes and two pairs of boots. As these figures were issued by the U.S. Department of Labor, they may vary in different localities. They are just given in order to indicate how a shoe dealer could analyze his community with regard to the market possibilities.

It is also necessary, of course, for the individual dealer to study the class of people to whom he sells, and of the community in which he is located. The requirements of a store located in a factory district are obviously widely different from those of the man who sells the "limousine trade."

Similarly, when laying out a buying and selling program, the questions of quality, price, and style will assume different values in different localities. It stands to reason that the dealer whose customers are working people, must lay the stress on price, though quality and style cannot be ignored; while the man who sells to the strictly "high class" trade, must place style first, then quality, and afterwards price. Other dealers lie between these two extremes.

The problems involved in the consideration of the year that lie ahead are numerous, but their importance cannot be overestimated.



## NEW YEAR RESOLUTIONS.

It is better to have resolved and failed than never to have resolved at all.

\* \* \*

Resolve to "play the game" with yourself and others.

\* \* \*

Shake hands with your competitor when you meet him. It will pay you both.

\* \* \*

Be courteous to travellers. They are your best friends.

\* \* \*

Get acquainted with your employees. Their good will means much to you and your business.

\* \* \*

Be square with those who sell you goods in little as well as big things.

\* \* \*

Do not speculate in outside ventures; and watch your step before taking chances in your own business.

\* \* \*

Put business before pleasure, but don't be a business hound.

\* \* \*

Smile, even when it doesn't seem worth while.

\* \* \*

Work and don't shirk. There are more things accomplished by steady hard work than the finest spasms of genius.

\* \* \*

Set a business objective before you, and stick to it.

\* \* \*

Cut out frills; concentrate on real things.

\* \* \*

Tell your troubles to the Lord; make known your joys to your neighbours.

\* \* \*

Stop the leaks; keep a full head of steam.

\* \* \*

Think twice before you speak once.

\* \* \*

Keep your tongue off your neighbour's reputation, as well as your hands out of his pocket.

# Retail Shoe Advertising

## Fundamental Principles Outlined to St. Louis Retailers.

**A**DDRESSING the St. Louis shoe retailers on "Advertising," Mr. Wm. Graham, Jr., Manager of the Hanan Store in that city, said:

"The fundamental principle of retail shoe advertising should always be distinction. Let your advertising represent always the personality of your store, and the character of the merchandise you carry. However, even though you may carry cheap merchandise, it is not at all necessary to let your advertising look cheap or junky. Very few business men seem to realize this latter point.

"There has never been anything done in shoe advertising that could not be bettered by someone else with continual effort. There is always some new angle either from the copy, layout or art standpoint.

"In retail shoe advertising the two most important things to be borne in mind are that you are appealing to the purchaser's sense of economy as well as sense of personal pride. If you will always bear these two points in mind when preparing advertising, and if you will play them up, either consciously or subconsciously, you won't go very far astray.

"Here are six keys to advertising which apply to all kinds of advertising, but are especially appropos for the retail shoe business:

- "1. The money appeal.
- "2. Appeal to health instinct.
- "3. Appeal to affection.
- "4. Appeal to vanity.
- "5. Appeal to sentiment.
- "6. Appeal to tastes.

"Finally, the most important of all, there is no advertising that was ever run that could not be improved from 100 to 1000 per cent by the application of good typography and good art work. There is nothing in the world that is more costly than to run advertising which looks ordinary and junky. It may cost a little more money in the long run to buy the best art work available, and to have your ad. set by a good typographer, but it is the cheapest way and the most effective way to get real results from your advertising.

"1. The money appeal. The striving for good merchandise.

The reason why.

There is a difference.

Fords and Packards.

"2. Appeal to health: Comfortable shoes.

Broad toes and heels.

Cushion soles and arch supports.

Safety first.

"3. Appeal to affection: Loud spats.

Noisy shoes.

Brogue—extremes.

"4. Appeal to vanity: Appearance on small feet.

Suits the particular gown.

Suited to one's position.

Matches the complexion.

"This much from the standpoint of the advertising man—the advertising enthusiast—and he must

be this first and foremost. I believe that in the word advertising you cover most all of the salient points of shoe merchandising. To make your advertising forceful and productive you must add to it in your store management, efficient, courteous, patient clerks, of good personal appearance; friendliness; tact; a cheerful salesroom; attractive show windows. "Above all HONESTY in all transactions that will attract the customer as being genuine."

## CHICAGO CONVENTION PROGRAM.

The tentative program for the business sessions of the Eleventh Annual Convention and Exposition of the National Shoe Retailers' Association of the U.S. to be held in the Coliseum and First Regiment Armory, Chicago, January 9th to 12, is as follows:

### MONDAY.

No morning session scheduled for Monday.

Afternoon Session—1.45 P.M.

Formal Opening.

Prayer—Rev. E. D. Gildersleeve, Chaplain.

Welcome Address—John O'Connor.

Official Welcome to Chicago, by Joseph R. Noel, President Chicago Association of Commerce.

President's Message—James P. Orr.

Routine Business—Appointment of Special Committees, etc., (Election Committee), (Nominations Committee.)

Address by Dr. Melvin T. Copeland, Director, Bureau of Business Administration, Harvard University.

### TUESDAY.

Morning Session—10.30 A.M.—Open Forum—A. H. Geuting, Chairman.

Topic—(Footwear Styles, Present and Future).

(a) Accumulated cost in the development of raw materials into finished product; (b) Profitable management overhead, mark-up and profit; (c) Hosiery and accessories.

Afternoon Session—2.00 P.M.

Addresses by Messrs. H. A. Wheeler and D. F. Kelly.

WEDNESDAY—Morning Session, 10.30 A.M.

Open Forum—C. K. Chisholm, Chairman.

Topic—"Buying the Right Kind of Merchandise and Moving it Quickly."

(a) "Advertising."

(b) "Rent."

(c) "Window Displays."

(d) "Disposing of Undesirable Merchandise."

(e) "Budget System of Purchasing."

(f) "Turnover."

Afternoon Session—2.00 P.M.

"The People's Problem"—Lewis S. Mudge, D.D. Governor Allen, of Kansas.

THURSDAY—Morning Session, 10.30 A.M.

Open Forum—C. E. Williams, Chairman.

"The Efficient Store."

(a) "Accounting."

(b) "Cash vs. Credit."

(c) "Sales Efficiency."

(d) "Intelligent Co-operation with your Competitor."

(e) "Best Methods for Compensation."

(f) "How to Accomplish Co-operation and Loyalty among Employees."

Afternoon Session—2.00 P.M.

Addresses by Edward E. Gore, President Chicago Association of Commerce, and another speaker.



# Trade Associations

**Their Aims and Objects Outlined by Mr. Walter Wait.**

**I**N an address before the Convention of Western Shoe Finders, Mr. Walter Wait, of Calgary, dealt with the question of Trade Associations, as follows:

"A Trade Organization formed for the purpose of looking after the interests it represents generally has set its objective at maintaining the following:

1. The establishment of fair and just competitive methods.
2. The ensuring of honesty in merchandising for the mutual benefit and protection of everyone from manufacturer down to eventual consumer.
3. The striving to promote and ever increase by up-to-the-minute methods our volume of business, thus enabling us to build up a substantial trade and better serve our customers.
4. The obtaining of a proper distribution of merchandise and prevention of the accumulation of surplus stocks which so greatly hurt a profitable business.
5. To eradicate by open investigation and discussion, trade practices and abuses that are detrimental to ourselves and our customers.
6. To protect its members from avoidable losses through the extension of a larger credit to a man than is necessary for the successful handling of his business.
7. The obtaining and compiling of all available information and statistics of interest to the trade in general.
8. And lastly to be ever on the alert to oppose unjust and unreasonable legislation, taxation, tariff, freight rates, etc.

These comprising and covering the necessary activities of a Trade Association tell us just what such an organization is and what it is for. To put it in a 'nutshell' a Trade Organization is created for the purpose of promoting harmony and goodwill amongst all units of the industry.

The next question is "Why is it necessary or desirable?"

Little need be said as to this when we consider that it has become necessary for even nations to associate together for the protection of our lives and those of our families. We have not to think very deeply to readily ascertain that the very success of our community, city, province and country hinges upon the result of the Association of different bodies of humanity, all endeavoring and striving to bring about results that will build up better men, better business and a better country.

"If you have already heard this, just think it over again:—

"You have a dollar—I have a dollar—We swap.

"We each still have a dollar—But you have an idea—I have an idea—We swap—

"We each then have———two ideas.

"Does this alone not suggest the desirability of men in the same industry getting together for the discussion of their problems?"

"And now the chief point, I want to dwell upon

is 'what is the result of a Trade Association?' No longer than ten years ago, business was transacted by me on a very different scale than it is to-day. I then started out in the morning to procure what I could through whatever measures were necessary, regardless of the other fellow. If I was the stronger I won out, and the other fellow lost. In other words, we trod down, wrecked and ruined to gain our objectives. And, by wrecking, I mean for example, such things as selling a customer an article of inferior grade, charging for and giving the impression that it was, a superior grade.

"The Association spirit which has swept through the country during this period has slowly but surely taught us than any success based upon these principles was not desirable, and it might be said now that trade to-day has jumped away from the wrecking crew and into the construction gang. We all must build up, and serve to the best of our ability those with whom we do business.

"For instance, the wholesaler cannot be successful unless the retailer is successful, and the success of the latter depends more or less on the success of the consumer, whose success, in turn, hinges upon the success of the producer and manufacturer. Break any one unit in the cycle and you destroy all.

"And so an association, no matter what unit of an industry it represents, to be successful, must work along in harmony and unison with all other units, in order to ensure its own success and warranty for its existence.

"I recently heard of a case where practically the wealthiest man in one of our cities was refused membership in one of the local clubs on account of the fact that his financial success had been built up on entirely selfish principles. This again is evidence that the association spirit is changing around the whole atmosphere in business circles to-day.

"It has on one or two occasions been suggested to me that the Association spirit is liable to diminish competition. My arguments and experience are absolutely to the contrary. Does a close acquaintanceship with your friend Bill Smith make you any the less anxious to get ahead of him at every possible opportunity? On the contrary, your acquaintanceship with his is going to stimulate you to exert every possible effort to get ahead of him. But—and mark these words—through knowing and understanding Bill well, you are only going to get ahead of him by fair and honorable tactics.

"Now another criticism which we occasionally meet is that a trade association is liable to engender a tendency to fix prices to the detriment of one's customers. To the average man in the street, this appears to be the main purpose of a trade organization. As I have already inferred, any association founded on selfish or attempted selfish motives, is doomed to eventual failure. There can be no other result.

"Price fixing, as it is commonly understood, therefore, cannot be tolerated in any trade association. It is not legitimate. During the unsettled period we are at present passing through from prosperity to re-action, competition is so intense that when a competitor can put out the same finished article as I handle at a lower price than I can, it is perfectly legitimate for us to get in touch with that competitor comparing overhead, etc., and find out how it can be done.



# Beating The Slump

**How a Large Shoe Manufacturer Met Conditions of Past Year.**

**I**N an extremely interesting and readable article in "System," Mr. George F. Johnson, of Endicott-Johnson Co., one of the largest shoe manufacturing companies in the world, tells their experience and methods during the years 1920-21. He says in part:

"We make shoes—mostly shoes for workingmen. People have to have shoes, but they cannot buy them if they have not the money to pay the price. Necessities can become luxuries just as luxuries can become necessities. Our prices rose—although our price curve was below the general curve.

Even when prices were highest we thought that we were giving full value; we thought that we were making shoes as cheaply as they could be made. But our price—as were other prices—when the boom ended was higher than the people would pay; we found little "demand" for our goods, and that little was steadily decreasing. That is what we had to meet in our own way. It is what every one had to meet.

"In April of 1921 we frankly did not have anything ahead in the way of future business. We had a large stock of raw materials and a large stock of finished shoes. We had let the finished stock mount up ahead of orders because we did not under any circumstances want to shut down.

"But the basic trouble was that there were no orders ahead. No matter how strong we might be, we could not go on indefinitely making shoes without someone to buy them, and in a business as large as ours income and outgo have to be closely related. We travel on a narrow margin of profit and it would take no time at all to send a few million dollars to the wrong side of the ledger. Of course, in principle it is the same with any size of business operating on a close margin.

Today—so quickly have we reversed the situation—we are selling all the shoes we can make. We are turning out 97,000 pairs a day, while the highest previous record was 75,000. As soon as another factory which is building is done we shall go up to 120,000 pairs of shoes a day and we hope to go higher.

We are now getting an average of about 12 pairs per day per operative and shall shortly be higher, for our labor has never been so efficient as now. It is well above the efficiency of any pre-war period and around double the efficiency of 1918 and 1919.

"In short, the troubles of our company are over; we are doing more business than at any time in our history and will do more as soon as we can get completed the additional facilities I have mentioned; we are making entirely satisfactory profits; but, best of all, although our wages are 20 per cent below their highest mark in dollars, they are higher in purchasing power than they ever have been. Where not so many months ago we were wondering what was going to come out of it all, now the people who buy from us, the people who work with us, and the stockholders who have their money with us, are all getting full, and maybe overflowing, value. We are solidly on our feet.

"Now how did it all come about?

"First it is necessary to give you the background against which we worked. We have been in business

for well over 30 years and we have met and overcome many unusual conditions. Through all these years we had never had a serious let-down in our orders, nor had they ever been seasonal enough in their character to give an in-and-out production year. Our work has been steady. We are accustomed to full time—six days a week.

"The reasons for this is, I think, that our first attention has always been given to eliminating waste in manufacturing processes.

"We buy hides at the source. We do our own tanning, and make our profit out of the manufacture and sale of shoes, eliminating intermediate profits and at the same time never missing an opportunity to improve and cheapen our manufacturing processes. These economies we pass on to the workers in higher wages, and to the public.

"All of this—and I think inevitably—has made our demand continuous. We do not make fancy shoes or any shoes for which there is only a seasonal demand.

"From this rapid glance at some of our policies, characteristics and accomplishments, it is evident that we were accustomed to gaging ordinary conditions, but those which we had to face in 1920 and 1921—which were quite the same as all business men had to face and which, in fact, all are facing today—were unusual. They had to be unusual because they were the result of an unusual war. And that war introduced human factors with which no one had experience. No one anywhere guessed right on the human consequences of the war, just as no one guessed right as to the course of foreign exchange. Probably it is the human element that is behind the foreign exchanges. These were the conditions, human and financial, as I saw them:

1. An astounding disposition among workers and buyers to get more and give less. That disposition, fostered by agitators, is behind most of our trouble. It was shown by the workers in demanding high wages for little work and by the manufacturers and distributors in demanding high prices for poor stuff.

2. An orgy of extravagance followed by an almost complete cessation of buying. The world went out on a joy ride without enough gas to get home.

3. A refusal by everyone to recognize that the excursion was over and that some real work had to be done. The workers wanted to keep their high wages without work, the manufacturers wanted to sell at high prices.

"No one would take a loss—if any loss was to be taken the other fellow was elected to take it. So nobody did anything. It was a stalemate everywhere.

4. A general hope that it was the duty of the Government to preserve business—by which was meant that wages should be fixed by law and free credit be extended so that no losses would have to be taken on raw or finished material. This resulted in much talk and little attention to business.

5. The preponderance in the voice of the nation of the 10 per cent of the people who are worthless. I find that about 90 per cent of all people, workers or otherwise, always want to do the right thing, but that about 10 per cent can be trusted to do the wrong thing. It is the 10 per cent crowd that makes a great fuss about rights without a word about duties and which, without making any fuss at all, foolishly combined to try to hold prices at an artificial level,

and what is worse, by their words and actions, did their best to discourage confidence in the future. A gloomy man gets but little done.

"That is the background. Now I will tell you how we brought costs down and business back, and describe the specific steps that we took to get the results I listed at the beginning of this article.

"Usually, the first place to start cutting is on wages. That was our last step. It was the ambition of my life to maintain high wages. Cutting wages first is the easy road—to nowhere. For the result is the worker's feeling that he has been treated unfairly—which makes him sufficiently inefficient to undo the possible savings on the cost of production. We would not reduce wages faster than living cost. We have succeeded in reducing them less than the living cost.

"We kept cutting our inventory for eighteen months and it was not until April, 1921, that we touched bottom and the bell rang.

"By that time we had taken out \$10,000,000. We made frequent cuts in the price of our shoes.

"We lopped off every expense that did not directly result in production.

"We went through the offices and the factories to discover if more people were employed upon jobs than were necessary, but we found few eliminations possible.

"In short, we hauled the old ship up on the ways and scraped the bottom. It is a process that a business has to go through every little while.

"By April of this year all of these various economies had been put into effect—they all went in gradually, so as not to upset order. The financial savings were large, but they were not large enough.

"We could not make shoes at a price to bring capacity orders, and, naturally, without capacity orders the overhead per shoe was too large. We wanted to make the pre-war price for the grade of shoe that I have mentioned—not because this was necessarily the right price, but because the public, having been so long at sea on prices, was thinking, reasonably or unreasonably, in pre-war figures.

"We had made every possible cut. There was only one step left to take—the step we had postponed. That was to cut wages.

"Living costs had come down. Our people were working only on a 5-day schedule and work was being distributed. The earnings of none of them on low production at high wages equaled what they might earn on high production at lower wages.

"The workers knew this; they knew what we were up against, for, as I have tried to indicate throughout this article, it is our aim to keep everybody informed as to what we are doing. We knew that the mass—the 90 per cent of honest men—would be with us.

"We did not close the shops and reopen at a lower wage. That would have been trying to fool the workers. We announced the cut. And the men took it as we made it—regretfully, but in the honest conviction that there was no other way.

"Then we cut shoes close to pre-war prices. It took a couple of months for the realization to sink into the minds of the buyers. But by June we were at capacity, and have been well behind our orders ever since. We have not found it necessary to change our manufacturing or buying methods.

### THIRTY FOUR YEARS AGO.

With this issue we celebrate the Thirty Fourth Anniversary of the birth of the Shoe and Leather Journal. It is of interest to note the aims set forth in the initial issue, and a pleasure to reaffirm them. The following are extracts from the issue of January, 1888:—

We have much pleasure in placing before the trade the initial number of THE CANADIAN SHOE AND LEATHER JOURNAL.

As its name suggests, the aim of the JOURNAL will be the gathering and dissemination of useful, practical and scientific knowledge in relation to the manufacture of leather and its products, and the faithful recording of all movements of importance directly bearing upon these and kindred industries, both in this country and abroad. While laying no claim, in any way, to the possession of all the secrets of the art of leather manufacture, or attempting to assume the position of oracle upon points of theoretical or practical technology, we will endeavour to bring to bear upon all discussions the ripest thought of modern experience.

Our columns shall always be open to our readers for the purpose of enquiry or criticism, and we shall welcome most sincerely all correspondence conducted in a proper spirit, of a character interesting to the trade at large.

By careful attention to the requirements of this rapidly developing industry, and by untiring devotion to its numberless interests, we hope to make the JOURNAL of such eminent value to all, that it shall win for itself support, not so much even on account of its national character as for its intrinsic merit.

#### Notes From Issue Jan. 15th, 1888.

W. D. Blachford, formerly of Hamilton, Ont., has recently opened out a retail store on Yonge Street, Toronto. We wish him every success.

We are pleased to note that the shoe men have received their share of honors in the recent municipal elections. Our congratulations to the following:—

Mayor L. J. Breithaupt; Berlin, Ont.; Ald. G. St. Leger, Toronto, nt.; Ald. L. Healey, St. Catharines, Ont.; Ald. Wm. Adams, Kingston, Ont.; Councillor R. E. Le Sueur, Sarnia, Ont.; Councillor I. B. Webster, Dresden, Ont.; Councillor Alex Forbes, Fergus, Ont.

#### Market Conditions 1888.

BOOT AND SHOES.—Orders are coming in very slowly, and many merchants are inclined to move slowly themselves. On the whole there is not the customary activity that usually accompanies the re-opening of the spring season. The failures in the west tend to cause a feeling of mistrust and caution that hinders progress still further. However, considerable shipping is being done, and orders are being taken for ordinary date paper. The very dry season preceding the winter has proved disastrous to retailers in most cases who are compelled to carry over large stocks. This will necessarily have a tendency to limit purchasing.



# Profit And Where It Goes

## Analysis of the Money That Might be Made by Montreal Retailers.

THE following communication was received from a Montreal retailer. Nobody is satisfied with the conditions that exist, and all are seeking some solution of present difficulties. But very few will sit down and endeavor to analyze the situation. For that reason, dealers will be interested in following our correspondent's reasoning, though they may neither agree with it, nor with the figures given. He says:—

"Day after day we read notices in the newspapers calling a meeting of creditors of somebody or other. Why this should be so in the retail shoe trade, this article will attempt to explain, in connection with the charts.

"In the Montreal shoe trade there is approximately a Gross Profit of \$3,581,200, to be divided among about 250 retailers. This is made up as shown in first chart on this page.

"750,000 persons, half of whom purchase one pair of gaiters at an estimated profit of 75 cents per pair.

"750,000 persons purchase Blacking, Whiting, Laces, etc. Such Sundries realizing an estimated profit per person of 15 cents each.

"We now have a gross profit of \$3,581,250.00, which is to be divided between about 250 retailers.

"The reader will see from the second chart that this profit is distributed on the percentage of stock carried.

"The question might well crop up that a number of tourists visiting Montreal purchase shoes here, but one must also remember that this is offset by Montrealers visiting elsewhere and purchasing their supplies where they happen to be.

"This being Gross Profit, in order to arrive at the Net Profit showing against the different retailers, we must deduct expenses. This operating cost is figured as follows:

"Rent 10 per cent; Wages 33 per cent; Taxes, L. H. & P., etc., 5 per cent; Insurance 1 per cent. Sundries, such as Gen. Exp., Postage, etc., 17 per cent. This gives us 66 per cent to be deducted from Gross Profit. We have now left, \$1,217,625 as net profit. This net profit being distributed on the percentage of stock carried basis shows a handsome return for the retailer who has, in addition to his salary.

### CHART NO. 1.

### ESTIMATED POPULATION 750,000.

750,000 averaging 3 prs. shoes. Average profit each pair	.....	\$1.25 per pair	\$2,812,500.00
750,000 averaging 2 prs. rubbers	do	.25 per pair	375,000.00
750,000 One half buys gaiters	do	.75 per pair	281,250.00
750,000 Blacking, Laces, Sundries	do	.15 per person	112,500.00
Total Estimated Gross Profit in Montreal			..... \$3,581,250.00

"This gross profit shown may be divided as follows:—

\$2,263,625.00 which is 66 per cent for operating expenses.

\$1,217,625.00 which is 34 per cent Net Profit for distribution.

"The chart number one assumes a population in Montreal of 750,000; also that all these people purchase three pairs of shoes each year and we estimate a gross profit on each pair of \$1.25, which, you will agree, is a very conservative figure.

"750,000 persons purchase 2 pairs of rubbers per year on which we estimate a gross profit of 25 cents per pair.

"The question is, what becomes of this money?

"The reader is probably saying "Why did so and so fail then, if all this money is to be made?" My dear friend, the answer is not hard to find, and if you have patience to continue with me a little longer, I will relate one or two incidents known to me personally; and I might say from my experience and knowledge all others are governed by the same principles.

"I might ask here, will the people of Montreal wear more shoes out if you give them away? Most decidedly no! Yet, they have to have shoes to wear, and in order to wear they have to buy. Shoes are a necessity, and if we only reasoned from this stand-

### CHART NO. 2.

IF—	Carry stock of:	Total stock carried:	Percentage carried:	Total Net Profit	Each receives
35 Merchants	5,000	175,000	3.43	41,764.00	1,193.00
40 "	8,000	320,000	6.32	76,953.00	1,924.00
50 "	10,000	500,000	9.87	120,179.00	2,403.00
46 "	15,000	690,000	13.61	165,718.00	3,603.00
30 "	20,000	600,000	11.84	144,166.00	4,805.00
20 "	30,000	600,000	11.84	144,166.00	7,208.00
10 "	40,000	400,000	7.90	96,192.00	9,619.00
6 "	60,000	360,000	7.11	86,573.00	14,429.00
4 "	70,000	280,000	5.52	67,212.00	16,803.00
2 "	90,000	180,000	3.55	43,225.00	21,613.00
2 "	100,000	200,000	3.94	47,974.00	23,987.00
2 "	120,000	240,000	4.74	57,716.00	28,858.00
1 "	150,000	150,000	2.96	36,041.00	36,041.00
1 "	175,000	175,000	3.43	41,764.00	41,764.00
1 "	200,000	200,000	3.94	47,974.00	47,974.00



point, these figures would have a better showing commercially.

"I will now endeavor to explain the whys and wherefores and how some so-called business men conduct their business from the ground up.

"About eight years ago, there started up in Montreal, a man who had an ideal location, whose store was crowded most of the time and whose profits must have been gratifying, as the trade he supplied paid the prices he asked. More satisfactory than this even, was the goodwill he was establishing. Everybody was talking about his shoes and their quality.

"During this time, his fellow tradesmen were still doing business, maybe not quite as much, but sufficient to give them a fair return.

"This man apparently thought it was time not only to have his own customers, but those who were buying at the stores nearby. He advertised a big sale, actually selling shoes at cost, and even below cost, and gained quite a number of new customers. The sale was a huge success, and his fellow retailers suffered severely at his hands. When he thought he had gained all the customers he possibly could, he stopped the sale.

"The question is "did he make or lose money?" You will probably reason that he made money by adding to his list of customers. This is not so, however. People who were in the habit of purchasing their requirements at his store, went there because it was a high class establishment, and the goods of first rate quality. The holding of a sale meant that this class of people could not get service and they went elsewhere. Again, his competitors in order to bring back their customers, the moment his sale stopped, also started a big sale. This meant in both instances that instead of making money they were both losing. The cost of the shoes remained the same, but the expenses increased considerably owing to the advertising done. The people and not the retailers got the benefit.

"Another example of what is ruining the trade, is the advertising by firms who say, "Why pay retail or wholesale prices when we supply them at Manufacturers' Cost?" Also, "why pay \$15.00 and \$16.00 for a pair of shoes when we sell them for \$7.49?" All this advertising tends to make the purchasers lose confidence in the trade because they think to-morrow might see another drop and they wait. If they cannot wait, when they get to a store a lot of unnecessary selling has to be done, because there is a strong feeling present that Mr. Retailer round the corner has it for less.

"One advertisement is clearly impressed in my mind and was put in the newspapers by Sevlyn's Limited, of Montreal, which shows the cut of a shoe with 1921 cost prices for different parts and the cost of operation, which stated that former \$14.00 shoes are now sold at \$7.50. My knowledge and experience leads me to believe that this class of shoe cannot be replaced at this price. Yet, if this firm can sell at the price mentioned, high class shoes made by, say Astoria, Talbot, J. & T. Bell, Slater and others of equal prominence, then there must be collusion between the manufacturer and this house whereby a large discount is given and, if this is so, then the trade is suffering from this unfair competition.

"In Montreal, we also have a class of men who buy from manufacturers at jobbing prices and sell to

the public at the same price charged to retailer. That is not business, my friends. Business means the displaying of your merchandise and rendering of service which brings a bigger volume of business. It is not business to go out and buy a pair of shoes for \$7.50 and sell them in the store for \$7.35.

"Now, I have attempted to diagnose the disease. If you agree with me, shall we apply the remedy?

"First, let us remove all those blatant signs which are advertising our ruin.

"Secondly, let us, through the medium of the Shoe Retailers' Association of Canada, organize ourselves and set a standard to work from. What I mean by this is: Today a person goes out to buy a pair of rubbers, and sees the same rubbers in different windows at different prices. The question in his mind is, "Will I, or will I not, buy?" This holds good in several other lines. Let us make a price and stick to it. When I say price I mean cost plus a fair profit.

"Before concluding, might I suggest that some other retailer express through these columns his ideas. It is the only way we can get to understand one another. I might repeat once again, do not forget our Retail Association and our National Retail Association, these give us more power than money can ever buy.

"One other point might interest others as it has interested me, is why is the man who cancelled his orders given at high price and the man who went into bankruptcy or compromised, better able to command credit today than the average retailer?

"Who will answer this?"

## Prize Of \$100.00

The Shoe Manufacturers' Association of Canada is offering a prize of \$100 for an emblem or device suitable for use by the Association and its members on printed matter, including letter heads, advertisements, etc. The contest is open to any one and no limit is placed on the number of designs which may be submitted. The Executive Committee of the Association will award the prize immediately after the annual meeting of the Association in January.

Fine drawing is not necessary and the sketches will be judged principally on the basis of the ideas outlined. Simplicity is desirable, as the emblem will be required to be used in small size. It must be properly representative of all branches of the boot and shoe manufacturing industry. No entries will be considered which do not reach the Association on or before January 18, 1922. The name of the person submitting the sketch must be legibly written on the reverse side of the drawing in each case. These are absolutely the only conditions and no coupons or certificates of any kind are required. All sketches and communications in connection with the competition should be addressed to:

SHOE MANUFACTURERS' ASSOCIATION  
OF CANADA.

6 Jordan Street, Toronto.

# Review Of Leather Situation

Chairman Tanners' Section Toronto  
Board of Trade Discusses Prospects.

THE annual meeting of the Tanners' Section of the Toronto Board of Trade, was held on December 16th, with the chairman, Mr. A. O. T. Beardmore, presiding.

The officers elected for the coming year are as follows: Chairman, K. D. Marlatt; 1st Vice-Chairman, C. W. Conway; 2nd Vice-Chairman, L. O. Briethaupt; Secretary-Treasurer, F. G. Morley; Executive, A. O. Beardmore, A. O. T. Beardmore, J. C. Breithaupt, G. B. Clarke, Hon. E. J. Davis, W. J. Heaven, H. B. Johnston, Theo. King, C. G. Marlatt, W. G. Parsons, Chas. Robson, C. O. Shaw, John Sinclair, C. W. Tobey, S. R. Wickett.

The retiring Chairman, Mr. A. O. T. Beardmore, in his address, gave a comprehensive review of conditions prevailing in the leather trade. He stated that the tanning and leather industry opened the year 1921 with business reduced to a very small volume, but, as the year grew older, a slow, but gradual, improvement took place, until at the present time a very fair, but limited volume of trade is being done by most tanners, and business, it is felt, is gradually getting back to normal and, unless a further trade depression takes place—which seems unlikely—the industry in 1922 should be once more running to fairly full capacity.

The decline in prices of leather during 1920 and 1921, Mr. Beardmore pointed out, was a decline unparalleled in the history of the industry. It naturally resulted in unprecedented losses, and the readjustment, which has taken place, has, in fact, been one of the most drastic and thorough readjustments of the present general depression; any surpluses, which were accumulated during the period of war activities and the aftermath of same, have been wiped out by the tremendous losses sustained by tanners on inventories.

Prices on some lines of raw materials and hides at the beginning of the year were below pre-war levels, but there has been a marked recovery in the value of all classes of hides, until today prices are pretty well back to 1915 levels. The hide markets continue firm and advancing and, with the reduced take-off and the improved demand from tanners, there does not appear to be any chance of a recession in prices. Stocks of hides have been decreasing for some months, due to the smaller kill, and prices have very materially strengthened.

On the other hand, manufacturing costs, labor, fuel, freight rates, war taxes, etc., which during the war years and the post-war period increased by leaps and bounds, have not declined to any appreciable extent and tanners' overhead—due to reduced output—is very materially higher than it nominally should be. Some reduction has been made in wages, but other expenses are—if anything—very little lower than during the previous years and, in spite of this, leather is being offered and sold at less than replacement basis.

This condition is undoubtedly due to close competition and the keen desire on the part of tanners to

keep their plants running at as large capacity as possible. It is felt, however, that prices of most lines of leather will have to be advanced in the near future; in fact, some lines of sole leather—particularly heavy sole leather—have been advanced slightly during the past month.

The demand for domestic leather should show a substantial increase in the next year or two. With the marked improvement in political conditions in Great Britain and Europe, the volume of export trade should show a substantial increase in 1922. The boot and shoe industry in Canada, which consumes the largest proportion of the output of the leather industry, has unquestionably seen the worst of the depression; boot and shoe manufacturers are, however, still pursuing the hand-to-mouth policy in respect to their raw materials, and whatever stocks of finished leather are in the country are being carried by the tanners.

Mr. Beardmore said, in summing up, the domestic demand as well as the European demand for leather, should show a considerable increase in 1922; in short, the fundamental position of the leather industry is today on a much sounder basis than it was a year ago and the outlook is favorable.

Business conditions in Canada are, on the whole, fairly satisfactory, said Mr. Beardmore. Certainly we, as tanners, have much to be thankful for as citizens of this great northern Dominion, and we can all look forward to the future with great confidence and much optimism.

Mr. Beardmore referred with regret to the death of Mr. R. M. Beal, at his home in Lindsay on March 29th.

## WHO IS SUPERSTITIOUS?

Ontario shoe manufacturers are not superstitious. Witness the fact that they are going to hold their annual meeting in Kitchener on Friday, January 13th, 1922. Here is what they say about it in the notice they send out:—

"Well, no doubt you think the fates are being dared in holding the Ontario Shoe Annual Meeting on Friday, the 13th! They're not, really, because the unluckiness of the Friday cancels the unluckiness of the 13th, and the only ones who will be out of luck will be those who don't turn up at the meeting.

"With most shoe men, stocktaking will be over by that time. If the result makes you happy come along and dispense a little of it. If it makes you sad, come to **Kitchener**, forget about it and be cheered up a little.

"There will be as little business as possible. The Constitution is safeguarded by having every member nominated for every office, so elections will be a free-for-all. Seven executive members of the Shoe Manufacturers' Association of Canada are to be nominated. For the rest, anything you like. Come and abuse the officers and executive as much as you like, then get friendly again after it is over.

"Luncheon will be served at 12:30 in the Walper House, Kitchener. This poor worm, undersigned, has been bullied into asking that a return postcard be sent by each member. Come on up and cash your cheques. Cheerio.

"WALPER HOUSE, KITCHENER, FRIDAY, JANUARY 13th, AT 12.30."

From the above it would look as if "A good time will be had by all."



# With The Shoe Manufacturers

## Convention Dates Changed to February 1st and 2nd.

**O**WING to the fact that reservations made by another body made it impracticable to hold the convention of the Shoe Manufacturers' Association on the dates originally set. For that reason it was decided that the meeting would be adjourned for a week, and the actual convention held on Wednesday and Thursday, February 1st and 2nd. The wholesalers will likely change their meetings, therefore, to Monday and Tuesday, January 30th and 31st.

The Manufacturers have already arranged a tentative programme, though the final details will not be announced until later. At present, the programme includes several features of primary interest and importance to the Canadian shoe industry. The sessions will all be held at the Windsor Hotel, Montreal, and the tentative layout is as follows:

### Wednesday Morning, Feb. 1st.

9.00-10.00 a.m.—Registration at Windsor Hotel.

10.00 a.m.—General Business Session.

Call to order; roll call; President's Address.

10.30 a.m.—Reports of Secretary, Treasurer, Manager and Executive Committee.

11.15 a.m.—General Conference on "How can this Association best serve the higher interests of the industry in 1922?"

11.45-12.30 p.m.—"Credit Problems of Shoe Manufacturers and the new Bankruptcy Law."

12.30-1.00 p.m.—Address on "Packing and Shipping of Shoes."

1.00 p.m.—Luncheon.

### Afternoon Session.

2.30 p.m.—Open session greetings from other branches of the trade.

3.00 p.m.—"General Industrial Situation and Trade Outlook."

3.45 p.m.—Address by Mr. F. W. Knowlton.

4.15 p.m.—"Plans for Technical Education for Shoe Workers," by Mr. A. Belanger, principal of L'Ecole Technique de Montreal.

Evening.—Group Meetings.

### Thursday, Feb. 2nd.

#### Morning Session.

10.00 a.m.—Open Session. Address: "Export Opportunities."

10.30 a.m.—Address on "Practical Cost Accounting for Shoe Manufacturers," by Mr. W. F. Dickson, auditor of Endicott, Johnson Co. Inc.

11.15 a.m.—"Income and Sales Tax Returns."

11.45 a.m.—Address on Sole Leather Situation.

12.15 p.m.—Address by Mr. Lucien Borne.

1.00 p.m.—Luncheon.

#### Afternoon Session.

2.30 p.m.—Business Session. Consideration of Proposed New Constitution.

3.15 p.m.—Reports of Nominating Committee and Resolutions Committee.

Election of Officers.

Consideration of Resolutions.

7.00 p.m.—Banquet Session.

On Friday will be held meetings of the Executive

and any further group meetings that may be necessary.

Fuller details will be reported later as speakers are arranged for the subjects not yet covered.

The banquet will be held at the Windsor Hotel, and tickets may be obtained from the office of the Shoe Manufacturers Association, or from the following gentlemen in Montreal: Messrs. D. F. Desmarais, W. Gagnon, Doig, and Normandin. Anyone connected with any branch of the shoe and leather industry is welcome. The price has been arranged at five dollars per plate.

The Reception Committee appointed by the Shoe Manufacturers of the Montreal District is as follows:—Mr. P. A. Doig, chairman, and Messrs. N. Macfarlane, Macfarlane Shoe Co., Joseph Daoust, of Daoust, Lalonde & Co. Ltd., L. P. Deslongchamps, Slater Shoe Co. Ltd., A. Lecours, Canadian Footwear Co. Ltd., D. F. Desmarais, La Duchesse Shoe Co., R. W. Ashcroft, Ames Holden McCready Ltd., Albert Tetrault, Tetrault Shoe Co. Ltd., Wilfrid Gagnon, Aird & Son, and two representatives to be appointed by the Montreal District Shoe Wholesalers Association.

### Hotel Accommodation.

Special arrangements have been made with the management of the Windsor Hotel to give preference to those attending the Convention. But it is advisable that those who propose to attend the Convention make their reservations as early as possible.

### Wholesalers Meeting on Monday and Tuesday.

The wholesale shoe men of Canada will meet in Montreal on January 30th and 31st, for a Convention from which it is expected will emerge the National Footwear Wholesalers' Association of Canada. This gathering will not be held at the Windsor Hotel, but in the rooms of the Montreal Chamber of Commerce, 76 St. Gabriel St. On Monday, the Provisional Executive will meet. On Tuesday, a general meeting of the wholesalers will be held, and it is hoped that the majority will stay over to attend the Convention of the Shoe Manufacturers on the following two days.

### Prize Competition.

Suggestions have started to come for a design for the Shoe Manufacturers' Association of Canada. As a prize of one hundred dollars is offered for the best design, it is hoped that a great many will be submitted. The decision is expected at the time of the Convention, so those who have not already tried, had better get busy in working out an emblem.

### Division into Groups.

It is proposed that the Shoe Manufacturers' Association divide its membership into divisions, sections, and groups. That would mean that men engaged in similar lines of business would be brought more closely into contact. The details have not been worked out completely, but a definite announcement may be expected shortly.

### Correction of Standard Carton Size.

In the list of standard sizes for shoe cartons sent out by the Shoe Manufacturers' Association, an error was made in first item. This should have read:—

	Length	Width	Depth
No. 10—Men's fine shoes	13 $\frac{1}{4}$ "	6 $\frac{3}{4}$ "	4 $\frac{1}{4}$ "

In the original list, the length was given as 12 $\frac{7}{8}$ ", which was not correct.

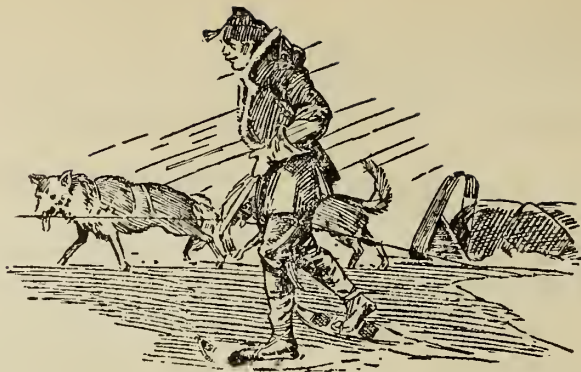
Members who are now using cartons in the standard sizes are asked to advise the Association.



# "A La Claire Fontaine"

A Romance of Quebec  
And the New Year

By S. Davidson



**M**OST of the large stores had emptied their busy crowds upon the streets, the latter being still thronged with last hour Christmas shoppers, who hurried hither and thither in the sharp frosty atmosphere in the endeavour to complete forgotten purchases.

"Shall we start for home now, Madeleine, or would you like a little supper first?" asked Louis Parent of his fiancée, as he paused to call a taxi.

"Whatever you like, Louis," with a yawn. "It's all the same to me," and then with a shrug of her well-furred shoulders. "Oh let's do something exciting. I'm ennued with this Christmas fussing and would like to get away from it," she said, as she pouted and tapped the sidewalk impatiently with a daintily shod foot.

"Tired of Christmas!" exclaimed her companion, "Why I thought that nobody in the world but a misanthrope or a lunatic could feel like that. But you are fatigued, dear, and perhaps you will feel better after a little music and something to eat."

"To the 'Rendezvous,' he said to the chauffeur, as the car drew up to the curb and they were soon seated at a corner table in the popular Cafe dansant which already was alive with young people in search of diversion and refreshment. Divested of her furs, Madeleine leaned back in her chair, threw a languid eye over the company, a nod of recognition here and there indicating that many of the guests were known to her. It was the usual crowd of modern young men and women to be found in such places, and those not busy eating or enjoying animated tête-à-têtes at the tables, were following the noisy rhythm of the "jazz" on the highly polished floor, enthusiastically encoring the orchestra at the end of each number. While everything seemed decorous, it could easily be observed that with some of the young women as well as the young men, the high spirits prevailing were not entirely due to the exhilaration of the music or the excitement of the occasion.

While waiting for the first course to be served, a rather flashily dressed young man came up and requested the honor of a "turn" on the floor from Madeleine, who, without pausing to make her new friend acquainted with her fiancé, took his arm and was soon threading the mazes of the fox trot with his arm about her waist and his face so close to hers that they seemed to touch. The encore followed and the end of the second dance found the return of Madeleine with her companion to the table, where Louis was sitting disgustedly before the rapidly cooling dishes. A brief introduction followed, Madeleine explaining that the young man was a former school mate whom she had not seen for some years.

Several dances followed, one with Louis himself

and another with the quondam schoolfellow, who seemed to be carrying a fair "load" by this time. As he approached for the third dance, Louis said to Madeleine rather shortly, "I hope you have had enough of that fellow. He's half tipsy. Give him his conjé." His fiancée, who was just finishing a cigarette, blew a cloud of smoke lazily into the air and drawled—"The trouble with you, Louis, is that you are too good for this world. No doubt you would rather be at the Midnight Mass. You prefer the droning of Latin chants and the singing of Christmas carols by a second or third rate choir to enjoying life like other people. You ought to be a monk," and she pushed back her chair, threw away the cigarette and joined the throng of merry makers with her unsteady partner leaning amourosly over her.

White with astonishment and anger at her retort, Louis sat drumming on the table scarce heeding the greetings of friends, and awaiting the return of Madeleine, who had not given him a chance for reply. As, flushed and smiling, a few moments later, she sank into the chair opposite him and bade her dancing partner au revoir, she turned to Louis, and remarked curtly she thought it was time to go home. They put on their wraps, without exchanging a word, entered a taxi and in fifteen minutes stood together in the entrance of Madeleine's home.

"Just what did you mean, Madeleine, by that outburst a little while ago?" he asked as they stood silently before saying good night.

"I mean this," she retorted hotly. "You have lately done nothing but find fault with me, criticizing everything I have on and everything I do. My skirts are too short, my stockings too loud, my waist too low, my hair is not done to suit you, and lately you have taken to criticizing my friends. You were positively insulting to-night. You are a regular knocker and I won't stand it. I am going to dress as I choose and dance with whom I like and you might as well know it!"

"Perhaps I should," he replied quietly. "I think it is time you called a halt to some of the things you say as well as do. It was bad enough to see you sitting to-night with your legs crossed, puffing at a cigarette, but your actions on the floor and especially with that jazz hound with the thick breath, were the talk of everybody. You made a fool of me as well as yourself. Matters can't go on as they are if we are to be husband and wife."

"They don't have to," she replied, her eyes blazing as she pulled off her gloves. "Here is your ring. Give it to someone who is willing to tie her future to a jealous tyrant whose idea of married life is for his wife to stay at home and mend socks, while he goes to the club and enjoys himself." And she pushed into



his hand the handsome token of their engagement." "I'm through!" she snapped as she turned her back on him.

He attempted a remonstrance and apology in the same breath, but she left him standing with the little token between his fingers. With a muttered good night, he opened the door and went down the steps. For a moment or two he could hardly realize that on the very threshold of Christmas he had broken with the only girl he had ever seriously cared for, and he saw stretching before him, not only the blank of a Christmas without her, but a lifetime of ruined hopes.

It was three o'clock when he reached his apartment. Bed was unthinkable, so he sat and brooded till daylight. "She will think better of it in the morning, especially when she sees the presents," he said to himself, and he stretched out on the couch without undressing, waiting impatiently for the hour when he might call her up and ask her if she had gotten over her tantrum. They had quarreled to some extent before, but this was the first occasion that a serious breach had taken place in their relations.

He rang up the house about ten o'clock and received the curt information that Madeleine was returning his presents by special messenger. He tried to get in a word of apology, but with a crisp "C'est fini!" the telephone clicked. He sat before the instrument for fully ten minutes before it seemed to dawn on him that the affair was more serious than he thought and that the engagement was really off.

Louis Parent was traveller for a large shoe concern and was doing fairly well as regards both salary and prospects. He had met Madeleine almost a year previously at the house of a friend, and it seemed at least on his part, a case of love at first sight. After a summer of delightful associations, they had become engaged with the prospect of being married early in the New Year. Everything, as the French say, "marched well," and the only rift in the lute had been the fondness of his fiancée for extreme fashions in dress and her craze for public dancing and the ways of the fast set. More than once of late, they had had words over her desire to be always "on the go" and Louis was hoping that once settled in a little home of their own this tendency would moderate. Rather quiet himself in his tastes, he found her vagaries and especially her tendency towards extremes in language and manners rather trying, but he hoped that these, like her cigarette smoking, would wear off.

After his futile attempt to open up telephone

communication with his estranged sweetheart and immediately following the delivery to his apartment of a huge parcel containing his Christmas gifts, he put on his fur coat and cap and wandered out in a state of mind difficult to describe. For two hours he tramped the streets, torn in turn by remorse and anger. After all, he had only told her the truth. She had sadly disappointed his expectations and it was better to find out they were unsuited to each other before rather than after marriage. Perhaps after all she was not the kind of a girl that would help him to make a success of life. But his heart would urge in extenuation that she was young and inexperienced and he ought to have been more gentle. He had acted like a savage brute and besides, it was no time to quarrel on Christmas Eve. As he thought of her daintily moulded form, her merry brown eyes and the dimples in her cheeks, when she laughed, it drove him almost mad to think after all that had passed between them that these charms might be bestowed upon another.

He set his teeth and with head down and collar turned up, he drove into the storm that had begun to blow, like a snow plough into a blizzard. As he reached the corner of the street, he came into sudden contact with a pedestrian with such force as to almost lift the latter from his feet. He began at once an abject apology, when the latter exclaimed, "For the love of Heaven, Louis, where do you think you are heading for? You nearly had me on my back. Merry Christmas, old man! But you look as though you were making for the cemetery instead of for your Christmas dinner. What's up?" It was Mr. Albert Lajoie, the local manager of a large paper concern. He was on his way back to his home after visiting the office to get his Christmas mail.

"I was just taking a short walk before dinner," stammered Louis. "I haven't been up to the mark for a day or so and I thought a little exercise might do me good." But the excuse did not satisfy Mr. Lajoie, who suspected at first that Louis had been celebrating a little too freely until he saw from the lines in his face that there was something serious behind his abstracted manner and hunted appearance.

"Louis, I am afraid you are rather a poor liar. You are some two miles or more from home, which is certainly some little walk and much too far for you to go back and be in time for dinner. Come along with me old chap. The house is just a few steps from here and Marie will be glad to see you. We are alone

Continued on Page 59



New Year's, "Le Jour de l' An" is the Great Day of the Year for Visitors



**GRIST FROM THE MILL.****Notes and Comments from the Canadian Shoe Trade. A Western Ontario Dealer says:—**

"Sales on rubber goods has been splendid and we have been unable to secure sufficient Goloshes. The trade for this novelty has outstripped the Manufacturers entirely."

"In reference to the amount of goods we are purchasing for spring, I beg to say that we have placed very little. The public are demanding cheaper shoes and unless the manufacturers are prepared to hand them out, our opinion is that Spring sales will not be up to the standard. We have now got cheap wheat and we think we are going to have cheap shoes. We may be wrong, but this is our guess, and we are buying only from hand to mouth from manufacturers when they have any stock on the floor and jobbers when necessary."

"Our stock is not down to normal in prices or quantity and we purpose having it lower than it has been in some years. We feel that we are carrying entirely too much stock for the amount of business done and are making strenuous efforts to increase our turnover on a smaller capital investment. It is our opinion that Manufacturer and Retailer must reduce costs and overhead to the lowest possible minimum placing the prices at the same rate increasing the turnover by doing this and in that way can still lower cost and overhead. We believe that there is still a large quantity of shoes brought into this country, which can be kept out by the Manufacturer increasing his output and lowering his cost for the home market."

**An Ottawa Retailer says:—**

"Too many styles are being shown. Shoe stocks are going to be in bad shape if the buyers do not watch carefully, on account of multiplicity of styles."

**Maritime Dealer says:—**

"At present there is a big run on rubber goods and felts, men's boots and low cuts being a little slack. As far as our spring requirements are concerned, we have only covered ourselves on what we feel we actually need and will undoubtedly require considerable more goods as the spring season approaches. We do not yet feel like ordering any large surplus but for another season will likely handle our stock from hand to mouth as we require it. We are only buying a few months ahead and are sorting up continually. Our stock in general is a little high yet and we must admit that it is very poorly assorted as in certain departments we are extremely low, but it is gradually getting lower and better assorted from month to month and by spring we hope to have it in better shape than it has been for some years past."

"We think that prices are as low now as they will be for some months, but we do not look for any increase and in fact, after another year when labor gets down to some normal basis there may be a dropping off in prices to some extent. We look forward to a good Christmas trade this year and with winter setting in early, as apparently is the case, it gives people the Christmas spirit and good seasonable weather tends to help business along. While in some parts of the Maritime Provinces things have been very quiet, we have no reason to complain after all."

**A Winnipeg Retailer Tells Us:—**

Women's boots are selling about 40 per cent; women's low cuts about 60 per cent; men's boots are selling about 90 per cent; Men's Oxfords about 10 per cent. Rubbers are selling the same as a year ago,

except there is a heavy demand for women's four-buckle overshoes. It is so heavy that the merchant and manufacturer did not gauge it sufficiently when placing his orders last March—as a result, the manufacturers and retailers cannot cope with the situation, and this kind of merchandise is being handled by express. But as the manufacturer has a limited quantity of lasts and patterns, and it takes time to put them through, what are turned out are distributed to the retail merchants as quickly as possible, and as soon as placed on sale, they melt away at once, so that it is not necessary to advertise women's four-buckle overshoes at all. Staples are selling about the same.

Our orders for Spring have been only about 30 per cent or 40 per cent of our requirements. This backwardness is caused by the facts:—(1) Desire to get stocks to normal or below normal as quickly as possible. (2) The Manufacturer, his representative and the buyer for the retail store find themselves in a perplexed position at the present time, as they do not know what is going to be in demand next. They would like to see business go down to staples, when it would be better for everybody concerned. But I suppose until the style promoters and style followers have had their fill good and plenty, we will not be able to get down to the good old days of staple lines. We used to buy for a six to nine months' period ahead. Now we are buying for a three months' period ahead. Our stocks are not down to normal. The pairage is more than we desire. The value of the stocks on hand figure higher than our inventory should show.

Everyone in the shoe business from the leather and hide man to the retailer would like to see good satisfactory business and feel that we had gotten by the readjustment period. But we are still undergoing that readjustment, and it appears to me that we are drinking the dregs and they are rather bitter and particularly hard to swallow. But I think that everyone is going through a period of cleaning and that we will emerge in a better condition. It would seem to me that an effort should be made to get down to staple lines and staple business, and the manufacturer should make and carry the lines that are necessary to take care of the trade, and that all novelties should be tabooed. Of course there might be a reasonable amount brought out from time to time, appropriate for the ball room and similar special affairs. It appears there are no selling stunts than what we have tried in the past. The only thing that interests the public is to see how cheap the merchandise can be bought for, and as the buying public are pretty good buyers at the present time, they look at the quality nearly as much as the price, and that is why many sales and selling stunts that have been put on from time to time have proven themselves poor business getters and result in financial loss instead of gain. There is just one thing today to do, and that is for the manufacturer, his traveller and the shoe merchant to do his work with his very best ability exercising his past experience and best judgment in the selection of merchandise whether it be to buy or sell. And when he is in doubt, there is only one thing to do, and that is to practice the good old rule of "Safety First." In conclusion, I would say, that while it is difficult enough for the honest reliable merchant to do business today, it is much more difficult for the dishonest and unreliable merchant, not only to do business, but to continue in the business.



# QUEBEC

## The New Year

Business in the shoe and leather trades shows steady, and continued improvement. The year 1922 ought to see trade fairly established on a normal basis.

Each branch of the trade must do its part to remove all uncertainty by patient planning and faithful effort.

Quebec is already in line. Prices have been carefully revised and brought to the lowest point compatible with dependable quality in materials and workmanship.

Quebec lines will be found in their accustomed place of leadership in this respect and afford no excuse for uncertainty or delay in filling up gaps made by the sales of the past three months.

Let us all work together for Better Business for 1922.

Pierre Blouin, Limited.

Lucien Borne.

Children's Shoe Mfg. Co.,  
Limited.

Ludger Duchaine.

Duchaine & Perkins Ltd.

Eastern Canada Shoe Co.  
Limited.

O. Goulet & Son, Limited.

Lachance & Tanguay.

Lagace & Lepiney, Ltd.

A. E. Marois, Limited.

Wm. A. Marsh Co., Ltd.

John Ritchie Co., Ltd.

Chas. E. Roy.

Luc. Routier.

J. E. Samson Enr.

The J. M. Stobo Co., Ltd.

Jos. Tanguay.

United Shoe Machinery  
Co. of Canada, Limited.

# THE MARSH SHOE



## *Cushion Soled Shoes For Immediate Delivery*

These shoes of comfortable fit and warmth are extremely popular sellers during the Winter Season. In style, too, they are strongly attractive, and the Marsh Shoemaking that goes into them means long satisfactory wear.

No. 2234 Men's Blk. Kid Who. Qtr. Blu. Single  
Cushion Sole. English. Packed as below.

	6½	7	7½	8	8½	9	9½	10	10½	11
E	1	3	4	5	4	4	3	3	2	1
E		2	3	5	5	5	4	3	2	1

You can do a thriving trade in these shoes during the next few months. Order a selection NOW, feature them strongly and boost your Winter sales.



These and 20 other lines shown and described in our September 1st. Catalogue.

No. 6038 Blk. Kid Bal. ¾ Fox 7" Top Cushion  
sole ½ Rubber Heel "EE113". Packed  
as below.

	4	4½	5	5½	6	6½	7	7½	8
EE	2	3	4	5	5	4	3	2	2
EE	1	2	5	6	6	4	3	2	1

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

Makers of MEN'S WELTS, WOMEN'S WELTS  
and WOMEN'S FLEXIBLE McKAYS





1922

THE YEAR OF

# Great Expectations

YOU CAN RELY ON

**USMC**

SERVICE TO MEET EVERY

# Emergency

**United Shoe Machinery Co. of Canada**  
LIMITED

**Toronto**                      **Montreal**  
**Kitchener**                      **Quebec**





# AMONG THE SHOE MEN.



The death occurred recently of Mr. Bernard Brown, shoe retailer, of Crediton, Ont.

Mr. Griffith Clarke, of A. R. Clarke & Co. Ltd., Toronto, has been spending a few days at Atlantic City.

Mr. J. J. Keating, of the United Last Company, spent Christmas with his mother in Rochester, New York.

Mr. R. L. Stiles, of the John R. Evans Co., Montreal, spent Christmas with his parents in Philadelphia.

Mr. Ackert, of the firm of Ackert & Rothwell, Lucknow, Ont., has disposed of his interest to Mr. M. Allan Turner.

Thieves broke into the boot and shoe factory of Mr. Heller, 20 Trinity Sq., Toronto, and stole goods to the value of \$500.

Mr. Gus Lossman has been appointed western representative for the United Last Co. Mr. Lossman, who is favorably and well known to the trade, will take up his headquarters in Toronto, Ont.

Fire, thought to have been caused by defective wiring, recently damaged the store and shoe stock of W. J. Honeyford, Collingwood, Ont. The damage, estimated at \$16,000, is covered by insurance.

The New Castle Leather Company of Montreal have been appointed Canadian agents by G. Levor & Company Inc., of Gloversville, N.Y. They will handle their white and various colored Grained Kid also Buck.

Syell E. Ulyett has opened a new store in Medicine Hat, Alta., carrying high grade shoes of the best makes. Mr. Ulyett is also conducting a foot comfort department and is a certified chiropodist. Business has been exceedingly good since opening and is improving all the time.

The death occurred recently of Mrs. J. E. Johnston, wife of Mr. J. E. Johnston, shoe retailer of Sunderland, Ont. Deceased was about to enter the town hall when she suddenly fell forward and expired without speaking. She was in her 46th year, and was born in Aurora, Ontario. Mr. Johnston is left with

five small children to mourn her loss.

The Danforth Footwear is a recent registration in Toronto.

E. Minster, spat manufacturer, 64 Adelaide St. E., Toronto, is moving to 126 Wellington St. West, where he will have larger manufacturing premises.

Mr. Fryer, salesmanager of Scott Chamberlain Co., London, has been spending a holiday in Collingwood, after a successful selling season of Astoria shoes. Mr. Fryer will have some very fine lines to show the trade for 1922.

Mr. Jas. Ross, western representative for John McPherson Co. Ltd., Hamilton, after an illness covering some months is again on the job. Mr. Ross was calling on his firm last week and will soon be showing the McPherson line to their western customers.

P. B. Wallace, of P. B. Wallace & Son, on December 29th, was presented with a sterling silver mounted umbrella, by his employees on the 15th Anniversary of his entering the wholesale leather business. The presentation was made by one of the travellers.

Geo. A. Slater, Limited, makers of Invictus Shoes, have opened an uptown sample room at 308 Lindsay Building, Montreal. This will be a great convenience to the trade, as the location, corner of St. Catherine and Windsor Streets, is handy for both city and out of town retailers.

The last week in January, the T. Eaton Co. Ltd., Toronto, are holding a Made in Canada Week, where one floor will be devoted to goods that are the production of Canadian Manufacturers. One section is being devoted to boots and shoes, where a very representative line of Made in Canada shoes will be shown by a number of Canadian Manufacturers.

The sympathy of the trade will be extended to Mr. W. E. Young, who represents the Williams Shoe Co., of Brampton, whose wife died at the home, 39 Summerhill Ave., Toronto, on Friday, December 16th. Mrs. Young was an active church and mission worker, being secretary of the Women's Association of Yonge St. Methodist Church and a member of the choir. She was very highly respected and loved by a wide circle of friends in the city.



**"GOODRICH"**

**Hand Turned Footwear**

" builds prestige and an enviable reputation for better grade retailers. They are carefully made of selected materials by expert turn workmen."

**HAZEN B. GOODRICH & CO.**

Manufacturers

*Men's and Women's Slippers, Oxfords, Pumps*

HAVERHILL

MASSACHUSETTS

**GOODYEAR WELTS**

**A. E. MAROIS, LIMITED**

Makers of Shoes for

**MEN BOYS YOUTHS  
WOMEN MISSES CHILDREN**

To Jobbers Only

Capacity 5000 pairs a day, enabling us to make 10 Days Delivery on Rush Orders.

**McKAYS**

**Standard Screw**

### PIONEER SHOE MANUFACTURER PASSES.

The Shoe and Leather trade of Canada lost one of its pioneer members in the death of Mr. Z. Lapierre, of Montreal. Mr. Lapierre was born in Montreal 87 years ago, and for fifty years was engaged in business as a shoe and leather manufacturer, being one of the pioneers in that industry in Canada. For over forty years his place of business was on St. Paul Street East, near St. Gabriel Street. During the last years of his business career his son Eugene was his partner under the firm name of Z. Lapierre & Son. Mr. Lapierre was one of the first Canadian Shoe manufacturers to export shoes to Great Britain and the continent, and was widely known among shoe and leather men throughout the Dominion. For many years he was a member of the Montreal Board of Trade. He retired from business in 1899. He is survived by three sons and two daughters, Eugene and Charles Lapierre, of Montreal; Charles Lapierre, of Winnipeg; Mss Helen Lapierre, of Montreal and Mrs. A. S. Pare, of San Francisco.

### DEATH OF VETERAN SHOE MAN.

The shoe industry lost one of its oldest and most widely known retailers, and the city of London, Ontario, one of its leading citizens and business men, in the death of Mr. Hubert Ashplant, senior member of Hubert Ashplant & Sons.

Mr. Ashplant died after an illness extending over eight weeks, on December 20th.

He entered the shoe business in 1871, when he was employed by John McMechan. Later he joined

the staff of the William Cresswell store, which, he, afterwards, acquired, in partnership with Thomas Tanton. After Mr. Tanton's death, Mr. Ashplant took his sons into business with him, and together they developed one of the most successful establishments in Western Ontario.

Mr. Ashplant served his community in broad fields, aside from his business life. He was a leading member of the Methodist Church in London, and had served several terms as alderman and controller in the municipal field. He was seventy-one years of age, and is survived by three sons and three daughters

### DEATH OF FRED UNDERHILL.

Word comes from Hollywood, Calif., as we go to press, of the death of Fred Underhill, of Barrie, on December 29th. The end must have come suddenly as the SHOE and LEATHER JOURNAL received a personal note from Mr. Underhill a few days before Christmas saying that he expected to start for home and take up his duties at the factory, having been away for over a year. We will be able to give further particulars in our next issue.

### A SAD LOSS.

The sympathy of the whole trade goes out to Mr. Alfred Lambert in the loss of his daughter, Miss Pauline. A charming girl, beloved by family and her circle of friends, she was just entering upon womanhood. We extend our deepest sympathy to Mr. Lambert and his family in their sorrow.



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

## Samson's The Leading Sporting Shoe Line

The verdict of all dealers who handle Samson's Sporting Boots, is that nowhere can they find so complete a range, or one made up to higher standards of quality.

In Hockey Shoes, Football Boots, and Ski Boots, the models we offer and the improvements we feature, are the outcome of long specialization. They invariably please the wearer.

### Heavy Staples

You can offer wonderful values if you handle Samson's Staples. The shoemaking is an assurance of satisfied customers.

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



## Medium McKays

For Women, Misses and Children



You can meet the popular demand for moderate priced shoes, and at the same time give full satisfaction in quality and wear by selecting from our reliable line. These shoes are real sales makers, and altogether worthy of your confidence.

**CHILDREN'S SHOE M'F'G CO.**  
LIMITED  
47 Colomb St., Quebec

### RE-CLASSIFICATION OF IMPORTS.

The following re-classification of imports of boots and shoes has been urged by the Shoe Manufacturers' Association, and has been accepted by the Department of Customs to become effective with the commencement of the fiscal year on April 1, 1922:

Boots and shoes, pegged or wire fastened, with unstitched soles, close edged,

Boots, shoes and slippers, with leather uppers, N.O.P.

Men's sizes 5½ and up	Pairs	value
Women's sizes 2½ and up	Pairs	value
Children's, all other sizes	Pairs	value
Boots, shoes and slippers with felt uppers	Pairs	value
Boots and shoes with canvas uppers	Pairs	value
Boots and shoes, rubber	Pairs	value
Boots, shoes and slippers of all kinds, except leather, canvas, felt and rubber		value only

### ANALYSIS OF MARKING REGULATIONS.

The following analysis of the new Marking Law in its application to commodities imported by shoe manufacturers has been suggested by the Shoe Manufacturers' Association of Canada and approved by the Department of Customs and Excise.

No marking with indication of country of origin will be required on the following goods when imported by shoe manufacturers for incorporation with boots and shoes:

(a) Dressed leather, leather in the piece, welt-ing, leather in the roll for pull straps, leather insoles, fibre insoles, ivory soles, wood shanks, combination leather and steel shanks, combination leather-board and steel shanks, steel shanks, leather shanks, ivory fibre, wooden heels, shoe ornaments, buckles, silk woven name-pieces (if cut to measure) pull straps of any material if cut to measure, tassels, pompoms, shoe laces, thread, silk ribbons, buttons, hooks, eyelets, shoe blackings, ink stains, paste, cement, shoe dressing, edge stains and edge enamels, thread lubricator, marking and repair crayons, leather repairer in liquid or powder form, wax, bleaches for soles, white snow-gum liquid, stain removers, sponges, perforating paper, abrasive paper, when imported by shoe manufacturers for incorporation into boots and shoes.

(In the case of any of the above goods, the manufacturers will be required to certify on the customs import entry that such goods are not intended for sale to the consumer in the condition imported, but are merely for use in the manufacture or construction or repair of articles in Canada.)

(b) Parts for use as repairs to machinery or equipment in Canada, (Manufacturers importing such parts will be required to certify that they are for such purpose)

Imported materials in the web or roll which must be marked with indication of country of origin on the piece ticket, band or label, or on one end of the web or roll:

Gem duck and rubber coated gem duck in the web or roll, cotton for linings, cravenette, canvas for uppers, silk woven name-pieces in the roll, pull straps (fabric) in the roll.

Each of the following articles must be marked separately:

Lasts, fillers, patterns, small tools and knives,

## LUDGER DUCHAINE

Whether you are looking for something out of the ordinary in style features or whether you are more interested in something above the average in staples, there are many productions in our lines that you will welcome as being just what you need for your trade.

Making Welts for, Men, Boys Youths, Women and Misses; McKays for Men, Boys, Youths, Women and Misses; Standard Screw for Men and Boys.

**LUDGER DUCHAINE**  
593 St. Valier St., QUEBEC



machinery (except repair parts for machinery).  
 ? Embossing dies, sole stamps, and finishing brushes, when imported as parts of a new machine marked on the name plate or principal part of the machine itself, will be covered by such machine marking. If imported as repair parts for articles in Canada, such dies, sole stamps and brushes need not be marked, but manufacturers importing these articles will be required to certify on the customs entry that they are for such use.

If any of the above requirements are not satisfactory, or will cause any serious hardship, members are urged to advise the Association without delay.  
**Nature or Marking Required:**

The name of the manufacturer or his trade mark, accompanied by the name of the country or a place in Province, State, or other division of a country where the goods have been manufactured or produced will be accepted as sufficient indication of the country of origin.

### HALL AND HODGES CONVENTION.

The staff of Messrs. Hall and Hodges Ltd. held a successful two-day convention and conference, which wound up with a dinner at the Windsor Hotel, on December 29th. Among the guests were:— J. E. Warrington, Quebec; Mr. Geo. A. Slater, H. B. Henwood, Lieut.-Col. G. M. Todd, E. B. Durham, George Simpson, H. Ansley, Perth; W. S. Weldon, Frank Breadon, M. Common, C. E. Hale, W. S. Wilson, S. Samson, George Gales, W. A. McLellan, Fredericton; and Mr. W. G. Hodges.

The toast to the retailers was responded to by Mr. George Gales, ex-president of the Shoe Retailers' Association, and Mr. Geo. A. Slater, ex-chairman of the Canadian Manufacturers' Association, replied to the toast of the manufacturers.

During the evening Mr. G. G. Hodges, vice-president and managing director, referred to the existing conditions, and also to the prospects for the coming year. He especially emphasized the healthy expansion which had taken place in connection with the firm's affairs, pointing to the new subsidiary in the form of the Surpass Shoe Company, Limited, which will operate a chain of stores in this country.

Among the presentations made during the evening was a medal to Mr. Earl Fuller, of the Toronto office, for special work done in San Francisco, on behalf of the firm.

It is rumoured that the "special work" consisted in the financial assistance of the pocket-picking brotherhood of the wicked city on the coast, and it is more or less of a coincidence that one of those present at the dinner, who took quite an interest in the presentation to Mr. Fuller, contributed his quota to the Montreal hold-up men on his way home from the party. Mr. Fuller is understood to be making arrangements to pass on the medal to him.

### CALENDARS RECEIVED.

The Anglo Canadian Leather Company have issued a very attractive calendar for 1922. It is a reproduction of "The Cornfield"; a painting by Constable in the National Gallery.

The calendar issued by John Ritchie Co. Ltd., of Quebec, is also a reproduction of a painting, "Christmas Eve," which we have used as an illustration for the New Year's Story on another page of this issue.

### Two Factories



### 40,000 PAIRS DAILY

This heel-making capacity means prompt, efficient service to the manufacturer PLUS delivery of heels of an exceptionally high order

### MILITARY HEELS, BLOCK HEELS or LOUIS HEELS

of any shape and in any height

### QUEBEC HEEL Co., Limited

QUEBEC

QUE.



## LUC ROUTIER

It is value that makes popularity in shoes these days, and it is value in which our lines have long excelled.

The product of good shoemaking in every detail, they are trade building merchandise of the very best kind.

McKAYS and S. SCREW  
For MEN, BOYS and YOUTHS

LUC ROUTIER  
56 Colomb, QUEBEC



McKAY



GOODYEAR

## Put it up to us

The claims we make about the excellent quality, workmanship, colors, etc., of our welting, are amply substantiated in its use. Put it up to us to prove them by asking us to send you a trial order. We guarantee satisfaction.

## BROCKTON WELTING CO

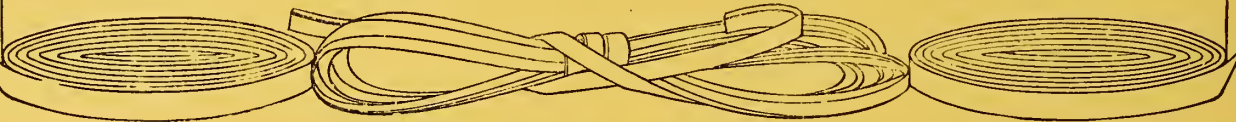
—INCORPORATED—

**69 Crescent St., Brockton, Mass.**

Department of HILLIARD & MERRILL, Inc., 130 Eastern Ave., Lynn, Mass.

**SALES OFFICES:** BOSTON, 185 Essex Street; PHILADELPHIA, Southwest Corner Fifth and Arch Streets; CINCINNATI, 410 East Eighth Street; CHICAGO, 305 West Lake St.; ST. LOUIS, MO., 1419 Olive St.; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce Street.

**FOREIGN REPRESENTATIVES:** ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester; FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.



*Peterboro*  
SHOE

## For 1922

let the Peterboro Shoe be your leading staple footwear line. They never "break faith" as a reliable shoe because they carry a reserve of IN-BUILT GOODNESS as well as presenting a pleasing outward appearance. The shoes that are SELLING these days.

Distributors for  
Maple Leaf Brand Rubbers,  
Fleet Foot Outing Shoes

**B. F. Ackerman, Son & Co., Limited**  
PETERBORO, ONT. Western Branch, REGINA, SASK.  
MAKERS OF THE "PETERBORO" SHOE

## A Jobbers' Year

Every indication points to 1922 being a real "jobbers' year." The type of buying that has become practice during the past year, and which will undoubtedly predominate during the year just beginning, lends itself to the class of service that can best be rendered by the jobber.

The demand for medium to low priced shoes as against the higher values also plays into the hands of the wholesale distributor; while never before have jobbers' stocks contained so much style and snap.

In the face of keen competition, values and service must needs be maintained at the highest pitch; so that the average retailer can look forward to a year of real service and efficiency on the part of wholesalers.





## For Mid Winter Sales

With the cold weather selling well under way, a review of your stock will undoubtedly reveal many shortages in winter lines that need immediate replenishing.

These may be footwear for heavy outdoor wear or they may be the fine style shoes that the social functions of winter bring into big demand.

Whatever they are, the immense well selected Robinson Stock is the place from which to fill up these gaps with the most popular lines at the best values. And remember that your rush order gets **IMMEDIATE** shipment.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

# Western Finders Hold Convention

**Gathering of Representative Leather & Findings Men in Winnipeg.**

THE Western Canadian Leather and Shoe Finders' Association held their third annual convention at the Fort Garry Hotel, Winnipeg, on December 12th and 13th, 1921. The gathering was most representative, including men from Vancouver to Toronto, and was a decided success.

A novel and useful feature was a meeting the first night, at which the Winnipeg repairmen were present. So large was the attendance at this meeting that the hall was not large enough to accommodate them all. Much of the success of the gathering was due to the energy of Mr. Geo. Wheeler, of Kilgour-Rimer Co., Ltd., Winnipeg, who was chairman of the convention committee, and Mr. Walter Wait, of Calgary, secretary of the Association.

The meeting was called to order on Monday morning, and after roll-call the gathering was welcomed by Mayor Parnell, of Winnipeg. Response was made by Mr. Geo. Wheeler.

The President, Mr. R. B. Francis, of Vancouver, then gave his address of welcome as follows:—

"Members of the Association, Associate Members and Guests:—

"I have the sincere pleasure of welcoming you to this, the Third Annual Convention of the Western Canadian Leather & Shoe Finders' Association. I hope that this convention will be of practical benefit to all of us and that when we leave for home that we will go away feeling that we have accomplished a great deal of good for our industries.

"Our Association, in its short life has done wonders in bringing the elective members closer together, in establishing a feeling of good fellowship between competitors and putting the associate members in closer touch with the problems that confront the finder in his every day business life.

"I believe that the next step that this Association should take is that of trying to bring the finders and their customers closer together with a view of developing that same spirit of co-operation. Any effort that we can put forth along this line will have a very favorable effect on both the finder and the manufacturer, and, I hope, at this Convention, that we can make a start on this work.

"As our time is short, this welcome will have to be brief, I wish, on behalf of the elective members, to express our appreciation of the effort the associate members present have made that they might be with us at this time.

"I also wish to pay a tribute to the National Leather & Shoe Finders' Association of the United States for the courteous reception accorded me, when as your representative, I attended their Convention in Kansas City. Through the kindness of Mr. Geo. Knapp, every elective member of our association has been furnished with a printed copy of the Kansas City Convention.

"With thanks for your attention, I now declare this Convention open and ready for the business that may come before it."

After the appointing of committees on Nomina-

tion, Resolutions and Auditing, Mr. Arthur Spriggs was called on for an address on "What the Association has done for its Members." Mr. Spriggs dealt in an enthusiastic manner with the benefits already derived by the membership, and outlined the aims and ideals of the Association, pointing out how valuable such an organization can be to its members.

The out of town delegates were then entertained at luncheon in the Fort Garry Hotel.

After luncheon, the Convention was again called to order, and the secretary made his report, which was in part as follows:—

Mr. President & Gentlemen:

The report which I am giving covering the activities of this office for the past year of its existence is going to be very brief and as follows:

At the commencement of the year just ending, we had a total membership of forty-three. We now have a membership of forty-one. Considering the difference in conditions, I feel that we are to be congratulated at the small loss that has been made.

During the year, two new jobbers have opened up and with the only one who is not yet associated with us, there are now only three possible new Elective Members to be obtained to insure a 100 per cent. membership.

There has been no general conference of members since our last Convention, although the officers have been very active throughout the year, there have been numerous district meetings, which have brought about considerable improvements in local conditions.

During the year, several members have been able to transfer surplus stocks to other members. It is, however, to be regretted that the arrangement in this regard has not been taken advantage of by more members as the exchanging of surplus stocks amongst members prevents the accumulation of stock throughout the country that otherwise would have to be slaughtered.

You all recently received a report from our office dealing with the general leather situation in the United States. If this report is of sufficient interest, we can arrange to have it sent along to the members periodically.

Some of our Associate Members have taken advantage of our collection department, but it has not been used very freely by the Elective Members. An expression of opinion is desirable as to whether it is thought advisable to enter claim against our customers.

Information regarding missing debtors has not been forthcoming from members. It is desirable that a list of these be made up and circulated amongst all members for their protection against fellows skipping out from one Province and starting up in another.

The year under review has been a particularly difficult one to branch out into anything new. Conditions throughout the West, as compared to our recent period of exceptional prosperity, are not as good as they might be, but on the whole, considerably better than one would look for during the re-action which we have run into, and we confidently look forward without any concern or pessimistic feeling to the future.

After some discussion the report was turned over to the resolutions committee to be brought up by them later.

The Treasurer's report was then made and turned over to the Auditing Committee.





## Make Your Stock Demand-Proof

Your ability to meet the variety of the demands of your customers largely governs your selling success. This is particularly so in winter time when the demand runs from the finest style shoes to the heaviest staples and oil tans and includes rubbers and hockey shoes. With McLaren Service your stock can be **CHOICE, WELL ASSORTED AND ALWAYS COMPLETE.**

### Headquarters For Hockey Boots

We specialize in this line and the popular models we feature and the values we offer are pronounced by dealers everywhere as the best obtainable.

### Moccasins, Felts and Rubbers

A glance over your stock in January will doubtless reveal many needed styles or sizes in cold weather lines. Nowhere can you get your needs supplied to better advantage. Send us your orders for

### INDEPENDENT RUBBERS

All the popular models and shades in fine slippers in leather and fabric lines for men and women.

If you are a user of McLaren Service you can keep your stock in the Demand-Proof Class.

**J. A. McLAREN CO., LIMITED**

36 Front St. W.

Toronto

D. J. Hutchings then addressed the meeting in regard to "Profits." Following a discussion on this subject, George Wheeler took up the question in an able manner of "The Attitude of the Association towards manufacturers welling direct."

Mr. Brooks and Mr. Abrams then ably dealt with "The Manufacturers' Attitude Towards the Association." After some discussion, the meeting then adjourned.

At 8.30, in the Board of Trade, the delegates to the Convention met at a mass meeting of the Winnipeg Shoe Repair and Retail Men. About 250 turned up to this meeting, exceeding the Winnipeg members' greatest expectations, many having to stand outside the door.

This meeting was most successful from every standpoint. George Wheeler, in the chair, explained the object of the meeting, and the following speakers then were called upon:

Walter Wait, "Trade Associations—Their Aims & Objects."

R. B. Francis, "Shoe Findings Sales by Repair Men and Shoe Stores."

S. O. Abrams & O. M. Brooks, "Advantages of Modern Methods of Repairing."

Numerous other delegates and repair men then took part in an open discussion.

George Wheeler handled the meeting and answered numerous questions in a good manner and the great success of this meeting was partly due to the splendid ability of the Chairman.

Before this meeting came to a close, the repairmen were most anxious to form an Association of their own, and they were offered every possible assistance along this line.

#### **Tuesday, December 13th.**

The morning session was opened by an able address given by Marlow Adams on "How We Check Up Slow Pays." This led to a considerable discussion on the handling of the credit situation, and was dealt with through the Resolution Committee.

The next business on the program was that of the selection of the Convention City for 1922. After some discussion, which clearly revealed the fact that most members were in favor of making Calgary the permanent Convention City, this was also dealt with through the Resolution Committee.

The Nomination Committee was then called upon to bring their report to the meeting. They then presented a resolution that the following officers be elected:—

Hon. President & Treasurer, S. L. McCracken, Calgary; President, R. B. Francis, Vancouver; 1st Vice President, G. Wheeler, Winnipeg; 2nd, Vice President, D. J. Hutchings, Winnipeg; Secretary, Walter Wait, Calgary; Executive, Messrs. A. E. Spriggs, Winnipeg, S. H. Andrews, Regina, H. A. Morrish, Vancouver.

This was carried unanimously.

Following the completion of this business, the meeting was thrown open for discussion regarding many points members wished to touch upon.

The after session was open to elective members only.

On the meeting coming to order, the President's report was delivered to the meeting. This report dealt with what the Association had already accomplished and could accomplish for its members, producing considerable discussion as to ways and means of

bettering conditions for the trade in general.

The Resolutions Committee was then called upon to bring in its reports, and the following resolutions were then put before the meeting:

Moved by W. Wait, seconded by E. M. Dowdall, THAT Secretaries be immediately appointed in all districts for the purpose of reporting results of local meetings, any new suggestions, complaints from any source, or any other items of interest to the Association, and that the Chairman of this meeting immediately appoint said Secretaries. CARRIED.

The Chairman, R. B. Francis, then appointed the following secretaries to take care of any secretarial duties in their districts:

Winnipeg, George Wheeler; Regina, S. H. Andrews; Saskatoon, W. J. Whittaker; Edmonton, C. D. Tripp; Calgary, S. L. McCracken; Vancouver, R. B. Francis.

Moved by Marlow Adams, seconded by D. J. Hutchings:

THAT Calgary be made the permanent Convention City of this Association and that the time be changed from December to the second Monday and Tuesday of September. CARRIED.

Moved by E. M. Adams, seconded by George Wheeler,

THAT members of this Association issue a net list on Tap soles and heels to be sold to customers in lots of twenty-five dozen or more F.O.B. tannery, 2 per cent 30 days from date of shipment, boxing and freight to be charged to customer. CARRIED.

Moved by Walter Wait, seconded by E. M. Dowdall.

THAT each district hold not less than one regular monthly meeting at which subjects of interest be discussed and report then sent to the Secretary at Calgary. CARRIED.

Moved by E. M. Dowdall, seconded by D. J. Hutchings,

THAT each member instruct his accountant to furnish the Secretary each month with a list of Country C.O.D. or Doubtful Accounts, and the amounts owing from the debtors so listed.

After some discussion, with the permission of the Mover and Seconder, this resolution was withdrawn.

The next item on the program was an address from E. M. Dowdall, on the subject of "Competition on Leather and Cutsols from Eastern Jobbers and Manufacturers and How to Meet Same."

Considerable discussion took place over the proposal referred to in the Secretary's Report in regard to Trade Promotion Bureau. As it seemed to be the desire of most members that if possible the Association edit a trade magazine to be put in the hands of all repairmen without any charge, Mr. Pope, the business manager of "Better Business," was called into the meeting to give an estimate of what the cost of this would amount to. It was thought that at the present time the Association was not in a position to handle this but a committee comprising E. M. Adams, George Wheeler and A. E. Spriggs, was named by the Chairman to go further into this matter and advise at a later date as to the advisability of getting out a small magazine or trade journal.

There being no further business, the Convention was then closed.

In the evening, a Banquet for all delegates to the Convention took place at the Fort Garry Hotel.



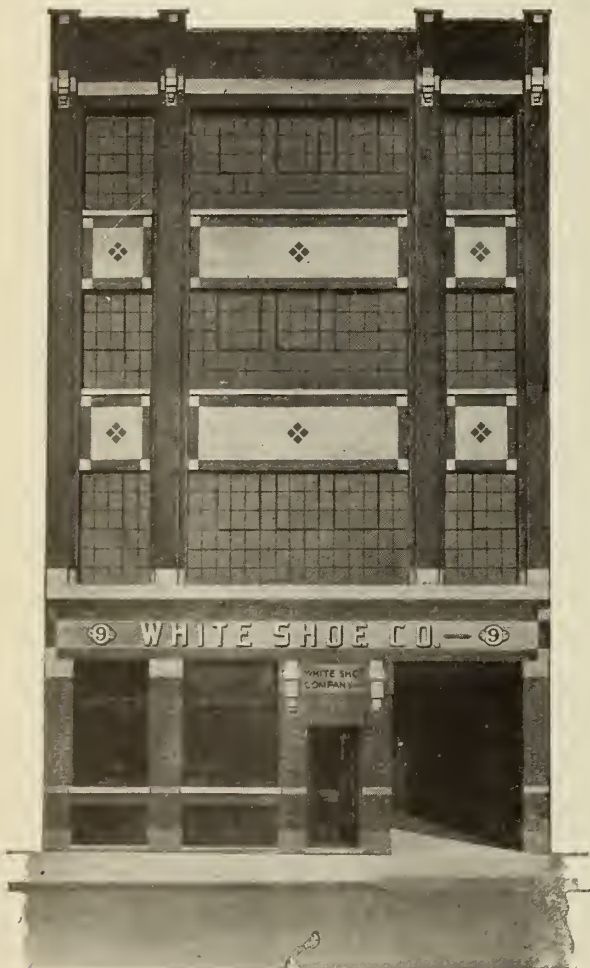
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Toronto, Ontario

**"A LA CLAIRE FONTAINE."**

(Continued from Page 43)

except for the children's grandparents, and as it will a good hour before dinner is served, we will sit down in the den and have a chat while we smoke."

It was absolutely useless to offer excuses, and Lajoie, who was a fairly good student of human nature, was persistent enough to overcome every objection as he fairly carried our young friend to his threshold, and presently he was presenting the visitor to his wife.

"We have a few matters to talk over, Marie. Go ahead with your preparations," he said, as he kissed her. "Any time within an hour will suit us." And, after making Louis divest himself of his coat and cap, he led him to his little sanctuary, where with the door shut and cigars lit, they sat at their ease.

It was comparatively easy, after the ice was broken, to get the story in all its details from the distraught lover, and Mr. Lajoie was tactful enough to say nothing until the narrative was finished. Even then he thought for quite a while before he ventured any opinion.

"Yes, perhaps you were a little rough, Louis, but I can understand just how you felt. No man who intends to make a woman his wife wants to hear her name bandied about by the young jackasses who haunt these places of amusement. You made a mistake in losing your temper, but at that I don't see how it could have been avoided. The showdown had to come and you might as well have had it out first as last.

"A man must find out just where a woman stands on some of these questions before he takes the final jump. If she's the kind that thinks more of a good time than your good opinion, before marriage is the time to find it out. It may be though, that her quick temper has got the better of her and she will realize her mistake after a little calm thought. If she doesn't it will be a good thing for you. I know that advice at a time like this is a hard thing to take, but I would say give her a chance to think things over and give yourself the benefit of the doubt. You know the old nursery rhyme, 'Leave them alone and they'll come home, and bring their tails behind them.'"

At this point the dinner gong sounded and the two men arose, Louis already feeling to some extent relieved by telling his troubles to a sympathetic listener. He apologized to Mrs. Lajoie for intruding upon their family celebration, but her radiant face as well as her cheery welcome assured him that as far as she was concerned, he was as much at home as the aged couple, her mother and father, to whom he was promptly introduced. The Christmas dinner was most recherche but not elaborate, and to one like Louis accustomed to eating in restaurants, it seemed a little bit of heaven. At one end sat the host with the grandparents, one on his right and the other on his left, while the hostess at the other end had the two younger children on either side of her. Louis sat opposite the eldest boy at the centre of the table which thus represented the true Christmas spirit, the united family and the Christmas guest. It was a picture never to be forgotten and the effect was not lost upon the visitor, who saw in this little family reunion in which age beamed its benediction upon happy middle age and childhood, the beau ideal of the greatest of all human institutions, the home.

In the joy and gladness of the occasion, Louis was surprised to find how much of the keenness of his suffering and disappointment had disappeared and he soon found himself entering with considerable interest into the spirit of the occasion. After dinner there was the usual distribution of presents and he found that even he had not been left out as a neat little silver cigarette case had been hung on the tree for him, with the good wishes of his hosts expressed in a card attached.

"I have an idea, Louis," said Mr. Lajoie, after dinner, when they were once more ensconced in the little den and again sat smoking. "I received a letter this morning from St. Gabriel, which makes it necessary for me to go up there for two or three days to look after some pulpwood matters at the other end of the lake. Why not take a run up with me? There will be very little business doing this coming week, and the air and the exercise will do you good. We may have to do some tramping through the bush on snow shoes, but that will give us a change in surroundings as well as in atmosphere that will do us both good. I have been feeling the need of a little break myself."

"I don't see how I can get away," said Louis, hesitatingly. He still clung to the idea that Madeleine would relent and might possibly call him up, asking him to come up to the house and talk things over. "When do you think of going?" he ventured.

"I intended going on the morning train, but on second thought I will take the 12.30 which gives me time to look at my mail at the office and still gets us up to St. Gabriel in plenty of time to make arrangements for going to the camp next day. Get together some old clothes and a pair of "raquettes" and meet me at the Place Viger station about noon. You can go to-morrow just as well as a week from now if you make up your mind; and it will do you more good."

"All right. I'll join you, and thank you very much for all your kindness. It has done me good already to talk things over with you, although I am sure that, as a stranger, I must have to some extent interfered with your family gathering. At all events, I have learned how much a good home must mean towards a man's success in life. Having lost both father and mother some years ago, I have especially enjoyed the company of the old folks to-day."

On the following afternoon about three o'clock, the two men found themselves comfortably established at one of the local hostleries of St. Gabriel, and, before supper, made a short visit to the paper mills. Before leaving Montreal, Louis had almost made up his mind to call up Madeleine and see if there had been any change in the situation. The words of Mr. Lajoie, however, came to him and he determined to stand by the policy of "laissez faire."

On Tuesday morning the "voyageurs" climbed into a comfortable sleigh obtained from the mill superintendent and started upon their ten mile journey to the lumber camp at the other end of Lake Maskinonge. The roads were fairly good, although now and then they ran into drifts that put to the test the strength of the wiry little beast that pulled their low sleigh. The first half of the journey was through a comparatively settled country, but towards the end, the road for a considerable distance ran through dense forest with overhanging boughs of spruce, fir and birch with here and there a balsam





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weighed down with its burden of glittering snow. The air was crisp and clear and the change to the two city men was as great as though they had taken wings and dropped down into the Arctic regions. Now and then a little clearing showed where the sturdy habitant had hewn for himself a home out of the wilderness, the little wooden house, stable and barn standing out on the clear white backed by a dark fringe of forest.

It was almost noon when they reached their destination and they were quite in the mood for the plain, wholesome meal served in the lumber camp and to which they sat down with the rest, using the tin cups, plates and old fashioned steel forks that do duty for delf and silver in these outposts of civilization.

The business with that particular camp was satisfactorily concluded that afternoon, but another had to be visited some three miles or more down the river. This trip had to be made on snow shoes for a recent gale had made the road impassable for teams on account of fallen trees, and as the snow was only about two feet deep and the road was easily followed the two men decided to start early next morning, taking the shore of the lake to the mouth of the river, and then following it as far as the rapids.

It was a little after daylight when with a small haversack of emergency rations they fastened on their "raquettes" and started on their tramp. It was not difficult to make the distance to the river's mouth, and as the snow was fairly compact, they had little trouble keeping up the steady lope of the practised snowshoer. When they reached the head of the rapids, they decided to have a "snack" and sitting down on a rock they thoroughly enjoyed the sandwiches that they unpacked from their bag.

When they had started out there was very little wind but snow had begun to fall in light flurries. As they journeyed they had not noticed that the wind had developed in force as it was mostly at their back. By noon the snow was whirling in eddies and hitting their faces like so many little needles. They found the portage road on the left bank of the rapids, following it fairly easily for a couple of miles, until it seemed to end in a cul-de-sac. They studied the surroundings for a while and located on their left what appeared to be a path and followed it. After tramping for perhaps half an hour, Lajoie said: "We ought to be on the river by now for the portage is not over two miles in length at most. I can't understand it. I have been up here several times in the summer, but everything is now so different with the snow, and one can't hear the river on account of the ice.

He proposed to strike out at a tangent to the right, when they would be certain to hit the river, and they did this. After covering what seemed to be considerably over a mile they came on some fresh snowshoe tracks.

"Someone has been here ahead of us," said Louis. "He apparently knows the road, let us follow him." They followed the track steadily for half an hour and came back to where they had started. They had been following their own tracks. For the first time they now realized they were astray in the forest, and only those who know what it means to get off the beaten track in these great labyrinths of trees and snow, can comprehend the dumb terror that seized them.

In the meantime the storm had increased in fury

and their former tracks had been covered up by the swirling snow, so that it was practically impossible to find their way back to the lake. In any case they felt that the tramp in the teeth of the gale would be decidedly more than they could face. Taking stock of their matches and food, they decided it would be better to spend the night in the shelter of the forest and as the evening was closing in, they set about making themselves as comfortable as possible before it became dark. Fortunately Lajoie had brought a small hunter's hatchet fastened to his belt, and had slipped a revolver into his pocket before leaving. Clearing a space in the snow between two spruce trees they soon built a fairly substantial windbreak of boughs cut from neighboring evergreens which were held in place by poles. They banked this up with snow and proceeded to make tight the sides. When they cleared out the snow they had a shelter almost as good as a tent and with a good fire at the front it was as cosy as most shanties on a cold night. Making sure of their wood supply they covered the floor of the enclosure with balsam boughs, and sat down and ate a portion of their rations, after which they lit their pipes and talked until well into the night. They were fairly well clothed in heavy mackinaws and sweaters so that, in spite of the fact that the temperature was several degrees below zero, they managed to keep comfortable by moving about from time to time and keeping the fire well stirred.

Towards morning as they sat in silence watching the flaming birch logs, they fancied they heard a distant cry which in a moment or two was repeated somewhat closer. At first they thought it might be a dog at a near-by clearing and were encouraged to hope that they were in reach of safety as soon as daylight came. In a few moments they were disillusioned as a heartrending howl was uttered almost in front of them and they realized that they had been tracked by wolves. There were three of them apparently, for they could see their gaunt forms skulking in the dim shadows, their green eyes as they faced the fire occasionally, showing like fire flies against the dark background.

"There will be little danger," said Lajoie, "unless their number grows, and it is only a little more than an hour now until daylight." At the same time he took out his revolver and saw that the cartridges were in order. The brutes kept a considerable distance from the fire and could be barely distinguished except when they crossed a patch of snow.

"Just to show them we are here," said Lajoie, "and to prevent their curiosity leading them to try our back door, here goes." And he aimed at a patch where a moment before he saw the ugly green gleam. The ball went home, as a blood-curdling yell rose on the night air while from the snarling that ensued, they judged that the others had made short work of their wounded comrade. The racket lasted for some time, when another bullet sped in the direction whence it came, and after a yelp or two which faded gradually into the distance, the travellers judged they were once more alone.

"We had better prepare for their return, as they may bring others with them," said Lajoie, and they placed as many of the logs as could be spared from their pile of firewood, around the sides of their shelter of evergreens. Daylight finally came, however, and with it the courage and optimism it always brings. There were no indications of the return of the wolves,



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which had apparently gone back towards the lake. But as caution is ever the better part of valor, they made sure before starting out, and in order that Louis might be better armed, a stout maple cudgel was cut from a sapling and they sat down to another cold meal.

They made up their minds to strike due west, and this time to blaze their way as they went. They took their direction from that of the wind which still blew from the northwest and were helped by the knowledge that the moss on the trees always grew thickest on the north side. They travelled till noon and the snow still fell although the wind had gone down considerably. They were giving up hope when they saw through the trees the glint of a wide space or clearing which they found with joy was the river. No one but those who have been in the dangerous predicament of these two men, could realize what the white expanse of the river imprisoned by its covering of snow and ice meant to them. They knew they had only to follow it either way to find a settlement of some kind. Turning to the south, following its smooth surface, it was only the matter of an hour or two when they came upon a tiny clearing with a white log house and barn, and a sod stable in the rear.

The weary travellers were met at the door by a sturdy habitant of about fifty years, who invited them in with all the heartiness for which the hospitality of French Canada is noted. About the house moved, with light step, a young woman of perhaps twenty, clad in neat homespun and white apron while two youths of eighteen and sixteen sat by the great wood stove smoking their pipes with all the solemnity of their elders. It is quite customary in the country districts of Quebec to allow the boys to smoke and take a man's part generally as soon as they are able to take their place in the fields or the "bush."

Cleopas Turgeon had lost his wife some six years previously, and with the help of his boys and a hired man had "made" or cleared some forty acres of land. His daughter Julie, who was brought back from the convent school at St. Gabriel, had managed to hold the little home together, and although the nearest church and school was about four miles away, he had managed, in spite of the snows of winter and the short busy summer season to give his children a fair education and good religious training.

As he shook hands warmly with our "voyageurs" and asked them concerning their journey, he noticed that Louis limped somewhat, and appeared rather exhausted as he sank into a chair by the fire. Surmising at once that one of his feet must have been touched with the frost, he drew him away from the stove and had him remove his moccasin. He had judged rightly. The young man's foot had been badly frozen, and the three or four hours' tramp in the snow shoes had aggravated the trouble. The toes were swollen to almost twice their natural size and the ankle had become so inflamed that it would have to have some days' absolute rest.

Julie was summoned hastily by her father, who like the experienced woodsman he was, knew exactly what to do. A lotion was kept in the house for the purpose, and with deft fingers the young woman bathed and bandaged the injured member showing the skill almost of a hospital assistant. Her touch was so gentle and her movements so sure that he had to look up several times to assure himself that it was an ordinary country maiden who was so skillfully

doing this work.

"Julie learned it from the good sisters at the convent," said her father proudly. "She took the premier prize in the Hospital of the Sacred Heart when she was only fourteen and she has plenty of practice at home and from the neighbors on the river." The young woman blushed modestly at the words of praise from her father and responded simply: "it is not difficult. Anyone can make the bandage if they are careful and take pains. This is nothing to the work I had when Aristide Copin twisted his foot in the log jam in the rapids last spring. But certainly that was a sprain that kept him in the house for three months."

It transpired that the two travellers were at least three miles from the camp for which they were bound and as Louis could not possibly go on, it was decided that Père Turgeon should drive Lajoie there next day, and on his return they would discuss the possibility of both getting back to St. Gabriel. The journey was satisfactorily performed next day, Louis remaining in the little cabin with his foot propped up on a chair. It seemed to grow more painful as the hours wore on and towards evening Julie decided that it should be bathed with cold water to reduce the inflammation of the ankle. It had somewhat improved when the travellers returned, although the patient could not put his foot to the ground.

Next day Louis was prevailed upon to wait over in order to give the treatment a proper chance, and Lajoie left for the Lake Maskinonge camp with Père Turgeon and his dog train. "Better stay the week out, Louis," was the parting counsel of his friend as the sled shot towards the level of the river in a cloud of flying snow. Julie stood at the window until it became a tiny speck in the distance, and disappeared around a bend in the river, and then turned towards the preparation of the mid-day meal, humming the little chanson so intimately associated with the simple Christmas of the "campagne."

"Dans son étable,  
Oue Jésus est charmant!  
Ou'il est aimable  
Dans son abaissement."

With the departure of Lajoie and the reaction following the exciting experiences of the previous two days, it could only be expected that Louis should feel the full force of his isolation. As the memory of the unfortunate occurrence of Christmas Eve flooded his thoughts, he was seized with a silent despair that was infinitely worse than the first hours of his unhappiness, when he walked the streets. Life had lost its charm and he almost wished that the blizzard or the wolves had brought him welcome release.

But the sun shone without, and its rays sifting through the frosted panes and spotless curtains, combined with the lithe movements of the busy young housekeeper, gradually put the shadows of gloom to flight. Almost unconsciously he found himself joining in the Christmas song as she took up the next stanza:

"Tous les palais des rois  
N'ont rien de comparable,  
Aux beautés que je voie,  
Dans cette étable."

As they softly sang together, the third verse, Julie could not help an occasional glance of astonishment, not only at the richness of his strong baritone



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voice but the emotion with which he sang the simple melody.

There were tears in his eyes as he turned and said apologetically, "I have not sung that since I was a youngster. I lost my mother when I was only eight years old. We used to sing it together on Christmas Eve. It seems ages ago." Julie too had lost her mother at fourteen and the common experience seemed to develop a bond of sympathy between them, and a period of silence fell.

She told him of the family, their hard life in the backwoods, but their happiness as they saw the little clearing grow in size from year to year. They were about four miles from the nearest hamlet and as she spoke of their long drive to the "messe de minuit" the week before, the return home in the early hours of morning singing, as they sped along, the old fashioned songs in the clear moonlight, her eyes sparkled and her cheeks glowed. There were presents and games, she said, on Christmas afternoon, and in the evening she made a great pan of "la tire" or molasses taffy, which they afterwards pulled. The elders had a game of cards in the evening, while she had told the children stories and sang folk songs to them in the corner.

This epitome of country life, its simple pursuits and wholesome pleasures, appealed to Louis, as he contrasted it with the restless pursuit of expensive pleasure in the city that did not give a tithe of the genuine satisfaction. There certainly was no trace here of the surfeit and ennui one saw on the faces of the devotees of pleasure in the city.

By this time the mid-day meal was about ready, and the two boys, Pierre and Jean, who had been chopping in the "bush," came in knocking the snow from their feet and as hungry as bears. Before partaking, he noticed, that all stood reverently and said a "benedicte" and then Julie took the head of the table in the absence of the father, and began to serve the simple rations of soup, roast pork and potatoes. He was particularly struck with the excellence of the home made bread and biscuits and complimented Julie upon her skill. "It is a good baker," she said of the oven, but appeared pleased at the praise of her handiwork and particularly gratified at the way Louis seemed to enjoy the whole meal.

From day to day the condition of his foot improved, but Père Turgeon would not hear of his leaving before the following Monday at the earliest, promising to drive him to St. Gabriel himself, it being not more than fifteen miles—"a mere step"—said the old fellow. In the meantime, Louis was once more able to put on his moccasin and get about conveniently with the use of a stick. Julie and he had become well enough acquainted by now to exchange opinions on various topics, and he was surprised to find how well informed she was. Poor as they seemed to be, they took not only a weekly newspaper, but one or two magazines and the books on the little shelf revealed the fact that early habits of reading formed at the convent had not been neglected.

It was on Saturday morning that hearing sleigh bells, Julie pausing in her work, went to the window. Almost immediately a "rig" drove up with two young men. While one of them took the horse to the stable, the other knocked and entered the house, his companion joining him a moment or two later. They were shanty men, and from their appearance had been drinking rather freely on their journey up from

the camp. Asking for Mr. Turgeon, they were informed that he and the boys were out in the "bush" and would not be in until dinner time. They decided to wait and proceeded to make themselves at home. After lighting their pipes one of them produced a bottle and offered a drink to Julie, who flushing indignantly, retreated to the other side of the room. They then invited Louis, who was stretched on the lounge on the opposite side of the stove, but he declined, and they finished the bottle between them. Whether it was the amount they took or the warmth of the stove, they grew noisy and one of them became somewhat offensive. He first directed his attention towards Louis, who, he recognized, was a stranger and somewhat better dressed than himself, and tried to start an argument with him. The latter tactfully avoided getting into a dispute, however, and he finally subsided.

Then he began to pay unwelcome attention to Julie, who kept out of his way as long as she could, laughing off his uncouth attempts at love making. Emboldened by her seeming good humor, he seized her around the waist and tried to kiss her. With a bound, Louis was at her side, and with a right hander sent the fellow reeling. Pulling off his coat, the bully partially sobered by the blow, his bloodshot eyes, red with fury, squared up to the young man. "I'll teach you to interfere, you d—dude!" and he made for him. He caught a hook under the jaw that laid him on his back, for Louis was no novice and had a reputation at home for knowing how to use his fists. The fellow arose and made a rush evidently intending to use his feet this time, but lightly stepping aside his opponent, landed a crack above the ear that laid the brute on the floor senseless. His partner was preparing to take a hand in the affray when the knockout occurred, but evidently thought better of it. Stepping up to the latter, Louis ordered him to go to the stable for the sleigh and take his friend where they would both be welcome. Stooping over the prostrate form, he saw that the blow had merely stunned him, and he assured Julie, who thought that the man had been killed, that he would be all right as soon as he got into the air. He felt his pockets to see that he carried no gun, and when the sleigh came to the door, helped to place him beside his companion. As he anticipated, he revived gradually, and as the pair drove off they could see him shaking his fists and vowing vengeance.

"It was a pity to hit him so hard," said Louis to his companion, as they returned indoors, "but I had to make a job of it, or I might have had the two to look after. Did he hurt you, Julie?" he asked, as he saw she had not yet quite recovered from her fright. "No, but I am afraid he may return and do you some harm. Those lumber jacks are dangerous men."

"Never fear," said Louis, lightly. "I am a match for him, drunk or sober, and so long as he sticks to fists, I need not worry. He does not know how to handle his "mitts" as we say in Montreal, and he knows it well, for the coward intended to kick me with his heavy boots."

"I was afraid you were going to be killed," sobbed Julie, for the reaction had now set in and she wept hysterically. "I picked up the chair to hit that other one if he had gone to his help," she murmured between her sobs.

"Never mind, it is all over," he continued soothingly. "I haven't received a scratch, and as far as



# K.B. FELTS

HARD SOLE

# KUMFY'S

SOFT SOLE

Made with a characteristic thoroughness that will hold and increase the particular Retailers' reputation for the best and most reliable Shoe Store in Town.

**MADE BY THE COBURG FELT CO.**

**SOLD BY ALL LEADING CANADIAN SHOE JOBBERS**



Making  
**RELIABLE SHOES**  
For Jobbers

We are producing a line of shoes that are "Reliable" in nature as well as in name. They are the shoes that lay extra stress on **VALUE**, but their popularity is also assured through good style and good shoemaking.

**A LINE THAT EVERY WHOLESALE  
SHOULD FEATURE.**

Specializing In

High Cuts and Oxfords in Velour  
Calf, Brown Side and Patent  
Leather Dull Top.

**RELIABLE SHOE CO., LIMITED**

808C Papineau Ave. - - - - - Montreal

**JOS. LACASSE, Manager**

trouble is concerned, I will be on my way home on Monday, and they will have to get busy if they decide to start anything.

When the boys and their father returned, they knew callers had been there when they visited the stable, and on entering the house enquired who they were. Bit by bit the story came out and when the father heard it, he was so incensed that he showed a determination to follow and take vengeance upon the pair.

had been well punished and one could see from the father's occasional looks at Louis, as well as the attitude of the boys, that the young man had attained somewhat the position of a hero, for Lenoir, his assailant, was known as one of the greatest bullies of the camp.

They went to Mass next morning, and when they reached the settlement they found the news of the thrashing of Lenoir had preceded them and both men and women were more interested in the young man, who had laid the camp bully on his back, than in the service itself. It was the sole topic of conversation in the groups that met after church, and even M. le Curé, managed to reach Louis and congratulate him on his prowess. "But, prenez garde, young man, he is a bad fellow, and will try to get even!" he warned him as he bade him a kindly farewell.

With Mass over, the sturdy peasants of Quebec gave themselves over on Sunday to such innocent amusements as the summer affords or the winter permits. This year the first of January fell on Sunday, and being "Jour de l'An" the afternoon was devoted more than usual to festivity. There was exchange of New Year's gifts and above all the exchange of friendly visits. New Year's is the greatest day of the year for visitors, so that shortly after the return to the farm and dinner over, the nearest neighbors began to drop in one by one. A custom obtains permitting the young men to kiss the young women of the house on New Year's Day, so that late in the afternoon when a couple of young men drove up to the house on New Year's Day, so that late in the afternoon father and brothers to entertain the callers. The unusually long time occupied in the task led her father to summon her, and when she entered with the full pail she demurely apologized and rather perfunctorily extended her greetings. Whether from bashfulness, the presence of Louis, or something in her manner, the visitors did not have courage to exact the usual penalty.

Before super, when all had departed, and Père Turgeon and the boys were busy doing the "chores," Julie paused in her preparations to put a birch stick in the stove. Louis was standing looking out of the window at the glowing sunset and the gathering shadows, a feeling of sadness being upon him as he thought of leaving this happy little home, perhaps for good, the next morning. He was astonished that already he seemed to have forgotten almost entirely the old life and was actually anticipating with a pang his return to his business and old associations.

"A penny for your thoughts," remarked Julie, as she touched him lightly on the shoulder, in passing towards the table she was setting. "They are not worth it," replied Louis slowly. "I was just wondering if the new year would be as happy for me as the past four days," and he fancied she started and he saw a shadow fall across her face. "You have not even wished me a happy new year, Julie, although this is

New Year's Day" and now she was blushing furiously as she bent over the table. "This is the nearest thing to home I have known since I was as high as that table," he continued, "and I have been happier here than I have ever been since." He was now standing beside her and had unconsciously taken one of her hands and she did not seem to draw away.

"How can I ever repay you all for your kindness, and especially you, Julie, for what you have done apart from your gentle ministrations to my injured foot? I have learned not only what home may be but what true womanhood really is. What return can I ever hope to make for all your kindness and goodness?"

Raising her head slightly, but still with downcast eyes, she whispered shyly, "You might wish me a happy new year, Louis," and then, her face turning the color of the crimson sunset outside, she dropped her chin on her bosom. Lifting her face in both hands as he realized the full meaning of her words, their lips met in the ecstasy of the knowledge that the New Year would be to them an earnest of years of peace, happiness and quiet contentment yet to be.

The evening meal seemed to exhale an effulgence that Père Turgeon and his boys were at a loss to understand, and they looked from one to the other in much wonder as Julie and Louis in the fullness of their joy made of the simple supper whose only extravagance was a few New Year's cakes and maple syrup, a veritable feast of heaven. At its close, Louis arose, and in a few halting words expressed his thankfulness to all for their kindness to him during his short stay amongst them, and turning to Père Turgeon, said: "The good fortune has fallen to me this New Year's Day that Julie has consented to become my wife. I shall not ask you to part with her as soon as I would wish, for I know you need her, and you will no doubt want to assure yourself of my worthiness to possess so great a treasure. She has taught me that home and unselfish love are the very vestibule to heaven and I will do my best to be all to her that a good husband should be."

The father was so agitated that he could not speak at first, the others sitting wide eyed with astonishment. At last he managed to exclaim, "Ma foi! those young people of these days are too quick for old folks like me. In that time there when I made the court to your mother, it took two years at least for a young woman to say 'Oui!' Cependant tout est changé. Ah well, so be it! The good God knows best! Julie is like her mother. She will make a good wife. It will be better for her than work on the farm. But we will miss her—we will miss her," and tears gathered in his eyes.

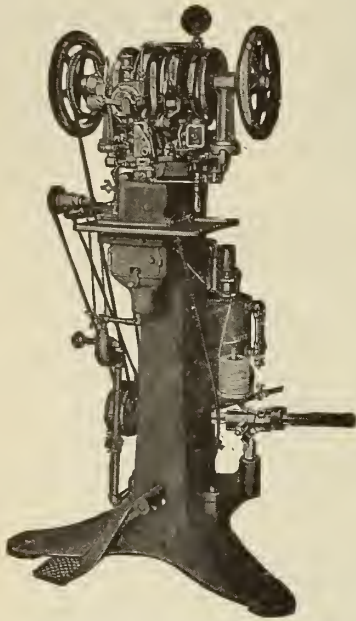
Later in the evening, other visitors came in, the betrothal being formally announced, and the evening was spent in that quiet, sober enjoyment peculiar to peasant life in Quebec. Games were followed by the singing of the quaint old ballads, that have had their place for centuries in the music of the Province.

As Julie and Louis joined the others in the "Claire Fontaine" their hands silently met, and their hearts echoed the melancholy sweetness of the chanson.

"A la Claire Fontaine  
M'en allant promener  
J'ai trouvé l'eau si belle  
Que je m'y suis baigné  
Il y a longtemps que je l'aime  
Jamais je ne l'oublierai."



## Landis Outfits are Money Makers



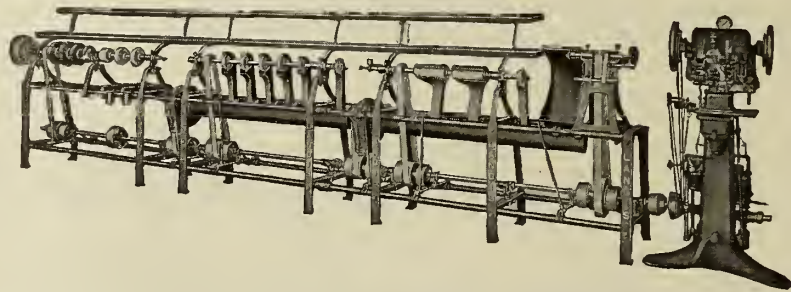
*Landis No. 12 Shoe Stitcher  
Sold Outright. No Royalty.*

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

*We have many models of Stitchers and Finishers. Write for complete Catalogue with prices and terms.*

## Landis Machine Company

No. 1515 25th St. ST. LOUIS, U.S.A.



## CORRUGATED

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# Shipping Containers

*"A Case for Every Requirement"*

Corrugated Paper Box Company, Limited

Toronto

Canada

# The Shoe Repair Man

## Profits On Findings Sales

**President of Western Shoe Finders' Association Talks to Repairers and Retailers.**

**I**N an address before a gathering of wholesalers, finders, repairmen and retailers, in Winnipeg, on the occasion of the recent convention of the Western Canadian Leather and Shoe Finders' Association, Mr. R. B. Francis, of the B. C. Leather and Shoe Findings' Company, of Vancouver, said:—

"As I understand that in this gathering to-night, we have both shoe dealers and shoe repairmen, I will have to try to separate my remarks into two sections.

"I believe that the shoe dealers as a whole are fairly well convinced that they derive a great deal of benefit from the sale of findings, so I am going to start in on the shoe repairmen first.

"There is an old saying "Let your head help your hands," and I think you will agree with me that this is commonsense. Yet any number of repairmen refuse to let their heads help their hands by not getting their share of the sales of findings.

"Either they do not carry a stock of findings or else what stock they have on hand is poorly displayed, and very little effort is used to make sales. Many repairmen pay little or no attention to making a window display of laces, polishes, insoles and other lines of findings; or if they do make a display they change the window so seldom that the goods displayed become dirty, sun-faded and the window is not attractive, to say the least.

"What would be the effect of a nice clean window with a well arranged display of laces, polishes, insoles, rubber heels, a skin of upper leather, and possibly a pair of shoes, one repaired and shined up and the other ready for repair?

"It would mean increased sales of findings that would afford the repairman a very nice margin of profit and the profits on findings sales would go far toward paying the rent. I know shoe repairmen in my home city who pay all their rent with the profits from the sale of findings. Unfortunately these men are only a small percentage of the number of repairmen in Vancouver.

"The shoe repairman is up against the same problem that every merchant, whether retailer, wholesaler or manufacturer is trying to solve—that is, that the public are demanding lower prices for merchandise, while the merchant is up against a smaller volume of business, with an increasing overhead expense.

"The merchant who wins out under these trying conditions is the one who increases his efficiency and makes every minute of the day count. I say to you shoe repairmen that you increase your profits by

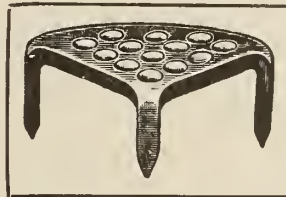
selling findings.

"Clean up your shop window, put in an attractive display of shoe findings, see that your stock on the shelves is well arranged. Use the display cards furnished by the manufacturers of nationally advertised lines. If necessary spend a little money on a small show case in which to show the goods, and at the same time keep them clean and then 'Don't expect the goods to sell themselves'!

"Every person that comes into your store is a prospective customer for shoe laces, insoles, polishes, dubbin and waterproofing compounds. You do not have to live in a wet country like B.C. to sell your customers waterproofing compounds. How many of you Winnipeg repairmen have tried to sell your customers Dri-Foot, Viscol or whatever line you handle on the idea that the use of the compound will keep the uppers soft and pliable, and prevent cracking?

"As long as the uppers are good, your customers will come back to you for a second or third resoling job instead of throwing the shoes away. This may also mean the sale of a second or third pair of rubber heels, another pair of laces, etc.

"So, when the shoes are being wrapped up, ask the waiting customer if he needs any laces, a pair of



**A "National" Shoe Plate  
is little in Size But Big in  
Quality and Profit for You!**

3 sizes, made from special cold rolled steel; carried in stock by finders everywhere; quick seller at a splendid profit.

*Write us for samples today*

**National Shoe Plate Mfg. Co.**

**160 No. Wells Street  
Chicago, Illinois**



insoles, a tin of shoe polish or dubbin. Only the most surly customers would object to your trying to sell him something he needs every day.

"This old world of ours is moving right along and we have to move with it. Just think of the shoe repairer of ten years ago, seated on a stool, finishing the edges and heels with a bit of sandpaper or a piece of glass, getting up from his stool after ten or more hours so humpbacked that he could not stand up straight, and contrast him with the up-to-date repair shop with a finishing machine, stitcher, jack and the other small machines that enable the proprietor to turn out many times the number of shoes in less time

"I know one man in a small town in B.C. who, closing hour and go home with a straight back. than the old way, look up his shop at a respectable two years ago, had very little money. He went into debt to the extent of a stitcher and finisher and in two years sold out with \$2,000.00 cash in his pocket, a good car and his debts all paid. This man had his living, went through a lot of family trouble and still could clean up as I have just mentioned.

"I believe that the next ten years will show just as much improvement in the shoe repairing trade as the last ten years have done, and I further believe that the sale of findings by the repairman will have a lot to do with this improvement.

"Take the sale and use of rubber heels. You all know how many rubber heels were being used ten years ago. I know that ten years ago we used to carry about 2 gross in stock, and wonder if we were ever going to get rid of them. To-day we do not dare to let our stock get very much lower than 100 gross, or we cannot supply the demand.

"Information given us by the rubber heel manufacturers leads us to believe that half the people are using rubber heels. Rubber heels are one of the most profitable lines that a repairman handles. Why not ask every customer that comes into your shop if he does not want rubber heels? Ask the children as well as the men and women. Every man in this audience that is a proud father knows what a racket the kiddies make around the house. Why not sell the idea of rubber heels on children's shoes to the parents who come into your shop and also sell the idea to the children themselves? The mothers will bless you for the lack of noise and the saving on carpets and floors.

"I could go on this way for some time but I think I have been able to show you my ideas on this subject and I sincerely hope that I have been of some service to you.

"Now for the shoe dealers, as I stated a while ago, I believe that many shoe dealers are convinced that shoe findings are a good and a necessary line for them to handle. On the other hand I have heard some dealers say that they could not be bothered with such small sales. True this was about two years ago when shoes were high priced and the profit on the sale was greater in dollars and cents than it is to-day. But even then I felt that the dealers who did not handle findings were making a mistake, and that is most certainly the case to-day.

"Shoe findings, such as laces, polishes, insoles, arch supports, heel cushions, heel liners, tongue pads, etc., net the dealer a very good margin of profit, are usually a quick sale and sometimes the having a stock of findings on hand helps the sale of shoes.

"Take the case of a customer who comes in for a

pair of shoes and in fitting the shoe you find the customer has foot trouble of some sort. If you can relieve that trouble by suggesting the use of some of the foot appliances now on the market, you certainly make the sale of the shoes, and you make a permanent customer for your store.

"If you feel that the sale of a small shoe findings takes too much time of your higher priced clerks, install a girl or bright boy to handle this line. You will find the profits more than pay for the wages, and you have earned the reputation of having an up-to-date store, and offering the best of service to your customers.

"Let me say in closing, both to the repairmen and shoe dealers, that it is not necessary for you to invest a great deal of money in a stock of shoe findings. You can be reasonably sure of getting supplies from your local wholesaler at short notice. This method of buying keeps your investment down to a minimum, turns your stock often and keeps it up-to-date.

"Don't let a concession in price tempt you into buying large quantities. It pays you far better to buy in quantities what you can sell quickly than to put lines on the job counter, because they have gone bad or become out of date. There is not much profit in buying a large quantity to save 5 per cent. and then have to put the last of the line out at 5 cents each where the article cost you 10 cents.

"In my own business we practice this method of buying. All this year when suede was popular, we were bringing in suede powders by express rather than buying large shipments by freight. The express shipment naturally cost us more, but at the end of the season we only had a few dozen on hand, and in the most popular shades.

"You have already discovered that I am not a public speaker, but I can assure you that I am very glad to have had the chance to address you, and if my talk has helped in any way, I have fulfilled my mission. The idea of our association is service, believing that when we help our customers we help ourselves, and I know that any of the Winnipeg members of our association will be glad to help you out in any of your problems if you will only call on them."

### SHOE REPAIR NOTES.

The Alliance Shoe Repair Shop of Montreal has dissolved, and a new registration under the same style announced.

F. R. Clarke, shoe repairer of Hamilton, Ont., has sold out.

Montreal Shoe Markers & Supply Co. Ltd., is a recent registration in Montreal.

Dr. Stork appears to have been very busy in Brantford, Ont., recently, leaving to Mr. and Mrs. Walter Stevens, of the Champion Shoe Repair Co., a son; to Mr. and Mrs. Joseph Sheppard, Sheppard Shoe Repair Co., a son; to Mr. and Mrs. W. S. Pettit, Modern Shoe Repairing Plant, a daughter. Congratulations all!

A change is announced in connection with the shoe repairing business of Mr. Chapman, Burlington, Ont.

The death occurred recently of Mrs. Mary Irving, wife of William Irving, boot and shoemaker, 67 Stanley St., Toronto.

Fire, of unknown origin, which broke out recently in the shoe repair shop owned by J. Goodchild, 442 King St. W., Hamilton, Ont., caused damage to the extent of about \$1,500.



**HAMILTON REPAIR OFFICERS.**

The annual meeting of the Hamilton Shoemakers' and Repairers' Association was held on Tuesday, Dec. 27th, when the following officers were elected for 1922:—

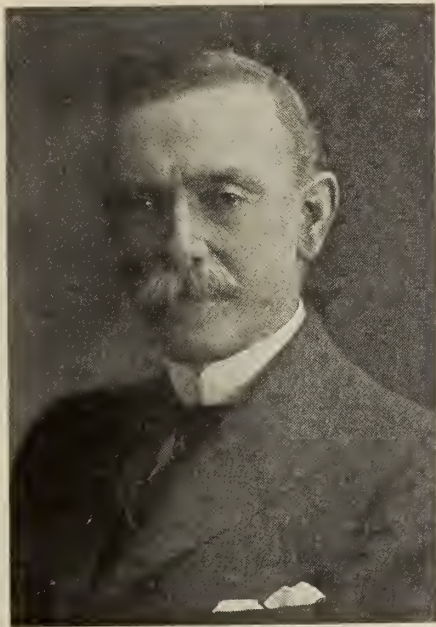
President, Mr. T. Grayson; Vice-President, Mr. A. Charlesworth; Secretary-Treasurer, Mr. A. R. Wilton.

Executive Board, Messrs. F. Revell, H. Henderson, A. Miller, A. Locher, W. Clifford.

The meeting was fairly well attended, interest being aroused by invitations being sent out to all members, announcing that a drawing for a large turkey and two fowls would be held and that refreshments would be served.

At 8.30 p.m. the meeting was called to order by Mr. Grayson, and after the reading of the minutes of the last meeting, and the reading of the President's and Secretary-Treasurer's reports, all business for 1921 was wound up, and the officers for 1922 commence their duties with a clean slate, the first meeting being called for Jan. 10th.

It was by reason of a resolution passed early in



Mr. Thos. Grayson

the year that the election of officers was held at the last meeting of the year, to enable the newly elected officers to get off to a good start in the new year.

Another resolution passed early in the year was to the effect that a prize be given to the member who brought in the greatest number of new members during the year; the prize went to Mr. Grayson, who immediately handed it back to help defray expenses of drawing.

Mr. F. Wilman won the turkey, Mr. F. Tibbs one of the fowls, and Mr. K. Newton the other.

As the Executive Board had provided too generously with the refreshments, the balance was taken over to the Central Police Station to help feed the unemployed and down-and-outs, who collect there over night.

The Secretary-Treasurer, in making his report, stated that there was a balance to the credit of the Association. He thanked those who had helped him in his work and complimented the president on his faithful enthusiasm towards the work of the Association.

The President's report covered a review of the year's work, which he said was the best in the history of the Association. He touched on the various social activities of the organisation, and mentioned the convention of repairers which was held last summer in Toronto. He urged that all the members take a more active interest in the work, and outlined some of the questions that needed attention during the coming year.

**VANCOUVER NOTES.**

Typical Christmas weather has been experienced on the coast during Christmas week. Hard frost followed by slight snow falls has given this part of the world the full holiday spirit.

Shoe sales are not reported so high as the last few years, but a fair volume of business is being done.

The whole of the stock of the Craft Shoe Co., in liquidation, has been purchased by J. Rae, The Shoe Man, who is offering it under sale conditions at the same stand on Granville Street.

Mr. R. B. Francis, of the B. C. Leather & Findings Co., and Mr. G. Morrish, of Storey & Campbell, both attended the Canadian Leather and Findings Association Convention at Winnipeg, at which Mr. R. B. Francis was again elected president of the Association for the ensuing year.

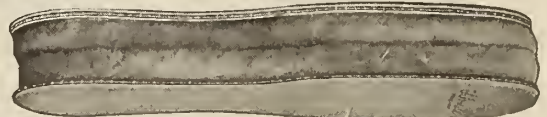


"SEWEL" Cemented Heel Lining Repairer



"WARMTREAD" Cushion Insoles made of "Korkole" and White Cushion Felt.

Increased Profits and constant Repeat Orders from Satisfied Customers is the Result of Handling our



"SILVERITE" Lamb's Wool Soles.

"SHOE FINDINGS THAT SELL"

These cuts illustrate only a few of the Findings Specialties we manufacture.

Write for Catalog and Price List

**THE SILVERITE CO.**

Formerly L. G. & S. S. COMPANY  
81 High Street Boston Mass., U.S.A.



"SEWEL" Stitched Heel Lining Repairer Stitched with a smooth zig-zag stitch.



Mr. Cummings, of the Krellman, Sag Co., tanners, of San Francisco, passed through Vancouver on his way home from a four months trip to Japan. He reports business very successful.

A sad and fatal accident befell Mr. F. Murray, son of Mr. D. Murray, of Robson St. Upon leaving his club, corner of Robson and Granville Street, Mr. Murray, from some unknown cause, fell over the bannister rails and down the well to the ground floor and was instantly killed. Mr. D. Murray is highly respected in this city, and is well known amongst the Caledonian and other societies, and the sad catastrophe came as a great blow to the whole family. The deceased was a member of the Canadian Expeditionary Forces and saw service in France.

Dr. Stork paid a seasonable visit to the homes of two members of the craft in New Westminster, leaving a daughter each at the homes of Mr. J. Groves and Mr. N. Messere on the same day.

### AMERICANS WANT FREE HIDES BUT DUTY ON PRODUCTS

The various branches of the shoe and leather industry, of the United States, presented their case before the Senate Finance Committee in Washington on December 27th. They are united in their demand for free hides, a duty which, they mention, would not benefit the farmer, but only penalize the industry. The shoe men asked for a duty of fifteen per cent on imported footwear, the kid men want 20 per cent duty on their product, as well as fancy leathers such as for upholstery, bags, straps, etc., the sole leather men want a duty on their product, but are ready to forego it to obtain free hides; a duty of 20 per cent is requested by side leather men, and of 25 per cent by calf skin tanners on account of German competition; the saddlery men request a 35 per cent duty on harness, saddles, and saddlery, against Canadian competition; while the patent leather men ask five cents per foot and 25 per cent ad valorem duty on patent, japanned, varnished and enameled shoe upper

leather, together with free raw materials. They fear German and Canadian competition.

The general opinion appears to be that if a duty is to be imposed on raw materials, then protection must be granted to finished products. But from this distance it would look as if nobody would gain by the imposition of any of the above duties, with the possible exception of the Government, which will obtain revenue, though that would be offset by the passing of this charge to the public.

The Canadian trade is interested in the proceedings inasmuch as any duties would affect present and prospective export business, though the amount is never likely to assume such proportions as to threaten American interests.

### BOSTON ROUND TABLE.

The Boston Round Table for Retail Shoe Salesmen finished its year's work, at the regular weekly meeting at the Boston Shoe Trades Club, Wednesday evening, November 2.

Thus is successfully completed the first attempt of a group of retail shoe salespeople to gather together in study, discussion and demonstration the problems, principles and practices of the profession of retail shoe salesmanship.

The first meeting was held November 24th, 1920, and meetings have been held every week, excepting during the summer. The basis of study and discussion have been the eight volumes of the Training Course and Service of the Retail Shoemen's Institute.

As to the final results of tests, examinations and problems are determined, graduation exercises will be held for the members who have been successful in completing all the work. There were about sixty in the class, from the principal retail shoe houses in

To say that the Boston Round Table for Retail Shoe Salesmen has been successful and highly beneficial is but stating the truth. The members are enthusiastic in their testimony as to the results.



**"WILMAC LACES"  
ARE ALL GOOD**

This label is never put on faulty, weak or poor laces and we guarantee the tags to be solid.

Sold banded in pairs and packed in handsome cabinets of 100 pairs or 50 pairs assorted lengths. Also packed in plain boxes of 72 pairs. Through all wholesalers.

We are also sales agents for fine Leather Laces made by H. B. McCarthy Ltd, Port Hope, Ont.

## E. W. Mc MARTIN

45 ST ALEXANDER ST. MONTREAL

## 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.




### A NEW LINE OF CHILDREN'S SHOES.

The name of L. H. Packard & Co., which has long been associated with the shoe industry of Canada, is now to appear on a line of welt footwear for babies, children's, misses' and youth's. The line includes "First Tred" shoes for babies in sizes one to five, and "Packard Goodyear Welts" in infants' sizes 3 to 7½, children and little gent's sizes 8 to 10½, and misses' and youth's in sizes 11 to 2. The shoes are made with sole leather and special cushion sole insole, and in all leathers and various styles including oxfords, lace and button boots with a style and finish that is associated with the higher grades of footwear produced for adult use. The manufacturing department is in the capable hands of Mr. J. McKeen, who is widely known to the shoe trade of Canada, while the distribution will be of course "Packard."

WANTED—Shoe Salesman or Commission Agent, covering Ontario, Quebec & Maritime Provinces, to sell Foot X-Ray Machines as side line; samples unnecessary; High-Grade Equipment for progressive merchandisers. Apply Empire Agencies Ltd., 543 Granville St., Vancouver, B.C., giving references and territory covered.

WANTED—Position as Travelling Salesman, thirty-five year old shoeman, with fifteen years' experience. Complete line for part or all of Western Provinces. Apply Box 996 SHOE AND LEATHER JOURNAL.

FOR SALE Glazed Kid Tannery, fully equipped. Montreal district. For particulars write Box 12



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 Desired

## Quebec Representative Wanted

Large U.S. shoe goods house wants wide-awake representative to handle line on commission in Quebec City only. Must be local man with established trade among Quebec shoe factories. A good connection and profitable line for right man.

Write, giving qualifications,

15, Shoe & Leather Journal

SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED.—By an Experienced Shoe Traveller, with connection in the Maritime Provinces, a strong line of footwear (Manufacturers line preferred). Open for immediate engagement to make special placing trip for Spring if required. Can furnish good references. Address, Box 13, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—To hear from manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

SACRIFICE.—One Champion Loose Shoe Nailing Machine. Used only 11 months. Taken as debt. Will sell for \$125.00 ready for use. Apply, Mr. L. Wett, 1040 Richard St., Vancouver, B.C.

EXPERIENCED BOOT AND SHOE TRAVELLER is open to handle a first class line of shoes on salary and commission basis in Quebec and Maritime Provinces. Has good connection, and best of references. Open for engagement January 15th. Apply, Box 999, SHOE & LEATHER JOURNAL, 545 King St. West, 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






**“ DEPENDABILITY ”**

A WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

SOLUBLE COTTON	COTTON SOLUTIONS
PATENT LEATHER SOLUTIONS	SOLVENT THINNERS
AMYL ACETATE	ETHYL ACETATE
REFINED FUSEL OIL	

Prompt Shipment from Chicago or Boston



# VAN SCHAACK BROS

## CHEMICAL WORKS

3358 AVONDALE AVE - CHICAGO - U.S.A

## 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.



## 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.

## 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*

**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 WAREROOMS

252 Notre Dame St. W., Montreal

**PERCY J. MULBURN, Agent**

553 St. Valier Street, Quebec  
**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

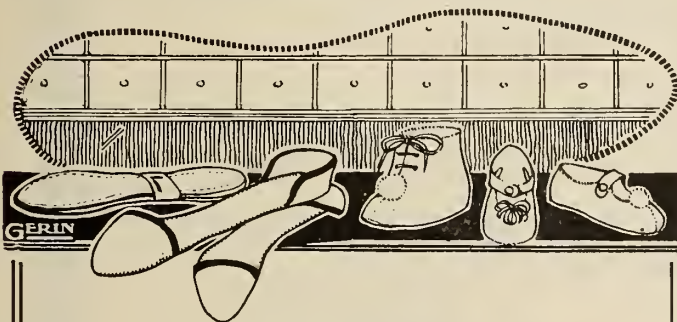
Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

**John McEntyre, Limited - Montreal, Que.**

**"As On A Carpet"**



**Specialties**

**That Increase Your Profits**

Because they do not sell practical hygienic Insoles and Heels, Booties, Chaussinets (the protector of women's elegant silk stockings) many dealers deprive themselves of easy profits. Others, because they sell inferior goods in these lines dissatisfy their customers.

You who want to realize extra profits, keep your customers and increase their number be sure to sell the Ellibert Specialties.

*Joseph Ellibert*

Monestier de Clermont, ISERE, France,

For information, Agencies and samples, write

**R. M. E. PRUD'HOMME**

P.O. Delivery, Edmonton, Alberta.



**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.**

**New York**

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





## 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



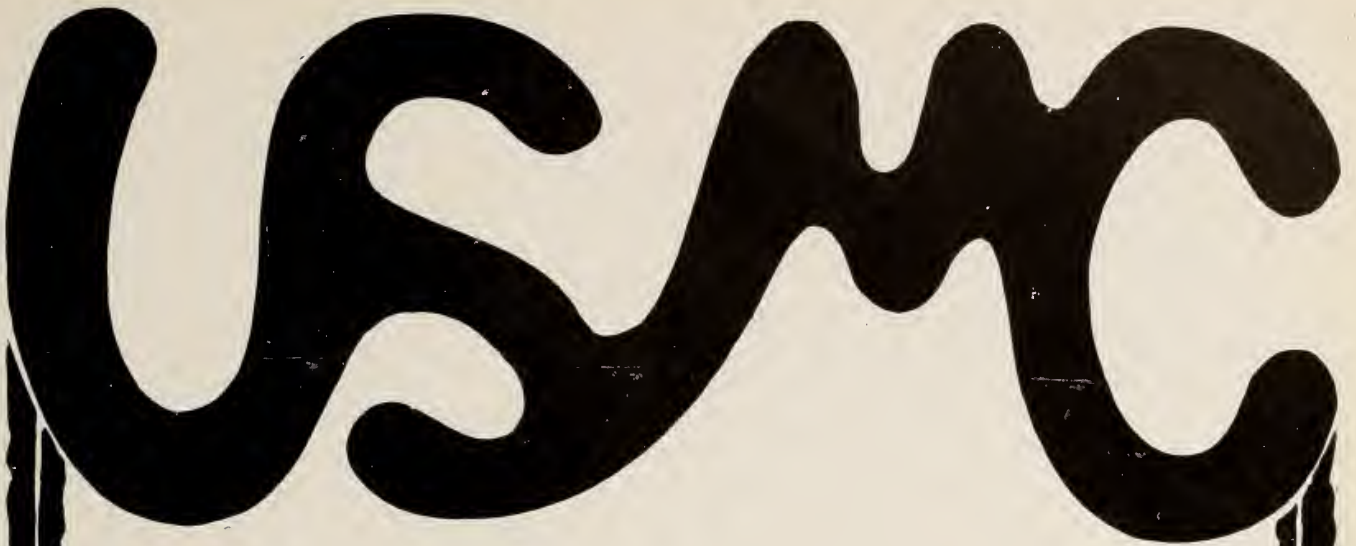
NEW YORK

CHICAGO

"We deliver what you buy"

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From the very beginning we realized that Quebec City would be a Shoe Manufacturing Centre in Canada and we located a warehouse in the Shoe Factory district.

From time to time it has been necessary for us to move to larger quarters to take care of the growing requirements.

Our present warehouse located at

## 28 DEMERS STREET

is one of the largest of our branch warehouses and we aim to carry a stock and maintain a standard of SERVICE that will meet all the requirements of the Quebec Trade.

### **United Shoe Machinery Co. of Canada** LIMITED

MONTREAL

TORONTO

QUEBEC

KITCHENER

90 Adelaide St. West

28 Demers St.

46 S. Foundry St.



# 1922

## Cheaper Shoes Will Be In Greater Demand

All low cuts made by

### CLARK BROS.

can be retailed at

## \$5.00



### OXFORDS IN ALL LEATHERS

Black and Brown Kid, Calf and Patent, Slip or Single Soles on lasts carry  $\frac{7}{8}$  to  $1\frac{6}{8}$  Heels  
..... \$3.20

All styles of strap Shoes, Button or Buckle effects in all leathers, Black and Brown Kid, Calf, Patent—Slip or Single Soles in any last carrying  $\frac{7}{8}$  to  $1\frac{6}{8}$  Heels..... \$3.20

Our travellers will start out between February 1st to 10th with new samples, and will be prepared to look after immediate orders. In the meantime kindly drop us a card should you like to see our samples.

## CLARK BROS.

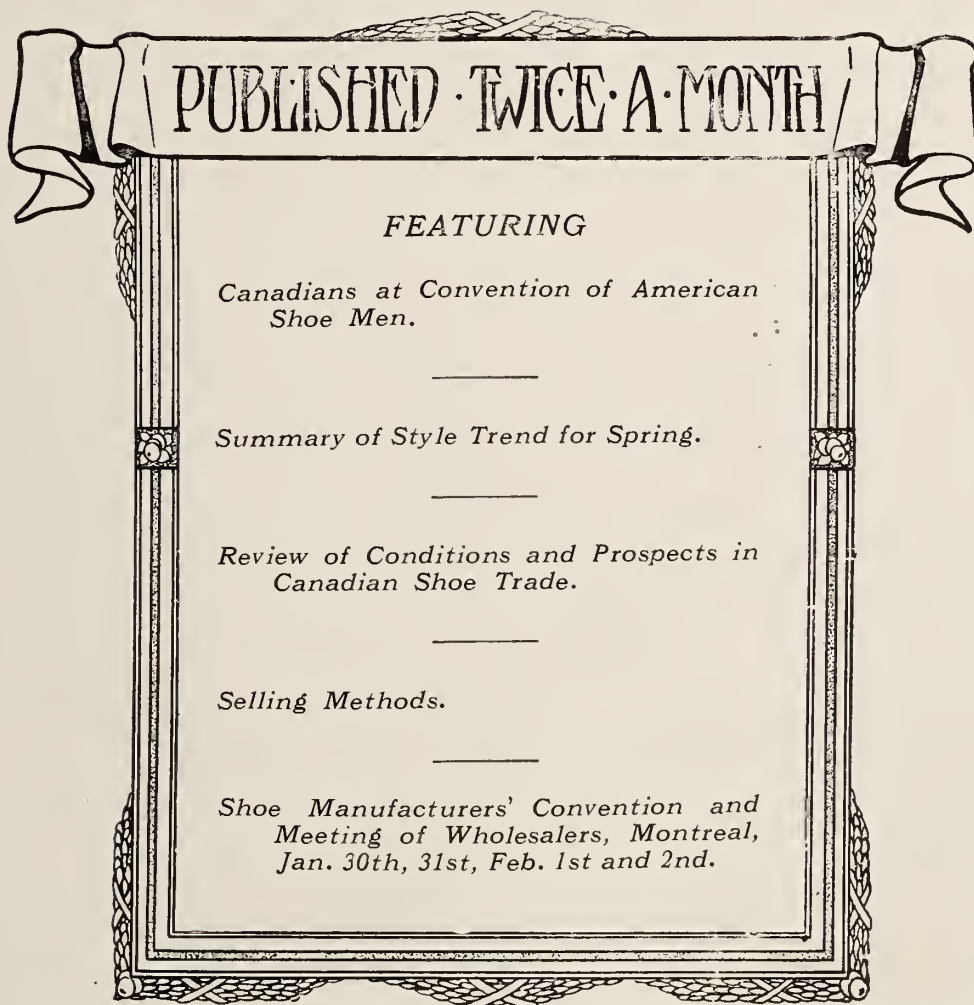
LIMITED

St. Stephen

N. B.

MAKERS OF LADIES' MCKAY'S SHOES

# THE SHOE & LEATHER JOURNAL



ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL





"THE WEAR

IS THERE"



Your Shoes Are As Good  
As The Soles You Use

No matter how you try, Mr. Manufacturer, you cannot make your shoes rise above the quality of your soles. With

## BREITHAUPT SOLE LEATHER

they will gain the highest possible estimation of both Trade and Public.

# 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





# DAVIS CALF

Preferred By Canada's Leading Manufacturers  
Specified By Canada's Successful Retailers

Naming the users of Davis Leathers in Canada is like calling the roll of practically all the leading makers of fine and medium shoes. Their response is like a trade wide recommendation for "Davis"—a verdict that speaks in highest terms of its uniform quality and its unexcelled value.

## Dominion Calf

Nigro

Diamond

Colored

enjoys Dominion-wide popularity earned through its sterling character. For all weights and classes of high grade shoes it leaves no demand unsupplied.

**LET US DISCUSS YOUR COMING SEASON'S  
 REQUIREMENTS NOW.**

**DAVIS LEATHER COMPANY  
 LIMITED  
 NEWMARKET, ONTARIO**





STYLE—  
COMFORT—  
WEAR—

**PLUS**

Style in a shoe is a mere surface attraction and Fit loses its satisfying features UNLESS they are made enduring by the shape-holding qualities of the shoe.

## D. & P. FIBRE COUNTERS

put the PLUS sign after Style and Comfort in every shoe in which they are used. They are the secret of the longer wear and better value of many of the best lines of shoes in Canada.

## 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

# New Tannages In UPPER LEATHER For Spring

Shoe manufacturers are now making up their lines for Spring showing, and of timely interest is our announcement that we have ready a special range of our high grade Upper Leather

## Chrome, Bark and Retanned In Colors and Black

These leathers excel in Texture, Finish and Cutting Economy, and feature the latest and most popular shades. They will enable you to produce shoes with the appearance and value for which the people are seeking.

DO NOT ARRANGE FOR YOUR LEATHER SUPPLY FOR THE COMING SEASON UNTIL YOU INVESTIGATE THESE LINES. SEND FOR SAMPLES AND PRICES NOW.

## DUCLOS & PAYAN

Tanneries and Factory:

St. Hyacinthe

Sales Office and Warehouse:

224 Lemoine Street  
MONTREAL

Agents for Lang's Sole Leather  
and other Quality Sole Leathers

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 Bell Way of Creating Vogue and Producing Value

in footwear is again admirably shown in this new Bell Oxford. Exacting shoe buyers will find in it the three footwear features they most desire—a style to be proud of, a fit that is a genuine pleasure, a quality that is fully appreciated only after an exceptionally long period of service.

Featured prominently in your Window and Store displays for late Winter and early Spring Trade, it will repay you with many extra sales.

Supplied in popular shades and in Black.

**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*





## What About 1922?

What about meeting the demands for Better Values in Shoes? The Lady Belle Line comes as an answer to the call for finely fashioned shoes, with the quality that means wear and the values that make them exceptionally attractive.

We have many highly popular seasonable sellers in stock.

Are you getting the extra sales that come from featuring the Aunt Polly Oversize?

ASK FOR OUR CATALOGUE OF  
"IN STOCK SHOES"



No. 7800  
8" Kid  $\frac{3}{4}$  Fox, Bal.  
No. 7436, Oxford  
Countess Last In Stock



No. 717  
Aunt Polly, Oversize  
Oxford No. 1401  
In Stock

**LADY BELLE SHOE CO., Limited**  
Kitchener, Ontario

# 25 Years

## The Standard of Quality

"As good as the 'Gutta Percha'", has been a standard phrase among shoe dealers.

When you offer your customers goods made by Gutta Percha and Rubber, Limited, you know you are selling them **QUALITY**. People know when they get good value and they will come again.

**"Maltese Cross" Rubbers**  
**"Outing" Brand Canvas Footwear**  
**"Scoop" Rubber Heels**

They represent the maximum in  
Style, Wearing Quality and Comfort

**Gutta Percha & Rubber, Limited**

Head Offices and Factory, Toronto

**Branches In All Leading Canadian Cities**

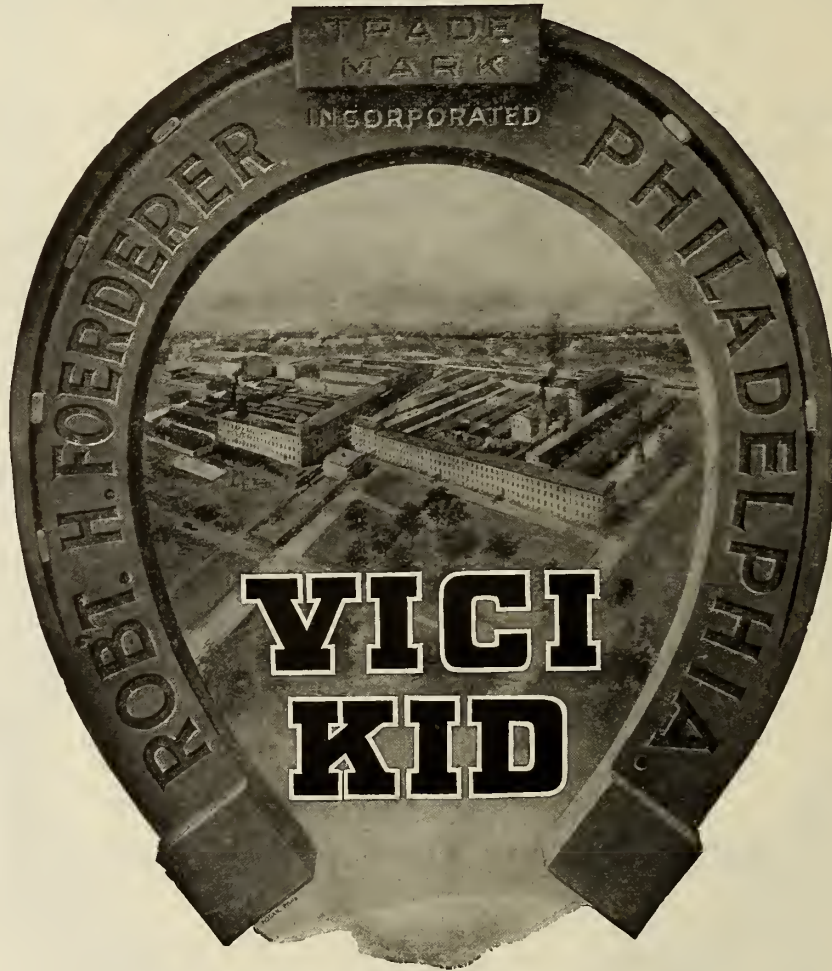


**ROBERT H. FOERDERER**

**PHILADELPHIA**

**INCORPORATED**

**PENN., U.S.A.**



*Mention "Shoe and Leather Journal" when writing an advertiser*

*La Duchesse*



*Good Taste Succeeds  
Where Extravagance Fails*

The footwear of dressy people invariably reflects good taste, yet tasteful people are by no means expensive dressers.

"La Duchesse" Shoes succeed as sellers because they are in total agreement with the dictates of both Fashion and Economy.

It is "La Duchesse" made shoes with which Canadian Wholesalers are meeting the biggest demand these days.

**"LaDuchesse" Shoe Co., Registered**  
MONTREAL, QUE.

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





*Don't say  
"Suede" —*

**Weilda Calf**

*— say  
WEILDA!*

*Almost any dainty fashion effect is obtainable in luxurious WEILDA Calf, for it is available in a wide range of approved colors. Dainty and delicate in coloring and finish, but sturdy as to wear—that is WEILDA Calf. You need WEILDA Calf in those models designed for your stylish modes.*

*Sample cuttings are most convincing.  
Let us send them.*

**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



No. 313—A Woman's Gun Metal Calf Oxford. Single sole McKay. Whole quarter. Perforated tip. A popular shoe and also in style with its medium fine toe.

## You Have This Assurance

that every pair of shoes made and sold under this famous Brand have been produced in one of the oldest plants in Canada, and one in which shoemaking is kept up to its highest standard.

Yamaska Brand Shoes, therefore, have the character that is time-honored through their long association with the Trade, but an equally important factor is that they are never allowed to lag in up-to-dateness of Style. VALUE is to-day's big demand and now as always Yamaska Values defy comparison.

Supplied to you direct from the factory, all the profit of every sale is yours, none to share with the middle man.

Yamaska  
'Staples  
for  
Value!

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





# Pointers on panthers

# The Heel of Quality

Panther Sure Step Heels occupy an important and enviable position in good shoemaking.

The experience of leading manufacturers has proven that they are undoubtedly THE SUPERIOR HEEL.

In Service they unfailingly LIVE UP to their reputation and in Selling are BACKED UP by our **guarantee**.

....The Quality of the finest shoe is improved when it is equipped with a Panther Heel. They make walking MORE COMFORTABLE and REDUCE SLIPPING TO A MINIMUM. They are long wearing-representing THE GREATEST MEASURE OF VALUE.

When making up your lines for the coming Season it will pay you to feature Panther Heels in preference to any other.

Repairmen, too, are reaping a bigger trade, and holding it, through supplying their customers with Panther Heels.

ALL GOOD FINDING JOBBERS CARRY THEM

## PANTHER RUBBER CO., LIMITED

OFFICES and FACTORY

Sherbrooke

-

Quebec



No. 54007. "Pillow Welt"  
A Patent Leather with tan  
Suede Top and Brown  
Buttons.

If you can number many children's shoe buyers among your patronage, and all of them satisfied; you have a wonderful business asset.

Where "Baby Pillow Welt" and Globe "Pillow Welt" Shoes are sold, children's trade comes in growing volume, because a stylish child's shoe and a correct fitting, long wearing one, such as Globe shoemaking produces, will SELL—and sell repeatedly.

A salesman will gladly call with the complete line if requested.

## GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



# Vode Colors

Glazed Kid in varied colors---  
White, Gray, Havana Brown,  
Golden Brown, Camel, Cham-  
pagne, etc., made from good  
raw material with painstaking  
care and selling at reasonable  
prices---this is what VODE  
KID means to the shoe man-  
ufacturer, the shoe jobber and  
retail shoe merchant.

THE STANDARD KID CO.  
Boston, Mass.

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

Vode  
KID  
The Leather  
for Fine Shoes



## Your Rubber Trade

Will be big and profitable if you feature Independent Rubbers. They are the rubbers that satisfy. Now is the time to stock and sell them---these wet, slushy days. You will find your customers show a preference for these rubbers because they are KNOWN, because they have the styles and sizes wanted and above all embody the worth-while standards of quality and value that will please in wear and service.

Keep your Stock complete. Don't let your styles and sizes be broken. You can get immediate service from any Independent Wholesaler.

### INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.	C. Weaver	-	-	-	-	Trenton, Ont.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.	The London Shoe Co., Limited	-	-	-	-	London, Ont.
Brown, Rochette, Limited	-	Quebec, Que.	T. Long & Brother, Limited	-	-	-	-	Collingwood, Ont.
James Robinson Co., Limited	-	Montreal, Que.	The Independent Rubber Co., Ltd.	-	-	-	-	Winnipeg, Man.
J. A. McLaren Co., Limited	-	Toronto, Ont.	Amherst Central Shoe Co. Limited	-	-	-	-	Regina, Sask.
White Shoe Co., Limited	-	Toronto, Ont.	Dowers Limited	-	-	-	-	Edmonton, Alta.
			The J. Leckie Co., Limited	-	-	-	-	Vancouver, B.C.

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



# Styles and Sales



THE STYLE QUESTION IS  
RIGHT AT THE VERY  
HEART OF THE SALES  
QUESTION IN FOOTWEAR.  
SOLVE ONE AND YOU  
SOLVE THE OTHER.

## *“United” Last and Pattern Style Service*

is one of the strongest allies of the shoe manufacturer in his sales campaign. With the originality that we put into the designing of our lasts and patterns you can get the exclusiveness and character that you strive for in your lines.

You can bring out as time and conditions demand it the Style Features that are a real incentive to buy and that keep your lines noted throughout the trade as the “steady turnover” kind.

With “United” INDIVIDUAL Service your styles are yours alone.

**LET US GO INTO THE MATTER WITH YOU FULLY NOW WHILE YOU ARE PREPARING YOUR LINES FOR THE COMING SEASON.**

UNITED LAST CO., LIMITED  
MONTREAL CANADA

# SORTING ORDERS

When you look over your stock on Monday morning you'll probably find as every shoe dealer finds, a shortage in some sizes.

The Ames Holden System—with its "Master" stock in Montreal and its "Service" stock at its branch sales warehouses stretched across the country—enables you to fill the gaps. So, when you stock Ames Holden Footwear, you assure yourself against the possibility of being caught with a low stock in a good-selling line in mid-season.

Consider this when placing your orders for leather, canvas, felt, rubber or tennis goods. Remember the advantage of being able at any time during the season to replenish your stock within two or three days by placing a "sorting order" with our nearest branch sales warehouse.

This is a part of the Ames Holden service.

"COMPARE



THE WEAR"

## *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Hamilton, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.



*Announcement By:-*

# Canadian Shoes-Findings-Novelty Co.

2 TRINITY SQUARE, TORONTO

153 PEEL ST., MONTREAL

Like all modern institutions and industries which are run in a proper and business like way, we are able to say "GOING AHEAD and OPENING OUT." Here are some NEW LINES we have pleasure in submitting to our business friends, both old and new, which we feel will be to their advantage to study.

1st—A SPECIAL RANGE OF

**SANDALS** with selected  
Oak Soles---1922 prices---  
Chocolate, Elk, Side,  
Tan Calf, and Patent

2nd—TWO COMPLETE RANGES OF

**ENGLISH CAMEL HAIR**  
Felt and Wool **SLIPPERS**  
For Men, Women and Children at  
1922 Prices

3rd—AN IMMENSE ASSORTMENT OF

**CANADIAN SLIPPERS**  
All Styles

4th—**NINETEEN (19)**

DIFFERENT STYLES OF

**BATHING SHOES**

in Skinners Satin and Satine

ALL COLORS AND COMBINATIONS

EVERYTHING IN

**SHOE FINDINGS, Etc.**

Prices On Request

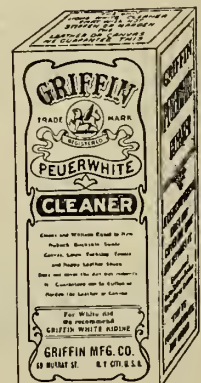
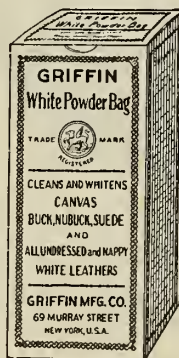
**GOOD NEWS! GRIFFIN SPECIAL INDUCEMENT  
OFFER** (GLADLY SUPPLIED ON REQUEST  
FOR SPRING AND SUMMER 1922

WHITE CAKE

POWDER BAG

KIDINE

PEUER WHITE



We feel sure a VISIT to our Show Room in Toronto or Montreal will pay you many times over—They are both in the Centre of their respective City—Thank You.

# FRANK W. SLATER'S STRIDER HIGH SHOES IN STOCK! IMMEDIATE DELIVERY!

---

## SPECIAL VALUES THAT MEET TO-DAY'S DEMAND

40 LINES OF MEN'S AND WOMEN'S FINE WELTS CARRIED IN STOCK.

HAVE YOU SEEN OUR CATALOGUE AND PRICE LIST?

IF NOT DROP US A POSTAL CARD.

All over Canada there is a shortage of fine high shoes—this shortage is in face of a certain growing demand for fine shoes at a price.

These lines fit the demand, fit the price and are ready for immediate shipment. They are regular "Strider" quality and

**By every standard of comparison, Strider Shoes are Better.**

*PLACE YOUR ORDER NOW --- ANY QUANTITY SHIPPED AT ONCE*

---

## New Ideas From The Big Fair At Chicago

*Our style artist has returned from the "Big Show" with all the newest and best ideas, and in due time the results of their trip will be ready for your inspection. Watch for the new style features we have in preparation.*

---

**EAGLE SHOE CO., Limited**  
587 BEAUDRY ST. MONTREAL

*Mention "Shoe and Leather Journal" when writing an advertiser*





# The Famous Aunt Mary Outsize Shoe

A safe purchase for every Shoe Merchant, and we do not know of any shoe that will pay a greater or surer profit and at the same time assist in building up a repeat trade amongst a class of customers usually difficult to please.

The Aunt Mary Outsize is famous for its fitting qualities, but also has good appearance and is made of the best of Kid with stout Flexible Oak Sole, fitted with cushion Sole and Rubber Heel on all lines, and good workmanship and finish throughout.

The variety of styles and measurements will enable you to meet the needs of the most exacting customer and should you not have the

particular style on your shelves you can secure it from our stock in any quantity you wish—one pair or thirty.

The average stout woman is hard to fit, but once pleased usually becomes a steady customer herself, and also tells her friends.

You can sell the last pair of Aunt Mary's at a profit They never become shelf warmers.

## PRICES AND DESCRIPTION

83 Kid, 1 Strap, 2 Button Theo. Plain Toe, EE .....	\$3.50	and Leg. ....	4.50
84 Kid Button, Plain Toe. Standard Leg, EE .....	4.50	88 Kid Bal. Plain Toe, Standard Leg,	
85 Kid Gypsy Bal. Standard Leg, EE..	4.75	89 Kid Bal., Kid Tip, Standard Leg, EE.	4.50
86 Kid Bal. Fat Ankle, Plain Toe, EE..	4.50	90 Kid Oxford, Plain Toe, Plain Quarter EE .....	3.50
87 Kid Bal. made on Combination Last, regular EE Aunt Mary Forepart, D. width over instep and C leg. This is a very useful Boot for the woman who needs room from the instep for ward, but does not require the usual Aunt Mary measurements in Instep		91 Kid Oxford, Kid Tip, Plain Quarter EE .....	3.65
		92 Kid Oxford, Gypsy Cut, EE.....	3.75
		.... Sizes 2½ to 8. Add 50c. for size 9. ....	

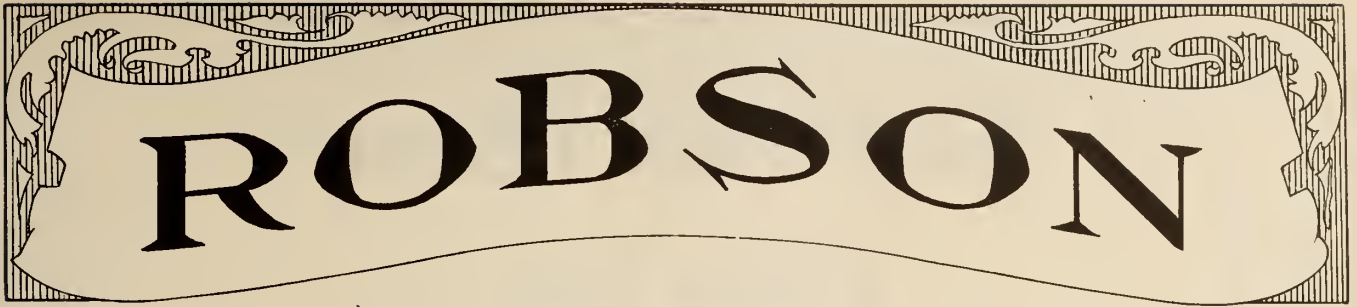
*All other Lines of Gracia Shoes Carried in stock for prompt shipment*

# The W. E. Woelfle Shoe Co.

—LIMITED—

KITCHENER, - - - ONTARIO  
THE IN-STOCK HOUSE





# ROBSON



## Black Beauty

### CHROME PATENT SIDES

**O**UR Dominion Wide Reputation for the production of the Highest Grade Leathers, backed by our fifty-seven years of careful study, experience and workmanship has made our line very popular with manufacturers and retailers everywhere.

### The Robson Leather Co., Ltd.

Tanners and Curriers

Oshawa

--

Canada



# OSHAWA

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# Rover Red

Leading Shade

for

Spring 1922

for

Men's and Women's Shoes

Black smooth calf and eyebuck grain

**The Collis Leather Co. Ltd.,**

**Aurora**

**Ontario**

H. O. McDOWELL

H. N. LINCOLN

## International Supply Co.

*The Largest Shoe Factory Supply House in Canada*

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**Shoe Machinery, Findings and Factory Supplies**

**We are Exclusive Canadian Agents for the following well-known houses:—**

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**You will do well to avail yourself of these stocks.**

**Quality Goods**

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Your stock will probably need some freshening up with live sellers-styles added here and there and some new lines with which you can make a special feature of VALUE.

ROBINSON SERVICE can take care of these little exacting demands that mean so much, just as satisfactorily as it can cover your bigger requirements.

**James Robinson Company**  
Limited

184 McGill St.

Montreal



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*Kid Lace Oxford, Whole Cut, Goodyear Welt  
Combination Last No. 33*

*Sizes 2½ to 8,*

*Widths A-B-C-D*

*Blaehford Shoe Manufacturing Company  
Limited  
Toronto.*

*Makers of "Onyx" and "Georgina" Footwear for Women*

# Shoe and Leather Journal

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## TO ADVERTISERS

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

## Whistling And Working

**T**HE man who makes himself believe that from now on business is going to be very much better, is not only "kidding" himself, but is riding for a fall. Optimism is all right except when you are sitting on a powder keg or riding the currents above the falls.

There are a number of things that will have to happen before business reaches a sound basis, and all the whistling in the world will not help matters. Prices have not reached a point where public confidence is assured. There are those who cannot buy because they have not the means to purchase, and the unemployment, which occasions this very largely, is the result of the high cost of production. Prices must be lower, and the only thing that will bring them down is either for labor be satisfied with less or produce more for what it gets.

In the meantime the uncertainty and delay in further deflation is bound to have its effect upon business, and the man who is content to follow a waiting policy is bound to suffer. A weeding out process has started in business and the "foolish virgins" are discovering the folly of their lack of foresight. There will be a lot outside the door at the end of the present year, if the sleeping continues.

Neither buying nor selling can be based upon conditions prior to the slump of 1920. With a falling market the buyer has to watch his step, and the seller, if he is a wise man, will use every ounce of tact and energy in keeping his goods moving.

This year the man who gets away from indifference and careless methods, the quickest and most thoroughly, will be the one who will reach its end in safety. Those who do not devote attention to cutting down overhead, trimming expenses and increasing their turnover by reduced margins are sound asleep.

Quit whistling and get to work.



## In The Market Place

The new year has got off to a fair start, but everywhere complaints are heard of unseasonable weather. A series of mild winters is pleasant from the standpoint of the public in general, and when conditions of distress and unemployment are contemplated. But for dealers and manufacturers of seasonable goods it is of extremely doubtful advantage. Clothing manufacturers and dealers, shoe manufacturers and dealers, and the like are looking for some real cold weather, accompanied by a generous fall of snow, to stir up the necessary activity in merchandise. The month of December, in most districts, showed an improvement in the shoe business, over that of November, coming to a climax at Christmas. Trade, however, was well below the mark set a year ago. Following Christmas, business was fair, and pre-inventory sales have become the order of the day. As a result, after months of pressure on the public to loosen their purse strings, dealers still find themselves forcing the pace in the endeavour to clean down stocks to something like the required point. This, together with the activities preceding, accompanying and following stock-taking, has made the retail merchant a busy man, if not a rich one. And now, says he, if we could have some snow, we could clean up some of our boots, rubbers, and winter goods, instead of facing the prospect of a heavy carry-over.

Meanwhile we hear the public still clamoring for lower and yet lower prices. Shoe manufacturers indicate on another page that these will not likely come, the retailer is not disposed to cut his mark up any further than he has already done; so that it is a question where further reductions in retail prices can come from.

City trade has been brightened somewhat by sales of goloshes. This fad, which was considered extinct last season, has revived to a greater extent than ever. So much so that manufacturers, wholesalers, and retailers have all been unable to fill the demand, which apparently sprang up overnight. One dealer said he had sold none till Christmas Eve, but from that day on he has had constant call for them. It may be noted in passing that shoemen who visited Chicago saw even a greater percentage of goloshes on the streets there than in Canada. If, as is usually the case, our Canadian fads follow those in vogue in American cities, one might reasonably expect that goloshes will still be worn in Canadian cities next winter.

A Winnipeg dealer tells us that trade in over-shoes and rubbers has been good. Felt goods have been slow, on account of high prices. Evening slippers have been fair, but in general business in that district has been very quiet. Northern Ontario con-

ditions are anything but good, and the outlook is not encouraging. High shoes have not moved well, and a heavy carry-over is looked for.

Hamilton dealers find business only fair. While December showed improvement over November, it was 20-25% lower than the previous year. Medium priced goods are moving more freely than anything else, oxfords having the call. Over shoes and rubbers have been better than fair. Prospects are fair for the next couple of months with hope of marked improvement in the spring. Business in Ottawa holds up fairly well, and the outlook is fairly promising. Trade comes from constant pressure end sales. Price is considered before quality, and nothing is moving freely. A Nova Scotia dealer reports business as barely normal. Staples in rubber, leather, overgaiters and leggings have been moving fairly well, and the outlook is quiet as the industries in that district have felt the depression to quite an extent.

Manufacturers and wholesalers are looking for an impetus to buying following stock-taking. Easter comes midway in April this year, which leaves barely three months. If orders are to be filled for the balance of spring requirements, they will have to be

placed immediately, or the dealer will hardly be likely to receive his goods in time to meet the first of the demand. The style situation has clarified to a great extent, and prices are stable for some months at least.

Situations in the leather and shoe manufacturing fields will be thoroughly discussed at the Annual Meeting of the Shoe Manufacturers' Association in Montreal on February 1st and 2nd, full reports of which will appear in our next issue.

Apparently the call to-day is for medium to cheap grades of shoes. Retailers report business as running to those

grades, while manufacturers of these lines are all busy. Fine shoes are rather slower, though spring business should improve that situation.

The Chicago Convention produced a considerable volume of actual orders, but, what is more, stabilized the situation and got dealers in a wood to look forward to some real business for the coming year. Canadian manufacturers and retailers, who attended the show, realize that but few innovations have been made, and that retailers who have already covered spring requirements have not gone astray. Further everything points to a big season in sport shoes, white shoes, etc., this year, and dealers are preparing to cash in on the opportunities that will offer in the in the late spring and summer. The summer goods shown are working down to a basis of good style and sense combined, with straight white and black and white predominating.

**Nearly a hundred Canadian shoe men visited the National Shoe Retailers' Association Convention and Shoe Style Show at the Coliseum, Chicago, last week. Interviews with a number of these, reproduced in the Shoe and Leather Journal, indicate the conviction that Canada is fully abreast of the times, not only in shoe styles but modern shoe manufacturing ideals. Prominent retailers stated that they saw nothing in the displays that would indicate that Canadian manufacturers are not fully up to date in their high class lines. As to retail prices of shoes, several expressed the conviction that the Canadian Shoe trade generally, and especially those in the larger cities and towns are selling shoes on a basis that clearly indicates that shoe prices in Canada are on a more permanent and satisfactory replacement basis than in the United States.**



# Stray Shots From Solomon

There are better men in jail than out of it. It may be no credit to a man that he is at large.

**HOW'S YOUR HEART?** The only thing that keeps some people from stealing or doing wrong is the fear of being found out. Evil is not a

matter of feet, hands or tongue. "As a man thinketh in his heart so is he." That is why the Prophet of Nazareth said "Not everyone that saith unto me Lord, Lord, shall enter the kingdom of heaven, but he that doeth the will of my Father which is in heaven." "Keep thy heart with all diligence, for out of it are the issues of life." When we get to understand that it is not what we say or do that matters so much as what we think or are, the kingdom of heaven will be in our midst. "Not that which goeth into the mouth defileth the man, but that which cometh out of the mouth, this defileth the man. For out of the heart proceed evil thoughts, adulteries, fornications, thefts, false witness, blasphemies." If we spent half the time we devote to avoiding contact with disease to keeping our minds free from the miasma of evil thoughts, we would be healthier as well as happier. It takes diligence beyond the ordinary, but it makes angels rejoice and devils weep to find a man of clean hands and a pure heart, who hath not lifted up his soul unto vanity. "Keep thy heart!"

\* \* \* \*

More than half life's failures are the result of trifling. The Devil would be out of job most

**FOOLISH TRIFLES.** of his time, if it were not for the silly flies that buzz into his net. They know it is there and flutter

about it until they enmesh themselves. People pray "lead us not into temptation" and walk deliberately into it with their eyes open. What is the use of asking heaven to help us when we won't help ourselves? "Avoid it, pass not by it, turn from it and pass away." The man is as brave as he is wise when he refuses to cross a field full of pit falls. What is the sense of whining about temptations when we make them ourselves? The man who wrote the advice in Proverbs knew what he was talking about. The only course in some of these things is to turn your back and take to your heels like Joseph. "Turn from it and pass away," and get as far away as you can. Don't come within sight or smell of the old thing. In time you may get so that you may stand and wonder that you ever fell into the trap, but strength will not come by

putting your nose or toes into it. "Avoid it!"

Most of our troubles are like ghosts. Face them and they disappear. Fear itself may be

**BE NOT AFRAID.** conquered by calling for a show down. Some people complain that Providence left them out when courage was being handed around.

It is an attribute just like muscle that develops with use. The root of fear lies in over consciousness. A woman will attack a tiger bare handed if her child is in danger. Her courage is simple self-forgetfulness. The coward is usually intensely selfish. His cowardice is a form of selfishness. You can vanquish fear by self-forgetfulness unless you are physically or mentally unfit. "Be not afraid of sudden fear, neither of the desolation of the wicked when it cometh." Take the trouble that threatens you by the horns. Meet it more than half way in spite of the well known proverb. Take a good, square look at your difficulty. It is never as big as it appears and no matter how large it looms, take a good right handed swing at it. Fear has worked more disaster to men and nations than all the other forces of evil put together. If you conquer your "sudden fear," you will not care a hoot for the "desolation of the wicked when it cometh."

\* \* \* \*

Neighborliness is a world need to-day. We would be better off as families, communities and

**YOUR NEIGHBOUR.** nations if we encouraged the get-together spirit. The evil eye is largely responsible for

the mischief that separates people and breeds strife. Get the idea that your neighbour is as good as yourself and the social, business and spiritual problems of the world will be more than half solved. "Devise not evil against thy neighbor, seeing he dwelleth securely be thee." Instead of putting up six-foot fences, keep-off-the-grass notices and passing him by with your nose in the air, try what a genial good morning over the fence will produce or cleaning a foot or two of his snow, instead of drawing a straight edge between your properties with your shovel. Trouble usually begins with some little meanness to a neighbour that stirs up the goat that slumbers in all of us. It is only a small part of our mental equipment, but it can do a tremendous amount of bone-headed damage when it rises on its hind legs. A good neighbor may be a great blessing. At any rate, the man who sets about making enemies of those about him, whether at home, in business or anywhere else, is kicking out the underpinning of his own foundations. "Devise not evil against thy neighbour." The fellow who takes mean advantage of those who have to live with him or near him is a moral cut-throat.



# Manufacturers Review Situation

## Comments of Leading Shoe Manufacturers and Wholesalers on Situation and Prospects.

**I**N the endeavor to obtain a comprehensive view of the situation as it is regarded by the leaders in the shoe industry, the SHOE & LEATHER JOURNAL wrote to a number of them in various parts of the country, asking them the following questions:—

"1. How do stocks compare in volume and value with those of a year ago, wholesale and retail?"

"2. Do you think retailers have really got down to a replacement basis in prices?"

"3. Do you think shoe prices are yet on a basis where there can be confidence in buying?"

"4. Does there seem to be given to turnover the attention it ought to receive?"

"5. Has the cost of doing business been lowered or increased?"

"6. How do you find the market for raw materials? Has it touched bottom?"

"7. Do you think 1922 should show a marked general improvement over the year closed, and if so, why?"

We appreciate the courtesy of the manufacturers and the pains to which many of them went to make their replies as useful and comprehensive as possible. In setting their views out for the shoe trade of Canada we will cover the questions in order, giving quotations from time to time.

### Question No. 1.

The opinion was unanimous that retail and wholesale stocks in general have been greatly reduced as to volume and value. In dollars and cents, an eastern wholesale house estimated present values as sixty per cent. of stocks a year ago.

A Montreal manufacturer believes the above is true of finer shoes, but says "on the other hand, shoes for the lumber and mining districts are mostly on the shelves, and business on those lines will be very limited."

A manufacturer of staples says he believes wholesale stocks are considerably lighter than a year ago. Continuing, he says: "We believe that most of them were successful in getting rid of their high priced staples last fall, as there developed a serious shortage in staple shoes, and most of us were unable to take care of all the business offered. Previous to this rush it was impossible for us to sell staple shoes at any figure."

Another manufacturer says: "In our opinion retailers have been for some time doing business on as small a margin of stock as possible, and this has made it necessary for them to place rush orders. We think this will also be true for the coming spring."

### Question No. 2.

The answers to this question were fairly evenly divided, though the majority of those who expressed an opinion believed the retailer has not gone as far in the direction of taking losses as have manufacturers, wholesalers and tanners. The feeling is that those who have not already come down are gradually getting there.

A staple manufacturer says: "It is doubtful whe-

ther retailers in general are selling at replacement values, except in such localities where competition has forced them to do so. We believe mail order houses will have a big influence in forcing retailers to reduce their figures this spring, but it would be of advantage to all for this change to come gradually."

A maker of fine shoes says: "We feel that retailers have gone about as far as they can afford to go. If they go too far in this respect they will find themselves insolvent, which is not desirable. A merchant from now on is entitled to sell his goods on the basis of what they cost him."

### Question No. 3.

The answer to this question were almost without exception in the affirmative, and the one exception stated that "every factory appears to be trying to produce cheaper shoes than his competitor and good shoes are overlooked in the search for low prices."

An Eastern house says: "It is just a question whether prices are down to rock bottom yet, but we do feel that there will be a certain steadiness to the market for the next six months, and prices will stand pretty well as they are."

An Ontario manufacturer says substantially the same thing, adding: "Overhead charges are higher than a year ago, materials about the same, perhaps slightly lower. I don't care to predict what the trend of prices will be during 1922; but in view of present costs I cannot see how prices can come down."

A large maker of staples says: "We believe raw materials are nearly at the bottom, so that there is no great risk in placing business at this time. And while we have not reduced our labor, it would be necessary for labor in all lines of industry to be similarly reduced before it would make any material difference in the price of the shoe."

An Eastern manufacturer believes there may be some slight reduction in prices in six months' time, but even then not sufficient to interfere with retailers' legitimate profit.

### Question No. 4.

As applying to manufacturers and jobbers, the answer was in the affirmative. Indeed some complain that some manufacturers regard turnover to the exclusion of other important questions.

As applying to the retail trade, manufacturers seem to believe that more attention is being paid to turnover than ever before, but there is still a great deal to be done along this line.

One manufacturer says: "More attention is being paid to turnover by retailers. They are finding that well known staples of good quality, sold on a fair margin of profit, bring greater annual profit through turnover."

Another manufacturer points out the fact that whereas retailers have to some extent realized the value of closer margins to get turnover on lower priced shoes they have not yet applied the same line of reasoning to the better grades.

### Question No. 5.

Nearly all the manufacturers and wholesalers claim that the cost of doing business has increased, and where it has not increased it has at least not become lower. Decreased volume is largely to blame for increased cost, as the gross cost has not increased, while the percentage on sales has grown. Travellers have to go several times to get an order, while cancellations and returns of goods have made rather large and unfair inroads on expenses. Rents have not been lowered, overhead is largely unchanged,

while salaries and wages have been lowered only to a slight extent. One manufacturer said: "We believe the manufacturers are working on a smaller basis of profit than they have for a long time in order to keep their factories busy."

#### Question No. 6.

In general the opinion of manufacturers is that prices of raw materials cannot be expected to go much lower for the present, and in some lines advances are more than likely.

An Eastern manufacturer says: "We would rather expect a fairly gradual process of reduction in prices in some kinds of raw materials, such as leathers, which reductions will be brought about by reduced labor costs and overhead expenses of the tanners." We think that any further reductions in price will be small and spread over a long time."

Another says: "I believe that the market on raw materials has touched bottom, but at the same time there will always be certain small lots of leathers which will be sacrificed."

A Montreal firm says: "Prices are being strongly held for desirable grades."

An Ontario man says: "Raw materials are easier, qualities better, and prices, considering wages, overhead, etc., should be fairly stable, with perhaps a tendency downward."

#### Question No. 7.

Possibly the wish is father to the thought, but there was hardly a dissenting voice to the opinion that conditions in 1922 should show a marked, if gradual improvement over those of 1921. It is encouraging to feel that the whole trade is facing the new year with a feeling of optimism. On the other hand, a note runs through the comments that shows the undertone of feeling that it would be impossible to have two such years in succession. As one man puts it: "There cannot be the slump in prices that has taken place, and as it comes nearer to the opening of the spring trade, we think that the feeling among merchants and manufacturers will be much better and the outlook brighter."

A manufacturer of fine goods voices the following opinion:

"As far as we have been able to observe, all dealers during the past year have been buying just as little as they possibly could, with the result today that their stocks must be pretty well depleted. And further, during the past year there has been a tendency on the part of dealers to substitute cheaper and inferior lines for good lines. This policy will in time work its own cure, by the fact that the consumer will eventually ask for better goods than he has been receiving, and then the higher grade manufacturers will come into their own. The general tendency during the past year among a large percentage of retailers has been to substitute price for quality."

A Montreal man who is noted as an extremely shrewd judge of markets and conditions says:

"The general improvement will start about March though it will not be very brisk, but I believe it will be more permanent as orders will continue to come in slowly on small quantities, and it will certainly be to the advantage of manufacturers in the long run, as they will manage to keep their factories in more steady operation than otherwise.

"I do not think that merchants will overbuy or buy again on speculation, as most of them have been caught in the declining market and will be more

cautious in future."

Another Montreal manufacturer says: "Manufacturers and retailers have as a rule disposed of their high priced stocks and are now once again exerting all their efforts towards rebuilding their business, along sane, economic lines."

A Toronto manufacturer: "The year 1922 will show a marked improvement, providing retailers mark their goods at replacement prices, take the losses on their high priced goods, and clean out their merchandise at these prices. This will stimulate buying more than anything we know."

Several manufacturers expressed the opinion that there will not be much improvement noted until crop reports come out. Conditions in the west at present do not make for optimism, and western trade has quite a bearing on Eastern conditions.

An Eastern concern says: "We think there will be a slow steady improvement in conditions, and by September next we anticipate industries moving along on a more normal basis, and we feel the year will finish a little better than it may start in."

An Ontario manufacturer writes: "1922 should show and improvement over 1921 for footwear generally. In January 1921, the outlook was bad, everyone expected a tremendous drop in prices. Prices did drop and everyone, manufacturers, wholesalers and retailers took big losses. 1922 was not ushered in under the same handicap. None of us really expect any drastic change in prices and this has restored confidence to a large extent."

One Eastern manufacturer was quite pessimistic. He said: "Unemployment is still the burning question in a great many districts, and labor has not yet realized generally that high wages and low prices do not go together, and until this comes home to them it is hard to see how production costs, and consequently prices are to be lowered."

### A CHALLENGE TO CANADIAN RETAILERS.

"The time is coming," said the manufacturer of a very prominent line of Canadian shoes, "when Canadian shoes will not have to be discounted to the extent of one half of one per cent. The retailers who were in Chicago had to admit that in quality, workmanship, and price, they are doing better in Canadian markets than they could in the United States.

"Yet I am sorry to say that I believe, so great has been the prejudice in favor of imported shoes, that on an even basis of price today, the Canadian retailer would buy his shoes from American manufacturers. This condition is bound to disappear but I believe it exists today."

Here is a direct challenge to the patriotism and merchandising sense of Canadian retail shoe dealers. The man who made the above statement is one of the fairest-minded and clearest thinking members of the shoe trade in the country.

Yet we should hate to think anything but that his judgment is at fault in this instance.

Is it true, or is it not?

You retailers of Canada, what are your opinions?



# American Shoe Men Meet

**National Shoe Retailers' Association Hold Eleventh Annual Convention and Shoe Exposition in Chicago.**

Chicago was the mecca for shoe retailers and manufacturers during the week of January 9th. For four days, Chicago hotels were filled with men wearing the gold badges signifying attendance at the Convention in progress at the Coliseum and Armory, on Wabash Avenue.

While essentially an American gathering for Americans, the interest of progressive Canadian dealers in American shoemaking is obvious; as a result of which about one hundred Canadians were in attendance at the Convention. That they were made heartily welcome goes without saying, and indeed the association authorities emphasized in many ways their pleasure at the international aspect of the Convention, and issued a hearty invitation for a repetition of the visit on future occasions. In honor of the visitors from the Dominion, two large Canadian flags were hung alongside the Stars and Stripes, immediately over the speakers' platform in the Convention Hall.

## Canadians Pleased With Show.

Canadian styles and methods parallel so closely those in the United States that any national gathering of the shoe men of that country bears a supreme interest to the retailers of Canada. That is the reason the SHOE & LEATHER JOURNAL, as usual, was represented at the Convention; and that is our reason for devoting considerable space in this and our next issue to what transpired at the Chicago Convention.

From the standpoint of a convention, the Chicago gathering had many of the earmarks of ordinary conventions, together with some unusual advantages. As usual, it was impossible to start the business sessions on time; as usual there was so much to be done and

seen that the time was all too short; as usual there was the occasional "grouser," who was disappointed and sorry he had come; the man who was looking for a gorgeous display of extravagance; the man who was looking for a world of new styles that would throw a monkey-wrench into the machinery that is just starting to function again.

What actually took place? The displays were uniform exhibits of medium and high grade footwear, of a type very similar to that which has been sold during the past year, with just enough new touches to satisfy the dealer in novelties, but no changes drastic enough to upset the apple cart and render obsolete stocks of shoes on shelves and in warehouses, or lasts, patterns, and leathers. Prices showed a stability that encouraged retailers to feel justified in buying now—which many of them did.

The style revue on the runway was pulled off every afternoon and evening without a hitch. And at every performance, for over one hour and a half, four thousand people watched a steady procession of models, showing for the most part, wearable shoes in attractive and sensible lasts, patterns and leathers.

Entertainment was given to visitors in the form of a stag vaudeville show; while the ladies were shown the points of interests in the city, taken to the theatre, given dances, and one big card party.

## The Most Important Feature.

But to members and visitors who were after information, the really important innovation, and the one thing which brought out valuable exchange of ideas, was the so-called "Open Forum." For each session a chairman was appointed, and a number of vice-chairmen. The chairman led the discussion on the topic selected, and those in the audience were then given opportunity to ask any question they desired, and from the vice-chairmen, or some other member of the gathering, an answer was obtained. As a "get-together" proposition, and a producer of vital information the scheme was found to a winner. The man from Wisconsin received an answer from the man in Alabama, New York, or some other point, to the question that had been bothering him, and which, in the ordinary course of events, might not have been touched on. It was a "free-for-all," and, in a short time, men in all parts of the hall were rising,, introducing themselves, asking questions, and getting information that paid for their week away from home. We hope that the idea will be adopted as a permanent feature of such gatherings, and would suggest its adoption in future meetings of Canadian organizations.

## The Trade Press.

A word about our contemporaries, the publications who look after the interests of the retail shoe trade in the great Republic. Both were very much on the job. The "Shoe Retailer" distributed a daily edition covering the news of the previous day's activities, which was greatly appreciated. The "Boot & Shoe Recorder," among other features, staged a "Hosiery Revue," in their own booth, in which hosiery and shoes were displayed by living models, at certain hours. This with a view to showing the dealer how hosiery could be pushed, and interest created. We are indebted to both the above organizations for their courteous and hospitable treatment of the representative of the SHOE & LEATHER JOURNAL, and to the latter for the photographs of the show which we reproduce in this issue.



Mr. C. K. Chisholm, President-elect, N.S.R.A. of United States





Photos by Courtesy of "Boot and Shoe Recorder"

Group of Canadians

At The Chicago Convention

Prize Window Display

Interior of Coliseum

The Coliseum

Hosiery Display



# Styles For Spring and Summer

Summary of Style Trend as Indicated  
by Chicago Convention and Style Show.

**T**HE most complete information as to styles as they exist in the minds of the great body of American retailers was brought out in the "Open Forum" devoted to the style question. The session was in charge of Mr. A. H. Genting, of Philadelphia, who led the discussion. Dealing with the origin of styles Mr. Genting said that retailers must learn that style is not fixed arbitrarily in a shoe factory or by some outside power. Styles grow by subtle suggestions in the minds of people, and it is necessary to study the psychology of the customer. Each retailer is the best arbiter of style in his own store.

When the meeting was asked for questions, the first was "What is the best style for women's shoes for spring?"

Mr. Percy Hart, of Cammeyer's, New York, gave his opinion that it would be a low heeled strap effect in patent leather. Gray suede, and in combination with patent, would be good, both in low and high heeled strap effects.

Mr. Kenneth Chisholm, of Cleveland, believed that Oxfords would predominate for early spring, to the extent of seventy per cent, though straps would sell in greater proportion in the later months and in dressier shoes.

John Slater, of New York, in answer to a query, said he believed the best color for women's Oxfords for spring was a medium dark shade of tan. Buckles will be preferable to buttons on low-heeled numbers, but on high-heeled footwear buttons are unquestionably more elegant. Three buckles, narrow straps and

broad single straps should lead in buckle styles.

Mr. Slater expresses the belief that side-gored shoes will be very good for spring, though only in the higher grades of shoes.

Retailers from various parts of the country stated that there was still a good demand for boots for certain classes of trade.

The concensus of opinion seemed to be in favor of the full Louis heel and away from the Baby Louis. For lower than 15/8 the Spanish heel is taking hold. Low flat heels will go well with sport shoes carrying the apron strap and other trimmings.

Mr. Henry Hagen, of Boston, was asked about white goods. He declared for white canvas Oxfords for general purposes, and white kid straps as style shoes. White canvas sport shoes trimmed with black will be the "great big bet" with a predominance of patent as a trimming material.

A warning was issued by Mr. Percy Hart to dealers that if any money is lost on summer goods it will be on combination effects rather than on straight white shoes.

Mr. Alfred Kahn, of New York, dealing with the foreparts of women's shoes, declared for a medium round toe and 3½ inch vamp.

## Men's Styles.

Mr. Jesse Adler, of New York, stated that ball straps and saddle straps are dead. Broad saddles or aprons, in two tone effects will be good on sport shoes. Wing tips will be good.

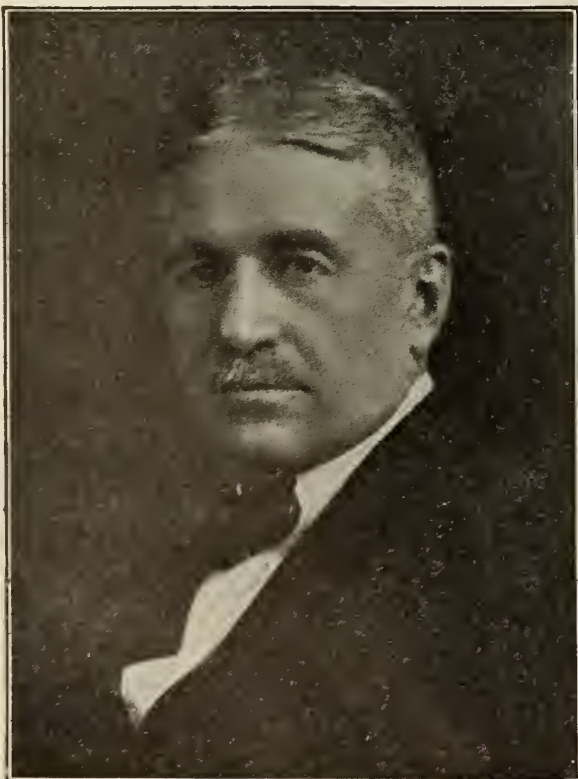
Mr. Kenneth Chisholm, of Cleveland, stated that medium shades of tan would be best for men's shoes, though black is gradually increasing in favor. The wide French toe is giving way to a narrow French effect, with considerable prominence given to a more conservative round toe with enough swing to provide style. Brogues with wing tips will be good. Many rubber soled sport effects, including two-tone Oxfords with aprons, and Oxfords with aprons of the same color will be sold.

## Women's Styles Summarized.

Summarizing, the trend in women's shoes seems to be towards plainer effects, rounder and fuller toes, and lower heels. Walking shoes show a predominance of one inch sport heels of a mannish type. Straight and wing tips with a fair amount of punching and perforation are seen, while soles have a tendency to be wider and carry heavier stitching. Sport shoes of wide variety are noted, with favor towards combinations of white and black, embodying the apron strap, and medium length wing tip. Blucher cuts are also coming into prominence. One, two and three straps are shown with more favor towards the two straps with buckles. The wide single strap, however, with the side buckle, is creating the greatest interest. Leathers show a leaning towards patent and medium shades of brown. Sport shoes are of white buck, or of smoked elk or combination of these in two-tone effects, or black and white, with the apron saddle in great favor. Toes are plain and soft, or with wing tip of black or dark shade. Rubber soles and rubber so-called "spring" heels may be expected to have a big run.

The outstanding features in turn shoes are the elastic side goring, and the single wide strap side buckle shoe with low heel. The gored shoe is worked out in several patterns, notably those involving a cut out to give the effect of three or four narrow straps. Plainer shoes of patent and grey suede with heel to

(Continued on page 35)



Mr. J. P. Orr, President, N.S.R.A. of United States



# President Stephens On Chicago Convention

**President Canadian N.S.R.A., Tells What He Saw in Chicago.**

A GREAT gathering of people is usually an inspiration to an outsider who attends it; so a great gathering of shoemen is always an inspiration to an outside shoe man who is present; but when the "outside" shoe man is taken to the heart of that gathering, and made to feel that he is on the "inside," the inspiration becomes indeed an actuality.

That was my position at the Chicago Convention of the American N.S.R.A. As an individual, I went to Chicago "for to see;" and as President of the Canadian National Shoe Retailers' Association, I felt the responsibility of representing the retail shoe trade of our great Dominion in the wonderful Republic that lies just to the south of that imaginary line stretching from Atlantic to Pacific. As an individual, my time was well spent, and the effort well repaid; as an official representative of a great Canadian body, I was given the right hand of friendship by our brother shoe men of the United States, and made to feel that, together with all other Canadians, I was thoroughly welcome. When one considers the large number of visiting shoe men, from all parts of America, who were on hand at Chicago, the reception given to the Canadian delegation is the more gratifying.

From the standpoint of association work, and association gatherings, I received information and a renewed enthusiasm. The value of meeting together with one's brother shoe men, of discussing mutual difficulties, of solving mutual problems, of making concerted plans for procedure cannot be overestimated. This was thoroughly exemplified by the "Open Forum," which was adopted in most of the business sessions. The freest possible discussion of styles, costs of doing business, methods of operation was held, and men from all localities had a say in what was going on, asked questions about their problems, received answers from authoritative members of the trade, and expressed their own views to those present.

I could not but compare the gathering with similar meetings in Canada. And, taking into consideration the relative population of the two countries, our Canadian Conventions did not suffer from the comparison, either as to attendance, interest displayed, or proportion of actual membership in the association. As President of the Canadian organization, I felt that we may well be proud of the progress our Association has made in the three years of its existence, and may look forward to a healthy growth and useful career in the years ahead of us.

I was disappointed, yet relieved, to note that no startling style innovations were to be seen. I was further gratified as a Canadian, to realize that the products of our own shoe factories are quite on a par with the examples of American shoe craft shown at this vast exhibition. We have talked patriotism, "Made-in-Canada," and "home industry" for a long time. But the time is at hand when Canadian shoes rank with the best produced in any part of the world; and when the retailer in Canada can look to his home market to provide him with footwear, he can stand behind, and which he can buy on even more favorable terms than the dealer across the border.

I shall not attempt to deal with the style situation. I am satisfied that the Canadian dealer can buy to-day with confidence that all his ideas as to styles will not have to be revised two months from to-day, and with the feeling that much as he might like to buy at lower prices, any material change is not in sight.

In conclusion, I came home from Chicago with a renewed pride in, and enthusiasm for the shoe business; with a renewed faith in Canadian merchants and merchandise; and with increase enthusiasm for the possibilities that lie ahead of a body such as the National Shoe Retailers' Association of Canada.

## STYLES FOR SPRING AND SUMMER.

*(Continued from page 34)*

match the vamp are very strong, carrying Spanish or Louis heels. Sandal effects, with cut outs on vamp or quarter, and with centre straps are also favored for dressy wear. The full Louis heel still holds its own at heights of 14/8 to 16/8. For lower heels, the Spanish Louis heel appears to be replacing the Baby Louis as being more sightly. The box wood heel of 8/8 height is favored for sport turns. Patent leather, gray suede, combinations of these are expected to have a good run, while black satin would seem to have become a staple article for dress wear.

The tendency in men's shoes is towards rounder toes with a certain amount of swing. The wide French square toe is apparently weakening, but quite an interest is taken in a narrower square effect. For the older man, the clean plain shoe is favored, while for the younger element snap is given by means of perforations, stitchings, flat brass eyelets, etc. The rolled sole extending to the heel should take with the young men, also. Heels are more or less flanged, with a decidedly wide flange for the snappy shoes. The height remains at 7/8 to 8/8. Half rubber heels are widely shown, while for sports the rubber sole and "spring" heel of rubber is popular. Soles are of 12 to 14 iron, and show a tendency towards a wider trim. Sport shoes of elk with black or brown apron, with soft plain toe are widely shown. For regular wear bals in medium colored tans, or lighter shades with a tinge of red are favored. Very light and very dark shades have not taken so well, while black is slow to take hold. In Oxfords, however, black is expected to predominate, and it is predicted that sales in late spring will be 85 per cent of oxfords. The brogue Oxford is by no means dead, and with the wing tip, in Scotch grain, will go strong. Boarded winter calf is also favored for heavier shoes. The plain toed shoe in brown or black kid or patent, is increasing in demand and should become very popular for dress wear.



"The London" a popular last in Vici Kid, by The Talbot Shoe Co. St. Thomas



# Ex-President Fegan's Impressions.

**What W. T. Fegan Saw and Felt at The Big Chicago Show—How it Struck Canadians.**

Of course," said Mr. Fegan, "its very bigness made it a difficult proposition to handle properly, but I could not help thinking with some degree of pride that we Canadians had not much to learn from our American friends with regard to any of the prominent features of the Chicago Convention.

"In the first place, the business sessions were disappointingly slow in getting under way, and with the exception of the 'Open Forum,' were hardly as enthusiastic in attendance or interest as might have been expected. I might say that I feel confident that it would have been more satisfactory to have held a three day Convention and Style Show instead of four days, as there was scarcely any interest in the Convention proceedings on the last day, while on that day, many exhibitors either showed no displays at all or were busy packing up.

"Complaints were numerous that the exhibits were not as well patronized as they should have been. As for the displays, those who were in Montreal last year will easily admit that the show at the "Coliseum" there was much better arranged and the toute ensemble, as our French Canadian friends would say, was much more impressive than that at Chicago. I heard at Chicago, as well as in Canada, the question discussed as to the desirability of having the two things at the one time—the Convention and the Shoe Exposition. Of course the revue helps to make the Convention a success, but antagonism is developed by the tremendous expense involved by comparatively little business.

"As to Shoe Styles and Shoemaking generally, I think it was the unanimous opinion of the Canadians who visited Chicago last week that they saw little that might be considered new. The conviction was also expressed by many I heard speak, that our Canadian manufacturers are not fully abreast of the times in the shoe styles, but in the character of their shoemaking. A comparison of prices was also reassuring to Canadian shoe dealers, many of whom were under the erroneous impression that American footwear was much cheaper than Canadian. From what I was able to observe in the shops and learn from the prices of new goods, Canadians have perhaps gone a little further than our friends to the south in reaching a permanent replacement basis for their goods.

"The 'Shoe Style Revue' was probably the most elaborate and successful feature of the whole affair and was certainly the last word in this method of putting before the public the advancement made in shoe designing and production. It was certainly the most magnificent effort of the kind yet attempted.

"The courtesy extended to Canadian visitors was much appreciated and the thoughtfulness of the management in placing both the British and Canadian flags in the decorations above the speakers' platform, was a tribute that Canadians will not soon forget, as the Convention was not, strictly speaking, international in character.

"The big lesson to be learned from this great gathering of shoemen is its demonstration of the fact that the retailer has definitely and for all times taken his place as the factor to be reckoned with in all that affects not only shoe styles and shoe selling, but the many other interests that touch the general good of the trade. The National Shoe Retailers' Association of the United States, as well as its namesake in Canada, stands for better business, better ideals, and better conditions in retailing from Coast to Coast."

## SPECIAL COMMUNIQUE FROM THE CANADIAN RAID ON CHICAGO.

Among the booty gathered by some of the attacking party were a number of strange pets, called "Goesintoes." These animals, when treated kindly, are valuable possessions, but Ed Stephens made a mistake on several occasions, with results that were disastrous (Balance of report deleted by the censor—ask Ed.)

One of the features of the Correct Costume Review, was the singing of a quartette through megaphones. But a special added attraction was the chorus led by the Canadian baritone, Signor Ken Murray, of London. And he didn't need a megaphone, either.

Among many delightful features of the entertainment for visiting ladies was a card party at the Drake Hotel. Mrs. J. W. Jupp emerged from the conflict with a very handsome pair of buckle ornaments, in the shape of an amethyst, surrounded by brilliants. It is understood that "Jimmy" is considering several offers of shoes specially built to fit the buckles, and that it is then up to him to stage a party at which they can be properly exhibited.

Ed. Stephens says that while traffic is heavy in Ottawa while Parliament is in session he'd sooner take a chance on the main street in his home town than travel in the taxis in Chicago. Jimmy Jupp, however, claims that his "bus" could travel with the best of them, and he'd like to show those fellows in Chicago what real driving is like.

After nearly throwing his hat at the chairman, "Mr. Arthur Bell, of Toronto, Canada," got in the only Canadian question at the open forum on styles. He got his answer, and also a cheer from the crowd.

Spending all day at the Convention and Show, and all night investigating Chicago "social activities" is some job, but the Canadian visitors were equal to the occasion, though some of them weakened towards the last. Some of them are still wondering whether Chicago ever sleeps, and, if so, when.

## IN OUR MONTREAL OFFICE.

From January 1st, 1922, our Montreal Office is again under the management of Mr. Henry Kavanagh. Two years ago, Mr. Kavanagh left us for other fields, but it is a source of mutual satisfaction that we are able to announce his return to the fold. Mr. Kavanagh is widely and favorably known to the trade in the Eastern part of Canada, and is amply qualified to look after their interests as well as ours. While many of the trade, already know of his return, we take this opportunity of announcing it more widely, and of commending him to your consideration. His sole effort will be to assist us in serving the shoe and leather interests of Canada to the best of our ability.

# Some Impressions of the Convention

By Mr. Howard Blachford, of H. & C. Blachford Ltd., Toronto, and Secretary of the Canadian N. S. R. A.

As a Canadian visitor to the Annual Convention and Style Show of the American N. S. R. A., the impressions I received were many and varied. Here are a few of them set down at random.

The weather man looked favorably upon the undertaking, and provided three days of very fine weather and one which was not too bad. Consequently, one was able to travel about the city in comfort.

The business sessions of the convention were, as usual, rather poorly attended, considering the numbers in attendance at the Show. This may have been due to the fact that the exhibits were open at the same time, which tended to hold many who would otherwise have been at the meetings.

The "Open Forum" which was conducted every day in the convention hall, was to my mind the most instructive part of the whole convention. It gave an opportunity for any retailer attending to ask any question, and to obtain a reply from one of a number of very successful and authoritative shoe dealers from all parts of the country, who were on the platform for that purpose. If the answers did not quite satisfy, the subjects were frequently debated in a most informative manner.

The addresses given in the business sessions were most interesting, but in some instances did not bear as directly on the shoe business as might have been expected.

The exhibits which were shown in three buildings, were so numerous as to make a visitor marvel at the number of manufacturers in the United States. The style of booths was uniform, and in general appearance very pleasing. I felt that the crowds about must have made it difficult to attempt to do business with a possible customer. For that reason, it may be that some manufacturers were disappointed at the volume of orders obtained; though this was in many cases offset by taking the prospective buyer to quiet sample rooms located elsewhere.

The style show was exceedingly well run and very largely attended. The costumes and footgear were beautiful and varied. The arrangement for display—a promenade in the balcony above which were ranged seats so that thousands of spectators could see clearly heel, toe and side views of the shoes on the models—was excellent. An outstanding feature of the style show was the number of shoes shown that might be termed "sensible." There was a decided minority of the fancy, splashy, strictly novelty shoes, so frequently seen in such a display. With very few exceptions the shoes displayed could be sold—and worn. The displays ran off to schedule, without hitches, and the committee in charge are to be congratulated.

On the practical side, it is of decided interest to note that Canadian retailers who saw the show do not feel that Canadian manufacturers—so far as medium to fine grades of shoes are concerned—need any longer defer to American producers. In style, quality, and price, they are right in line—and then some.

As to styles, I was impressed with the fact that

for women's street shoes, the low military heel, with rounded toe, medium short vamp and in medium colors is vogue.

For dress shoes the full Louis heel is strong, and where it is not displacing the Baby Louis, its place is taken by the Baby Spanish heel. What might be called a "semi-French" vamp looks good, and decidedly short vamps are noticeable by their absence.

In men's shoes the trend is toward a rounder toe, and medium colors are strong, with a tendency towards more black. The soft-toed Oxford for regular wear has apparently not made good, though soft-toed sport shoes will likely be strong. It looks like a big season for sport shoes; two toned effects, black and white combinations, largely employing apron and wing tip effects should be good sellers.

I should like to mention the courtesies extended to Canadians by the American association. The display of the Union Jack and the Canadian ensign in the convention hall; the request for a few words from the President of the Canadian N. S. R. A., were indications of the feeling that prevailed. On our part, we were only too pleased to do honor to their association, and to the Canadian who has just been elected president, Mr. C. K. Chisholm, of Cleveland, formerly of Brampton, by presenting to him an ebony and ivory gavel. These are things that we like to feel help draw the two nations and associations closer together.

To sum up my impressions:—It was truly a wonderful show. To attend it was well worth the time and expense, if for no other reason than the encouragement of the fraternal spirit; for the purpose of renewing old acquaintance with those with whom we used to do business before the days of "Fine Canadian-Made Footwear," war tax, sales tax, high exchange rates, etc.; and besides all these for the knowledge of present day styles to be gained.

## WHAT THE CANADIAN DEALERS LEARNED AT THE CHICAGO CONVENTION.

That there is no drastic change in style, either in men's or women's shoes, as to lasts, patterns or leathers.

That prices are stabilized to such an extent that further reductions are likely to be slow.

That as to quality, workmanship, style and price he is getting more than a fair deal from the manufacturer.

That the tendency towards radical and rapid changes in styles is disappearing.

That the vogue for the sensible type of shoe is making itself felt.

That 1922 is the year when close attention must be paid to buying and selling methods.

That expense of handling and selling must be checked and brought to a minimum.

That turnover of stocks must be watched closer than ever before.

That it pays to hold and attend such gatherings as the recent Convention.

That a similar organization along parallel lines, such as exists to-day in Canada, is a body well worth maintaining.



# Cementing The Entente

## Exchange of Compliments and Courtesies Between Canadians and Americans.

One of the most pleasing features of the Convention in Chicago, from a Canadian standpoint, was the cordial reception received by the Canadians present. In the opening session mention was made that a large number of Canadians were on hand. The retiring president, Mr. J. P. Orr referred to the fact that "three carloads" of Canadians were present, headed by E. A. Stephens, of Ottawa, president of the Canadian National Shoe Retailers' Association. In the absence of Mr. Stephens, Mr. W. T. Fegan, of Toronto, past president of the Canadian Association, spoke briefly and emphasized the spirit of co-operation and good will which exists between the shoe merchants of the United States and Canada. Mr. Orr then said that the presence of so many Canadians at the Convention made it an international gathering.

Later, Mr. E. A. Stephens was introduced and expressed friendly greetings on behalf of the Canadian National Shoe Retailers' Association. He said: "There are representatives at this Convention from every part of Canada, and there is a great feeling of brotherhood between the United States and Canada."

"If the disarmament conference at Washington would take example from our boundary line, which stretches from Maine to Oregon without a single gun, there would be no necessity for conference," said Mr. Stephens. The convention rose to its feet and cheered his remarks.

### A Presentation from the Canadians.

The president of the American National Shoe Retailers' Association for 1922, is Mr. C. K. Chisholm, of Cleveland. On the last afternoon of the convention,

when announcement of Mr. Chisholm's election was made, Mr. E. A. Stephens, president of the Canadian Association, on behalf of that organization, presented to Mr. Chisholm, who is the first Canadian to hold the presidency of the American Association, a gavel, made of ebony, inlaid with ivory and ornamented with silver. In making the presentation, Mr. Stephens said:

"Mr. C. K. Chisholm, President of the National Shoe Retailers' Association of the United States of America:—We feel that we cannot let this opportunity pass without in some way recognizing the high and honorable position to which you have just been elected.

"As a Canadian boy, we are greatly attached to you. As N. S. R. A. members we bear a fraternal kinship. As national brothers we acknowledge the business courtesy extended to us at all times.

"It is with these feelings in mind that we, as Canadians, would like to show in some tangible way our appreciation of you.

"In our efforts to select a suitable gift we have searched the wide world over, penetrating the heart of Africa and securing there ivory, the forests of South America from which we selected ebony, and the wealth of the mines of Cobalt, Ontario, have yielded the finest silver, which not only binds the materials used in this token but also has the greater significance of binding associations of country to country.

We feel confident that your members have chosen the right man to grace the President's chair of your Association for 1922, possessed as you are of the same high qualifications as your past presidents have had.

It is, therefore, with great pleasure that we ask our first President to present you with this gavel, and trust that you will use it at all times in the discharge of your official duties."

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### Group of Canadians and Americans at Chicago Convention

Standing: Messrs W. T. Fegan, M. Chisholm, Howard Blachford, A. Levy, J. W. Jupp

Sitting: Messrs C. K. Chisholm, Pres. American N.R.S.A.; E. A. Stephens, Pres. Canadian N.S.R.A.; J. P. Orr, A. H. Geuting





# Showcards For February Selling

**Cards Will Add to the Appearance of Your Windows as Well as Help Sell Goods.**

THE month of February is one in which trade will be all over, people will not want to buy unless they feel compelled to do so, but it is a fact that there are always people who are in that compelled class. So a few cards with a little helpful sales talk on them will do much towards boosting trade.

There is one day of the month that may be featured in connection with advertising and show cards, that is St. Valentine's Day. While it is not a holiday, it is sufficiently recognized to be of advantage for display and advertising purposes. It lends itself nicely to displays in the window, as the various emblems in connection with it are attractive, while some are quite unique. Among these are hearts, arrows, and cupids, all of which are obtainable in some form or other at stationers' and fancy goods stores. These may be in tissue paper, which answers nicely for decoration purposes, or they may be in paper maché. If it is possible to secure a cupid with quiver and arrows of a fair size, say two feet in height, this makes a good display in the window. Sometimes these cupid figures are obtainable in a flying position, in which case they can be hung with thin wires from the ceiling of the window and create a splendid effect.

A display of party slippers and pumps in a window of this kind will be very appropriate. The price cards used should be on little red heart shapes. They can be lettered in either white or black. We have designed a very attractive card for this window that is quite easy to make. It is panel shaped and should be on some tinted card on which red will show well. The heart is cut out of a piece of red wall paper, with ingrain or pepper and salt designs. The dark background around the heart is made with spatter work. To do this take a piece of window screen wire, and

after dipping an old tooth brush into a little dark color, rub it on the wire, when it will "Spatter" through in fine specks. To get the heart shape, cut a piece of cardboard, the size you desire, and lay it on to the card and do this spatter work around it. Then cut the wall paper about a quarter of an inch smaller all round the pattern and paste it on to the card. The lettering should then be done in white on the red heart and shaded with black or pale yellow. The small lettering can be done in white or black. The border will look well if done in pale yellow or black, the little hearts in red.

The "For Present Wear" card is made the same way as the heart design card. The sample, however, has no paper pasted on to the card, but after the circle has been spattered the same as explained for the other card, the pattern can be taken off and the edges of the circle spattered which will give a globe effect. The lettering on the circle is done in white and shaded with a dark color; even black can be used. The border should be done with the same tint as color used for the shading of the letters. The small letters may be done in white or black.

The "Specially Priced" card is one that will be used with some lines on which you have reduced the prices. There is bound to be something that you will want to clear out at a reduction. There may not be enough to make a big splurge with or have a sale, but just a few pairs that you desire to clear quickly. At this season, especially if the weather has not been severe, you will have hockey and skating shoes that you will not desire to carry over till next winter. These can be reduced and, with other lines that are not clearing as fast as you would like, will make a window display on which this card can be used with good results. Price tickets of course will be needed with the display, as the prices will vary. This card can be on white stock and the lettering in some bright and attractive color like red or blue. If on a tinted card, the lettering can be in yellow and shaded in black. The sample is red lettering and tipped with black and shaded in gray. But the red letters can be outlined with pale yellow, and with black for the small lines, the result will be very effective.

(Continued on page 41)





# With The Shoe Manufactures

**Plans for Convention—Shoe Manufacturers to Exhibit at Canadian National Exposition—Sir Lomer Gouin to Speak at Banquet.**

THE plans for the annual meeting of the Shoe Manufacturers' Association are taking more definite shape, and February 1st and 2nd should see a gathering of all the leading manufacturers of the Dominion at the Windsor Hotel. The programme below shows every evidence of a desire to make the Convention fruitful in results to the Canadian industry. Every effort has been made to cover the subjects closest to the thoughts of the trade at this time, by means of authorities in their respective spheres.

The leading speaker at the Banquet will be Sir Lomer Gouin. Recognized for some time as one of the outstanding figures of Canadian public life, Sir Lomer's position has become even more prominent since the first week of December. Manufacturers in particular will be extremely interested in what he has to say, and the Association are to be congratulated on having obtained his consent to speak.

One of the principal speakers will be Mr. W. F. Dickson, auditor for the Endicott Johnson Corpora-



Mr. W. F. Dickson

tion, of Endicott City, N.Y. Mr. Dickson is a member of the large army of Canadians who have made good in the great Republic to the south of us, and is now auditor for a company which claims to be the largest shoe manufacturing company in the world.

Mr. F. W. Knowlton, General Manager of the United Shoe Machinery Co., of Canada, will speak on "Canadian Made Shoes." His position gives him a view of the Canadian situation in general that makes his statements authoritative. Credit problems, technical education, export matters, and the leather situation will all be handled by men who are competent

to deal with them.

Two complimentary luncheons and a smoker, together with the banquet, tend to lighten the tone of the gathering, and those who have been at previous meetings in Montreal know that when the people of that district set out to do any entertaining they do it right; so that the arrangements are in the right hands. At present it appears that the shoe manufacturers, tanners, and members of allied trades will all take a crack at showing the visitors a good time.

The programme to date is as follows:

**Wednesday Morning, Feb. 1st.**—9.00-10.00 a.m.—Registration at Windsor Hotel.

10.00 a.m.—General Business Session.

Call to order; roll call; President's Address.

10.30 a.m.—Reports of Secretary, Treasurer, Manager and Executive Committee.

11.15 a.m.—General Conference on "How can this Association best serve the higher interests of the industry in 1922?"

11.45-12.30 p.m.—"Credit Problems of Shoe Manufacturers and the new Bankruptcy Law."—Mr. John Myles, Columbus Rubber Co., Ltd.

12.30-1.00 p.m.—"Packing and Shipping Shoes."—Mr. G. C. Jackson, auditor of Claims, C. P. Railway.

1.00 p.m.—Complimentary Luncheon—By Tanners, of Montreal.

**Afternoon Session.**—2.30 p.m.—Open session. Greetings from other branches of the trade.

3.00 p.m.—"General Industrial Situation and Trade Outlook."

3.45 p.m.—Address, "Canadian Made Shoes."—Mr. F. W. Knowlton, General Manager, United Shoe Machinery Co., of Canada.

4.15 p.m.—"Plans for Technical Education for Shoe Workers," by Mr. A. Belanger, principal of L'Ecole Technique de Montreal.

**Evening**—Complimentary Smoker, by Montreal Shoe Manufacturers.

**Thursday, Feb. 2nd.—Morning Session**—10.00 a.m.—Open Session. Address: "Export Opportunities for Canadian Shoe Manufacturers."—Mr. H. R. Poussette, Director Commercial Intelligence Service, Department of Trade and Commerce, Ottawa.

10.30 a.m.—Address on "Practical Cost Accounting for Shoe Manufacturers," by Mr. W. F. Dickson, auditor of Endicott, Johnson Co. Inc.

11.15 a.m.—"Income and Sales Tax Returns."

11.45 a.m.—Address on Sole Leather Situation.

12.15 p.m.—Address by Mr. Lucien Borne.

1.00 p.m.—Complimentary Luncheon, by Allied Trades.

**Afternoon Session.**—2.30 p.m.—Business Session. Consideration of Proposed New Constitution.

3.15 p.m.—Reports of Nominating Committee and Resolutions Committee.

Election of Officers.

Consideration of Resolutions.

7.00 p.m.—Banquet Session.

On Friday will be held meetings of the Executive and group meetings.

The banquet will be held at the Windsor Hotel, and tickets may be obtained from the office of the Shoe Manufacturers' Association, or from the following gentlemen in Montreal: Messrs. D. F. Desmarais, W. Gagnon, Doig, and Normandin. Anyone connected with any branch of the shoe and leather industry is welcome. The price has been arranged at five dollars per plate.

The Reception Committee appointed by the Shoe Manufacturers of the Montreal District is as follows:—Mr. P. A. Doig, chairman, and Messrs. N. Macfarlane, Macfarlane Shoe Co., Joseph Daoust, of Daoust, Lalonde & Co. Ltd., L. P. Deslongchamps, Slater Shoe Co., Ltd., A. Lecours, Canadian Footwear Co. Ltd., D. F. Desmarais, La Duchesse Shoe Co., R. W. Ashcroft, Ames Holden McCreedy Ltd., Albert Tetrault, Tetrault Shoe Co. Ltd., Wilfrid Gagnon, Aird & Son, and two representatives to be appointed by the Montreal District Shoe Wholesalers' Association.

#### **Hotel Accommodation.**

Special arrangements have been made with the management of the Windsor Hotel to give preference to those attending the Convention. But it is advisable that those who propose to attend the Convention make their reservations as early as possible.

#### **Prize Competition.**

A feature of the convention will be the display of designs submitted for an emblem to be used by the Shoe Manufacturers' Association. At time of writing over five thousand drawings have been submitted, and these will make an effective display when shown, as is proposed, on screens at the Windsor Hotel. It is not too late yet to try for the prize of One Hundred Dollars which has been offered.

#### **Shoe Manufacturers' Plans.**

The management of the Shoe Manufacturers' Association have been negotiating with the Canadian National Exhibition to ascertain the possibilities of obtaining space in which to exhibit Canadian footwear. Tentative arrangements have already been made for space in the west wing of the new Live Stock Arena, though the details still remain to be worked out. The main purpose of such an exhibition would be to educate the public as to the style and quality of Canadian footwear. The plan has appealed to all those to whom it has been suggested, so that there is every likelihood that it will be consummated. This would mean a great step forward in the process of convincing the Canadian public that they need not look outside their own country for the finest in footwear.

### **CEMENTING THE ENTENTE.**

*(Continued from page 38)*

Signed on behalf of the National Shoe Retailers' Association of Canada:

E. A. Stephens, President.  
Howard C. Blachford, Secretary.  
J. Warden Jupp, Treasurer.  
Warren T. Fegen, Past President.

In response, Mr. Chisholm said:

"Gentlemen, this great compliment that has been given me by the National Shoe Retailers' Association of Canada is appreciated very much. I was born in Canada, raised there until I was about 20 years old, came here at that time and have remained here. Nevertheless, I never forget my old country. I am sure their hearts are right as they have expressed themselves here today and I am sure I thank them very much indeed and hope that our N. S. R. A. and the Canadian N. S. R. A. will be in closest harmony and work with each other from this time on, and I just want to say that next year I should like to here extend to them an invitation to come back with us and we will see if we can't give you a bigger and better convention than we did this year. Thank you, gentlemen, very much. (Applause).

### **SHOW CARDS FOR FEBRUARY SELLING.**

*(Continued from page 39)*

The "Serviceable Shoe" card tells just exactly for what type of display it is intended. It is for a display of serviceable, every-day shoes. Not so much of the finer type as those for a little heavier wear. It can be treated about the same as the Specially Priced card. Good bright red is hard to beat for a card of this kind. The sample is done in red, capped with black and shaded with gray, while the border is in gray. This card is very attractive and will sell goods.

### **OVERSHOES CRAZE HELPS SHOE STORES.**

Dealing with the question of gaiters and overshoes, a Montreal paper has the following to say:—

With the fitting of women's gaiters or spats brought to perfection—the quarter size—by shoe dealers, the fair and variable sex have once again asserted their independence—and indifference to mere male comment—by adopting as the winter footwear fashion the high and heavy buckled felt overshoe.

Prophets there were who said that winter would bring a reduction in the amount of silky glossiness and shapely limbs which would be seen below the hem of the skirt. Events proved them right, but the manner of it being so is far different from any which the oracles thought of when they referred to a lengthening of the skirt.

Fashionable Montreal shoe men will enthuse for hours about the overshoe—when last year they would not have whispered that they kept such a thing in their stores. The reason is that this year, on a general estimate from several of the largest retailers, there have been sold more than nine times as many overshoes since November 1 as in the whole history of modern Montreal business.

Such a sale has, of course, proved a boon to the stores, with the prospect before them in the late autumn of selling little but what was absolutely necessary during the winter. Instead business has boomed—factories have worked overtime turning out the coveted overshoes and the whim of the changeable female has resulted in work and food for many who had little prospect of such.

The fashion of wearing overshoes unfastened is not at all in good taste and is not followed by the more chic women. So a boot dealer declares, and observation bears him out. When the fashion first spread to Montreal from New York many women confused the felt buckled overshoe with carriage boot. It is good form to wear the latter loosely, but such a use of the overshoe entirely defeats its purpose, says this authority.

The reason for the great spread of popularity, he continues, is the neatness and cleanliness which the overshoes guarantee to oxfords or dancing pumps worn inside. This is borne out by the fact that the sale of high boots has practically fallen to nothing since the introduction of the overshoe, while the sale of oxfords and low shoes has continued throughout the winter.

The right size of overshoes is one-half size larger than the regular shoe. At this size and properly buckled there should be no sign of unseemly footwear, experts declare.



## January Thaw

Some time ago a well known shoe traveller took "wifey" on one of his trips in which he had considerable driving. As they drove up to the hostelry in one of our northern towns, the stable boy, to whom the traveller handed the rig before helping his wife out, remarked casually "Huh! Got another one this time?" The traveller is still trying to explain that this is a pet expression of the hostler everytime a rig comes in with a girl.

\* \* \* \*

In catechizing a geography class, the teacher remarked to Johnny: "You have in front of you the north, on your right is the east and on your left is the west. What have you behind you?" Johnny responded rather shame-facedly, "A patch on my pants. I told mother you'd see it."

\* \* \* \*

### Time and Patience.

Love and porous plaster, son,  
Are very much alike,  
It's simple getting into one,  
But getting out—Good-night!

\* \* \* \*

He had ordered honey with his rolls which did not come. Calling the waiter he asked crisply, "Where's my honey?"

Glancing awkwardly from the young bride to her husband, the waiter stammered, "Er - er - Mamie don't work her no more."

\* \* \* \*

Looking up from her paper with a sigh, Mrs. Smart, who had been reading the statistical column, remarked, "Do you know Charlie, that every time you draw your breath somebody dies?"

"Awfully sorry" returned her absent minded husband, "but if I stop drawing it I'll die myself."

\* \* \* \*

"A vamp is an old fireman, isn't he, dad?"

"Yes, my boy, and even a little vamp these days knows how to turn her hose on you."

\* \* \* \*

### Tacked on Language.

"Can I be of any assistance?" asked the sympathetic motorist of a man who was looking unutterable thoughts at a disabled car.

"How is your vocabulary?"

"I'm a minister, sir."

"Drive on!"

\* \* \* \*

The Sunday school teacher was talking to her class about Solomon and his wisdom, "When the Queen of Sheba came and laid jewels and fine raiment before Solomon, what did he say?" she asked presently.

One small girl, who evidently had experience in such matters, replied promptly: "'ow much d'yer want for the lot?"

"He's perfectly quiet," remarked the man to the girls who were hiring a pony and trap. "Only you must take care to keep the rein off his tail."

"We won't forget," they said.

When they returned he asked them how they had got on.

"Splendidly!" they exclaimed. "We had one sharp shower, but we took it in turn to hold the umbrella over the horse's tail, so there was no real danger."

\* \* \* \*

In a country club a semi-circle of men, mostly lawyers, sat by an open fire, while outside the wind and sleet were almost unbearable. A doctor came in, having been visiting his patients and was numb with cold. He threw off his coat and tried to get near the fire, but no one moved to give him a seat, and he was compelled to remain outside of the semi-circle.

One of the members seated turned to the doctor and said, "Doctor, we have just been discussing foreign parts. You have travelled a great deal, haven't you?"

The doctor replied, "Yes, almost everywhere."

One of the lawyers facetiously asked the doctor: "Have you ever been in hades, doctor?"

"I have," the doctor replied.

"How did you find conditions there?" the lawyer asked.

"Just about the same as here—all the lawyers near the fire."—Judge.

\* \* \* \*

One of those cranks who think they can only sleep in a middle berth of a pullman, went down a couple of days ahead and secured his reservation. After getting on board, he spent an hour or so in the smoking room reading, and then made up his mind to turn in. To his astonishment and chagrin, he found his lower six occupied by a couple of females, whom he could hear talking behind the curtains.

Hunting up the porter, he called the latter's attention to the fact and asked him if he would have the mistake rectified. The latter returned to the smoker in a few moments and said he had spoken to the ladies who had mistaken the berth for number four, and as they had retired they expressed their regrets and hoped the gentleman would exchange with them. The irate passenger, however, refused to acquiesce. He said he had gone to a good deal of trouble and the ladies would have to get out. The porter said he could do nothing further in the matter so the owner of number six strode down the aisle and sticking his head in the curtains remarked, "Ladies this is my berth. One of you will have to get out." They took number four.

# QUEBEC

## You Will Be Welcome

Manufacturers and Jobbers attending the approaching meetings of their organizations to be held at Montreal January 31st to February 2nd next, are given a most hearty invitation to visit Quebec. Our latch string is out.

All signs indicate that Spring Trade is going to open up with surprising briskness and we are convinced that many wholesalers as well as retailers will find their stocks entirely inadequate to the demand.

Quebec is prepared, both in goods and prices, to present values that will not be excelled anywhere else in Canada. It will pay jobbers to consider Sorting Lines as well as the New Season's Samples.

Pierre Blouin, Limited.

Lucien Borne.

Children's Shoe Mfg. Co.,  
Limited.

Lucien Borne, Limited

Duchaine & Perkins Ltd.

Eastern Canada Shoe Co.  
Limited.

O. Goulet & Son, Limited.

Lachance & Tanguay.

Lagace & Lepiney, Ltd.

A. E. Marois, Limited.

Wm. A. Marsh Co., Ltd.

John Ritchie Co., Ltd.

Chas. E. Roy.

Luc. Routier.

J. E. Samson, Enr.

The J. M. Stobo Co., Ltd.

Jos. Tanguay.

United Shoe Machinery  
Co. of Canada, Limited.





From the very beginning we realized that Quebec City would be a Shoe Manufacturing Centre in Canada and we located a warehouse in the Shoe Factory district.

From time to time it has been necessary for us to move to larger quarters to take care of the growing requirements.

Our present warehouse located at

## 28 DEMERS STREET

is one of the largest of our branch warehouses and we aim to carry a stock and maintain a standard of SERVICE that will meet all the requirements of the Quebec Trade.

### **United Shoe Machinery Co. of Canada** LIMITED

**MONTREAL**

**TORONTO**

90 Adelaide St. West

**QUEBEC**

28 Demers St.

**KITCHENER**

46 S. Foundry St.

# TANNERS OF QUEBEC CITY

## SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.  
 Beardmore & Co., 553 St. Valier.  
 Blouin, Pierre Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Breithaupt Leather Co., 491 St. Valier.  
 Clement, Edgar, Ltd., 179 Arago.  
 Dugal, P. and Matte, Enr., 206 Fleury.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Calf

## UPPER LEATHER

Clement, Oscar, 224 St. Helene.  
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Horse

Borne, Lucien, 491 St. Valier.  
 Clement, Oscar, 234 St. Helene.  
 Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Kid

Blouin, Pierre, Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Citadel Leather Co., 566 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Kip

Blais, W., 307 St. Helene.  
 Clement, Edgar, Ltd., 179 Arago.

Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160, 3rd St. Limoilou.

## Patent

Borne, Lucien, 491 St. Valier.  
 Cantin, Wilfrid, 45 Marie de l'Incarnation.  
 Clement, Oscar, 224 St. Helene.  
 Dugal & Matte, 206 Fleury.  
 Falardeau, C., 9 Caron.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Sheep

Borne, Lucien, 491 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Turgeon, Elie, 423 St. Valier.

## Side

Blouin, Pierre, Colomb and Nelson.  
 Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Fortier, N., 515 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Clement, Oscar, 224 St. Helene.  
 Dugal, P. & Matte, Enr., 206 Fleury.  
 Fortier, N., 515 St. Valier.  
 Laliberte, J., 501 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160-3rd St. Limoilou.



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

## Samson's Sporting Shoes Are Money Makers

With all of the many dealers who sell Samson's Shoes, there is nothing can take their place in winning the Trade of Hockeyists, Skaters, Football Players, Ski Boot Wearers, etc. Their special features and their great values are exclusively Samson.

## Better Staples

Your trade possibilities in Staple Shoes are undoubtedly improved if you feature the Samson Line. We are offering values that will promote sales during these days of extremely careful buying.

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



# THE MARSH SHOE



*Are You Featuring These For Winter Trade ?*

These Cushion Soled Shoes, comfortable and warm, are just what many of your customers are looking for during the cold weather Season. They not only mean comfort but dressiness as well, because they are attractively styled. With them you also have a strong selling point in their exceptional value.

No. 2234 Men's Blk. Kid Who. Qtr. Blu. Single Cushion Sole. English. Packed as below.

	6½	7	7½	8	8½	9	9½	10	10½	11
E	1	3	4	5	4	3	3	2	2	1
E		2	3	5	5	5	4	3	2	1

**READY FOR IMMEDIATE DELIVERY**



We can supply you at shortest notice with these seasonable money-makers.

**OUR SEPTEMBER 1st. CATALOGUE ILLUSTRATES AND DESCRIBES 20 OTHER POPULAR LINES.**

No. 6038 Blk. Kid Bal. ¾ Fox 7" Top Cushion sole ½ Rubber Heel "EE113". Packed as below.

	4	4½	5	5½	6	6½	7	7½	8
EE	2	3	4	5	5	4	3	2	2
EE	1	2	5	6	6	4	3	2	1

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

Makers of MEN'S WELTS, WOMEN'S WELTS and WOMEN'S FLEXIBLE McKAYS



# SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb.....					x	x	x	x											
Berrouard, F., 401 St. Valier.....					x	x	x	x			x	x							x
Bertrand & Thibault, 104 Montmagny.....							x	x										x	
Bisson, O., 76 Marie Louise.....								x	x										
Children's Shoe Mfg. Co., Ltd., 11 Belleau.....							x	x										x	
Drolet, J. B., Co., Ltd., 583 St. Valier.....	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier.....	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne.....	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb.....					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.....							x	x										x	
Gosselin, J. H., 50 D'Argenson.....							x	x	x			x	x					x	
Goulet, O., 575 St. Valier.....	x	x			x	x	x	x			x	x	x	x	x			x	x
Grenier, Art, 104 Colomb.....																		x	
Jobin, E., Ltd., 35 Colomb.....	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigaouette.....							x	x											
Lagace & Lepinay, 22 St. Anselme.....	x					x	x					x							
Leclerc & Freres, 96 St. Malo.....					x	x													
Marier, Trudel, Ltd., Nelson & Colomb.....					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier.....	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier.....	x	x	x				x												
Martin, J. & A., Reg., 117 Charest.....														x	x				
Maisan Freres, 34 Turgeon.....									x	x								x	
Quebec Glove Leather Mfg., Limoilou.....																		x	x
Ritchie, John, Co., Ltd., 496 St. Valier.....	x																		
Rochette, J. Marcel, 80 Signai.....					x	x					x	x							
Routier, Luc, 56 Colomb.....					x	x					x	x							
Saillant & Lessard, Limoilou.....							x	x										x	
Samson, J. E., Enr., 20 Arago.....					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago.....	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique.....					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau.....					x	x	x	x			x	x	x						



# The MARYON Shoe



Mr. Retailer :

Our lines of Women's High-Grade McKays and Turns will be shown in your city shortly.

Let our representative show you the line and quote you our attractive prices.

Made by

**Lachance & Tanguay**

70 BIGAQUETTE AVE.

QUEBEC

P. Q.



# AMONG THE SHOE MEN.



Mr. Chas. Newton, of Winnipeg, has been calling on the trade this week

Mr. B. F. Ackerman, of B. F. Ackerman, Son & Co. Ltd., Peterboro, Ont., was a visitor to Toronto last week.

Mr. A. Armbrust, of the Lady Belle Shoe Co., of Kitchener, was in Toronto last week.

Mr. Chas. Duclos and Louis Payan, of Duclos & Payan, St. Hyacinthe, Que., were in Ontario visiting the trade last week.

Mr. W. H. Brimblecombe, of the Blachford Shoe Manufacturing Co. Ltd., spent a couple of days in Rochester this week.

Mr. G. H. Ferguson, of Vancouver, western representative for the Talbot Shoe Co. Ltd., St. Thomas, Ont., was in Toronto last week.

Mr. Fred E. Jenner, of Canadian Footwear Co., of Montreal, was showing samples at the King Edward, Toronto, last week.

Mr. A. A. Orendorff, of the Talbot Shoe Co., St. Thomas, Ont., was showing samples of their line at the King Edward, Toronto, last week.

Mr. Chas. A. Blachford and Mr. S. Arthur Bell, of Blachford Shoe Manufacturing Co. Ltd., Toronto, spent four or five days looking over the style situation in Chicago.

The Market Shoe Store, 16 Market St., Brantford, Ont., installed a new store front last August. In the near future, it is the intention of the Manager, Mr. W. H. Broughton, to have the interior of the store remodelled.

Mr. Wild, of the shoe firm Thompson & Wild, Ingersoll, Ont., reports that 1921 was a very successful year for them. Mr. Wild is optimistic for good business this year.

Mr. J. A. Sullivan, Secretary-Treasurer of the Talbot Shoe Co., St. Thomas, Ont., was in Toronto last week.

Mr. S. J. Anderson, of Blachford Shoe Manufacturing Co. Ltd., Toronto, was in Montreal showing new samples for early spring delivery.

United Last Co. have secured room 230 in the Windsor Hotel, for the coming Shoe Manufacturers' Convention. The members of the staff of this company will be pleased to meet members of the trade.

Mr. Ed. Brosseau, formerly connected with the staff of Daoust, Lalonde & Co., Montreal, is now representing the United Sales Agencies, makers of the celebrated "Unic" Electric Support and Soles, also Griffin Polishes.

R. J. Tretheway, of Blachford Shoe Manufacturing Co., Toronto, made a special trip, calling on the larger centres in Western Ontario.

The Home Shoe Co. Ltd., of Montreal, is undergoing some business changes, so it is announced.

The Sun Shoe Co. Ltd., was recently registered in Montreal.

St. Catharine Boot Bargain Shop, is a recent registration in Montreal.

Direct Sales Co., 884 Danforth Ave., is a recent concern to open in Toronto. They are carrying a full line of men's, women's and children's shoes, also a line of trunks and suitcases. They report to be doing exceedingly well.

Hochelaga Shoe Store is a recent registration in Montreal.

Burglars entered the premises of James Miller, shoe retailer, 1716 Masson St., Montreal, recently and stole boots and shoes valued at \$600. The thieves broke down the back door to gain entrance.

Vogue Bootery is a recent registration in Toronto.

Russell-Stephenson Shoe Store is a new firm to commence in the shoe business in Toronto, locating at 1052 Queen St. East. They expect to open about the 21st of this month.

Yong Shoe Co., manufacturers, were recently registered in Montreal.

Rosemont Shoe Market, of Montreal, was recently registered in that city.

The Minister Shoe Co., of Toronto, was incorporated recently for \$100,000.

Mr. W. G. Downing, western representative for Robt. D. Ayling, carrying Church & Co.'s lines, of Northampton, Eng., was in Toronto this week getting samples of their new range. Mr. Downing expects to start next week on a trip to Peru, and will carry Church & Co.'s new samples, and "Vitalite" Slippers, an English production. Mr. Downing will also carry a complete range of the Williams Shoe Ltd. samples, of Brampton, Ont., for which he is their representative.

Mr. Lester Levy, manager of Canadian Shoes Findings Novelty Co., Toronto, has been calling on several of the American firms he represents in Canada.

Earl Stewart, Maritime representative for Robt. Ralston & Co., Hamilton, spent the holiday season in Toronto, but will soon be back calling on the trade.

The Canadian Shoe Findings Novelty Co., are Canadian selling agents for Griffin's well-known line of polishes.

Mr. Robt. D. Ayling, Toronto, agent for Church & Co., of Northampton, England, is showing some new combinations in brown and grey buckskin.

St. Viateur Shoe Repairing Hospital, is a recent registration in Montreal.

## MONTREAL ENTERTAINMENT.

In connection with the Annual Convention of the Shoe Manufacturers' Association of Canada, two complimentary luncheons are being given, by the Tanners, and Allied Trades, respectively. The committee in charge of the arrangements for the Allied Trades consists of Messrs. F. W. Knowlton, W. A. Love, G. Stocton, and H. d'Artois; for the Tanners, Messrs. Jules Payan and H. Carter.





*Men's Brown Calf Goodyear  
Welt Solid Leather, Imitation  
Saddle Strap. White Silk  
Stitching.*

Style, Class, Value—are the three magic words that tell why Marois Shoes are fast sellers, and why they are steadily popular.

If your Jobber is not a Marois Dealer let us put you in touch with one who can supply you with these trade-pulling shoes.

Your women patrons will appreciate the fashionable features and the moderate prices offered in our line of Women's Welts and McKays.

**A. E. MAROIS, LIMITED, Quebec, P. Q.**

Permanent Sample Rooms: Shaughnessy Bldg. 137 McGill St., Montreal.

Room 29, Queen City Chambers, 32 Church Street, Toronto.

# Canadians At Chicago Convention

The representation from Canada may well be said to have covered the Dominion from coast to coast, as there were men from Quebec and Victoria at Chicago. We have endeavoured to compile as complete a list as possible of those who visited Chicago, and while we have undoubtedly left out a number, the reasons are that the Convention lasted four days, Chicago is a large city, and Canada a wide Dominion. Let us then say that "among those present" were:—

## Victoria, B.C.,

Mr. Hawke, D. Spencer Ltd.; Mr. Mac Stewart, Hudson's Bay Co. Ltd.

## Vancouver, B. C.,

Mr. Chas. Stanford, D. Spencer Ltd.; Mr. S. Wilson, Hudson's Bay Co. Ltd.; Mr. Walter Downing, Rep. Williams Shoe Ltd.

## Edmonton, Alta.,

Mr. Johnston, Hudson's Bay Co. Ltd.

## Calgary, Alta.,

Mr. Parker, Hudson's Bay Co. Ltd.

## Brandon, Man.

Mr. Knowlton, Knowlton's Boot Shop.

## Winnipeg, Man.,

Mr. John Affleck, Yale Shoe Store; Mr. John McGee, Rannard's Shoe Ltd.; Mr. Morris Liss, Regent Shoe Store; Mr. Dunbar, Hudson's Bay Co. Ltd.

## Windsor, Ont.,

Mr. Geo. Wilkinson.

## St. Thomas, Ont.,

Mr. J. Sullivan, Talbot Shoe Co. Ltd.

## London, Ont.,

Messrs. Ken Murray, Jarvis, McDiarmid, Murray Shoe Co.; Mr. J. J. McHale, Scott-Chamberlain Ltd.

## Kitchener, Ont.,

Mr. H. McKeller, Mr. Chas. A. Ahrens.

## Galt, Ont.,

Messrs. F. S. Scott, W. G. Fallen and Wm. McCoy, of Getty-Scott, Ltd.

## Brantford, Ont.,

Messrs. J. & F. Bauslaugh, of John Agnew & Co.

## Brampton, Ont.,

Mr. G. W. McFarland, Williams Shoe Ltd.

## Newmarket, Ont.,

Mr. Aubrey Davis, Davis Leather Co. Ltd.

## Toronto, Ont.,

Mr. J. W. Jupp; Mr. W. T. Fegan; Mr. Howard Blachford, of H. & C. Blachford Ltd.; Messrs. George Chambers and Woodall, of Kilgour-Chambers; Mr. Morley Chisholm, of M. & J. Chisholm; Mr. C. L. Owens, of Owens-Elmes; Mr. Geo. St. Leger, Jr.; Mr. A. Levy; Messrs. W. W. Waller, J. Werner, W. G. Pink, of Robert Simpson Co. Ltd.; Mr. D. Startup, of T. Eaton Co. Ltd.; Messrs. S. Dack, F. Whitfield and McColl, of R. Dack & Sons Ltd.; Messrs. Sturgis and Lossman, United Last Co.; Mr. Ed. Lynch, Corson Shoe Co. Ltd.; Messrs. Chas. A. Blachford and Arthur Bell, Blachford Shoe Mfg. Co. Ltd.; Mr. John A. Walker, Walker Parker Co. Ltd.; Mr. Roy Wilson, Newport Shoe Co. Ltd.; Mr. L. T. Acton, SHOE & LEATHER JOURNAL.

The following Toronto ladies were also present: Mrs. W. T. Fegan, Mrs. J. W. Jupp, Mrs. George Chambers, Mrs. Woodall, Mrs. John A. Walker.

## Hamilton, Ont.,

Mr. H. S. Duffield, John McPherson Co.

## Perth, Ont.,

Mr. G. H. Ausley, Perth Shoe Co.

## Ottawa, Ont.,

Mr. E. A. Stephens, of A. J. Stephens & Sons.

## Montreal, P.Q.,

Mr. Geo. Gales; Mr. Wm. Smees, of Goodwin's Ltd.; Messrs. H. E. Moles and Delancy, J. & T. Bell Co. Ltd.; Messrs. D. F. Desmarais and B. Vaillancourt, La Duchesse Shoe Co.; Messrs. F. W. Martin and E. Soucy, Kingsbury Footwear Co. Ltd.; Mr. Albert Tetrault, Tetrault Shoe Co. Ltd.; Mr. Walter Smardon, Smardon Shoe Co.; Messrs. Lechambre and Lavoie, La Parisienne Shoe Co.; Messrs. Louis Daoust and G. Bertrand, Daoust Lalonde & Co.; Mr. Stockton, C. S. Hyman & Co.; Mr. Geo. M. Slater, Geo. A. Slater Co. Ltd.; Mr. Nathan Cummings; Mr. Paul Roy, J. Einstein, Inc.; Mr. A. Dupont, of Dupont Freres; Mr. T. Mayer; Messrs. W. J. Guide and H. Champaign, Eagle Shoe Co.; Messrs. H. W. Algeo and P. J. Hogan, United Shoe Machinery Co.

## Quebec, P.Q.,

Mr. J. Sheehy, John Ritchie Co. Ltd.



A novel New Year's Card, sent out by Mr. R. W. Ashcroft of Ames, Holden McCready, Ltd.

## WINNERS IN C.S.F. CONTEST.

The Canadian Shoe Findings Novelty Co. have asked us to announce that the winners in their recent contest are: First Prize.—Mr. J. E. Rass, Toronto; Second Prize.—Mr. G. Birch, Toronto.



# Medium McKays

For Women, Misses and Children



The Trade are finding our moderate priced, well made shoes the very best answer to the all-important value question of to-day. To see our lines is to be convinced that you need them to round out your stock.

**CHILDREN'S SHOE M'F'G CO.**  
LIMITED  
47 Colomb St., Quebec

# Two Factories



## 40,000 PAIRS DAILY

This heel-making capacity means prompt, efficient service to the manufacturer PLUS delivery of heels of an exceptionally high order

**MILITARY HEELS, BLOCK HEELS or LOUIS HEELS**

of any shape and in any height

**QUEBEC HEEL Co., Limited**

QUEBEC

QUE.



# LUC ROUTIER

Right now **VALUE** is the best shoe seller, and our lines are noted for the sales that their exceptional value produces.

Their good shoemaking brings you the asset of satisfied customers.

**McKAYS and S. SCREW**  
For **MEN, BOYS and YOUTHS**

**LUC ROUTIER**  
56 Colomb, 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.**  
New York

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

# Grist From The Mill

## Notes and Comments From the Canadian Shoe Trade.

**A**N Ontario dealer describes the prospects for the near future as "Sales! Sales! Sales!"

A Nova Scotia dealer says:—

"We depend on the farmer, fisherman, dairyman and lumberman largely for our business. As these are all getting lower prices for their products, we find it hard to sell good reliable leather shoes at the prices at which they are held by manufacturers. We must have lower prices on shoes before trade will get back to normal. Lower prices in rubbers have brought business back in that line to nearly old time figures."

An Ottawa dealer says:—

"The stores selling shoes at popular prices are going to beat the business."

A Hamilton dealer says:—

"1921 was three-quarters of one per cent. ahead of 1920 in volume of sales, while gross profits were fifteen per cent. less."

A Winnipeg retailer says:—

"We think that this spring will see the start of a slow but steady improvement."

A North Bay dealer writes:—

"I don't look for any activity before spring, and expect then the demand for low shoes will improve, and that I will continue to carry over high shoes."

A Western Ontario retailer says:—

"Why not suggest that the merchants buy twice a year and cut out sandwich buying. We believe this would make prices more normal, better profits, less losses from odds and ends. We also believe it would make more sound factory conditions."

Mr. Geo. H. Wilkinson, of Windsor, Ont., writes an interesting description of some of his methods and ideas:—

"We are continually marking our goods down to replacement values. That is to say, we keep a perpetual inventory and when we find that we can purchase a line for less money than it is inventoried at, we immediately change the inventory and charge up the difference to an account we have called Mark-down, which we keep account of until the end of the year and deduct from the amount of our mark-up for that year. This shows us the total amount of profits for that year. This has involved during 1921 considerable marking down and we look forward to a further markdown of fully as much during 1922. There is a general trade depression through the whole country, and as people are not getting as much money nor are they getting as many days work out of the year, it has made a great deal of difference in the annual income of the average workman. This means that if he is going to live and provide himself with the necessities of life, he will have to purchase for less money than he has been accustomed to paying during the last four years. It therefore seems to me that the merchant who wants to cash in during 1922 will go carefully over his mark-up and get it down to the lowest possible amount, with the idea in view of making the maximum turnover, which, of course, will give him in the end the greatest amount of profit, as well as the most satisfactory business. This is our policy for the New Year, and we hope to be able to be successful with it."

## SHOE MEN IN KITCHENER MUNICIPAL LIFE.

Holding as it does an important position in the industrial activities of Kitchener, it is only proper that the shoe and leather industry should have adequate representation among the "city fathers." The elections of 1922 were no exception to this rule, Mr. L. O. Breithaupt, of the Breithaupt Leather Company, Ltd., again took a position at the head of the pools as alderman. This is the third time he has achieved this success, and the Kitchener Record says that "if he were not such a modest chap, we would expect to see him buy a larger hat."

Mr. J. J. Lang, second son of George Lang, of Lang Tanning Co. Ltd., was the second member of the leather trade to be elected as alderman.

The shoe industry will be well represented by Mr. Fred. H. Ahrens, of Chas. A. Ahrens Ltd., and Mr. A. A. Armbrust, of Lady Belle Shoe Co.

The rubber industry is also represented, in the person of Mr. W. E. Wing, salesmanager of Kaufman Rubber Co. Ltd.

The mayor of Kitchener, Mr. Chas. Greb, is the father of Mr. E. Greb, of Greb Shoe Co. Ltd.

Altogether, it would appear that anyone who is out to put anything over the shoe business in Kitchener, will have a job on his hands.

The Wife—"I must dress at once, dear, the Browns are coming over. Shall I put on the percolater?"

The Husband—"Don't bother. You look all right the way you are."



## 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.



# Shoe and Leather Situation Reviewed

Survey of Past, Present and Future Outlook.—By Mr. T. H. Rieder.

COVERING the leather shoe industry of Canada in the Annual Review Number of the Montreal "Gazette," Mr. T. H. Reider, President of Ames, Holden, McCready, Limited says:—

The leather shoe industry of Canada has attained a measure of liquidation greater than that in most other Canadian industries. Surplus stocks have been absorbed and production is now almost entirely for current requirements. Manufacturers' prices have been substantially reduced and are once more on a stable basis. These conditions indicate that business during 1922 will be practically on a normal basis and that the factories will be kept busy.

During the major part of 1921, and for most of the previous year, the leather footwear industry of Canada trudged through a Slough of Despond calculated to try the courage of the most intrepid. As was common with most commodities during the five-year period ending with the spring of 1920, there was a continuously rising market season after season for boots and shoes. As hides, leather, cotton and labor advanced in price, so was the shoe manufacturer compelled to charge more for his product. It seemed that the peak of high prices would never be reached. But it was reached—and with startling suddenness—in the spring of 1920, when shoe manufacturers, wholesalers and retailers all had ample stocks of goods made from expensive raw materials, and by high-priced labor. The general "slump" in all commodities, precipitated by the so-called "buyers' strike," was accentuated by the imposition of the Luxury Tax in May, 1920. This ill-timed piece of legislation was at least successful in focusing the attention of the Canadian public on their feet. It told them that a pair of shoes costing \$9.00 or over was a luxury and would be taxed; and this at a time when good, serviceable shoes, of a quality and style demanded by the public, could not be produced to retail at less than that price. In any event, the Luxury Tax was the alarum which caused the shoe industry to become a general target of abuse and criticism, and to practically stop the buying of shoes. People figuratively went on their uppers, rather than buy these alleged luxurious shoes at supposedly usurious prices. The resultant condition was most disastrous to the industry as a whole. Production ceased or was largely curtailed. Manufacturers commenced writing down values and they, with the wholesalers and retailers, concentrated their efforts on clearing their shelves.

The production of boots and shoes in Canada in 1920 was about 2,500,000 pairs short of the normal requirements of the Canadian trade. The factory output during 1921 has also been substantially less than the usual demand. During this two-year period, shoe stocks in the hands of manufacturers, wholesalers and retailers throughout the whole Dominion have been liquidated to the extent that they are now at a very low ebb. This fact is indicated by the numerous "rush" orders received by manufacturers and distributors today. Telephone and telegraph orders are more common than mail orders. The Canadian public needs shoes at this very moment, and needs them badly. Nevertheless, the conservative, farsighted shoe manufacturer is not plunging into excessive production plans. Orders already booked will keep Canadian shoe plants busy

until well into the spring. He realizes that the Canadian footwear industry—particularly concerning the distribution of the product—is in a state of flux, and that the successful shoe manufacturer of the future will be he who shapes his production and his merchandizing accordingly. During the last eighteen months, the old-line jobbing houses were unable to place orders with their manufacturers, as they were bent upon relieving their heavy stocks. This confronted their manufacturing vendors with idle factories and no outlet. Impatient at this condition, they sought and financed new jobbing outlets which would market on strictly replacement basis, and only time will determine the most efficient channels of distribution. The retail shoe merchant is also not without his troubles. Mail order competition, particularly in the Middle West, is a factor that he has to reckon with more and more; and only by close buying, and by selling for cash and by taking advantage of all discounts, can he successfully maintain his share of local business. The retailer of poor credit, who does not pay his bills promptly, and whose stock is not fresh and up to date, cannot expect to survive the competition that he is confronted with both at home and through the mails.

Once the shoe manufacturing industry was reconciled to the fact that the process of averaging prices downward had to be discarded, and only market replacement prices would effect sales, feverish price competition ensued in the hope of each securing a lion's share of the new business so as to operate their plants to capacity. This condition produced shoe prices to the distributing factors at bottom figures.

There is every indication that every branch of the trade has learned, and learned thoroughly, the lessons of the last two years. Goods are moving in small parcels. The wholesaler who formerly bought 1,200 pairs of a line now buys 120 pairs, but buys more frequently. The retailer who used to buy 30 pairs of a style is more apt to limit his order to three pairs. This is a healthy condition. It means that stocks will turn over a dozen times a year, instead of but a few times as formerly, and that profit on capital invested in the shoe industry will again be more satisfactory.

Concurrently with a falling market and a lack of demand, shoe manufacturers have had to combat the unwillingness of labor to adjust itself to the new conditions. In this respect, Canadian manufacturers have accomplished more than has been done in the United States, although in some of our largest shoes centres, labor rates have not yet been lowered from the peak. While the present rates are fully 75 per cent. higher than in 1913-1914, they are as low as they can go for the time being, as, while food and other necessities of life are cheaper, rents and fuel remain high in populous districts, these two items consuming one-third or more of the worker's wages.

There has been considerable criticism recently of the shoe manufacturing industries and complaint has been made that the prices of shoes have not been reduced in the same proportion as has the cost of hides. Canadian shoe manufacturers are not tanners and are dependent upon the tanning industry. It should be clearly understood that no tanner is buying any considerable amount of hides at a cost of four or five cents per pound, as is alleged. The hides offered for sale by the farmer or country butcher are green and lose 20 per cent. or more in weight in the curing process. Often such hides are badly trimmed. Or they may have manure attached, which adds to the weight, or they may be of undesirable weight. The hide may be seriously damaged by knife cuts or scores as it is taken off the animal, or may be otherwise defective because of improper initial curing. Packers' hides are regarded as superior to the



country hides and command higher prices because of more expert care in taking the hide off the carcass, better grading and curing and generally more efficient handling.

Shoes made of leather from country hides were acceptable to the trade during the scarcity and high prices of leather for the period ending the spring of 1920, but, when prices had fallen, the public demanded shoes of better material and better made; and not until quite recently would the public accept shoes made of the cheapest leathers at corresponding prices. It must be remembered that it was the cessation of buying which caused a plethora of hides, with the resultant entire disappearance of value so far as the cheap country hides were concerned. Under these conditions, with all hides cheap, only the best of them were taken by the tanners to furnish leather as required by the shoe manufacturers to make the quality of shoes demanded by the public. It is no wonder, then, that country hides, particularly in the middle West and remote from the tanneries, were not salable for several months at any price.

It is difficult for the farmer, particularly in the middle West, to reconcile the prices of hides with those of shoes. In the first place, it should be understood that leather, and not hides, is the principal raw material of the shoe manufacturer and that, because of factors already mentioned the prices of finished leather have not declined in anything like the same proportion as those of country hides. High freight rates, cumulative sales tax, the pyramiding of hide gatherer's and dealer's profit, high wages—all these factors help to keep up the price of leather. Then, too, all other shoe manufacturing costs are much higher than before the war, and there is no early prospect of reduction. It should also be recognized that the public is demanding better quality footwear than it did before the war, and present prices cannot fairly be compared without making allowance for the superior quality of the shoes produced in Canada today.

As was stated at the annual meeting of the Tanners' Section of the Toronto Board of Trade last month, the tanning and leather industry opened the year 1921 with business reduced to a very small volume, but, as the year grew older, a slow, but gradual, improvement took place, until at the present time a very fair but limited volume of trade is being done by most tanners, and business, it is felt, is gradually getting back to normal and, unless a further depression takes place—which seems unlikely—the industry in 1922 should be once more running to fair capacity. The decline in prices of leather during 1920 and 1921 probably was unparalleled in the history of the industry. It resulted in unprecedented losses, and the readjustment, which has taken place, has, in fact, been one of the most drastic and thorough readjustments of the present general depression; many surpluses, which were accumulated during the period of war activities and the aftermath of the same, have been wiped out by the tremendous losses sustained by tanners on inventories.

Prices on some lines of raw materials and hides at the beginning of the year were below pre-war levels, but there has been a marked recovery in the value of all classes of hides, until today prices are pretty well back to 1915 levels. The hide markets continue firm and advancing and, with the reduced take-off and the improved demand from tanners, there does not appear to be any chance of a recession in prices. Stocks of hides have been decreasing for some months, due to the smaller kill, and prices have very materially strengthened. On the other hand, manufacturing costs, labor, fuel, freight rates, sales taxes, etc., which during the war years and the post-war period increased by leaps and

bounds, have not declined proportionately to the reduction in hide prices and tanners' overhead—due to reduced output—is very materially higher than it normally would be. Some reduction has been made in wages, but other expenses are—if anything—very little lower than during the previous year and, in spite of this, some grades of leather are being offered and sold at less than replacement basis. This condition is undoubtedly due to close competition and the keen desire on the part of tanners to keep their plants running at as large capacity as possible. It is felt, however, that prices of most lines of leather will have to be advanced in the near future; in fact, some lines of sole leather—particularly heavy sole leather—have been advanced slightly during the past month.

The frequent changes of footwear styles, particularly in women's shoes, militate very forcibly against lower prices. Manufacturers are under heavy expense for lasts, patterns, etc., some of which become obsolete overnight. No manufacturer in this generation can recall such rapid changes in women's styles as have taken place since the Luxury Tax was imposed. Patent leather pumps and oxfords have been almost completely discarded. High-laced boots have been supplanted by a type of footwear that consists mainly of a sole, some harness, straps, etc., to keep it on the foot. High heels and long narrow toes are now in the discard. These style changes in women's footwear, however, accounted for most of the shoes that were manufactured during the year 1921. Had it not been for them, the year's production of new shoes would have been lamentably small. The output of children's footwear last year was practically normal, but our men-folk seem to have managed to get along with their old shoes. However, the demand for men's goods is returning rapidly, both in Canada and the U.S.

In conclusion, I believe that the boot and shoe industry of Canada, passing through an unprecedented process of refining and solidifying, is now in a position where intelligent constructive effort along sound business lines will amply reward those engaged in it. The business of 1922 will be done by the manufacturer who is best equipped to economically produce good, serviceable footwear and to distribute it to the wholesaler and retailer, and by the retailer who sells these shoes to the public at the lowest price.

#### PAY-UP WEEK.

In many parts of the country co-operation of merchants and professional men in what has been called "Pay-Up Week", has resulted in the cleaning up of accounts and the education of the public to the advantages of a good credit standing. In one community a campaign of advertising spread over eleven days was quite successful. "Is your account appreciated or tolerated?" they asked the public. Then followed advertisements describing the formation of an association for the mutual protection of merchants and prompt-paying customers against those who abused credit privileges by means of the exchange of credit information. It was shown how the prompt paying customers had to help carry the others. Other advertisements said "Pay up. Keep your credit good. Your own actions determine your prosperity and happiness—responsibility cannot be shifted." "There was a time when only the rich men could obtain credit. Today your credit is better than that of the old-time rich man, if you pay promptly and he doesn't."

So successful was the plan that merchants who have tried it are in favor of making an annual affair of "Pay-Up Week."



# K. B. FELTS

HARD SOLE

# KUMFYS

SOFT SOLE

For the Retailer, and Jobber, there is no safer guarantee than the tried and tested judgment of the thousands of satisfied K. B. Felt Shoe and Slipper wearers.

Manufactured from exclusive material made in our own Mills to combine the utmost in wear and the highest qualities of style and comfort.

**MADE BY THE COBURG FELT CO.**

**SOLD BY ALL LEADING CANADIAN SHOE JOBBERS**

## 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

# How Shall I Advertise

## Laying Out the Advertising Campaign— Planning the Appropriation and the Channels.

ADVERTISING is regarded more and more as a definite and scientific adjunct to business and there is much less of the hap-hazard methods that once obtained in spending money in this department. Advertising space is quite as essential to-day in most cases as to have a proper display of goods made in the window or store, and while there may be some difference of opinion as to how the money should be spent, there are very few merchants to-day who follow a policy of dispensing with the use of printers' ink in connection with their business.

There is no doubt that a lot of money is wasted in useless and foolish advertising schemes, but that is rather the fault of the spender than of advertising itself. The trouble is that people spend money more recklessly in this department of their business than almost any other. Advertising is looked upon as a sort of gamble from which results are more or less problematic. Many advertise simply because their neighbours do so, and let it go at that.

People who would haggle an hour over a slight difference in the price of goods they are buying, and who will delve into quality with a determination that they will get the last cent in value for their money, will throw away good dollars on worthless advertising schemes or buy space in a paper without looking carefully into its circulation to verify its claim to reaching the people they want to talk to about their goods. A good many business men deserve to be taken in on advertising expenditures because they are a standing invitation to fakers and circulation liars.

The first thing a merchant should do is to settle upon a fixed amount to spend during the year. Flash-in-the-pan advertising never brings permanently satisfactory results. The only sensible way to advertise it to do it like you buy and sell. Plan the whole thing thoughtfully and carry out the plan.

An amount should be set aside for the year's effort. It should be based on sales. Various opinions are held as to the percentage it should form of the latter, advertising men claiming that it should be at least three per cent. of gross sales. This may be too high in some cases and too low in others, but between two and three per cent. should be somewhere near the mark.

Decide on the sum, whatever it is, and then go ahead and plan your appropriation. First of all you should set aside a certain proportion for contingencies or conditions that may arise during the year that will call for extra effort. Then there are always a few advertising schemes that a merchant cannot possibly dodge, as well as some others that are made necessary by special conditions. Set aside about ten per cent. of the total amount for these special efforts. Next go over your sales by months and see where advertising may be spent to best advantage throughout the year. It may be that the slack months need boosting most or vice-versa. Be that as it may, settle upon a monthly budget, for advertising.

The next thing to do is to pick out the proportion you desire to spend on newspaper publicity. Some very successful merchants cut the amount in two, devoting one half to newspapers and the rest to

general advertising purposes. Some go as far as spending from eighty to ninety per cent. on newspapers. We should think that in the cities, extensive newspapers advertising might be made to supplant all other methods of publicity, but this would be a dangerous policy for the merchant in the smaller cities or towns, or even for the store in the outlying city districts, who will get far better results from circulars, handbills and local means of bringing goods before his constituents.

For the average country store, a fair proportion is fifty-fifty, although the newspapers may be cut down even more than that. Direct by mail advertising is always a good method, especially in the smaller localities, and if it is worked thoroughly and systematically, will yield better results than almost any other.

Where a merchant does a business of \$20,000 a year, his advertising appropriation should be say, \$500. Of this he should reserve \$50 for contingencies and a safe division of the balance should be \$200 for newspaper advertising and \$250 for direct by mail and other well thought schemes.

He should arrange how much of this latter amount should be devoted to letters by mail direct to customers and prospects and plan to have the letters sent out at such times in such form as to be most effective. Then there are the handbills or broadsides to be provided for and any other stunts that special seasons or conditions may call for. It ought to be comparatively easy to plan ahead for these.

In the newspaper advertising, arrange to have your space vary according to the way you wish to push business. Make a contract for so many thousand lines and lay out a schedule for their use, so that you will be able to use plenty of space when it will do most good and drop out when business calls for a modification of your plans.

Go into the question of circulation with the newspapers, just as you would quality in the goods you buy. Sentiment should be counted out. If there are two papers in the town and one is living on "pap," put your money in the one that is reaching real people every time. Sometimes, however, a paper with a lower circulation yields better results than another with a better showing. There is quality in circulation as everything else. You can tell easily by devoting a small sum to what you consider the poorer proposition, just what it may be worth to you.

Keep a record of your advertising and as far as possible tabulate results. It ought to be easy to follow in this way the effect upon sales. Advertising is effort to increase sales and the increase ought to be there, if it is handled right.

Where most retail concerns fall down is in not putting behind the money they spend in advertising, the punch or even ordinary effort they expect to see out into regular salesmanship. A man who starts out to spend money on advertising should take steps to see that brains and skill are put into his announcements. Men who would not think for a moment of allowing their windows to look sloppy or remain unchanged from week to week, will suffer their advertising space to announce Christmas goods in January or run for weeks at a time without change. Put the advertising in charge of someone who can devote time to it, if you cannot give attention to it yourself, and see that whether it be newspaper advertisement or dodger, the announcement says something in a way that will interest readers and bring them to the store.





THE BRITISH GOVERNMENT.  
(Department of Overseas Trade)  
announces that the eighth annual

**BRITISH INDUSTRIES FAIR**  
will be held at  
**LONDON AND BIRMINGHAM**

from

**27th February to 10th March, 1922.**

All Canadian buyers are cordially invited to attend.

A particularly fine and comprehensive range of

**Leather for all Trades, Boots, Shoes, and Findings, Saddlery and Harness**

will be shown in addition to many other lines of manufactured goods.

Goods can be examined, values compared and contracts concluded at the Fair, with the minimum of trouble and the greatest saving of time.

Full information and complimentary admission cards are obtainable from:—

H.M. SENIOR TRADE COMMISSIONER.

248 St. James Street, Montreal.

H.M. TRADE COMMISSIONER.

260 Confederation Life Building, Toronto.

H.M. TRADE COMMISSIONER.

610 Electric Railway Chambers, Winnipeg.

**WANTED**—Position as Travelling Salesman, thirty-five year old shoeman, with fifteen years' experience. Complete line for part or all of Western Provinces. Apply Box 996 SHOE AND LEATHER JOURNAL,

**FOR SALE** Glazed Kid Tannery, fully equipped, Montreal district. For particulars write Box 12 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

**WANTED**.—To hear from manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St., W., Toronto.

**SHOE EXPERT**—20 Years' Factory, Fitting of Crippled Feet, Cutting, Selling, Buying, Card Writing and Window Trimming Experience, desires Selling Position with shoe manufacturer or jobbing house. Address Box 17, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

**EXPERIENCED BOOT AND SHOE TRAVELLER** is open to handle a first class line of shoes on salary and commission basis in Quebec and Maritime Provinces. Has good connection, and best of references. Open for engagement January 15th. Apply, Box 999, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**ONTARIO TRAVELLERS' SMOKER.**

The Ontario Section of the National Shoe and Leather Travelers Association is staging a smoker and entertainment on Friday evening, January 27th, at 8 p.m., in Hunt's Restaurant, corner of Bloor and Yonge Streets, Toronto. The plans are just about worked out, and all indications point to a big night. The affair will, of course, be "purely" stag. Those who enjoy a game of cards will be accommodated, but "Put and Take" (officially) will be barred. A jazz band will be on the job, and those who were at Sunnyside last summer know that the Travelers know where to locate the best in the game. Among other features there will be A1 music by a quartette of four good singers—five, if necessary, as the committee do not propose to stint themselves, and may throw in an extra one to help the tenor out against the three men.

There will be some good speakers, and the speeches will all be witty, because they will be brief. And last but not least, the "eats" come very highly recommended. The trifling sum of \$1.50 will provide all the above entertainment, plus what the bunch perpetrate themselves, and tickets may be secured from the members of the executive. For the information of those who do not follow events, closely, the said executive consists of Messrs. H. B. McGee, Jas. Sutherland, H. McKean, D. G. Hardie, W. G. Martin, E. E. McIntyre, N. Bordeau, S. A. Bell, R. J. McAllister, E. Lynch, J. G. Settle, A. Rawden, F. Jenner, R. H. Partridge, W. White, H. Kennedy.

**MR. CHAS. BROUILLARD JOINS EAGLE SHOE.**

Mr. Chas. Brouillard has been appointed superintendent of the Eagle Shoe Co., Montreal. He was formerly superintendent for Scott Chamberlain Ltd., of London, later going to Tetrault Shoe Mfg. Co., of Montreal. Owing to poor health Mr. Brouillard has not been occupied for some time, but his many friends in the trade will be glad to hear that he is back in the game.

**WANTED**.—By an experienced Shoe Traveller, with connection in the Maritime Provinces, a strong line of footwear (Manufacturers' line preferred). Open for immediate engagement to make special placing trip for Spring if required. Can furnish good references. Address, Box 13, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**AN ENGLISH SHOE REPAIRER** would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years practical experience. Mr. Summerskill, St. Stephen, N.B.

**SACRIFICE**.—One Champion Loose Shoe Nailing Machine. Used only 11 months. Taken as debt. Will sell for \$125.00 ready for use. Apply, Mr. L. Wett, 1040 Richard St., Vancouver, B.C.

**FOR RENT** Modern Shoe Store, old established stand, in village of 1,000, in good farming locality in Eastern Ontario. Residence over shoe store, if desired. Apply Box 16 SHOE & LEATHER JOURNAL, 545 King St., West, Toronto.

**WANTED**.—Manufacturers who are desirous of placing lines, with selling agents for distribution throughout Ontario, communicate with Box 995, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto, Ont.

# The Shoe Repair Man

## Lower Prices

### A Difference Between Lower Prices and Cut Prices.

THE question of prices for shoe repairing is constantly to the fore. And never has it been more keenly discussed than at the present time. Prices of all kinds of commodities have been falling for over a year, and the man who has been forced to sell his own goods at lower prices naturally wants to see the other fellow doing the same. Consequently, when he is asked the same price for shoe repairs as was asked two years ago, he is peeved. It isn't the ten, twenty, or fifty cents, that bothers him. It is the fact that prices have not come down at all.

The psychological value of a moderate reduction of prices for shoe repairing cannot be overestimated, and this may be the necessary fillip to stir up trade. But do not let us confuse reduced prices with cut prices. Along these lines we quote an interesting editorial from "Southwestern Findings," which says:—

"Does cutting the price pay?"

That is the question which has been asked with a view of determining whether the cutting of prices paid—

1. In more net profits to shop.
2. In substantial increase in business.

Three examples of cut price repairers are cited:

A repairman in Atlanta, Ga., advertised half soles at 50 cents.

A Detroit shop advertised half soles at 69 cents.

A firm in Chicago advertised half soling at 65 cents.

A careful investigation of these three examples shows that not only did the cut prices fail to get the good business, but actually were ruining the cheaper trade.

In recent weeks a number of cut-price repairers have gone broke, lost their shops and gone out to find jobs. They were deluded into believing that by cutting the price they would get a windfall of business, and hence make more money. The results showed the adverse; they didn't increase their business, and they didn't make anything on the business they did get. From the outset they were foredoomed.

The Shoe Repair Business has in recent years established itself on a new high plane, by using good materials, doing good work, and giving service, and charging a fair profit on all work done. If the price is cut, it inevitably follows that cheaper materials must be used, less time, and hence less quality, on each job, and poorer service.

Such diminishing of quality and workmanship can lead but to one thing or another; either to the little, dark, musty shop of yesteryear, or the sheriff's sale.

The most successful shops are the ones with modern equipment, modern methods; the ones that use the very best of materials, the most expert workman, and give good service. For such work the people don't mind paying a fair price because they know they're getting their money's worth."

### TORONTO REPAIRMEN'S ACTIVITIES.

Everything points to a successful season in the Toronto Repairers' Association. Mr. A. Butterworth, the new President, has enlisted the co-operation and support of executive and members, and things are starting off with a rush. Mr. Jesse Merchant has been prevailed on to again take the position of secretary, while Mr. S. Burnett promises to be a very efficient treasurer. The other members of the executive are also putting their shoulder to the wheel.

At the last regular meeting the Association presented the retiring president, Mr. S. Burnett, with a handsome Waterman fountain pen, in recognition of his services to the organization, of which he was president for the past two years. It is a coincidence that on leaving England some years ago, Mr. Burnett was presented with a Swan fountain pen by the Association with which he was then connected.

At the same meeting it was decided to hold a euchre and dance on January 19th, to which all the trade and friends of the trade were invited. Admission is being charged as the Association is running the show themselves, and it is hoped a good attendance will witness the renewed enthusiasm for Association activities.

The question of prices has been agitating repair circles in Toronto, and there is a movement on foot to make a certain reduction in official prices. The question is to be discussed at the next meeting, on January 26th, and a big, interesting, worth-while meeting is looked for. This and other questions, is helping to revive interest in the Toronto Association. Old members are returning to the fold, and some, who have not been members have signified their intention of joining and taking an active interest in the organization and its work.

### ANNUAL REPORTS OF HAMILTON OFFICERS.

The following are the detailed reports of the President and Secretary-Treasurer of the Hamilton Repairers' Association.

Wm. T. Grayson, the president, said:

Gentlemen:—It affords me great pleasure to present to you a report or a summary of events of our association for the year ending 1921.

We can look back with a degree of pleasure and congratulate ourselves.

We have just heard the Secretary-Treasurer give his financial report. It is very gratifying to know that the association is in good shape financially. It seems to me that this has been the best year since the Association was formed.

During the year we have had 23 regular meetings with an average attendance of 17, also 10 executive meetings, all of which have been of a very enjoyable nature.

I am very thankful to say that I have been able to be present at them all. It has been a pleasure to me to do what little I could in the interests of the Association.

I take this opportunity of tendering my hearty thanks to the members, and especially the members



of the executive for your interest and co-operation in all matters pertaining to the success of our Association.

In February we held our first social and euchre party, at which our mutual friends from the Brantford Shoe Repairing Association were present, along with other visitors, and a very enjoyable evening was spent by everyone present.

I might say that it was at this meeting that Mr. Pettit, on behalf of the Brantford Association, presented this Association with the gavel, for which we were very grateful.

Then came our annual banquet, which we all have pleasant recollections of, it being a thorough success in every respect, both from the visitors and our members' standpoint, for everybody spoke highly of the manner in which it was conducted; in fact, one of the shoe journals in their report stated that it had a provincial aspect.

In July we held our annual picnic to Dundas Park, which, to quote the sayings of our members and visitors, was the best so far. Certainly everybody was out for a good time and got it.

Then came our first convention of Shoe Repairers which was held in Toronto, July 26th and 27th, at which 24 of our members were present. All seemed to be satisfied with the outing and the proceedings, and no doubt are looking forward to our next convention which will be held here in Hamilton in July of 1922.

On October 25th we had another euchre and social, when we had with us a number of visitors, also a nice representation from the Brantford association, whom we are always glad to see. Sorry we had not more of our own members present; however, we spent a very pleasant evening.

So taking the year on the whole, we have had a good and successful one.

Just a few words regarding our members. We have quite a number who never attend either the meetings or socials; in fact, take no interest whatsoever in the association. I am sure it is to their loss to stay away. They would find it to their advantage to come out and attend the meetings, get better acquainted, then there would be a better understanding one with the other.

There are many matters of interest to be attended to in the near future. It is not fair to the members of this association that some few should take it into their heads to reduce prices indiscriminately, and then keep away from the meetings. Let us get together and discuss the matter properly, and if we decide that the time is opportune for a re-adjustment of the prices, let it be so. But even then that should not make any material difference to the association. There are other matters to deal with. The association was not formed exclusively to regulate or suggest prices, far from that. There are other subjects just as essential and of vital interest that to promote and sustain friendly relations with all its members, to discuss and take action upon matters affecting the interest of trade.

These are questions that should be studied by all our members, as they will stimulate us to keep united. Let us ever remember that in unity there is strength, united we stand, divided we fall.

It is my opinion that at this time we should stand shoulder to shoulder co-operating as we have never done before, for it will be by the closest co-operation through the association and its members

that we shall keep our shoe repairing industry in the high position that it has attained.

Gentlemen, there is something about association that is good. Therefore let us hold fast to that which is good, and make our association what it was intended to be, a mutual benefit to all its members.

In conclusion as president of your association, I have tried to be impartial and fair to all, and if I have not come up to your expectation, I must ask your indulgence, and take the will for the deed.

Mr. Arthur Wilton, the Secretary, said:

Gentlemen:—It is with great pleasure that I can report a very successful year.

Thirteen new members have joined with us, but seven have dropped out, leaving us at this time with a total membership of 66.

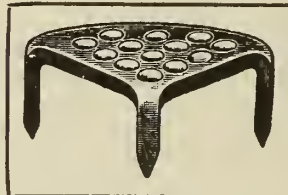
Our income for the year was ..... \$459.74  
Disbursements were ..... 429.40

Leaving a balance of ..... \$ 30.34

In the early part of the year the president was instrumental in bringing out a book of rules and membership card, a copy of which was sent to every member of the association.

Before closing I would like to thank all those who in any way assisted with the work of the association and to especially commend our president on his attendance, not one meeting throughout the year being missed—a precedent the like of which has not before happened in the history of our association.

In conclusion, I would urge every member to stand by the association and do all they can to keep the trade upon the high plane upon which it now stands.



### WHAT IS EASY TO DRIVE ON AND HARD TO WEAR OFF?

The "NATIONAL" SHOE PLATE of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples.

Write us today. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**

**160 North Wells Street  
Chicago, Illinois**

**ONTARIO FEDERATION OF REPAIRERS.**

The President of the Ontario Federation of Repairers, has issued a circular letter to the members of the executive council suggesting that the time is ripe for preparing plans for the next meeting. The most important problem before the executive now is the formulation of Rules and By-Laws for the Government of the Association. Suggestions are asked for, and as soon as the matters for discussion are lined up, a meeting will be called.

**VANCOUVER NOTES.**

The weather during the holidays was of the most seasonable that Vancouver has experienced for many Christmases. Clear, bright, frosty weather prevailed the whole time, which gave the crowds that invaded the stores, plenty of opportunities to do their shopping. Business is reported to have been about the average.

Mr. A. S. Cox, pioneer shoeman of Grandview, a suburb of Vancouver, has moved into new quarters opposite his old stand. The new store is the largest exclusive suburban boot store in Western Canada, having been previously a moving picture show, with a frontage of 50 feet and a depth of 130 feet.

Father Christmas in passing this festive season showed his magnificent generosity by presenting the B. C. Leather & Findings Co. with three new Nash automobiles which have been handed over to their salesmen for use in their daily duties.

R. McEwen & Son have opened a new store on Abbot Street and have installed a new sixteen foot finisher and Universal stitcher.

Mr. R. McDonald, late of Annox, has recently taken over the business of Mr. Quirt, on Pender St., and has moved into a new store opposite the old stand, where he has installed a sixteen foot finisher and Ideal stitcher.

Mr. P. M. Smith has taken over the stand of Mr. W. Falconer, North Vancouver. Mr. Falconer has moved to Pender Island near Victoria to open up a new stand. He was in the late war with the Imperial and Canadian forces, in which his spine was badly injured, which seriously affects his walking.

Mr. G. Carswell, who was for several years with the Champion Shoe Repair in New Westminster, has taken over the stand of Mr. T. Buckpitt, at Edmonds near the city.

**WESTERN CONDITIONS.**

Mr. Walter Wait, secretary of the Western Canadian Leather and Shoe Finders' Association, writes us as follows:

"In regard to conditions in the West at the present time, I am glad to say from enquiries amongst our members, that business is considerably better than we even expected.

"Collections, of course, are not quite as prompt as we would all like, and it is impossible to predict what the immediate future has in store.

"The trade generally, however, are not at all pessimistic and are confidently expecting business to remain normal for some little time to come."

**CONVENTION OF B. C. LEATHER & FINDINGS COMPANY.**

The annual get-together meeting and banquet of the B.C. Leather & Findings Co., was held at the offices of the firm, 117 Pender Street W., on Saturday, January 9th. The entire office, sales and warehouse staff, including those from the Victoria Branch, were present.

The afternoon was spent in the exchange of views and discussions on various points, the chair being occupied by the manager, Mr. R. B. Francis, who gave a resume of the business of 1921, and the prospects for 1922. Mr. W. Edgley read a paper on Service, and Mr. J. M. Hall, a paper on Sales. Mr. W. G. Langdon gave a talk on "How the Warehouse Can Back up the City Salesman." Mr. S. Palmer gave a similar talk on "How the House can back up the Country Salesman." Mr. C. C. Paxton followed with "What the Main Office can do to help the Branch." "How the Salesman can help the Credit Man to properly judge Credits." Mr. C. Vage concluded with "Co-operation."

Discussion followed each subject and many views were exchanged to the benefit of all concerned.

At the conclusion of the afternoon session adjournment was made to the Grosvenor Hotel for dinner.

The toast of the evening "Success and Prosperity to the Firm" was given by Mr. W. G. Langdon and responded to by Mr. R. B. Francis. After dinner the balance of the evening was spent at the Orpheum Theatre where every number was enjoyed.

**BABIES' SOFT SOLE SHOES**

We solicit inquiries from findings jobbers.

This is a new and fast growing business. Especially attractive prices will be quoted to jobbers who communicate with us at this time

We are featuring Style 645 and I60 Soft Sole Baby Shoes

All styles and colors. Prices low to build trade.

**Boston Baby Shoe Mfg. Company**

Manufacturers of fine soft sole baby shoes and sandals

3 Foster Street

PEABODY, MASS.



OUR STYLE 645



OUR STYLE I60



## Parents Everywhere Know the Name

You don't have to develop the market for HURLBUT welts. It is right at your door. All you have to do to increase your sales is to display them where your customers can see them.

The increased volume of sales reported on every hand proves that the market is developing itself. It is developing on the quality and satisfaction of the shoes themselves backed by our million-reader national advertising campaign.

Parents ask for HURLBUT  
CUSHION SOLE SHOES  
by name and readily patronize  
dealers who feature them.

**HURLBUT**  
TRADE MARK REGISTERED  
CUSHION-SOLE  
**Shoes for Children**

**PHILIP JACOBI**  
*5 Wellington Street,*  
**Toronto**

*Exclusive Wholesale Distributor of  
Hurlbut Shoes*



THERE IS NOTHING  
MIRACULOUS IN THE  
PRODUCTION OF  
"ROYAL KID" KNOWN  
FOR ITS UNIFORM-  
ITY. THIS REPUTA-  
TION HAS BEEN  
EARNED BY CLOSE  
PERSONAL ATTEN-  
TION 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.



**THE BUSINESS QUIZ.**  
**NO. 4.**

Question No. 1—If it costs you 20 per cent on your gross sales as “overhead” what is your profit on goods marked 50 per cent above cost?

Question No. 2—If you carry a stock of \$5,000 (cost) and you do a business of \$50,000 per year on a retail “mark up” of 50 per cent on cost, how many times per year do you turn the stock?

Question No. 3—If you give a note for three months and one for 90 days when do same fall due?

Question No. 4—What is meant by the “book and line” system of recording cost prices?

Question No. 5—How is it possible for you to sell goods in the order of their purchase so no dead stock accumulates?

Question No. 6—What is the “quota” system of paying salary to sales people?

**ANSWER TO BUSINESS QUIZ NO. 4.**

Answer No. 1—Fifty per cent on the cost price equals 33 1-3 per cent of the selling price. 20 per cent “overhead” means you make just 13 per cent net.

Answer No. 2—A store doing a yearly business of \$50,000 on a \$5,000 stock does not turn the

stock ten times as supposed but  $7\frac{1}{2}$  times, by reason of the fact the “turnover” is figured on retail sales and the stock on cost.

Answer No. 3—A note given for three months is due the corresponding day of the third month. A note given for 90 days is due exactly that number of days after date.

Answer No. 4—The “Book and Line” cost system consists in using a book with pages numbered from 1 to 500 each page containing 60 lines. If you desire to look up costs refer to ticket on goods, this may be marked “54-22.” Thus you refer to page 54, line 22, to determine the price which is entered on that page and line.

Answer No. 5—Use a letter for each month of the year, thus a ticket reading “C” shows the goods were purchased in March and must be sold before goods lettered “J” or October are offered for sale.

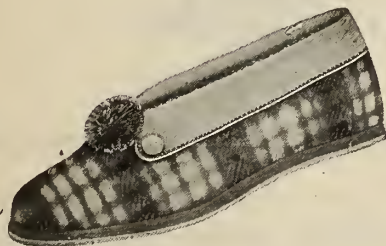
Answer No. 6—The “quota” system of pay means giving each person a figure or quota to reach, after which a percentage is paid on sales over and above said quota.

The vestibule or receding front has many advantages. It is a convenient place for prospective customers to enter and inspect the lines on display. They are away from the jostling crowd and are almost inside the shop, instead of being just about to pass it when they have taken in the whole display.

## Hartley & Co., (Waterfoot) Limited

Shoe and Slipper Manufacturers

BACUP, Near Manchester, ENGLAND



No..B3—Women's Camel Hair Slipper, Rolled Top Silk Bound, Felt and Leather Sole.



No..B129—Misses', Children's and Infants' Camel Hair Slippers, made with Ankle Strap, Felt and Leather Sole.



No. B4.—Men's Camel Hair Slipper, Silk Bound, Felt and Leather Sole.

We manufacture one of the most popular lines of Camel Hair and Felt Slippers which is being handled by the Principal Jobbing Houses throughout Canada.

Be sure to see the complete range and note the strong selling features and exceptional values.

*Selling Agents for the  
Dominion of Canada*

### ROSS & SHAW

121 Wellington St. West

Toronto, Ont.





**"GOODRICH"**  
Hand Turned Footwear

" builds prestige and an enviable reputation for better grade retailers. They are carefully made of selected materials by expert turn workmen."

**HAZEN B. GOODRICH & CO.**

Manufacturers

*Men's and Women's Slippers, Oxfords, Pumps*

HAVERHILL

MASSACHUSETTS

Made **FIBRE** Fibre  
From **COUNTERS** Board  
by

Highly Standardized Methods ; Rigidly Inspected ;  
Expert Supervision

There is embodied in every O. K. FIBRE COUNTER only high quality raw material; there is thrown around it, after it has been made by highly standardized methods, the protection of a rigid inspection; there is expert supervision of all phases of its manufacture and it is made by one of the leading counter experts of the country.

O. K. SHANK COMPANY  
Main Offices and Factory  
307 Fourth Street, Chelsea, Mass.  
*Canadian Agents Desired*

## AND NOW, About That Christmas Advertisement or Window Display

We had not set a definite closing date for our competition, as the Christmas and New Year seasons are busy times for retailers. As some entries are still coming in we have decided to close the competitions on Feb. 1st.

Prizes are offered in two classes, for photos of Christmas Windows and Christmas advertisements together with a brief description of how they worked out and what results they appeared to bring.

### Window Display

First Prize	\$15.00
Second "	10.00
Third "	5.00

First Prize	\$15.00
Second "	10.00
Third "	5.00

Address—Advertising Competition and Window Competition

## SHOE & LEATHER JOURNAL

545 KING ST. WEST

TORONTO

## 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

**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 WAREROOMS

252 Notre Dame St. W., Montreal  
PERCY J. MULBURN, Agent

553 St. Valier Street, Quebec  
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.



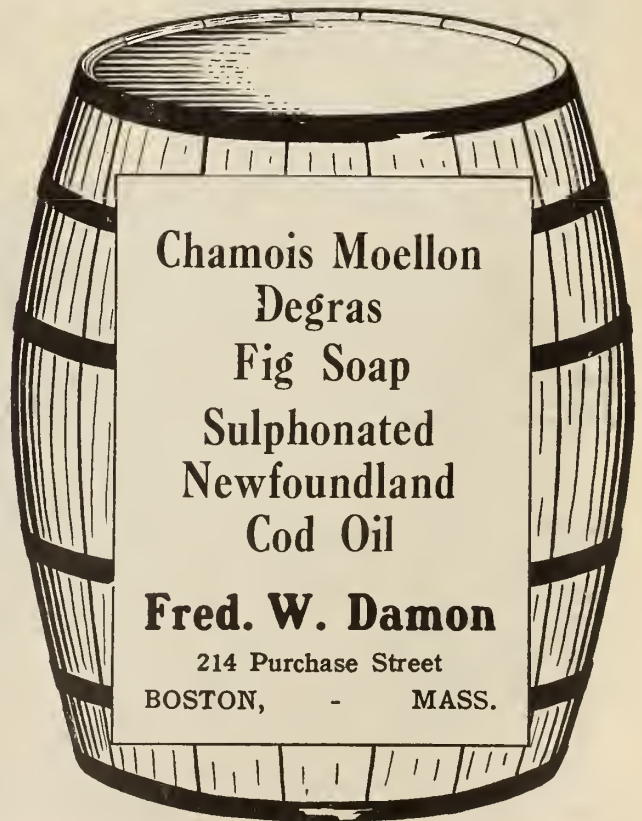
*Cabinette*  
**Wooden Heels**  
*for*  
**Ladies' Shoes**

+++

Manufactured by

**CANADA CABINETTE HEELS**  
Limited

2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959



Chamois Moellon

Degras

Fig Soap

Sulphonated

Newfoundland

Cod Oil

**Fred. W. Damon**

214 Purchase Street

BOSTON, - MASS.





**ALL ABOARD** Direct through Connections from "HOOF TO BEAMHOUSE"

Only stops to improve quality and selection. Depots at all principal Hide centres including  
CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

**SCHMOLL FILS & CO.**

International Hide Merchants

PARIS HAVANA BASLE



NEW YORK CHICAGO

"We deliver what you buy"

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USMC  
SEAM RIPPING



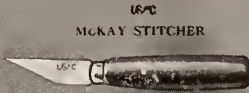
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HAWK-BILL



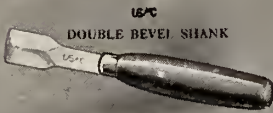
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HAND OR WELT



USMC  
MCKAY STITCHER



USMC  
SHARP POINT



USMC  
DOUBLE BEVEL SHANK

(Long)



USMC  
CLICKING



USMC  
CURVE POINT



USMC  
DOUBLE BEVEL SHANK

(Short)



USMC  
WOOD HEEL



USMC  
SQUARE POINT



USMC  
WELTERS'



USMC  
SOLE LEATHER CROOK

## USMC SHOE KNIVES

Made of carefully selected material in **Shapes** and **Sizes** to meet the exact requirement of the **Shoe Trade**.

Send for our latest prices, to-day.

**United Shoe Machinery Co.**  
of Canada, Limited  
**MONTREAL**  
Toronto Kitchener Quebec



USMC  
RIGHT HAND CURVE LIP



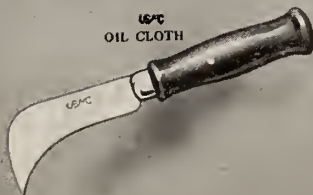
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LIP



USMC  
CROPPING



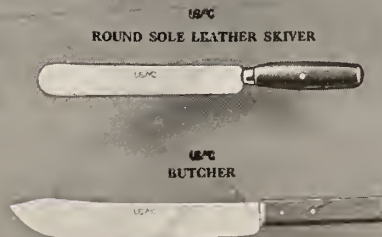
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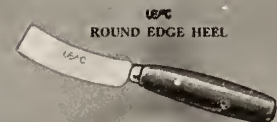
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ROUND SOLE LEATHER SKIVER



USMC  
ROUND EDGE HEEL

USMC  
BUTCHER



**CLARKE'S PATENT**



**LEATHER**

## It's A Patent Season

For Every Wear

As the DRESSY Shoe for regular wear, as the CORRECT Shoe for formal wear, as the SNAPPY Shoe for dances and social occasions--

Everywhere

the PATENT LEATHER SHOE occupies its own exclusive position unrivalled, constantly in vogue and replaceable by no other footwear for its purpose.

This Season

Blacks are leading in footwear fashion and "Shiney Blacks" made with Clarke's Patent will have a popularity that no other season has equalled.

**A. R. Clarke & Company, Limited**

**Toronto**

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire



# THE SHOE & LEATHER JOURNAL

## RESPECT



With counters, as with people, there is a character that commands, and gets, respect. Without a faultless character Bennett Counters could not hold the respect they do with the makers and sellers of good shoes.

### BENNETT LIMITED

Makers of Shoe Supplies  
CHAMBLY CANTON, QUE.

*Made in Canada by the Largest Shoe Fibre  
Makers in the British Empire*

ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL





"THE WEAR IS THERE"



Tanners of  
**SOLE LEATHER**  
—of—  
**QUALITY**

For  
**EVERY REQUIREMENT**  
From  
**Sally Sandal to Golfing Brogue**

STOCKS ARE LOW, HIDES ARE HIGHER

Spring trade will be largely made up of Rush Orders, as Shoe Retailers have not anticipated their requirements as they usually did.

Order early to assure Prompt Deliveries.

**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





## A Service To Shoemaking

To D. & P. FIBRE COUNTERS belong the credit of having made the cost of leather counters unnecessary and the advantages of leather counters a minus quantity.

To the users of D. & P. FIBRE COUNTERS belong the credit of placing on the market shoes with the best possible shape-holding qualities, shoes in which Style and Fit give lasting satisfaction and spell greater value for the wearer and greater trade for the seller.

## 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



# IN-STOCK

Are conditions in shoe selling worrying you? Many a retailer is "climbing over" conditions by utilizing an in-stock supply service in some well-known reliable line. Supplying



## DaoustLalondeShoes At Shortest Notice

is a proposition that offers gilt edged security for the retailer. It places at your immediate command a choice but complete selection of the Styles the people like in shoes MADE and PRICED the way they want them.

TURN CONDITIONS FROM A HINDRANCE TO A HELP BY BUYING THESE SHOES THAT *WIN OUT* IN TO-DAY'S COMPETITIVE SELLING.

---

Daoust, Lalonde & Co., Limited  
MONTREAL, QUE.



# DAVIS CALF

The superiority of Davis Calf is unquestioned, and esteemed by the trade. We can solve your leather problem, there is nothing more economical in cutting and nothing that equals it in appearance and wear.

## Quality Counts

When you want worthwhile profits and satisfied customers order Davis Calf.

Nigro

Diamond

Colored

## Dominion Calf

Samples Gladly Submitted

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO





*No. 24007. "Pillow Welt"  
A Patent Leather with tan  
Suede Top and Brown  
Buttons.*

**You can make YOUR RECOMMENDATION a big factor in selling Children's Shoes particularly.**

**You win the permanent confidence of every buyer to whom you recommend "Baby Pillow Welt" and Globe "Pillow Welt" Shoes.**

**There is no safer selling proposition than to feature these Children's Shoes superior in Fit, Style and Wear.**

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

**GLOBE SHOE, LIMITED**

**TERREBONNE - - - QUE.**

**Montreal Office---11 St. James St.**

**Representative---J. A. BLUTEAU**



## *Always Something New---*

and newness combined with worth, is a characteristic of the Bell Line of which this model is further striking evidence.

On it will be focused the admiring eyes of your women patrons, many of whom will now be purchasing such Style Footwear to complete the late Winter and early Spring Season of social activities.

The stores that are talked about for the quality and style of their footwear offerings are the stores in which Bell Shoes are given their deserved prominence.

## 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*





*Mention "Shoe and Leather Journal" when writing an advertiser*



# Have You Enough Maltese Cross "Scoop" Heels In Stock ?

There is an increasing demand for this silent, easy-walking, non-slipping heel. Don't disappoint a customer because you are "out of stock just now." Keep plenty on hand.

The "Scoop Heel" shape makes it quick and easy to put on as it requires no cement.

*Manufactured Exclusively by*

## Gutta Percha & Rubber, Limited

Head Offices and Factory, Toronto

Branches in all Leading Canadian Cities





CALF AND SIDES  
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA



Patent Dancing Tie  
Victory Last

## What A Beauty!

That is the exclamation that a particular man looking for a fine dressy shoe will make when he sees this Talbot Creation.

There is just such beauty about ALL Talbots, that calls forth similar expressions of approval wherever they are shown. Then when it comes to actual service the evidence of their excellence is in their repeat sales.

Try concentrating on Talbots for 1922.

# Talbot Shoe Co., Limited

St. Thomas

-:-

Ontario



**ROBERT H. FOERDERER**

**PHILADELPHIA**

**INCORPORATED**

**PENN., U.S.A.**



*Mention "Shoe and Leather Journal" when writing an advertiser*



These  
Staples  
Lead  
All Over  
Canada



The present offers conditions under which Yamaska Brand Shoes double up in their work for the retailer. They not only serve their own regular big demand but they also get the demand which, under less careful buying conditions, goes to lines in which higher price does not represent better value.

Show these shoes to your customers and they find the value they want, embodied in shoes of popular up-to-date style.

Buying Yamaska Brand shoes is a factory to store proposition, with no middleman, and with bigger dealer profit.

Yamaska  
Staples  
for  
Value!

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





# This      Stamp      Signifies

That shoes bearing it are made in factories in which the principle of **Collective Bargaining** is recognized.



That Employer and Employees have **Voluntarily agreed to arbitrate** all disputes that cannot be mutually adjusted.

That neither Strikes nor Lockouts shall take place in any factory where this Stamp is used.

That the rights of both Labor and Capital are recognized and that **Industrial Peace** between Employer and Employees shall prevail.

## TO THE SHOE RETAILERS OF CANADA

If you believe these conditions of industry to be worthy of your support, when ordering footwear from your manufacturer, ask for this Stamp on sole, insole or lining.

## BOOT AND SHOE WORKERS' UNION

COLLIS LOVELY, Gen'l Pres.

CHAS. L. BAINE, Gen'l Sec'y-Treas.

246 SUMMER STREET, BOSTON, MASS.

# MONARCH AND BRANDON

## Shoes for Men



## Service Built Shoes

**T**HIS season the Monarch and Brandon Lines will prove, as per usual, the dealer's one best bet. They bring that class of trade that every dealer is after—the better paying kind.

The wisdom and economy of buying shoes of the best grade is being realized by people everywhere. They are willing to pay more for shoes when they are sure of what they are buying.

For fourteen years the Monarch and Brandon marks have meant certainty of value—the signs of the most perfect shoe craftsmanship possible. It is a fact that there has never before been a period when Monarch and Brandon Shoes, and Service were more logically dovetailed into the merchandising needs of the trade and the time.

*Write for More Details*

**The Brandon Shoe Co., Limited**  
BRANTFORD, ONTARIO



# Felts That Sell



## Great West "Coldproof" Felts

A display of these durable Felts in your window will do much to increase your sales and bring you new friends and satisfied customers. Great West "Coldproof" Felts are known from Coast to Coast for their ability to build business. Our expert methods from the making of the felt to the finishing of the shoe, allow only the highest grade of materials and workmanship to be built into our products. "Coldproof" Felts excel in style, fit and wearing quality and live up to their name as a warm, comfortable shoe. Increase your business, specify "Coldproof" in your next order to your Jobber. We manufacture a full range for Men, Women and Children, for indoor and outdoor wear.

### **WE MAKE OUR OWN FELT—**

**with machinery of our own invention—producing a warmer and longer wearing felt than ANY OTHER KNOWN METHOD.**

If your Jobber cannot supply you, write us and we will tell you who can.

---

**The Great West Felt Co. Limited**  
**Elmira, Ontario**



# Classic Shoes

## In Stock

### For Children

CLASSIC Shoes for Children have always been in great demand from In Stock, and now more than ever, because of the many new lines being carried.

The big feature of this service is the promptness in handling sorting orders.



### For Women

CLASSIC Shoes for Women in a pleasing variety are now carried in Stock, ready to take care of all sorting needs. A long felt need is being looked after by this service.



**Getty & Scott, Limited**  
Galt, Ontario



530-35

# BEEBE

530-35

FIFTY YEARS PRODUCING HONEST LEATHERS

*There is only  
one VICI KID  
There never  
has been  
any other*



PATENT  
COLT  
KID  
SIDES



AYER TANNING CO.  
MANUFACTURERS OF  
CALF-KIP AND SIDES  
BOARDED AND SMOOTH  
BLACKS AND COLORS  
CALF LININGS  
ELK SIDES-SPLITS  
BAG LEATHER



SHEEP SKINS

CHROME SOLE

COTTON FINDINGS

129 SOUTH STREET, BOSTON, MASS.

Mention "Shoe and Leather Journal" when writing an advertiser



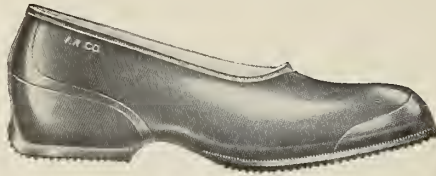
# Built On Experience

*Black Beauty is a superior leather of excellent quality suitable for the highest grade shoes. Years of experience and study stand behind*

## Black Beauty Chrome Patent Sides

THE ROBSON LEATHER CO.  
LIMITED  
TANNERS and CURRIERS  
OSHAWA CANADA





# Independent Rubbers

Fit Better  
Look Better  
Wear Better



The Spring rains  
will mean an in-  
crease in your rub-  
ber sales.

Be Ready.



Lower down on this page  
you will find a list of the  
Independent Wholesalers.  
Any one of these concerns  
can supply you with a com-  
plete stock of Independent  
Rubbers in all styles and  
sizes.

These dependable rubbers  
fit better, look better and  
wear better — points that  
make selling easy.

Send your order in today.

## INDEPENDENT WHOLESALEERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.
Brown, Rochette, Limited	- -	Quebec, Que.
James Robinson Co., Limited	- -	Montreal, Que.
J. A. McLaren Co., Limited	- -	Toronto, Ont.
White Shoe Co., Limited	- -	Toronto, Ont.

C. Weaver	- - - -	Trenton, Ont.
The London Shoe Co., Limited	- -	London, Ont.
T. Long & Brother, Limited	- -	Collingwood, Ont.
The Independent Rubber Co., Ltd.	-	Winnipeg, Man.
Amherst Central Shoe Co. Limited	-	Regina, Sask.
Dowers Limited	- - - -	Edmonton, Alta.
The J. Leckie Co., Limited	- -	Vancouver, B.C.




---

The Independent Rubber Co., Limited  
Merritton - - Ontario



## We Back Up The Shoeman

- By** giving him shoes that lead in style.
- By** turning out for him shoes of excellent workmanship and best materials.
- By** supplying him with a guarantee of quality that he can hand on to his customers.
- By** filling his orders promptly, with shoes as good and even better than the samples he has ordered from.

These are the points you should consider when re-stocking. Order

THE  
*Astoria*  
SHOE

*Scott* - *Chamberlain*  
*Limited*  
*London* - - *Canada*





# CLARKE'S

**Patent Leather**

*Makes Good Shoes Better  
Specify Clarke's In  
Your 1922 Orders*





Established 1852

*The Largest  
Producers of  
Patent Leather  
In The British Empire*



GRIFFITH B. CLARKE  
President and Manager Director

## Only Clarke's Can Give Clarke Results

**I**t has been predicted that 1922 will be a big season for Patent Leather. This means Clarke's.

The fashionable and most particular creations that display the finest beauty and distinctive character are always made with Clarke's Patent Leather. It is dependable.

Manufacturers who use Clarke's Patent Leather will better the appearance of their products. Retailers, finding Patents made with Clarke Patent Leather easy and fast sellers, will order more extensively from the manufacturer—but, only in Clarke's Patent Leather can you get Clarke's results.

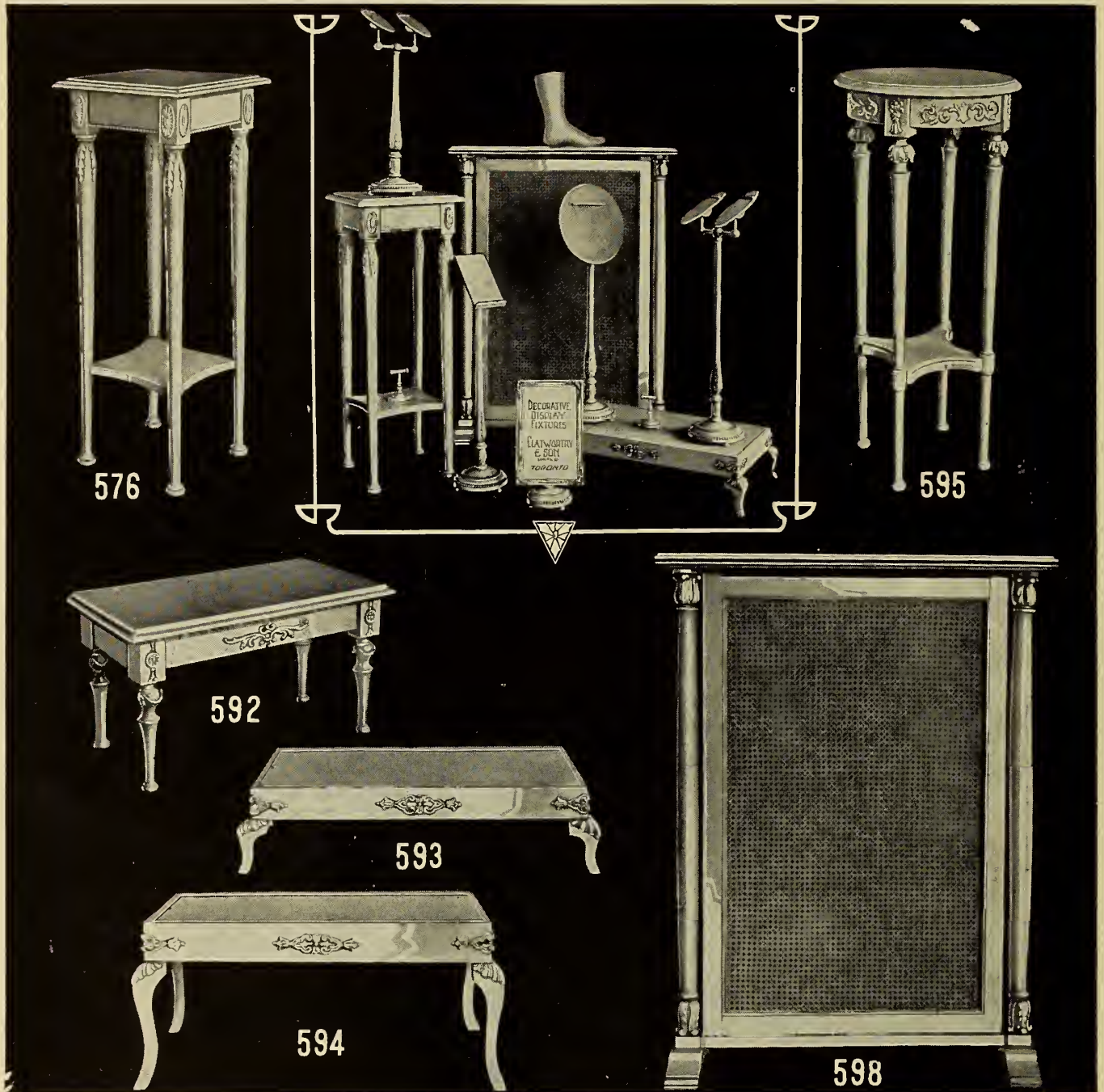
**A. R. Clarke & Company, Limited**  
**Toronto**

**Branches at Montreal and Quebec.**



# CLATWORTHY DISPLAY FIXTURES

## Sell MORE Shoes



To make your store windows get the attention of all passers-by, display your shoes with the use of these artistic fixtures. Their smart appearance lends character to your store. Supplied in all the period designs, finished in Old Ivory or Roman Gold. Order a selection now and add to the attractiveness of your store for the Winter Season. New illustrated catalogue sent on request.

A complete range of plushes and materials for window draperies in a choice selection of shades.

## CLATWORTHY & SON, LIMITED

**TORONTO**  
MONTREAL, E. O. Barette & Co., 301 St. James St.  
QUEBEC, Nap. Debignare, 205 Des Fossés St.

REPRESENTATIVES:  
VANCOUVER, M. E. Hatt & Co., 318 Homer St.  
WINNIPEG, S. J. Barley, General Delivery.

**CANADA**

Mention "Shoe and Leather Journal" when writing an advertiser

To The Jobbers,  
We Can Serve  
You Better  
Now



*Additions to Plant and Equipment Make Greater  
Production and Improved Service Possible*

With the improved additions to our plant and equipment and the changes in our organization, it is now possible for us to give better service to Sisman Dealers, and meet the ever growing demand for "Best Everyday" and "Aurora" shoes.

*Ask Your Jobber For Sisman Shoes*

**The T. Sisman Shoe Company**

LIMITED

THE "BEST EVERYDAY" SHOEMAKERS

Aurora, Ont., and Newmarket

Salesrooms,  
Manchester Bldg. Toronto  
J. S. ASHWORTH, Representative



# SAMSON ANGUS Limited

Announce to the Canadian Shoe Trade the establishing of their new Wholesale Shoe Distributing House in Montreal. It is under the personal direction of men long and thoroughly experienced in both the making and selling of shoes—men with a complete knowledge of the varied needs of the Trade and demands of the Public, and how best to meet them.



## A COMPLETE NEW STOCK

is now ready for your inspection, featuring nothing but sure selling styles in Fine and Medium Lines for Men, Boys, Youths, Women and Misses. Special buying arrangements and our quantity stock enable us to offer values that none can surpass.

Special Agents for the SAMSON LINE of Sporting Footwear—Hockey, Football, Baseball and Ski Boots, noted for the Fit and Wear.



## SALESMEN COVERING THE ENTIRE DOMINION

We solicit enquiries from retailers, confident of our ability to render you efficient supply service in trade-winning, profit-yielding shoes.

## SAMPSON ANGUS Limited

54 Jurors St. Montreal



# Shopping

will be the people's  
buying policy for  
Nineteen-twenty-two.

They will go out of their way to find VALUE. Every dollar will have to bring the purchaser its full dollar's worth.

The Tetrault Policy of shoemaking coincides exactly with the "Shopping Policy" in shoe buying. Because we make A GOOD SHOE to retail AT A POPULAR PRICE, the spirit and conditions of the time favor our line more than any other.

## *Have You Provided For Your Requirements?*

The value-hunter will buy Tetrault Shoes if you show them to him. The retailers who feature Tetrault's as their leading Men's Line are doing, and will do, a profitable business.

Your Jobber Can Supply Your Requirements

# Tetrault Shoe Mfg. Co.

Limited

Montreal

Que.

Largest Makers of Boots and Shoes in Canada



*La Duchesse*



As the demand for values grows keener the popularity of La Duchesse Shoes grows greater. As the call for snappy effects in patterns continues La Duchesse Style Models LEAD because they make obtainable, at a moderate price, footwear of the very latest vogue.

The La Duchesse Line is one of the strongest links between the Jobbing and the Retail Trade.

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

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

# *Prevent Loss of Sales With Sorting Orders*

A shortage in any line of your strong sellers means an actual loss of sales, which can be avoided if you avail yourself of the Ames Holden system of sorting. Check up your stock of footwear—in all lines—every Monday. Use the order forms enclosed with the Sunny Monday folders. Keep each line full so that you will always be able to satisfy your customers.

Check up your stock today and place your order with the nearest Ames Holden Sales Warehouse.

“COMPARE



THE WEAR”

## *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Hamilton, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.





## Spaulding's Fibre Counters

With so many points of superiority to recommend them, Spaulding's Fibre Counters are well worth using in your footwear.

The long, strong fibre of our own make, the wide flexible scarf and the perfect fitting and comfort qualities have made and kept Spaulding's the standard counters of the world.

## J. SPAULDING & SONS CO., Inc.

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

PHILADELPHIA      CINCINNATI  
John G. Traver & Co.      The Taylor-Poole Co.  
141-143 No. 4th St.      410-412 E. 8th St.

**SEVEN FACTORIES**

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

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City.  
V. Champigny, Montreal.

**Boston Office**  
203-B ALBANY BUILDING

ST. LOUIS      CHICAGO  
The Taylor-Poole Co.      J. E. D] McMechan & Co.  
1602 Locust St.      217 W. Lake St.

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



This new model, with its snappy style and unusual value, is one of the many trade-winners that dealers are selecting from our line to turn quiet days into brisk selling.

The DUFRESNE & LOCKE LINE is so strongly favored by the Trade simply because it is always offering values a little better than most, and is bringing out styles that the ordinary moderate priced line fails to equal.

In Welts, McKays and Turns our line has the COMPLETENESS and the EXCELLENCE that deserve your inspection.

**DUFRESNE & LOCKE, LIMITED**  
MONTREAL, QUE.



# Vode KID

The Leather  
for Fine Shoes

*Have your Kid Shoes  
made of clear, thoroughly-  
colored skins!*

Have them made in the colors that you want--in VODE KID colors that thoroughly penetrate the skin. The vamps and quarters will then have that clear, colorful, non-streaky look that means Quality.

The good raw material from which VODE KID is made affords not only a reliable basis to take any color but also a basis for Service that results in complete satisfaction in wear.

*Specify VODE KID, "the  
Leather for fine Shoes"*

HAVANA BROWN	CHAMPAGNE
GOLDEN BROWN	
WHITE	CAMEL GRAY

*Ask to see our new Tan Color 11*

## THE STANDARD KID CO.

Boston, Mass.

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

# “Frank W. Slater’s Strider Shoe”

By every standard of comparison, Strider Shoes are Better

## SORT UP FOR EASTER

Deliveries 20 to 30 Days

HERE ARE SOME REAL VALUES  
IN HIGH GRADE SHOES



Last. 22 A to E  
Dark or Medium Brown Calf.....Price \$5.00



Last 60 A to D  
Dark or Medium Brown Calf.....Price \$5.00

Bal or Blucher on any type of last desired  
Black Gun Metal Veal to correspond..... \$4.80  
Add 15 cents for slip soles

**CONSTRUCTION:—**

Solid leather Box Toes and Counters. All leather Heels, with or without rubber top piece. Outsoles No. 1 Oak, 9 Gage. Silk fitted throughout.

IN STOCK DEPARTMENT NOW ESTABLISHED AT ROOM H, YONGE ST. ARCADE, TORONTO, FOR OUR ONTARIO TRADE ONLY.

# EAGLE SHOE CO., Limited

587 BEAUDRY ST.

MONTREAL



The  
"Reliable"  
Line



The  
JOBBER'S  
Money-Maker

Present conditions in the Jobbing Trade call for just such shoes as the Reliable Line. Buying them is making an investment that will yield big returns through giving BETTER VALUE.

Specializing in High Cuts and Oxfords, in Velour Calf, Brown Side and Patent Leather Dull Top. We also make One, Two and Three Strap Shoes, in Women's and Misses'.

**RELIABLE SHOE CO., LIMITED**

808C Papineau Ave. - - - - - Montreal

JOS. LACASSE, Manager.

## "IMPERIAL" OVERGAITERS and LEGGINGS

OUR TRAVELLERS ARE NOW ON THE ROAD WITH A FULL RANGE OF SAMPLES, IN ALL THE NEWEST SHADES & STYLES.

GOODS ARE RIGHT

PRICES ARE RIGHT

DON'T FAIL TO SEE OUR SAMPLES BEFORE PLACING YOUR ORDER.

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  
CITY OF MONTREAL, R. WADEY & LEO. DUBREUIL

MANITOBA & WESTERN PROVINCES  
G. F. WADSWORTH & C. S. PACE

**L. H. Packard & Co., Limited**

15 St. Antoine St., - - - - - MONTREAL

**UNITED SHOE MACHINERY COMPANY  
OF CANADA, LIMITED  
MONTREAL, Que.**

*Just After*  
Mr. Canadian Shoe Manufacturers.

*At Home*

The Shoe Manufacturers Convention is over for another year. We enjoyed meeting those of you who were there — and missed those of you who were not able to attend.

Good work has been accomplished — some knotty points raised and some tangled ones straightened out.

Strikes us this Convention Idea is the right thing! Not just the actual Convention perhaps so much as that "get together" spirit that prompts conventions. It is the essence of modern business success.

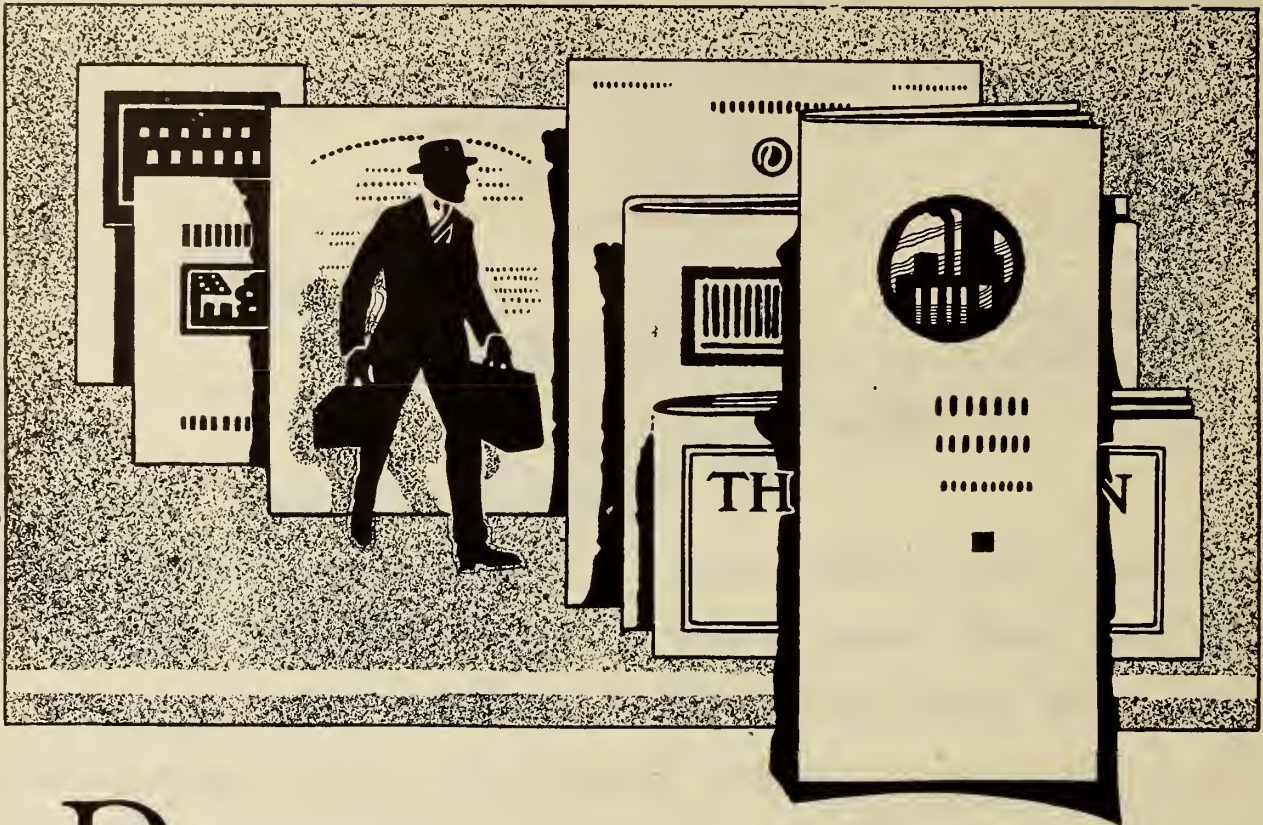
On all subjects that lead to the advancement of Shoe Manufacturing and are for the betterment of the Industry in Canada we are at all times anxious to "get together" with you.

Our Utmost is at your service.

Yours in the Convention Spirit for the balance of the year.

*United Shoe*





# Precede and Follow Up Your Salesmen with Good Printing

**D**ON'T wait until your salesmen reach your customers. Go after them NOW and keep after them. Sending a series of real live folders or broadsides is the best possible thing you can do right now to hasten the return of active buying. They are of extraordinary value in driving home your message, as well as putting the reader in a receptive state of mind agreeably anticipating your salesman's visit.

We know we can stimulate the sales of any worthy article. Our staff is of such a nature that we can create and produce sales promoting literature which appeals to the most progressive men in the trade, because we give them what they want and need—dependable and authoritative “dull times” ammunition—with a real punch in it which compels your customers to read it.

We welcome the privilege to design and print your mailing folders or broadsides, or plan with you their construction.

Right now grasp the opportunity. Write, telephone or write at our expense, and allow us the privilege of demonstrating to you how we can do some real constructive work in helping you to bring conditions back quickly to a Business-as-Usual basis.

The Acton way turns your printing expense account into a 100 per cent. asset.

**ACTON PUBLISHING CO., LIMITED**  


---

*PRINTERS AND DESIGNERS*  


---

**TORONTO-MONTREAL**

# 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**



V  
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Because these well made shoes of style and moderate price excel in VALUE they are great sales producers at this time. One line you should select from to meet the big popular demand. See our complete range of Misses' and Children's as well as Boys', Youths' and Gents' fine McKays. To visit our plant take Papineau Ave. street car going north.

# DOMINION SHOE, LIMITED

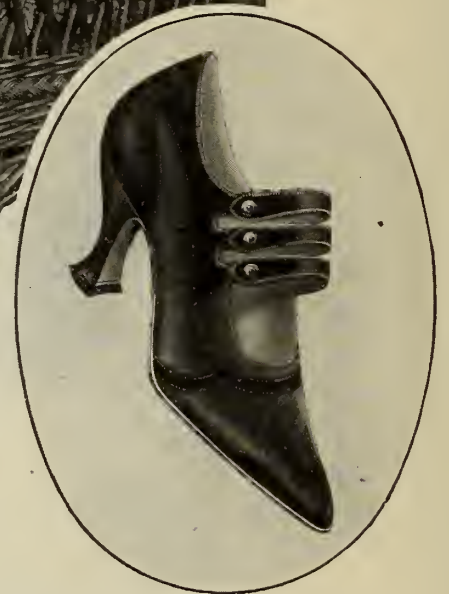
2298-2302 Chabot St.

Montreal



*Invictus*  
THE BEST GOOD SHOE

Snappy!



Those retailers who demand advance style combined with quality and workmanship insist upon INVICTUS

HERE IS A REASON :

E044/217—Beaver Suede Three Strap ; Russ. Tip, Ball Strap and Qtr. Green heel and Green Silk Piping.

Price \$7.50

Less 5 per cent. for 24 pr. lots of not more than two widths.

GEO. A. SLATER Limited

MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser

# 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

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

## Taking The "Ail" Out Of Retailing

**T**HE issue is squarely up to the retailer. A careful survey of the situation warrants the belief that for the coming season, wholesale prices have for all practical purposes, reached as low a basis as may be expected. If any changes occur they are more likely to be upward than downward. From reports carefully prepared by the JOURNAL from reliable sources, retail stocks are so low to-day that any quickening of the demand between now and the opening of the spring season will undoubtedly mean a stronger market.

In the meantime the problem is more than ever one of retailing. The "buyers' strike" is practically over. People realize that prices are down to a fairly stable basis and lack of buying is due to shortened purse strings rather than a tendency to wait for a lower market. The question just now is how to take the "ail" out of retailing.

The first remedy must naturally apply to the selling end, and suggests a vigorous sales policy. Advertising to increase the output is one of the readiest and surest means of sales promotion. The retailer must put his best brains and enterprise into increasing his output by making his goods known. There was never a time when persistent, scientific advertising could be used to better advantage.

The second step is to systematically attack the profit question so as to increase turnover. Success this year will necessarily be a matter of turnover. Retailers will have to be satisfied with a closer mark-up and make up for this with increased turnover. If a dealer has only been turning over his stock twice a year, he will have to make it work time and half or double time.

The third necessity is careful buying. To let the stock run down so as to lose sales is as fatal as overloading. The retailer all through 1922 will need to watch his step in buying, more than at any time in his history. Be ready to meet the demand even at the risk of buying a little too much. The policy should be to watch the stock as you watch the clock. Know what you have on your floor and keep pushing.

"WATCH AND WORK."



# The Truth In Business

*By Dr. Frank Crane*

Listen, young man! The cleverest man in the world is the man who tells the truth, and tells it all the time, not occasionally.

Sometimes you can profit by a lie, but it is like dodging bullets; you never know when you are going to get hurt.

Lying is a game. Sometimes it is a very exciting game. But it is essentially gambling. And gambling, any sort of gambling, is not business.

The fundamental laws of business are just as accurate and as well established as the principles of geometry.

It is hard to see this, for our visual range is limited. Most of us can see the crooked dollar coming today, but not the ten straight dollars it is going to lose us tomorrow.

Real business success is cumulative. It grows like a snowball. And the one thing that makes it keep on growing, even while we sleep, is our persistent truthfulness and dependableness.

If you put an advertisement in the paper announcing goods worth five dollars for sale at two dollars, and if the people come and buy, and find out the stuff is not worth ten cents, you may make a one day's gain, but you have alienated a lot of indignant customers and have started to saw away the posts that sustain your reputation.

If you have a store rented for a week only and purpose to conduct a sacrifice sale of goods that will make everybody disgusted who buys them, then perhaps you may lie with a high hand and a stretched-out arm.

But if you are in business to stay, and want regular, returning, increasing, satisfied and friendly customers, it will pay you to stick to the old-fashioned truth.

Exaggerating is lying. It does not take long for the people to get the habit of discounting twenty-five per cent of all you say.

If you continually overstate and vociferate you must keep on getting louder, until you soon become incoherent.

But if you habitually state only what is soberly, honestly true, by and by everything you say will be away above par.

A man's repute for truthfulness is as much a part of his capital as are his store and stock; so much so that he can raise money on it.

As civilization progresses, business becomes more and more an affair of credit, of trust. The very foundation of big business is trustworthiness. Therefore, if you are ever going to get beyond the peanut-stand and push-cart stage of merchandise you must establish a basis of dependableness.

There is not one thing in this world, young man, that can be of as much value to you as building up a reputation such that men will say, "his word is as good as his bond."

It is well to be clever and keen and Johnny-on-the-spot, it is well to look out for number one and to know a good bargain, but best of all is to have the world say of you:

"Whatever that man says can absolutely be relied upon."

# Cost of Doing Business

## Retail Shoemen at Chicago Discuss Cost of Operating.

**A**MONG the topics that caused the greatest interest amongst the dealers gathered in convention at Chicago was the question of the cost of doing business.

Mr. Katchinski, of San Francisco first described his method of taking care of mark downs. He said:—

"You gentlemen find this in business, I think: That at the end of the year when you take up your inventory you find your losses greater than you ever anticipated. Your reductions are greater. I'll tell you what we do. From experience, we started about seven or eight years ago, and every month wrote off for depreciation one-half of one per cent of our sales. As the style trend changed more frequently, we found out that we had to add to it, so to-day every month we write off as a reserve 3 per cent of our sales.

Now that will protect you against your losses at the end of the year because you know your losses are going to average about 3 per cent of your sales; you can thereby add that to your cost of merchandise and protect yourself at the end of the year.

You have protected yourself against an unlooked for loss and a greater loss than you anticipated, and your profit at the end of the year will thereby be greater.

A discussion of the cost to sell per man for salesmen evoked some interesting information. A San Francisco man said his cost was 9 per cent. Another dealer said his sales force cost him 9.6 per cent in 1917, 7.9 per cent in 1918, 10.2 per cent in 1919, 10.4 per cent for 1920, and he was ashamed to tell the figure for 1921.

The figure for New York stores, with high price shoes and high volume was about 7 per cent. On men's shoes the selling cost runs in New York about  $7\frac{1}{4}$  to  $7\frac{1}{2}$  per cent.

Mr. Katchinski of San Francisco, said they were considering putting all their men on a flat commission basis,  $6\frac{1}{2}$  per cent for men's shoes,  $7\frac{1}{2}$  per cent for women's shoes, and  $8\frac{1}{2}$  per cent for children's shoes. Discussing this with Dr. Copeland, the latter said "Be careful in making drastic changes in your compensation system when competition is so acute. Get out of your men all that you can. Raise the standard. Make everything possible so they can sell more shoes. Eliminate the slow man, make the fast man go faster. Give him all you can give him, instead of cutting him down."

Mr. Steifel of Memphis described his system. He said:—

"A year ago as we would hire new help we hired them on the basis of a small salary and a pretty fair percentage. In other words, we explained it to them that we are going to put you in business for yourself. You are in business. If we make money you are going to make money. If we lose, it is no more than right that you lose. We talked to them from a strictly business standpoint.

Now we have found that it is working successfully. We have told them that on dull days, ordinarily, when stores have dull days, you should work up a personal following enough to pay you a pretty fair salary. During the very very busy month you should put away some of that money and have it for the times when you are not going to be so successful in your pay. When you are not as successful and you are not making money, neither are we. You can't expect us just to pay you or to lose more

on account of sales.

## The Rent Problem

The problem of rentals with relation to volume was discussed at some length. It was shown that rentals ran from  $1\frac{1}{2}$  per cent to 15 per cent. The average store, however, should have a rental charge of less than 5 per cent on volume of sales. The concensus of opinion was that rentals should fall during the next three years, so that anything in the shape of a long lease should be avoided this year.

## Turnover

Mr. Chisholm of Cleveland outlined a system to increase turnover. He said:—

"To my mind, the way to get turnover is to make a budget system of your buying and know what you are doing. Your undesirable goods is what prevents you from getting your turnover. By getting a budget system of buying, and watching it, you won't have many undesirable goods. If you let your merchandise stay in your store too long, it gets very undesirable. The minute you make up your mind that you are stung, unload quick, and don't be afraid to take the gaff.

Mr. Reinkery of York, Pa., said:—

Last year I turned my stock three times. I don't know how successful I will be this year because I take my inventory on the first of February instead of the first of January, but I believe that the most successful way of getting a turn-over is to figure your sales and your purchases in pairs and not in dollars and cents. Fluctuating values these days do not permit of that, because if you are figuring on last year's prices on your turn-over, you can't get the same results this year unless you are figuring on sales and purchases by pairs.

The way to get a three-times turn-over naturally would be to have at no time more than a four-month supply of shoes on hand and in the process of making. In that way we will get a three-times turnover in pairs at least that may be more in dollars and cents due to the declining market at the present time.

Mr. Willson of St. Louis said:—

"I believe this question of turn-over is one of the most important ones today. My advice to you, gentlemen, and to myself, too, because I am one that hasn't turned as often as I should; otherwise, I'd have made more money: Don't try to buy all the shoes that the salesmen of the manufacturers have to sell. Instead of buying, perhaps, ninety-six pairs to a style, it may be well to buy seventy-two or forty-eight, and then place another order three or four weeks later for thirty-six or forty-eight pairs more. Keep them coming into your store twelve times a year. I am going to buy this year twelve times. I am going to buy during the twelve months at least twelve different periods, so as to have the goods coming in at all times. I am going out after four times turn-over and I believe that after the first six months is over I am going to begin to hit it, and I hope to hit three the first six months.

"Let us not get all the merchandise on to our shelves all at one time. We have been doing it in the past and I bet if to-day you men could lay your fingers on the table, most of you are carrying too much merchandise. From what I have been able to find out, that seems to be the complaint. You buy a shoe to-day at \$5, and in four weeks or ten weeks, perhaps, it has gone off a little bit. Those are market conditions over which we have no control. Why buy three or four or five months in advance? The manufacturer, in my opinion, will be just as well off in the end to have business coming in all the time than to try to make all the shoes in three or four or five months out of the year.

(Continued on page 44)



# The Permanent Inventory

**Desirability of Knowing Position of Stock as Well as Profits. Various Methods of Keeping Up Inventory.**

**Y**EARS ago a merchant awaited till the end of the year and then laboriously set about taking stock, trying to revalue goods that had been four or six years on the shelves, then striking a balance to show him whether he had made or lost money.

Modern merchandising methods have made it not only possible but essential that a retail merchant should know the state of his stock, how it moves, and what to buy to best advantage. To buy properly is even of more importance than selling.

This journal has demonstrated, from time to time, stock keeping systems which not only permit a review of sales and stock conditions, but allow a succinct statement of profits from week or to week, month to month.

Among systems for tabulating sales based upon the modern counter check book, contains the possibility of keeping tab on stock and this may be done in various ways as may best suit the store or business.

In the first place the goods themselves may be marked so that the salesman may enter on his slip the cost, as well as the sample number of the article, which is usually done for recording purposes. But if it be thought undesirable to burden the salesman with too much detail the affixing of the sample number and description to the slip should be sufficient.

The office should carry in some shape, a tabulated list of the lines sold by the store and the cost of same. If this list is properly prepared by number, it ought only to take a few seconds to hunt up the cost price of any line and the rest is easy. In most retail establishments an hour or so a day will suffice to total up the sales, figure out the costs and deduct from previous day's or week's inventory, leaving an exact statement of stock on hand.

Supposing the stock on January 1st was \$10,000 at inventory price and take it for granted that the store is departmentized as it should be, so as to afford a proper division of the stock for inventory and buying purposes, to the amount of stock is added at the end of the first week or month the amount of purchases from invoices. From this total is deducted the sum of the sales at cost figures which will show the actual amount of goods left on hand and the cost. To check this up by what is called a "physical" inventory ought to be quite possible at slack periods and is also desirable in order to discover discrepancies that may come through mistakes or even theft.

Where there is no means of tabulating individual sales for deduction from inventory another method may be followed, which while not quite as accurate and therefore as commendable, is better than no system at all. If a regular plan of mark-up by percentage is followed with the goods, the total sales may be taken for a period and the cost figured by taking off the percentage previously added. For instance, if the sales for the week are \$900. and a 33 $\frac{1}{3}$  per cent has been added to the price of the goods, the original cost and therefore inventory price would be \$675. which would have to be deducted from the previous week's inventory to arrive at today's value of the whole stock on hand.

But the real value of a good permanent inventory is to supply the merchant with an up-to-date survey of his stock and a thorough idea of what is selling. It

also keeps him posted on turnover which is today, the great factor in successful retail merchandising.

## Why Departmentize?

There are many reasons apart from stock keeping why a retail establishment should be departmentized. It is essential that a merchant should know the end of his business that pays and the lines that do not yield a profit. Some great surprises have been the result of the departmental plan of running a store. Why put money into a line that eats its head off in floor space, shop wear or sales energy? The time and space devoted to quicker moving goods would mean saving of capital, increased turnover and concentration of selling effort that always pays. The departmentizing of a business under a few heads is not a very large order and can easily be carried out with a little patience and perseverance. It is well worth the effort and will yield results in personal satisfaction as well as profit, well beyond any outlay of time, trouble or expense.

## An Essential System Of Records

**Dealing With the Work of the Harvard Bureau of Business Research Among Retail Shoe Dealers, at the Chicago Convention, Dr. Copeland said:**

**S**O far as the smaller stores are concerned, there is one feature of the accounting system that has not been given nearly the attention that it deserves. In this I refer particularly to the record sheets. During the first years of this research we found some retailers, not prepared to keep double-entry books, who were looking for a simple method of keeping their records. Through several years of study and experiment in this trade and in other trades, a simple system of record sheets has been worked out that furnishes all the facts needed for filling out the standard profit and loss statement with a minimum of bookkeeping effort. These record sheets are three in number.

"First is the daily record sheet on which are recorded the items received on account, payments on account, individual items of expense and the cash sales in total for the day. The only entries on this daily sheet are for those items that every merchant must record, unless he is to follow a practice that is perhaps best typified by a retail grocer whom we found keeping his accounts on a slate from which he erased previous entries as soon as he needed more space.

### The Use of Records

"The entries on this daily record sheet are transferred to the monthly record sheet, which has a full set of columns for the different items of the merchandise accounts and expenses, and the totals on the monthly record sheet are summarized on the yearly record sheet, which provides for a complete record by months.

"In other trades where similar record sheets have been used, we have learned that it takes only a few hours a month to keep this entire set of records. This is the least that any merchant can afford to do for his business.

"Although these record sheets are intended only for the smaller stores, a few large stores have utilized them as convenient forms for making out comparative summaries. Every merchant who is keeping double-entry books is advised to continue to use the double-entry system, but I believe there are still a good many shoe retailers not using double-entry books who would find these record sheets of particular value".



## Advertising Methods

The question of retail shoe store advertising was discussed at some length at the Convention in Chicago, and much that was valuable came out of the discussion.

Mr. Geuting asked for a statement as to the proper percentage of gross sales to spend in advertising.

Mr. Willson of Boston said:—

"This year ours was about two and four-tenths. I believe that varies. It is according to the location and your competition and the kind of business you have. In looking over the various reports I find it runs sometimes from a very small fraction of one per cent, according to the report of the Harvard Bureau up to, I believe, six or seven per cent in some instances. It would seem to me that you ought to spend probably two per cent on the average and three per cent might not be too high, although that depends, again, upon your business."

Mr. Chisholm said that advertising appropriations would vary with class of business.

Mr. Hart, of New York:—

"If I could only keep my advertising expense at 5 per cent, I'd be very lucky. The rates in New York City I believe are very much higher than any other city in the country. Of course, we have a tremendous population there but they make you pay for it. Our system of advertising is a question of a monthly budget. We approximate the volume of our sales and accordingly designate—at the present time we are designating 6 per cent as an advertising appropriation for that month. If our advertising manager can give us enough publicity to show us less than that amount, why we will take it.

Also, if our sales increase more than what we approximate them for, why the percentage accordingly is lowered. If we don't do what we think we are going to do, it is higher. It is a question entirely of volume of business. We are willing to spend for this coming year to keep our appropriation, 6 per cent of our gross volume of sales."

Mr. Caspari of Milwaukee asked:—

"Is it good policy for an advertiser, right now or as times have been, reduction of prices, to advertise a \$10 or a \$12 or \$15 shoe at regular prices? Without a cut. In every paper you see today you see a \$15 shoe cut to \$9.75, a \$12 shoe cut down to \$7.95. Unless you've got something to give away you can't get any results out of it. You can't advertise a \$15 shoe today at \$15. You've got to sell it at a reduced price and nine times out of ten the \$15 shoe they advertised is nothing more than a \$10 shoe at \$9.95.

"I don't think that question was answered whether or not it is advisable to advertise in times of depression or poor business as well as prosperous times. My observation has taught me that most merchants in a policy of retrenchment cut out advertising."

Mr. Steifel of Memphis, Tenn:—

"Our policy is to go after it all the time. We never stop whether it is good or bad. If it is poor business, we spend money to try, and get it when business is quiet."

Mr. Geuting said:

"There is a lot of advertising done which might be called social advertising or charitable advertising, such as program advertising for different churches and different schools and colleges and card parties and things like that. We are besieged all the time with advertising of that sort. We charge it up to charity, but I'd like to



Some American Ideas



get an expression of how you handle that and what you think of it."

Mr. Sebel of Mount Vernon answered:—

"Advertising of that nature is referred to our Chamber of Commerce. They must bring in an order from the Chamber of Commerce before any of our merchants entertain any of these local advertisers. Church affairs or programs or lodges or fraternal orders have got to be O.K'd by the Chamber of Commerce."

Mr. Hamilton of Council Bluffs:

"I can answer the gentleman's question on this charity advertising. We have a merchants' association. We have a secretary, and no merchant belonging to that association will patronize any of the charity or church programs or any other thing of that nature until it has been passed on by the advertising board of the Association and O.K'd. As the result, most of them are refused the O.K. and we don't have to spend much money in that line."

Mr. Johnson (Denver):—

"May I ask one question to get the sentiment of direct-by-mail advertising?"

Mr. Geuting:—

"I will answer that. It is pretty expensive nowadays to advertise direct by mail, and it is generally considered expensive advertising, more expensive than newspaper advertising and yet depending upon your locality and depending upon the conditions of your clientele, it sometimes is very good.

"We sometimes send out a circular to—for instance, we advertise a policeman's shoe—to policemen. We got out a circular and letter and sent it directly to 3500 policemen and it was very successful.

To which Mr. Willson replied:

"My personal opinion is that it is wrong for shoe men generally to advertise a \$10 selling for \$7 or \$8. If in your town or city everybody is advertising shoes, \$12, to \$15, marked down, if you should come out with one at \$12 and it hadn't been marked down and you couldn't sell them so, you probably couldn't get a great deal of business. I have found and I have talked to other people that do a lot of advertising, and when they put out leaders, instead of advertising the \$10 shoes altogether or the \$5 shoe altogether, they advertise the \$6 or \$7 or the \$8. That seems to get the people into the store.

If your salesmen are smart enough they can put it across when they come into the store. If they only want to buy a \$5, that is another thing to go into consideration. It may be well to mention that you carry shoes from \$5 or \$10 and advertise a \$7, I believe we will accomplish more on even prices than we will on \$6.50 and \$7.50. I think \$6, \$7, and \$8 for the average retailer in the United States is going to be pretty good selling."

Mr. Chisholm said:—

"There is another one that I think is pretty important in advertising. That is that we are going into a time and a season that seems pretty hard. We are all trying to cut our expenses. I am going to ask Mr. Geuting whether it would be a good thing in looking over our overhead to cut down our advertising or would it be suicidal to do that?"

"That is a pretty hard question. I have always been an advertiser. I believe in advertising. I believe if you've got a good thing and you've got good service to back everything you say, then advertising is a good thing. If you just lean on advertising and don't have your service, don't have your store and your goods up to the advertising, it is a slap in the face and your advertising brings you disgrace."

Mr. St. Leger of Toronto said:—

"I run a chain of stores, small stores, in the city of

Toronto, Canada. We advertise every Thursday in a hundred line space and advertise a special price on one line of men's goods, one line of ladies' goods, at popular prices. For instance, two weeks ago we made a run on men's goods or welt boot, sideline at \$4.95 a pair. In our four stores we sold about six times as many as we ordinarily would do on a hundred line space. That hundred lines in Toronto, Canada, a city of 600,000 cost us \$79 for each paper. We find it pays to advertise small stores in big cities as long as you don't advertise too often in the same week. We advertise it for Friday, Saturday and Monday specials."

Mr. Morgan of Boston:—

"Now there was a case that we could not very well reach by newspaper advertising. We thought we'd make a direct appeal to the policemen and we succeeded in it. Those are matters of judgment. I do not think that you can lay down any rules on it. Sometimes it pays and sometimes it doesn't."

Mr. Chisholm said:—

"To my own mind I believe there is no advertising done that is quite as effective as direct advertising. If it were possible for any of us to make a personal appeal to every possible buyer in our individual cities, I think that would get you more effect than anything else. I think the next nearest way to doing that is by what you call mail advertising. That is so very expensive that it is almost prohibitive, but I believe there is a way of doing direct advertising by letter through your newspaper, that you can write a letter if you wish and appeal to different sections or different classes of people. Take your newspaper, have a space, of about, we will say, 12 in., double six, and write a letter in that just as though you were writing an individual letter, and tell the people you are writing this letter "To You," and that will appear, we will say, once a week or twice a week or three times a week. You are getting it for a nominal amount, and if the letter is cleverly written, very interestingly written, I think it is only a question of time when you will get your direct mail advertising over to your customers through the newspaper."

(Continued from page 41)

Mr. Thomas, of Texas said:—

"I keep my sales departmentized every day now, upon a ticket on which it states whether it is a man's shoe or a man's oxford, whether the sale represents a woman's shoe or a woman's slipper, whether it is hosiery, findings—in fact, we have in an ordinary shoe store about nine or ten different departments.

"Every night the sales are posted to those different departments. The next morning the totals of the sales of the day before are placed upon my desk and I know exactly the different departments that are doing the business. Last year my hosiery department showed a volume of business of \$10,000 on an investment of \$1,500. Can you beat that? But I wouldn't dare tell you my turn-over in some of the other departments.

"The truth that was revealed to me was startling. It almost scared me out of my boots, and it made me determine that there are certain lines in my shoe store that must be eliminated entirely or else we must do more business for the amount of investment that we have in these departments.

"So the great thing, gentlemen, it seems to me, is for us men to know where we are doing the business and strengthen those departments and cut down the investments in the departments where you are not doing the business."



# What Can Be Done?

## Ontario Shoe Dealer Voices Some Complaints and Suggestions.

We are in receipt of an interesting communication from a man who wishes to be known as "An Ontario Dealer". He gives utterance to some thoughts that have been in the minds of many dealers throughout the country, and also makes some suggestions of a constructive nature which are worthy of consideration by the trade. Here is the letter:

Dear Sir:-

The retail shoe dealer's lot these days is hard enough under ordinary conditions and we are all of us figuring how we can keep moving, keep our business going ahead, or at least holding its own. But it would seem that troubles do not come singly. Along with difficult times, and probably brought on by those times, comes a series not only of failures, but failures of a more or less doubtful character. There has crept into the shoe trade, as well, I suppose, as the other trades, a class of merchant who certainly do anything but raise the status of the shoe business; who make it hard for the established merchant to conduct a profitable, straightforward business; who cost manufacturers, wholesalers and retailers real money; and who also throw temptation in the way of the honest dealer who is hard put to it to make a go of it under trying conditions.

These men, who are in all parts of the country apparently, do not care whom they harm, so long as they come out on top themselves. They seem willing to adopt any sort of shady practice that is within the law, and it would seem that there is nothing to prevent their getting away with it. Further, it is reported that the dealer who wants to climb out from under at a profit, leaving his creditors and competitors holding the bag, can obtain expert advice as to how it can be best and most safely done.

I understand that manufacturers and wholesalers in the shoe business were taking action to investigate and stop the practice, but to date they have apparently made little or no progress. And let me say that if some action is not taken by the trade in the form of regulations, or legislation, the conditions are going to get worse, instead of better. For the dealer who has been playing the game, taking his losses, and figuring on staying with it, is going to feel that he would be ahead of the game by assigning, buying his stock in cheap in some other name, and starting afresh at the bottom of the market.

It should be plain enough to jobbers and manufacturers, that permanent, legitimate trade is more valuable to them than this transient, fly-by-night stuff. And if they don't wake up to that fact, they will pay even more dearly for their lesson than they have been doing.

Another practice that I notice is selling standard grades of shoes at invoice cost as leaders to delude the public into the belief that all the goods in that store are on a similarly low basis, and that neighboring dealers are profiteering. Some manufacturers have already checked this practice where it has been observed, but it is something that should be constantly watched.

The above are two of many fields in which an organisation such as the N.S.R.A. could take action, and make itself felt. I am strongly in favor of an association of the retail shoe dealers of Canada, and will continue to belong just as long as I feel that I am getting something for my money, or at least getting a run for it. I can quite appreciate that the average shoeman like myself, has not much time to give to anything but his own business, and that the men at the head of the association are very

busy. But I believe a year, or a year and a half, is too long to wait to hear what has been done or what is planned.

As I understood it, when the N.S.R.A. was formed, provision was made to have frequent meetings of local and provincial groups. Why can't this be started in Ontario? What is there to prevent the Ontario dealers gathering for a day at least, some time this spring? I don't mean any elaborate convention or programme of entertainment. Let us get together for a talk feast, like they had in Chicago. From what I hear, that is the sort of thing we want in our Canadian meetings. When I go to a convention, I go for business, for what I can hear and learn that is of direct use. And I certainly think this Spring, Ontario dealers should gather to talk over their troubles.

If the N.S.R.A. are looking for suggestions for things that should be handled, I would point out the above matters for their attention. Possibly the executive have already given them some thought, along with questions of false advertising, misrepresentation of goods and policies, smuggling, etc.

Another thing that the association might do is to work with shoe and hosiery manufacturers on colors. It is sometimes impossible to get hosiery to match the shoes, and for this reason I have lost a good many sales, not only of hosiery, but of shoes.

I feel very strongly on these subjects. I am enthusiastic about the shoe business and any organisation that will help it. That is the reason I have written you at some length, as I believe a full airing of our troubles is more necessary than any other one thing in the business today.

Yours truly,

"An Ontario Dealer."

Peter Doig's suggestion that the "uppityness" of the shoe wholesalers in discarding the name "jobber" ought to be worth at least twenty-five cents a pair to manufacturers caught on. What's in a name anyway?

That there is plenty of talent in the shoe trade without going outside was amply demonstrated at the social functions at the recent convention. J. D. McFarland of Edmonton can hold his own with any rank outsider when it comes to a good song.

Jos. Tanguay is a singer as well as an orator of note. His "chanson" at the "Smoker" made a great hit. The boys have been "yodling" ever since.

### CANADIAN SHOE RETAILERS PLEASE NOTE.

The present issue of the Shoe and Leather Journal is devoted for the most part to an account of the proceedings of the conventions of the Shoe Manufacturers' Association of Canada and of the newly formed Shoe Wholesalers' Association of Canada.

We draw your attention to this fact because we wish to urge every retailer in Canada to follow closely the thoughts and actions not only of his own branch of the trade, but of the related branches. The proceedings of these conventions hold much of interest to the retail trade, while the addresses given at those meetings contain just as much information for the wide-awake retailer as for the manufacturer or wholesaler.



## Keeping Step With The Times

**T**WENTY-FIVE years ago Mr. Mark Mundy started in the retail shoe business in Galt, Ontario, locating on the main street of what was then nothing more than a promising town. Since that time, Galt has developed to be one of the most progressive manufacturing centres of Canada, and step by step, the Mundy establishment has kept pace with the growth and development of the community. Five years ago, Mr. Mundy moved into larger quarters, and last September again moved into what is one of the most modern and up-to-date shoe stores in this part of the country.

The staff of the store consists, in addition to the proprietor, of Miss Mundy, Mr. Frank Burgess, and Mr. C. L. Mundy, together with additional special sales people in the busy season. Mr. C. L. Mundy has been connected with the store for about eight years, with the exception of three years in the service overseas. Mr. Burgess has been with the firm over five years.

One of the features of the store is the foot relief department. Some five years ago, Mr. Mark Mundy graduated from the Scholl School of Practipedics, after which he established the above department, in which he personally takes great pride, and through which he has had exceptionally gratifying results, and has made many new customers and friends.

One of the results of his studies along these lines has been the establishment of the principle that all customers must be properly fitted rather than just sold shoes. He believes, moreover, that the wear of a shoe is in great measure dependent on its fit. If a customer insists on taking a small or improperly fitting shoe, it is marked in the lining, so that it can be identified should complaint be made at a later date. Particular attention is paid to the fitting of

children, the better lines of shoes being carried. And Mr. Mundy has had the satisfaction of correcting the feet of several children, which had been almost deformed through footwear that was not correct nor suitable in fit.

The new store, as can be seen from the illustrations, is modern, complete, and well laid out. The front of the store is green onyx at the base, with metal framed windows. The entrance is paved with mosaic tile with colored border. The floor of the display space is of polished oak, while the background is formed of a window effect consisting of mirrors. Very attractive fixtures are used, and the windows lend themselves to display of all classes of footwear, from sturdy shoes to the most luxurious types.

The interior effect is simple and yet effective. Stocks are carried in shelves with uniform cartons at a height that can be reached from the floor. Permanent opera chairs for customers extend in a line from front to rear of the store. Attractive floor lamps, wicker tables, and plants help to take away from the severe or commercial effect. Full length mirrors are let in the walls on both sides, for an effective display of footwear on customers.

At the rear of the store is a department specially devoted to children. Small chairs in a row on a raised platform accommodate the small customers, where they can be fitted without stooping. Naturally, the stock of children's shoes is also located in this section.

A pleasing feature in this department is the illustration of animals, nursery rhymes etc., that forms a frieze about the walls, above the cartons.

Mr. Mundy may well feel proud of his achievements, and may feel that his present establishment is well suited to the needs of his community, and is in line with the most advanced progress in shoe retailing in Canada.



Entrance to Mark Mundy's Store



# Resolutions Passed At Chicago

Among the Resolutions Passed by the Convention of the N.S.R.A. of the United States at Their Recent Convention, Were the Following:—

**T**HIS master resolution is given for all merchants to use in their publicity and is referred to the executive committee for general and national distribution:

The National Shoe Retailers' Association, of which I am a member, in its eleventh annual convention, declares that it is keenly alive to the necessity of giving the consuming public utility, service and style at prices which will attract buying. Merchants from all parts of the country gathered to perfect themselves in the economics of getting more shoes sold right, for no article of wearing apparel is so important in its functioning as footwear. No country on the face of the globe gives to its people so much in value and style in comparison with the daily wage per person. Merchants are eager to serve and are themselves students of every possible economy in production and distribution and to that end assemble periodically, for better merchants come through merchant betterment.

Be it resolved, That it is imperative for the welfare of all branches of the shoe industry and the buying public that we strongly recommend to the members of the National Shoe Retailers' Association, and all retail shoe merchants, 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 through their ability to place their raw material needs without interfering with the law of supply and demand through the placing of tremendous aggregate orders at a date too close to the expectant date of delivery.

Be it resolved, That advertising is a potential force in the building of business, and that co-operative local effort is recommended on the part of members in gen-



A Late Parisian Shoe

eral to renew the confidence of the public, in which fairness of prices and service are emphasized. We urge every member to become an active member in the better business bureaus and advertising clubs of their local community.

Be it further resolved, That the members of our organization become affiliated with local, state and national organizations interested in public affairs to the extent that the business men should become a stronger factor in the affairs that vitally interest the business of this country.

Be It Resolved, That the reciprocal relations with brother shoe merchants of Canada be heartily encouraged, for as time goes on the scope and development of the business of retail shoe merchants will become one of international concern to all shoe men; be it further

Resolved, That official recognition be taken of the splendid attendance by Canadian retail merchants, who, by their presence at this convention, have attested their interest in the value of international co-operation; be it further

Resolved, That we extend to all shoe merchants' associations a hearty welcome at all times and will facilitate their association work by giving them all data from our record and experience for the betterment of their organizations.

Interior of Mark Mundy's Store





# Shoe Manufacturers' Association

**Great Meeting of Shoe Men at Montreal—Most Representative Gathering in the History of the Trade—Important Business and Social Event.**

THE third annual meeting of the Shoe Manufacturers' Association of Canada, was the best attended and most promising in results of any yet held by this very live organization. The register showed an attendance of over a hundred and fifty including representatives of allied trades and the programme was the most ambitious yet attempted, the addresses covering a wide field of business and practical discussions. While the entertainment was in keeping with the reputation for hospitality for which Montreal has always been famed, it was not allowed to interfere with the more serious aims of the organization in placing before the members, questions of vital moment to the trade. Amongst these were "The Bankruptcy Law," "Credit Problems," "The Industrial Outlook," "The Sales Tax," "Sole Leather Situation," "Upper Leather Trade Conditions," "Canadian Shoe Manufacturing Methods," "Practical Cost Accounting," "Export Opportunities," "Packing and Shipping" and other subjects of prime interest to all branches of the trade.

The addresses were in both French and English as were also the discussions and a pleasing feature of the whole affair was the good fellowship as well as the harmony developed by the exchange of views by not only manufacturers of different lines, but those of the two races so intimately associated with this native Canadian industry.

Not the least pleasing feature of the gathering was the presence of a goodly number of shoe wholesalers and leather men and the greetings brought by those as well as retailers from their respective organizations. The harmonious co-operation of the various sections of the industry in Canada augurs well for its future and encourages the hope that not only will their relations become more harmonious but the results bring to greater efficiency the production and distribution of Canadian made shoes.

## WEDNESDAY MORNING SESSION

The Wednesday morning session opened with an address of welcome by President Daoust in both English and French. Mr. Daoust, on behalf of the City of Montreal and the shoe and leather trades expressed the hope that the sojourn of the visitors would be both profitable and pleasant. They had many important matters to come before them and they had a list of able speakers who would put before them subjects for their consideration, of undoubted importance to their industry. He might be expected to say a word or two more or less definitely with regard to the shoe and leather situation and, as on other occasions, his statements had been misunderstood or misquoted, he would ask their indulgence if he placed his views before them in writing.

### President's Address.

The shoe manufacturing industry has been unfairly criticized during the past year by those who apparently do not understand why prices of shoes still are higher than in 1913-14.

Let us consider the necessary steps in the handling of a country hide from the farmer to the wearer of shoes. Hides may be quoted at 5 cents per pound at country points, but this means a cost of 10 to 11 cents per pound to the tanner. These hides usually are collected by a small dealer, who goes about a section of country with a rig and picks up perhaps 20 to 25 hides per week, probably from as many farmers. The average weight of such hides is about 40 pounds and the dealer must add at least 2 cents per pound to the price which he pays, in order to cover his expenses and give him a small return for his work.

The small local collector ships the hides to large dealers in the principal cities and to the prices received by the small dealers there has to be added freight, and the cost of salt and salting. The large dealers must maintain a warehouse and employ men, at double the pre-war wages, to sort by kinds, grades and weights, the hides which arrive in mixed lots and to do other work in connection with the business. Those selections which are in small demand have to be sold at an advance of perhaps one or two cents over the price paid to the country collector, and for the better selling selections it is necessary to charge an advance of 3 or 4 cents per pound.

The tanner represents the next link in the chain. He buys hides from the large dealers and the invoice price to him is increased by about one cent per pound on account of freight, brokerage commission and sales tax. At this stage the hide is only a raw material; it must still undergo expensive operations to convert it into leather. Tanning materials and dyes cost approximately twice as much as before the war. Machinery and most tanning supplies have to be imported and their price is increased by exchange, freight and sales tax. Coal, which is a factor of large importance in the tanning industry, costs twice the pre-war quotation. Tannery wages are 60 to 75 per cent higher than in 1913-14. Overhead expenses have to be distributed over a smaller output than when leather was in greater demand and the necessary overhead cost per unit of product consequently is higher.

The tanner also is required to pay taxes, at rates much higher than before the war, to the Federal, Provincial and Municipal Governments.

The public ought also to understand that there is little demand at the present time for split leather for use in manufacturing shoes and the price of the grain leather has to carry the major part of the cost. But notwithstanding all these factors, which in the aggregate involve a large addition to the cost of manufacture, leather from cowhides is only about 25 per cent higher in price today than it was before the war.

The tanners have passed on to their trade the entire saving in the cost of leather which has resulted from the reduced price of hides.

Moreover, if hides were given to the tanner free, it would not be possible under present conditions to reduce the price of shoes to the public by more than \$1.50 per pair, even in the case of shoes which sell retail at from \$6 to \$7 per pair. Working shoes of good quality can now be purchased by the public for \$4 to \$5 per pair and if there were a demand for split leather boots as was the case before the war these could be purchased for much less.

All of the great number of items in the shoe manufacturers' costs are much higher than in 1913-14. Many have doubled. Labor costs 50 per cent or more above the pre-war rates. Fuel costs much more.



Taxes add still further to the shoe manufacturers' costs. Distribution expenses are higher and travelers in many cases have to make several calls where formerly one was sufficient. Salesmen's expenses are probably 75 per cent greater than in 1913-14.

Some people appear to think that wages and leather are the only two items in the cost of footwear, whereas there is much machinery and many materials and supplies as well as overhead costs and distribution expenses to be taken into account. Nevertheless manufacturers' prices for shoes are not more than 35 to 40 per cent in advance of those prevailing in 1913-14.

The Shoe manufacturers have lowered their prices to an extent which passed on to the public all the reduction which has been made in the price of leather and other materials and supplies.

Cost of production determines the prices at which we sell our products and present production costs make impossible any further reduction in manufacturers' prices for shoes under present conditions.

In the foregoing remarks, I have dealt principally with the situation in regard to shoes made from leather produced from country hides as sold by farmers and country butchers.

Most of the calf skins and goat skins which are the raw materials for the calf and kid leathers used in the finer lines of shoes are supplied from other countries. But it is equally true of these finer shoes, as of shoes made from side leather that they are being sold by the manufacturers at prices as low as such footwear can be made to sell at, under present conditions and that the manufacturers' profits, if any, are exceedingly small.

#### SECRETARY'S REPORT

Following President Daoust's address, the Secretary, Mr. L. Theoret, gave his annual report as follows:

The present membership of the Association is 111 as compared with 99 at the time your present secretarial organization was appointed last Spring. Seven-

teen new members have been added during the last 10 months. On the other hand we have lost four members, who have failed or discontinued manufacturing business, and one other by resignation. Consequently the net gain in our membership has been 12. In the above figures we have included the name of two companies, the membership applications of which have been approved by our Executive Committee but fees not yet been paid.

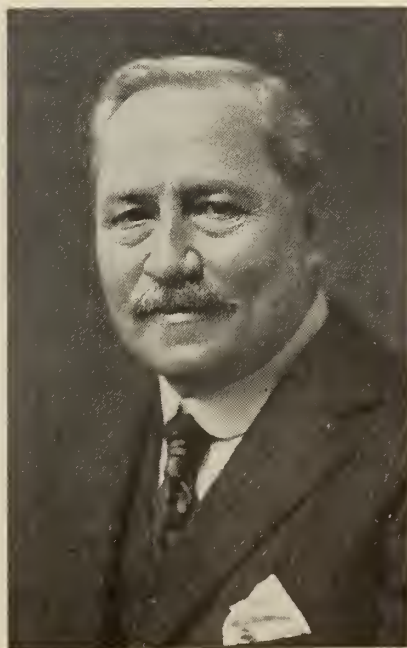
Our membership today represents probably 85 per cent of the Canadian production of leather footwear, as most of the firms which are not yet in membership with us are quite small. During the coming year, however, an attempt will be made still further to increase the membership. It may be of interest to you to note that while only 4 member firms have failed or discontinued manufacturing since the armistice, no less than 26 non-member companies have failed or gone out of the manufacturing business. The Association, of course, does not claim the credit for this showing, but it is nevertheless true that in the main our members represent the most progressive and substantial shoe manufacturing companies.

The Manager in his report will refer to the various services of the Association, but I wish briefly to quote some figures indicating the extent of our activities during the past eight months. We have printed and distributed in both French and English more than 160,000 leaflets. For our publications of Shoe Industry Facts we have had several hundred requests from wholesalers and retailers in all parts of the Dominion. We have issued to our members during the last 10 months 39 issues of our confidential circular service, the distribution amounting to some 6,000 copies. In addition to our circulars we have sent out approximately 10,000 letters during the last 10 months and, including copies, the Secretary, has written approximately 5,000 statements for the information of our members or in connection with the publicity work of the Association. You may be interested also to know that, as a result of the pub-

Officers Canadian Shoe Manufacturers' Association 1922



J.D. PALMER  
1st. Vice-President



JOS- DAOUST  
President



J.E. WARRINGTON  
2nd Vice-President



licity given to our prize competition, we have had 700 sketches submitted to us. These are on display in the room at the present time and you are invited to pass your judgment upon them.

At the conclusion of the Secretary's report the Manager, Mr. S. Roy Weaver, presented his Annual Financial Statement, followed by his Annual Report. Mr. Weaver gave a short introduction in French, which was received with enthusiastic applause.

### MANAGER'S REPORT

The members of the Association have been kept informed of our activities by means of our circular service and I wish to thank all who have co-operated with us to make this service a success and of value to our members. Association work often is hampered by a desire on the part of the members to receive information, but a reluctance to give it, but many of you during the past year have shown a genuine willingness to co-operate with one another through the Association in order that the best interests of the industry as a whole may be advanced.

The past nine or ten months have been largely in the nature of a trial period. It has been necessary for us to spend considerable time in soliciting new members and it has not been possible for the Manager and the Secretary to call at all the factories and get acquainted personally with all the men in the industry. During the coming year we are planning to keep more closely in touch with you.

We believe that it is preferable to progress slowly and only after thorough consideration and much of our work during the past year has been preparatory in character. It is our hope and expectation that the benefits of some of our study and preparation will be realized by you this year. We can, however, point to some positive accomplishments during our tenure of office to date. These can only be referred to briefly and without taking time for detailed explanation:

1.—Publicity Services: These are four-fold in character: (a) Issuance of news statements to the press; (b) publication and distribution of leaflets to the trade and public; (c) reply to unfair criticism of the shoemanufacturing industry in the press or elsewhere; (d) miscellaneous services including occasional addresses. The Secretary has given some figures relative to the distribution of our publications. We believe that the several issues of Shoe Industry Facts can be made a medium for educational work of very great value and we plan to publish additional issues during the present year. Moreover, it will be our aim to reply to all unfair attacks on the industry and to let no misleading statement go unchallenged. Our members can help by bringing any such statements to our attention.

2.—Information Services: Our circulars to our members serve as an agency of information and we believe that they are appreciated. You will have noticed that our services in this connection are steadily being widened as we find new ways in which we believe that we can be useful. Besides our general services, the Association has answered a very large number of individual inquiries dealing with a great range of subjects.

3.—Proposed Freight Classification No. 17: The Association has opposed the new freight classification proposed by the railway companies, which if adopted would involve a 50 per cent increase in freight rates on boots and shoes. There is little probability of the new classification being adopted

this year, but the Association can be depended upon to do all in its power to protect your interests in this matter.

4.—Standardization of Shoe Cartons and Shipping Cases: A revised list of standard sizes for shoe cartons has been prepared and the Executive Committee of the Canadian Paper Box Manufacturers' Association has recommended to its members that a special trade discount of 5 per cent be allowed on all purchases of shoe cartons in such sizes. This recommendation does not necessarily commit every individual member of the Canadian Paper Box Manufacturers' Association, but many of the box makers are now giving the discount and we believe that all the shoe manufacturers will be able to get it.

5.—Investigation of Assignments and Proposals of Compromises or General Extensions of Time: The Association has been active in this matter during the latter part of 1921. In addition to giving a service of information to the members, important recommendations have been passed by joint meetings of shoe manufacturers and wholesalers at Montreal and Toronto and an arrangement has been made with The Canadian Credit Men's Trust Association, Limited, which already is proving productive of good results. Most of our members and many wholesale shoe firms have pledged themselves not to accept any compromise proposal until after the case has been investigated by The Canadian Credit Men's Trust Association, Limited, and reports made to the creditors both by The Canadian Credit Men's Trust Association, Limited, and by a Trade Creditors' Committee. We believe that these arrangements will do much to prevent unnecessary or fraudulent compromises or assignments. A number of thorough investigations are being made at the present time and in several cases it has been found desirable to employ detectives. In some instances the firm attitude of the creditors has resulted in a substantial increase in the amount offered by the debtors, but, so far at least as a certain class of traders is concerned, it is desirable in most instances that offers of compromise settlement should be rejected. The time has come when for the protection of the creditors as well as in fairness to honest merchants who pay their rightful obligations, it should be understood that composition offers will not be accepted, except after searching investigation and then only when the conditions are such as to warrant settlement otherwise than through assignment. The great majority of honest retailers are thoroughly in sympathy with the steps which have been taken by manufacturers and wholesalers in this regard.

6.—Sales Tax: The Association issued a special circular to its members explaining the changes made last Spring in the Sales Tax legislation. A recommendation in regard to charging the tax was also made by our Executive Committee and we believe that most manufacturers, other than those combining manufacturing and jobbing businesses, are showing the full 3 per cent tax on their invoices covering sales to the retail trade, instead of showing only half of the tax on such invoices and attempting to absorb the other half of the tax in the selling price of their shoes.

7.—Marking Law: The enforcement of the Marking Law has been postponed, but it is of interest to point out that the Shoe Manufacturers' Association of Canada was the first trade group to obtain for its members an official analysis of the application of the Marking Law to all the commodities im-



ported by such members. In this case the information was not of much value, owing to the suspension of the law, but the Association is prepared to keep a close watch on legislation, not only to see that the legitimate interests of the shoe trade are safeguarded but also to keep you informed whenever such legislation affects your interests.

8.—Reports to the Government: As a result of representations from this Association, the Dominion Bureau of Statistics has agreed to simplify the Boot and Shoe Supplement to the Annual Census of Industry. It is believed that in the amended form the questions can be answered more readily by you than was possible with the form in use last year.

9.—Classification of Import Statistics: The Association has been successful in its representations to the Government to change the classification of imports of boots and shoes so as to give more detailed information in a form which will be of greater value than the present system. This change will be effective from April 1, 1922, the beginning of the new fiscal year.

10.—Dumping of Foreign Shoes Into Canada: The Association has been investigating this practice and in at least one recent case was successful in getting an inquiry by the Government, which proved that the shoes were brought into Canada under an invoice value which was improperly low. A re-appraisal was made and the importer was required to pay duty on the higher valuation. The Government's own findings in this case prove the contentions of this Association that shoes are sold for export to Canada at prices in some cases substantially below the cost of production, in order to dispose of surplus stocks without putting such stocks into competition with the regular lines in the home markets of the foreign producers. We believe that despite the abnormal conditions abroad the dumping of shoes into Canada has been considerably restricted, since foreign exporters have found that steps were being taken to check the practice.

11.—Claims in Connection with Footwear Alleged to be Defective: The leniency of the manufacturers in allowing claims has been abused in many cases, and, in order to help to check such abuse, the Association has prepared a statement of policy which will be printed on wall cards and distributed to shoe merchants throughout Canada. Along with such cards it is proposed to issue Shoe Industry Facts No. 4, which deals with the proper care and treatment of shoes and emphasizes that the manufacturer or the dealer cannot be held responsible if shoes are abused.

12.—Cancellation of Orders or Return of Goods Without Just Cause: The Association has taken steps to deal with this practice and it may be noted that in many cases manufacturers have closed the accounts of dealers who are notoriously unfair in their business relations.

13.—Trade Terms, Dating, and Discounts: These matters have been studied and considerable information assembled. Consideration will be given by the new Executive Committee to the possibility of effecting a larger measure of uniformity in such matters, as has been done in Great Britain by the Federated Associations of Boot and Shoe Manufacturers.

14.—Exhibition of Canadian-made Shoes: Plans are being prepared for an exhibition of Canadian-made shoes at the Canadian National Exhibition this year. A fine space can be secured and it is planned to divide showcase space amongst the manufacturers who wish to participate and to have a central platform upon which Canadian boots and shoes of all grades and classes will be shown by living models in appropriate costumes. This will be an exhibition directly to the public and we believe that much can be done in this way, at comparatively small cost, to demonstrate the wide range of styles of Canadian shoes, their attractiveness and other merits.

Other activities are planned and we shall endeavor to keep you advised as these plans develop. During the past year several district meetings have been held to consider matters of importance. It is

Officials Montreal Shoe Manufacturers' Association



S. ROY WEAVER  
Manager and Treas.



MR. PETER DOIG  
Chairman Reception Com



L. THEORET  
Secretary



hoped that arrangements can be made for at least quarterly meetings of our members by districts during the coming year, and, of course, special meetings will be held as required. Such meetings are not without value and we believe that, if matters of general interest can be submitted for consideration, the manufacturers will be glad to attend.

In concluding, let me urge that the success of the Association's work during the coming year depends upon the interest taken in it by the individual members. With your co-operation we believe that we can give worth while service.

#### REPORT OF EXECUTIVE COMMITTEE

The Executive Committee during the past year held five meetings in Montreal and one in Quebec. In addition, the Committee has been kept informed of the work of the general secretarial organization and the members have given their advice on various matters. The Manager will report on the general and special activities of the Association in 1921 under the direction of the President and the Executive Committee.

Pursuant to a resolution adopted at the last annual meeting of the Association, the Executive Committee last Spring appointed a Manager and Secretary to succeed Mr. Henri Viau. Under the arrangement made with the Manager, temporary office accommodation was secured in Toronto, without additional cost to the Shoe Manufacturers' Association.

At the last meeting of the Executive Committee a new arrangement was made with the Manager, under which he will now devote the major part of his time to the work of the Shoe Manufacturers' Association of Canada. Subject to the approval of the general membership, the Executive sanctioned continuance of the work of the Association from Toronto temporarily, until the work of the Association reaches a stage which will warrant the Manager in moving to Montreal or until he can make arrangements under which such transfer will not involve him in financial loss.

The new secretarial arrangements and other considerations make necessary a change in the Constitution. A revision has been made, notice given to all members, and you will be asked to take action upon the new draft at the closing session of this Annual Meeting.

The expenses of the Association this year will be higher than those in 1921, and with production in 1922 considerably reduced and with lower prices prevailing, the scale of fees prescribed in the present Constitution will not suffice to meet the necessary cost. We believe, however, that the new secretarial organization will be able to give a service which will justify an increase in fees, sufficient to enable the Association to carry on efficiently and effectively. Accordingly a resolution providing for fees based on a rate per \$1,000 of sales during the preceding year will be submitted for your consideration through the Committee on Nominations and Resolutions.

Your Executive Committee believes that during the past year some work of value to the industry has been done and that additional activities upon which the Association has entered and upon which you will be advised in due course will be productive of substantial benefits.

Following the reports of the Secretary, Manager and Executive and their formal adoption, President Daoust introduced the first speaker on the pro-

gramme, Mr. L. P. Deslongchamps, Vice-President and Treasurer of the Slater Shoe Co., who gave a splendid address on "Some Inequalities of the Bankruptcy Law." Mr. Deslongchamps showed himself master of his subject and pointed out many glaring inconsistencies in the Act and some much needed alterations. He spoke in French and the paper with a summary in English will be found on another page.

He was followed by Mr. John Myles, General Manager of the Columbus Rubber Co., who took up the question of "Credit Problems" in which he discussed the necessity especially at the present time, for a thorough and patient handling of the question of credits. He pointed out the fact that character as well as financial standing, should be taken into account and condemned the looseness with which credit was given. His remarks are reproduced fully elsewhere in this number.

The time was so short that Mr. J. C. Jackson, auditor of the Claims Department of the Canadian Pacific Railway Co., summarized his address. He referred to the fact that shoes were in the same class with regard to pilfering practically, as liquors and tobaccos. He thought that the Association, by encouraging careful packing could remedy the evil to a very large extent. His views are given at length on another page.

#### TANNERS' LUNCHEON.

The meeting adjourned at 1 p.m. and luncheon was served in the Rose Room of the Windsor Hotel by the Tanners of Montreal. At the conclusion of the report, the delegates and visitors were entertained by a most witty and pointed address by Rev. Dr. Allen, who touched upon some of the salient features of business and especially of shoe manufacturing in a way that kept the audience in roars of laughter.

#### WEDNESDAY AFTERNOON SESSION.

Greetings were presented by Ralph Locke, President of the newly formed Shoe Wholesalers' Association of Canada, who said:

"The Shoe Wholesalers' Association of Canada is a newcomer in the family of the shoe industry. It was born only yesterday, and you will, I am sure, not expect a speech from us at the present time. Our meeting yesterday was attended by representative wholesalers from all parts of Canada, and they declared unanimously in favor of an arrangement under which both the Shoe Manufacturers' Association of Canada and the Shoe Wholesalers' Association of Canada would be served by the same secretarial organization. We understand that the Executive Committee of the Shoe Manufacturers' Association already has indicated its willingness that some such arrangement should be made. Manufacturers and Wholesalers may have occasional differences, but in the main their interests are much alike and we believe that closer co-operation between the two groups will be to the advantage of both, and for the good of the industry as a whole. We believe that the Executives representing these two Associations should get together occasionally around a table for a frank discussion of matters of interest and concern to both. We want to be fair to you and we only ask that you give your best consideration to our representatives.

Our meeting yesterday adopted three resolutions. These will be handed to your Secretary and perhaps can be considered by your Committee as Resolutions or at least by your new Executive Committee. We



shall be glad to meet your representatives to talk over these matters at your convenience.

The formation of a Shoe Wholesalers' Association of Canada has not given us an exaggerated idea of our own importance or dignity, but if there is any other suggestion which I can convey to you from our meeting yesterday, it is this: The wholesalers themselves would like to have the word jobber discontinued as applied to wholesale distributors of shoes. We are going to try to substitute the word wholesaler, and we hope that you will do the same.

Mr. Geo. G. Gales, past president of the National Shoe Retailers' Association then addressed a few remarks to the Association, congratulating the officers and members upon the splendid gathering. He assured those present of the hearty support and cooperation of the National Shoe Retailers' Association in anything that made for the general good of the shoe trade of Canada and assured them that the retail trade was thoroughly in sympathy with the idea that all branches of the industry should work together for the elimination of evils and the perfecting of ideals in shoe manufacturing and distribution. He congratulated the manufacturers upon keeping abreast of the times in the quality and price of their productions.

The next address on the programme was that of "The Industrial Outlook" by Mr. Arthur Surveyer, Consulting Engineer, Montreal. It was an able and discussive treatment of present conditions and future prospects of business. It was pronounced one of the best papers given at the conference and will be read by all branches of the trade with interest. It is given in full on another page.

Mr. Frank Knowlton, General manager of the United Shoe Machinery Co., of Canada, is always practical and informing. His address, this year while entitled "Canadian Made Shoes" took the character of a discussion of shoe manufacturing methods or how to get the best results from the various methods employed in modern shoe manufacturing. He gave some interesting figures as to production and pros-

pects for 1922 which will be found valuable to all connected with the selling as well as making of shoes. His address is reproduced in full elsewhere.

Mr. A. Belanger, Principal of the Montreal Technical School was to have delivered an address on "Technical Education for Shoe Workers," but was unavoidably absent. President Daoust explained that the Executive Committee had interviewed the government with a view to increasing its facilities for giving attention to shoe manufacturing methods and had been assured that when the present plant was enlarged, the matter would be given the fullest consideration. The Executive was also in touch with the Ontario Government with regard to the Toronto Technical School, where the same lack of facilities existed. They hoped during the coming year to be able to report substantial progress with regard to technical education.

### SUPPER AND SMOKER.

At seven o'clock a Supper and Smoker, presided over jointly by Messrs. Norman McFarlane and Adolphe Lecours, was tendered to the delegates and visitors by the Montreal Shoe Manufacturers.

After the toast to the King, Mr. F. S. Scott arose to express the thanks of the company for the splendid entertainment. In expressing appreciation of this hospitality, Mr. Scott recalled the fact that it was only three years ago since the Association had come into being, during which period he believed it had proved of great help to the industry throughout the Dominion and had at the same time been a good thing for the people of Canada by the promotion of a leading industry. He had no hesitation in saying, from an intimate knowledge of conditions in Canada, that they had served the people well over a critical period. The tanners had also played their part well. The record of the shoe industry, as well as that of other industries in Canada, throughout the difficult period of reconstruction, had compared very favorably with, and perhaps even better than, any other country in the world; and the successful part that



Group of Shoe Manufacturers in Front of Windsor Hotel



the shoe industry had taken in meeting the needs of a difficult period could be attributed largely to the assistance which had been rendered by the Shoe Manufacturers' Association of Canada.

C. E. Lepinay, of Quebec, speaking in French, supported this expression of thanks for the hospitality of the Montreal manufacturers.

The entertainment programme included contributions by Jimmy Rice, Lucien Boyer and the Gour Quartette.

#### THURSDAY MORNING SESSION.

The first address of Thursday's sessions was that of Mr. H. R. Poussette, Director Commercial Intelligence Service Department of Trade and Commerce, Ottawa.

##### Export Trade Opportunities.

"There is one thing about the boot and shoe industry of this country that should be of great satisfaction to Canadians," remarked Mr. Poussette, "and that is that it is almost entirely Canadian; in fact, I understand that it is entirely so, and that the only American factories which have been established in this country in recent years have both passed under Canadian control."

Mr. Poussette went on to tell of investigations he had made among retailers recently as to where they were purchasing, boots and shoes being one of the three particular commodities that he looked into. The result of that investigation should be gratifying, he said, to boot and shoe manufacturers of this country, for he found very generally that there had been an abandonment of American-made goods in favor of Canadian-made articles. Twenty years ago apparently about 50 to 60 per cent, or even 70 per cent of requirements of the trade were purchased in the United States, whereas today 90 per cent of shoes handled were said to be Canadian.

Discussing his main subject, which was "Export Trade Opportunities for Canadian Shoe Manufacturers," Mr. Poussette stated that up to the outbreak of war Canadian shoe manufacturers had not been enthusiastic about undertaking it. The amount for 1914 was only \$82,000, which increased to \$1,130,000 for the fiscal year ended March 31st, 1919, and in 1920 to \$5,680,000. After that, however, there had been a decline, the figures last year being \$1,441,000; while for the first six months of the present fiscal year the figures were \$157,782, as against \$1,218,000 for the same period last year. "It looks as if we had lost all the advance gained in the years 1919 and 1920, for we are almost back to where we were before the war," added the speaker. This was no doubt partly due to general slump in trade, but also to the fact that Canada's export trade had not become thoroughly established when the crisis set in. This condition showed that if a profitable export trade was to be worked up, it should be started now.

Mr. W. F. Dickson, Auditor of the Endicott-Johnson Corporation, gave a most practical and helpful address on "Practical Cash Accounting for Shoe Manufacturers," which alone was worth much to the members of the Association. The address was so full of points that we reproduce it in full on another page.

"The Canadian Sales Tax in its Application to Shoe Manufacturers," was the subject next taken up by Mr. R. W. McCormick, of the Tariff Department, of the C. M. A., who went into a full discussion of the anomalies of the present regulations by which manu-

facturers and wholesalers were placed at some disadvantage with regard to importation of shoes. The address will be found elsewhere in the present issue.

#### ALLIED TRADES' LUNCHEON.

A complimentary luncheon was given at 1 p.m. in the Rose Room of the Windsor Hotel by the Allied Trades of Montreal, at which F. W. Knowlton, general manager, United Shoe Machinery Company of Canada, Ltd., presided. Short speeches were made by Joseph Daoust, Peter Daoust and F. S. Scott, of Galt, Ont. Mr. Scott expressed his conviction that the boot and shoe industry was much misunderstood by the general public, by whom the manufacturers were too often regarded as grafters; whereas people were not aware of the drastic period through which the trade had passed recently. In this matter he thought the press had rather failed to realize the actual conditions of their trade.

#### Thursday Afternoon Session

The afternoon session began with an address on "The Sole Leather Situation" by Mr. Herbert T. Shaw of the Anglo Canadian Leather Co. Limited, who handled the subject in an exhaustive manner, as will be found from perusal of his remarks to be found on another page.

Mr. Lucien Borne of Quebec City then gave an address in French on "Upper Leather Trade Conditions", going into past history, present conditions and the probabilities of the future in upper leathers of various classes. The paper itself and a translation into English will be found elsewhere in this number.

The balance of the afternoon was devoted to regular business which was the adoption of several changes in the constitution and by-laws, one of the principal of which was a change in membership dues. It was also decided that as soon as convenient, the Association's headquarters should be removed to Toronto.

The Resolutions Committee reported and their recommendations as quoted on another page were adopted after considerable discussion.

##### New Officers and Executive

The following Officers and Executive Committee were on recommendation of the Nominating Committee, duly elected:

Joseph Daoust of Montreal was re-elected president, J. D. Palmer, of Fredericton, N. B., first vice-president; J. E. Warrington, Quebec, second vice-president; Montreal District Executive:—D. F. Desmarais, N. Macfarlane, A. L. Lecours, T. R. Rieder, L. P. Deslongchamps, N. Tetrault. Ontario District:—G. W. McFarland, F. H. Ahrens, W. E. Woelfle, L. C. Van Geel, J. H. Walker. Quebec District:—B. Goulet, David Marsh, J. E. Samson, Alf. Marois, Jr. Maritime District:—C. S. Sutherland. Western District:—R. J. Leckie.

#### THE BANQUET.

Nearly three hundred members of the Shoe Manufacturers' Association of Canada and guests were at the banquet, held on the evening of February 2nd., in the Windsor Hotel, and heard two admissions from Hon. Sir Lomer Gouin, Minister of Justice, calculated to cheer them, one of which was practically an exoneration from the charge of being profiteers, since the minister said it appeared that very few large fortunes had been made in their industry; while the other was that it was on home trade alone, or nearly so, that their industry must thrive, for which reason he conceded that they must be granted a reasonable measure of protection.

The other guest and speaker of the evening was the Hon. James Robb, Minister of Trade and Commerce,



who sought to show that farm and industry were bound up in each other's welfare, and that the most desirable effort so far as the West was concerned, was to reduce transportation charges and relieve the western farmer to that extent.

One other matter that came up was the question of the bankruptcy law, which was indicted by L.P. Deslongchamps, and in regard to which Sir Lomer Gouin stated it was the first time that he had heard these complaints specified. He therefore, promised that if the Government were approached by manufacturers and others interested on this matter, they would be ready to consider any proposed amendment of that law.

The dinner, which was held in the Rose Room of the Windsor Hotel, was largely attended, being presided over by President Joseph Daoust.

The president, Mr. Daoust, before introducing the Minister of Justice, referred to the hard times through which the shoe industry had been passing, and spoke of millions of dollars that had been lost. He disclaimed the reflection heard in some quarters that they had been profiteers in their industry.

#### Sir Lomer Gouin's Address

Sir Lomer Gouin stated that the Canadian Shoe Association represented one of the oldest, one of the most useful, and one of the most highly esteemed industries in this country, the ancestors of which could be traced back to the cradle of the colony of New France. He delved into that history, mentioning that shoes were given to soldiers by Monckton in 1759, as a reward for their gallantry.

Then he gave figures showing how the shoe manufacturing and tanning industries had developed, the year 1878 being the darkest period of its history. The year 1890 was also a difficult one and for the next five years there were many failures. There was also a crisis in 1909, and then it was that the Government of the day came to their assistance by increasing the customs duty in order to protect the industry against foreign importation. At various times a certain measure of protection had been given, and in the tariff revision of 1907, while certain classes of shoes remained subject to a duty of 25 per cent., other styles rose to 30 per cent duty.

"Whether it is due to the tariff revision of 1907 or other causes," continued the minister, "the fact nevertheless remains that in 1910 your industry was most prosperous. You had doubled your capital investment; 4,000 workers had come to swell the number of those employed in 1905. We then had at Ottawa a Government to which many of you were proud to give support. It was the Laurier Government, of which the present administration is the heir. Today your industry is more firmly established than ever. Your goods compare favorably with the best imported product of any foreign country. It is true that last year saw a depression in your business; but it is only fair to add that other industries were similarly affected. The present year, however, gives better promise. Your factories, I am told, have sufficient orders to enable them to operate at almost full capacity, and there is reason to hope that this revival will gradually extend to all branches of Canadian industry."

Sir Lomer noted that in 1920 there were in Canada 171 shoe factories, representing a capital investment of \$32,500,000, giving employment to 13,000 workers, whose dependents numbered about 70,000, paying wages to the amount of \$13,500,000, and producing goods to the value of \$65,500,000. Official statistics clearly showed that the province of Quebec was still the great manufacturer of the country, for in Montreal and Quebec alone there were 98 shoe factories, manufacturing 67 per cent. of the total factory output, or a value of \$41,900,000. Their trade

was also essentially Canadian in regard to control of factories, the use of Canadian raw materials and a large part of Canadian-made machinery.

"That is why you deserve encouragement," added the minister; "and your prosperity—when you are prosperous—should arouse the jealousy of no one. You are, however, not unaware of the fact that at times the impression has prevailed among some of our population that your industry yielded undue profits. But a glance over the list of Canadian shoe manufacturers will show that very few large fortunes have been made in your industry; and if it were such a paying one, how could be explained the great numbers of failures registered? From 1865 over 165 of your factories had to close their doors.

Sir Lomer further pointed out that from 1900 to 1914 the importation of foreign made shoes had increased 700 per cent., and that women—who now had their share of public rights and obligations—were responsible for the importation from the United States last year of over 500,000 pairs of shoes, for a value of \$1,700,000. For that reason, he added, "we can easily understand that our Canadian manufacturers should insist on being granted a reasonable measure of protection to assure the survival of an industry which is as old as the country itself. For it is on home trade alone, or nearly so, that your industry must live and thrive. You are practically excluded from the American Trade; the prevailing rates of exchange have closed to you the markets of the United Kingdom, and the customs' duties imposed by France, Belgium, Australia and South Africa make the export trade impossible. More than ever it is necessary that your industry should prosper and take its share of responsibility in the face of existing conditions. The country's salvation lies in the prosperity of our agricultural enterprises and of our national industries."

#### Hon. J. A. Robb's Address

The Hon. J. A. Robb, Minister of Trade and Commerce, intimated that he did not intend to go into the matter of the specific industry, but he reminded his audience that as they took their raw materials from the farm, they must realize the vast importance of the shoe industry, and the same could be said of various other industries; hence the need for more co-operation and harmonious working between all classes and conditions of society. The value of such commodities as hides lay in having them manufactured in the country rather than exporting them to other lands.

Referring to economic conditions and unemployment, Mr. Robb suggested that the western farmer's need should not be overlooked and that something in the way of better and cheaper transportation should be provided so that he could have more purchasing power. If the Government made some attempt in that direction, they might be able to get back to safe and sound conditions.

Mr. L. P. Deslongchamps then presented some of his grievances against the present bankruptcy law, which he asserted, permitted anyone who was tired of debts to easily dislodge responsibility for them; that it sapped credit at its base; that a uniform law was applied to varying conditions, economic and geographical, and so forth.

It was following this speech that Sir Lomer Gouin promised that if manufacturers and all concerned could support these assertions, they would be given sympathetic consideration by the Government.

Interspersed with the addresses was a musical programme that added much interest and vivacity to the proceedings.

On the authority of Lucien Borne, several of the Quebec contingent got up a luncheon of their own, at which they had what is popularly known as a Quebec time.



# Canadian-Made Shoes

**An Address by Mr. F. W. Knowlton,  
General Manager, United Shoe Machinery Co. of Canada Ltd.**

On the subject of CANADIAN-MADE SHOES I wish to make the broad statement that shoes made in Canada compare very favorably, grade for grade, with the product of any country if a comparison is made on a fair basis. It is not fair to compare a medium grade Canadian Shoe with a high grade and high priced imported shoe, as is frequently done.

We sometimes hear the statement made by some certain person that he cannot wear Canadian Shoes, and on being asked what make of Canadian Shoe and what make of imported shoe he had tried, he invariably names a maker of high grade imported or foreign shoe and some medium grade of Canadian Shoe, showing not only that he has failed to make a fair comparison, but has also failed in his duty to home industries.

There is no occasion today for any one to buy imported shoes in Canada, and I believe that the demand for such shoes comes more from the desire of certain dealers to offer to their trade an attractive shoe that will give the dealer a larger profit on a shoe of less actual value to the customer than from any actual demand from the public for imported shoes.



Mr. F. W. Knowlton

The shoe industry is one of the very important industries of the Dominion, and should be encouraged and protected in every possible way. The protection which the industry now has through the tariff is no greater than is actually required in view of the duty on various materials entering into the product, and to make any reduction in the present rate of protective tariff on shoes would be a great mistake, and would work to the detriment of the shoe manufacturing industry.

The question of making shoes attractive to the customer is one of the principal points that I wish to dwell on, and I trust that you, Gentlemen, Shoe Man-

ufacturers of Canada, will be willing to accept what is intended as a little constructive criticism from one who has been intimately associated with the shoe manufacturing industry of the Dominion for a little over thirty years.

The maker of a well known toilet article advertises that he cannot improve the article, so he improves the box. So with shoes—if we cannot increase their real value, let us try to improve their attractiveness to the customer. An article may have real value for service, but is used only when such an article is required; for instance—a moccasin or a rubber boot, made for service only, but shoes, as we use the term, must not only give service, but must be attractive as well.

A shoe should be attractive to the customer, not only when he buys it, but during the time that he wears it, particularly while wearing it as a comparatively new shoe. He may forget the price he paid for the shoe, but if it is comfortable, fits well and stands up well, he will not forget those good qualities, neither will he forget if it does not fit, is not comfortable and does not hold its shape. A small item such as a wrinkle in the lining or a tongue not stitched-in properly, causing it to wrinkle or slip to one side, will often create a prejudice in the mind of a customer against some certain make of shoe.

Unfortunately the general public is not well posted on the merits of the different grades of shoes, and many customers are inclined to be governed by their own experience with any certain make of shoe. The wearers of the greater portion of shoes made have practically no knowledge of the makers of the shoes they wear, and many have the idea that certain large dealers are also manufacturers; in other words—the consumer does not often look beyond the dealer in footwear matters. The education of the public in matters pertaining to footwear is much to be desired, and exhibits of Canadian-made Shoes showing the shoes in the various stages of manufacture should have a good effect in that direction.

There are many small though important details in the making of a shoe which require much more attention than was the case even a few years ago. Some years ago if a heel was somewhere on the back part of a shoe and did not come off, nothing more was required, but today you all know the attention necessary in connection with heels and heel seats, even to the slight variation in shape required in shoes of only slightly different styles.

The jointing, while in a way is a minor operation, is not in every case given sufficient attention, and when nicely done adds materially to the finished appearance of the shoe.

Nothing contributes more to keep a shoe in shape and make it stand up than the moulding of the sole, and this is true in all grades. If you have the necessary equipment and do not insist on having that equipment used and used properly, you will not obtain the results. Many depend too much on the levelling to produce the shape in the bottom of the shoe, whereas that operation on most shoes serves only to bring the shoe back to its original moulded shape.

Too many fasten the heel seats of the shoe before the forepart is fastened, but much better results are obtained by fastening the seat after the forepart is fastened and levelled. A most striking example of this is Men's Welts, and it is almost a crime to fasten the heel seat of such shoes before the forepart is stitched and levelled.

Channel Opening on McKays is the cause of many unshapely shoes by performing that operation at the wrong time and carelessly. The opening should not be done immediately after the moulding, but after the soles have dried, and the channel lips sponged to soften them for the opening, and even then should be done carefully



to preserve the moulded shape.

Some of you know of the practice of using the same upper pattern for several different lasts; possibly some have followed that practice to some extent. It certainly makes a saving at the moment, but invariably results in a shoe that does not reproduce the true shape of the last.

**Stock Fitting**—The shape and size of the inner sole in both Welts and McKays is not always given the detailed attention required, and the inner sole certainly governs the shape of the finished shoe.

A complaint was recently received from a maker of fine shoes that certain fittings provided for the lasting operation were not correct, and investigation showed that the trouble was in the channeling of the inner sole, which had produced a rounded toe, whereas a square toe effect was desired.

The upper fitting of shoes made in Canada is, generally speaking, very well done, and the extra attention required during the past year, owing to the demand for ornamental designs, would have a tendency to still further improve conditions.

In the matter of heel and bottom finishing, there is still a little to be desired in the use of the equipment, with which nearly all factories are fairly well provided. Operators are frequently allowed to omit certain operations for which they are being paid, and to do the work in a more simple and convenient way, the result being that the heels are not given a finish that will be as permanent as it should be.

Carelessness in the bottom buffing often results in destroying some of the finer effects produced by the edge trimming and edge setting, and shows an effect after finishing that is not desired.

We often read and have been told of Faith, Hope and Charity, these three, but the greatest of these is Charity, so we may refer to various elements in the making of a well finished and attractive shoe. Upper cutting and fitting, stock fitting, moulding, levelling, heeling, finishing, treeing and ironing, and the greatest of these is the treeing and ironing.

Go into any factory in any important shoe centre in any country, say in the United States, in Brockton, Lynn or Haverhill, where three distinct types of shoes are made, in New York, Philadelphia or Rochester and examine the shoes carefully when they go into the finishing department, and you will see that there are certain imperfections, some of them quite noticeable, but when the shoes leave those departments those imperfections have been very skillfully removed, and what was a well made but unfinished article has become a very attractive piece of footwear, in many cases almost a work of art.

To obtain this result it is not only necessary to provide the proper equipment, but to see that it is used and used properly, each part in its own particular way in order to obtain the desired result. You cannot iron C width shoes on B tree feet and produce anything but B width shoes; the upper has been reduced to B width, but the lining still remains C width, and the difference is very likely to create wrinkles in the lining.

I mention this condition merely to show the importance of what is often considered a minor operation in the making of a shoe.

Do you ever hear the question asked—"How are Smith & Jones' shoes wearing?" You do not—the question you hear is "How are Smith & Jones' shoes looking this season?" Not that I would under-value the wearing qualities of any shoe, as that has always been a landmark in Canadian Shoes, but the shoe must both wear well and look well, and it is quite possible to put both

these good qualities into a shoe by careful attention to details.

I have tried, gentlemen, without criticism, and as our legal friends say—without prejudice, to impress upon you the importance of some of the details that you are all familiar with in the making of a shoe that is a commercial success, not as applied to any particular grade of shoe, for there are just as nice points of shoe-making in many of the heavier grades as there are in the finer lines, and the goal we are all striving for is to produce shoes that will please the customer and give the manufacturer a fair profit.

If I have succeeded in inducing some of the Shoe Manufacturers to aim still higher in their standards of quality and finish of their product, and to impress upon the management of their factories the increased importance of close attention to minor details, I shall feel fully paid for any efforts put forth.

You will probably expect some statistics from me on the questions of production and condition of the trade. It is still too early in the year to give any definite figures on production for 1921, but from figures available it is quite evident that production was below normal.

As an estimate I would say that the production for 1921 would be very little, if any, more than 15,000,000 (fifteen million) pairs, which is fully 25% below what it should be. With a total population of about eight and one half millions, the shoes required for consumption in Canada should be about nineteen million pairs, and the year 1919 is the only year since the banner year of 1916 during which the production has been up to normal.

For this reason, if for no other, it seems apparent that the demand for shoes during the present year should result in something like a normal production.

The total number of factories has shown a little increase during the past year, the additions however, being among the smaller rather than among the larger factories, and we would place the number of factories for the past year at 180, the largest number of which there is any record, although the average production per factory was probably smaller than in several previous years.

The Provinces of Quebec and Ontario are the principal shoe manufacturing centres, and those Provinces together contain about 98% of the factories and produce nearly that percentage of the shoes made. Taken separately, Quebec Province produces about 67% of the shoes made, and Ontario about 30%.

In considering these figures you should bear in mind that in the Province of Quebec we have not only the Montreal Shoe District, which is the largest in production, but also the Quebec City District, whereas in Ontario the factories are somewhat more scattered, and are generally considered as being divided into the two districts of Toronto and Kitchener. There are a number of very good factories outside of the districts mentioned, but their production represents only a small percentage of the total. It will be possible, a little later, to give more definite figures on production for the year 1921, and when such figures are available, it will be a pleasure to furnish them.

The present year has been looked forward to as one of improving conditions, and from the experience of the two last years, it is evident that conditions must improve, and to meet those improved conditions the industry is today in a very good position to produce goods that will be entirely satisfactory, both as regards quantity and quality.



# Notes Sur La Loi Des Faillites

Par M. L. P. Deslongchamps.

La loi de faillite est en vigueur depuis le 1er juillet 1920. Adoptée après bien des hésitations elle est loin de répondre à l'attente de ses promoteurs et à peine était elle en force depuis six mois qu'il fallait l'amender. Les modifications qu'elle a subies en 1921 sont encore loin de la rendre au point où elle serait acceptable. Il suffira de jeter un coup d'oeil rapide sur ses principales assises pour savoir qu'elles ne sont pas à leur place et qu'elles ne peuvent, étant trop faibles, soutenir l'édifice que l'on a tenté de bâtir sur elles.

Quand un architecte bâtit une maison il est nécessaire qu'il sache où elle sera située et par qui elle sera habitée; il devra tenir compte des habitudes, des besoins et des relations de ceux qui lui ont confié ce travail, autrement il risque de construire une habitation chez qui le propriétaire se sentira un étranger et en dépit du luxe des ornements extérieurs et du confort de commande qui pourra s'y trouver il se dira "j'aurais bien mieux ma vieille maison."

Je ne crois pas mentir en disant que c'est le cri de tous ceux qui regardant la lourde tapisserie de mots vides dont est ornée notre nouvelle loi; "nous aimions mieux la vieille."

En effet, on ne remplace pas tout d'un coup une loi civile qui a plus de quatre siècles d'existence sans risquer d'errer un peu.

J'admets bien qu'avec les transports plus rapides, les échanges plus nombreux il fallait la modifier mais tout changer et tout révolutionner sans garder le coeur, le noyau principal, c'était s'aventurer sur la même pente et faire la même erreur que ceux qui en 1875 avaient doté notre législation fédérale d'une première loi de faillite. Elle a vécu à peine deux ans et fut rappelée à la satisfaction même de ses auteurs.

Examinons ensemble quelle est cette loi, comment elle agit et les vices dont elle est remplie. Nous en ferons quelques rapprochements avec notre ancienne loi et nous concluons aussi brièvement que possible.

La loi actuelle divise les faillites en deux catégories: (a) la faillite forcée ou imposée au débiteur; (b) la faillite volontaire.

## Faillite Forcée.

Pour mettre en faillite un débiteur il faut qu'il ait commis l'un des actes prévus par l'article 3 de la loi. Ces actes peuvent se diviser en deux catégories:

(a) Ceux commis par le débiteur, tels que les préférences frauduleuses en faveur de certains créanciers—les transports frauduleux de propriétés pour se mettre à l'abri—la soustraction des biens, le départ du Canada avec l'intention de frauder les créanciers d'un état indiquant l'insolvabilité—l'inobservance de la loi des ventes en bloc;

(b) Ceux qui naissent après les délais qui suivent la saisie des biens du débiteur ou du rapport d'un huissier ou d'un shérif qu'aucune saisie n'a pu être faite.

On voit donc que le débiteur ne peut être forcé à faire une cession de biens que dans certains cas.

Pas besoin d'ajouter que ces actes sont soigneusement évités et rien ne saurait remplacer l'ancienne

loi qui permettait au créancier de plus de \$200.00 d'exiger une cession.

Cette faculté qui paraît excessive au premier abord est absolument juste; car elle n'est que le plein exercice d'un droit; Celui qui a fait crédit peut le retirer et cette clause devrait être incorporée dans la nouvelle loi.

Les actes de faillite mentionnés à l'article déjà cité et qui doivent avoir été commis par le débiteur pour permettre à la Cour d'accorder une demande de cession, devraient en outre en mentionner plusieurs autres et spécialement.

- (a) Le fait de cesser des paiements.
- (b) Le condamnation au Criminel.
- (c) La production de faux états financiers.
- (d) L'admission d'insolvabilité non seulement par écrit ou encore à une réunion de créanciers, mais une admission pure et simple à l'un des créanciers.

## Faillite Volontaire.

La presque totalité des faillites depuis que la loi est en vigueur a été faite par les débiteurs volontairement. Tout débiteur qui doit une somme de \$500.00 ou plus, même le cultivateur et le salarié, qui reçoit moins de \$1,500.00 annuellement, et qui ne peuvent ni l'un ni l'autre être forcés à faire une cession de biens, peut invoquer les dispositions de la loi et faire: (a) une cession entre les mains d'un syndici autorisé; (b) proposer un concordat de 10 pour cent, etc. (c) demander une prorogation de délai.

(a) Si le débiteur fait une cession et que son actif est vendu et que le produit en est distribué à ses créanciers le tribunal peut, à certaines conditions, lui accorder sa décharge, pourvu qu'il n'ait commis aucun acte prohibé par la loi;

(b & c) Les compromis et prorogations de délai, acceptés par la majorité en nombre et les deux-tiers en valeur et ratifiés par la cour, lient la minorité.

Avec l'ancienne loi nous savions en recevant la liste des créanciers à qui nous avions affaires, et nous pouvions communiquer entre nous et nous entendre pour le bien de tous; aujourd'hui vous recevez une demande de concordat ou un avis de cession sans savoir avec qui vous êtes et de quel montant il s'agit.

De plus cette loi a vulgarisé les moyens de faire banqueroute; elle a, au service de quelques syndics peu scrupuleux fait un travail qui le fait du crédit la chose commune de tous, et le meilleur marche au monde.

Autrefois un commerçant seul faisait cession car c'était à lui que le gros faisait crédit—aujourd'hui la mode s'en vient de faire des concordat et des cessions et Dieu sait quand nous pourrions y mettre un frein.

Il est à propos je crois de faire ici un peu d'examen de conscience et de nous demander si nous n'avons pas ouvert trop de comptes, vulgarisé d'une folle façon la vente au prix du gros à des particuliers qui sans expérience ni capital s'établissaient en affaires.

Nous avons la fièvre du gain et nous avons souvent laissé emporter à des demi-marchands deux, trois et quatre cents piastres de marchandises, quand nous n'aurions pas prêté cent piastres à ces mêmes gens.

Ce manque de jugement a eu deux effets certains.

10 Celui de nous faire perdre des sommes considérables.

20 Celui de faire du tort à nos bons clients.

Seulement je m'éloignerais de mon sujet si je parlais des crédits et je me tais en faisant pour vous tous un gros "mea culpa" sur ma poitrine, mais cette digression m'a permis d'approcher nos clients et de

dire un mot des créanciers par rapport à la loi.

### Créanciers.

La loi n'a guère modifié les droits que pouvaient avoir, avant son adoption, les créanciers, si ce n'est qu'en limitant ceux du propriétaire pour son loyer et ceux de la femme avantagée par contrat de mariage. En vertu l'article 31, les transports, paiements, faits par un débiteur en faveur de l'un de ses créanciers dans les trois mois qui précèdent la cession sont sensés frauduleux et sujet à contestation, sous la réserve des transactions et paiements faits de bonne foi ou pour valeur.

### Vices de la Loi.

Il en a huit principaux. Je vais d'abord les énumérer sommairement en revenant en détail à chacun d'eux.

- (a) Possibilité de se faire libérer.
- (b) Invite à la malhonnêteté.
- (c) Sape le crédit à sa base.
- (d) Laisse au débiteur le choix du Syndic.
- (e) Les frais de liquidation tout aussi élevés.
- (f) La ratification nécessaire par la Cour est illusoire.
- (g) La loi adoptée pour uniformiser la législation n'a fait qu'uniformiser le mal.
- (h) Les lois de chacune des provinces pouvaient être modifiées sous certains rapports.

A.—La possibilité donné aux débiteurs de se libérer les fait recourir à toutes sortes de moyens. Pour avoir la majorité en nombre et en valeur requise, ils font des promesses de remboursement, offrent la garantie de tiers qui veulent les secourir, donnent souvent en garantie des biens qu'ils n'ont pas cédés. La plupart des créanciers se désintéressent généralement à la faillite. Beaucoup d'entre eux estiment, s'ils ont fait affaires assez longtemps avec le débiteur, qu'ils ne perdent en réalité que des profits. Le manufacturier ou le commerçant de gros qui n'a fait que une vente ou deux, et qui ne veulent pas être dépouillés sans recours, perdent cependant leurs droits parce que, étant dans la minorité, la décision de la majorité l'emporte. C'est une expropriation véritable. Et les amendements à faire à l'article 13 qui traite de procédure et de concordat sont des plus importantes. C'est un article incomplet et vicié par ce qu'il ne contient pas surtout—car c'est un privilège extraordinaire que celui d'être libéré de toutes ses dettes. Aussi les demandes de concordats sont-elles venues si nombreuses que la plupart des créanciers ont dû les refuser toutes pour enrayer le fléau, quand il aurait été de leur intérêt d'en accepter quelques unes au moins.

B.—La perspective offerte aux débiteurs une invite à la malhonnêteté et à la négligence. La loi est anti-sociale et anti-économique.

En effet dans le classement que la loi fait de la majorité statutaire elle laisse la porte ouverte à toutes les réclamations pour argent prêté, douaires, primes d'assurance, et autres choses d'un même genre, l'on aurait du au moins exiger que pas une de ces réclamations ne soient admises à moins d'avoir été consignée dans les livres du cédant.

Et les législateurs sérieux qui voudront rendre la loi passable devront empêcher tout concordat dans les cas suivants:

- (a) Si le débiteur n'a pas de comptabilité à offrir.
- (b) S'il a fait de faux rapports sur son état financier.
- (c) Dans le cas où il aurait offert un traitement de faveur soit à un ou plusieurs créanciers ou au syndic.

(d) Quand il n'obtient pas le consentement de 60 pour cent du nombre des créanciers et 75 pour cent de la valeur de leurs réclamations.

C.—La loi sape le crédit à sa base. En principe il n'y a que les commerçants qui aient véritablement besoin de crédit et une loi de cession ne devrait s'appliquer qu'à eux. En vertu de la loi, cependant, tout le monde y compris le médecin, l'avocat, l'ingénieur le cultivateur, peut faire une cession. Cette catégorie de personnes n'a cependant théoriquement besoin d'aucun crédit, si ce n'est accidentellement et temporairement. La loi, en leur permettant d'empêcher que le détaillant et leurs autres créanciers puissent effectivement obtenir et se faire payer aura et a déjà eu pour effet d'empêcher qu'on puisse compter sur un remboursement certain. Le crédit se fait ainsi plus difficile.

Et la garantie qu'offrait aux créanciers la limite de \$200.00 pour exiger une cession avait un effet salutaire. Elle tenait le débiteur dans l'obligation de suivre ses affaires de plus près et le spectre de la banqueroute valait mieux pour la méditation commerciale que la douce évocation d'un concordat facile.

Les comptes étaient mieux suivis et les conseils des fournisseurs avaient plus d'effets quand on se rendait compte qu'il suffisait d'être arriéré dans ses paiements pour que notre crédit soit fermé partout.

Personne que je sache n'a signalé d'abus sérieux de ce côté de la part des fournisseurs. Et combien de marchand n'ont-ils pas abusés de leur faveur? Il est dans l'ordre que le crédit ne s'accorde qu'à ceux à qui l'on sait se tenir dans les bornes de ses moyens d'achats et de dépenses personnelle. Là encore le marchand de gros pouvait sans effaroucher son client lui dire. "Tu achètes trop, tu dépenses trop," car le détaillant sentait que celui qui lui avait fait crédit pouvait le reprendre, et la confiance et les bonnes résolutions ont toujours été le résultat de ces rencontres. Les situations étaient clairement établies; mais aujourd'hui le créancier se sent avec la loi actuelle assez indépendant pour risquer un concordat et il envoie paître dans biens des cas le fournisseur dont les besoins, l'habitude et la nécessité d'être tolérant, juste et bon voulait faire de lui un marchand sérieux et respectable.

Quand avez vous vu les grossistes avoir intérêt à traiter autrement ceux dont ils étaient intéressés à vouloir le bien? Aussi avez vous jamais vu un débiteur honnête, frappé par accident d'un revers ou d'une malchance qui n'ait trouvé chez ses fournisseurs toute la sympathie dont il avait besoin?

D.—La loi laisse au débiteur le choix du syndic. Ceux-ci sont été nommé en trop grande nombre et en vivent presque exclusivement. Trop de syndics cherchent et provoquent les faillites à cause des profits qu'ils en tirent.

La loi à mon sens n'a rien de plus inconséquent.

Voici un homme qui n'a pas réussi en affaire, qui a joui du crédit qui lui ont accordé des maisons de gros, et qui vient dans son dernier acte administratif le plus important leur dire, "c'est moi qui nommerai celui à qui je ferai faire la répartition des biens qui je n'ai pu administrer et qui en réalité vous apportiez."

Ce serait du suprême ridicule si ça n'était pas triste.

N'allez pas essayer de révoquer le syndic, Il va vous en coûter autant que vous aurez payer pour le nouveau.

L'article 17 devrait imposer comme le premier



devoir d'un syndic la prise de possession immédiate des biens du failli; l'inventaire de tous ses biens et le rapport de tout les comptes. Mais la loi permet au syndic bienveillant de faire un affidavit où il déclare qu'il est dans l'intérêt général de continuer les affaires, et généralement c'est faux. Il s'est glissé des abus scandaleux avec ce prétexte de continuer les affaires. Si la majorité des créanciers l'exige, c'est différent; car il peut exister de cas où ce serait dans l'ordre, mais jamais sans le consentement d'au moins les deux tiers des créanciers.

Je ne veux pas jeter de blâme aux syndics en général: Loin de la. Mais la façon dont ils sont nommés n'est pas équitable.

Pourquoi transporter dans le domaine des influences politiques des nominations qui devraient être laissées aux cours de justice?

Là encore l'ancienne loi pleine de bon sens permettait à tous les intéressés un choix satisfaisant.

D'habitude s'était un homme connu et respectable qui se spécialisait dans certains genres de faillites qui y devrait très versé et dont l'expérience, sous la surveillance des inspecteurs et d'après le choix du juge n'offrirait qui de bonnes garanties à tous. Et les risques commerciaux sont si grande comparés aux banques par exemples qui ne vous donnent rien sans endossements, aux avocats et aux syndics dont tous les frais sont privilégiés qu'au moins le choix du syndic devrait être laissé aux créanciers.

E.—Les frais et débourses sont tout aussi élevés qu'avant l'adoption de la loi, qui apporté aucun remède dans ce sens.

Un de nos syndics autorisé m'a affirmé que la taxation des frais d'avocats telle que suivie à Montreal a donné lieu à des mémoires de frais excessifs: les frais de procédure dans certaines faillites se sont élevés à trois fois plus que dans des causes semblables taxées en cour supérieure.

F.—La ratification nécessaire par la cour n'offre pas de garantie. Celle-ci ratifie toujours "as a matter of course" dès que la majorité des créanciers en nombre et en valeur parait l'autoriser.

Le juge a par la loi des pouvoirs très limités et il faudrait qu'il ait le droit après l'Enquête de condamner à la prison ceux qui se serait rendu coupables d'infraction décrites à l'article 89.

Le plus qu'il peut faire aujourd'hui c'est de permettre au syndic de déposer la plainte du criminel et de recommencer devant une autre toute la preuve déjà faite devant lui. Double frais.

Il est également bon de se rappeler que le failli n'est pas tenu en cour criminel d'expliquer le déficit dont il doit rendre compte un cour de faillites. Là encore notre ancienne loi était la seule applicable—car en contestant le bilan du failli, les créanciers avaient le droit de le faire condamner à la prison s'il ne pouvait en justifier toutes les opérations.

G.—La loi a été adoptée pour uniformiser la législation. On n'a réussi qu'à uniformiser le mal. Le commerce et l'industrie n'y ont trouvé aucun avantage; la loi ne distribue pas plus équitablement l'actif du failli; la possibilité de se libérer fait recourir la débiteur à toutes sortes de moyens inavouables, honnêtes, et de bonne foi pouvant autrefois tout aussi bien s'entendre avec ses créanciers qui avaient en somme un même intérêt à le maintenir en affaires et dans une situation qui put permettre de reconstruire ses obligations.

H.—Les lois de chacune des provinces pouvaient être modifiées sous certain rapports. Le commerce

et l'industrie n'ont rien gagné à l'adoption de la loi des faillites tout au contraire. Il y a eu en 1921 plus de faillites durant l'année qu'il n'y en avait eues en aucune année depuis quarante ans environ. Cela n'est pas dû évidemment qu'à la loi elle-même et peut être attribué à la situation générale. La possibilité toutefois de se libérer a engagé le plus grand nombre des cédants à y recourir pour se remettre sur pieds en se libérant de leur passif à 25 or 50 cents par dollar et en perdant un actif qui leur est laissé même si le tiers en valeur des créanciers s'y refuse et la moitié moins un en nombre s'y objecte.

Voilà en résumé et à grand traits les points saillants de cette loi de faillite. Le besoin de tout niveler et de faire du code civil qui nous régissait un article hors d'usage nous l'ont procuré. Qui nous en délivrera? Sera-ce:

Notre Association des Manufacturiers de Chaussures.

Les Chambres de Commerce.

L'Association des Manufacturiers Canadiens.

Ou le barreau?

Je me demande si nous pouvons compter sur ces derniers. Ils ont tant de fois été enclins à laisser massacrés le monument du droit civil qui nous avons ici que nous ne devons compter que sur l'élite d'entre eux.

En tous cas j'espère que nous ne nous séparerons pas sans avoir formé un Comité qui devra étudier la question et demander le rappel de cette loi ou des amendements qui la rendent acceptable à tous. N'allons pas croire que tout le succès d'une loi de faillite dépend de son uniformité.

Nos conditions économiques, nos habitudes, les distances, les divergences de tempérament et langue et de climat, sont des facteurs qu'il ne faut pas négliger dans la rédaction des lois.

Il faut surtout pour en prouver la nécessité apporter d'autre argument que celui deux pays au monde n'ont pas de loi de faillite; La Chine et le Canada. Bien des lois qui existent encore dans les différentes Provinces du Canada empêchent dans ses effets, la loi de faillite, de donner l'uniformité des résultats. Ainsi Québec qui n'a pas de chattel mortgage ne convoite pas les Provinces où on le donne seulement Québec serait fière de voir se rapprocher de son code civil tous ceux qui ont crû con de s'en éloigner. Ce code civil est aussi bon ici qu'en Ecosse et il a d'être assez vieux et assez complet sous tous rapports pour protéger ceux qui aiment le droit et la justice.

#### VANCOUVER NEWS.

With January 1st the whole province of British Columbia changed the rule of the road from left hand to right hand travelling, which brings these parts into conformity with the rest of the Dominion. Everything passed off with very little inconvenience and few accidents. However, quite a number of new features have arisen with the change, which has reversed all the stopping places of the street cars, consequently it has effected the business near the old stopping places and enhanced the values of those near the new places, many of which are boot and shoe stores.

Mr. J. Pacey of 25th Ave. & Main St. was the second repairman to share in the winning prize of the local football guessing competition and was the recipient of \$250.00. Mr. Pacey was overseas with the Canadian Expeditionary Forces and received several wounds.

Mr. N. E. Mitchell of Main St. had the misfortune to nearly sever the two forefingers of his left hand with a misdirected blow of the axe while splitting cordwood,



# Some Inequities of The Bankruptcy Law

By Mr. L. P. Deslongchamps.

The Bankruptcy Law has been in force since July 1st., 1920. Adopted after considerable hesitation, it has come far from meeting the intentions of its sponsors, and hardly was it in operation for six months when it was found necessary to amend it. And the modifications which it suffered in 1921 are still far from making it acceptable.

When an architect is building a house he must know where it is to be situated, and by whom it is to be occupied. He must take into account the habits, requirements and relations of those who have entrusted the work to him; otherwise he runs the risk of building a house in which its owner will not feel at home, and despite the richness of the exterior appearance, and the conveniences available within, will say to himself, "I like my old house much better."

I do not think I am wrong in saying that the feeling of all those who consider the sad mixture of empty words with which our new law is adorned is "we should prefer the old one."

In fact, it is not possible to replace suddenly a civil law which has been in existence for more than four centuries without chancing a few mistakes. Admitted that it was necessary on account of changed conditions to modify the old law, to change it entirely without preserving the main principles was to fall into an error such as was made in 1875 when a new federal Bankruptcy Law was passed, which after the passage of two years was repealed to the satisfaction even of its authors.

Let us look at this law, consider its application and the faults which pervade it; let us also compare it to some extent with our former law.

The act divides failures into two categories:

- (a) Forced bankruptcy.
- (b) Voluntary bankruptcy.

To place a debtor in bankruptcy he must have committed one of the acts provided for in the law. These acts may be divided into two classes:-

- (a) Those committed by the debtor, such as fraudulent preferential treatment of certain creditors; fraudulent transfer of property for the purpose of concealing it; abstraction of goods; leaving Canada with the intention of defrauding creditors of an apparently insolvent estate; disregard of the law of sales en bloc.
- (b) Those which occur after the delays following seizure of goods of a debtor or of the export that the bailiff or sheriff have not been able to make a seizure.

It is evident that the debtor cannot be forced to make an assignment except under certain circumstances. It goes without saying that the above acts are carefully avoided, and nothing is shown to take the place of the old law which allowed a creditor to the extent of more than \$200,00 to force an assignment. This power, which at first seemed excessive is absolutely proper; for it is only the exercising of a right. One who has extended credit can withdraw it, and this clause should be incorporated in the new law.

Among the above mentioned actions which must be committed before the court can order an assignment might be specially noted the following:-

- (a) Cessation of payments.
- (b) Condemnation as a criminal.
- (c) Issuing of false financial statements.

- (d) Admission of insolvency to a meeting of creditors or even to one of the creditors.

Nearly all the assignments since the law came into force have been made voluntarily. Any debtor who owes \$500.00 or more, even the farmer or salaried man receiving less than \$1,500.00 per year, and who could neither of them be forced to make an assignment of goods, can invoke the law and (a) make an assignment to trustees. (b) offer a compromise of ten per cent etc. (c) ask for an extension.

(a) If the debtor makes an assignment and his assets are sold and the product distributed among his creditors, under certain conditions the court may order his discharge, provided he has not committed any of the actions prohibited by the law.

(b & c) Compromises and extensions accepted by the majority in number and two thirds in money-value and ratified by the court, bind the minority.

Under the old law we knew from the list of creditors who were interested, and we could communicate with one another for our mutual benefit. Today a request for a compromise or a notice of assignment is received without our knowing those who are interested or the amount involved.

Moreover this law has made common the methods of becoming a bankrupt, and has lowered the value of credit, and of the best markets of the world. Formerly only a merchant made an assignment, for it was to him that the wholesaler extended credit. Today it is becoming the fashion to make assignments or extensions, and no one know where it will stop.

I believe we should ask ourselves whether we have not opened too many accounts, and unwisely opened the door to the practice of selling on a wholesale basis to individuals who have set themselves up in business without the necessary experience or capital. We had the money-making fever and often shipped several hundreds of dollars worth of goods to merchants when one hundred should have been more than enough.

This failure in judgment has had two results in that it not only has cost us considerable sums of money but has been unfair to our good customers.

There are eight principal faults, which I shall enumerate, afterwards discussing them individually;

- (a) The ability of a debtor to free himself.
- (b) Incentive towards dishonesty.
- (c) Undermines credit at its foundation.
- (d) Leaving to the debtor the choice of assignee.
- (e) Cost of liquidation is just as high.
- (f) The ratification necessary by the court is delusive.
- (g) The law adopted in order to make legislation uniform has only made the evil uniform.
- (h) The laws of each province could be modified to a certain extent.

(a) The possibility afforded debtors for freeing themselves causes them to resort to various methods. In order to obtain the requisite majority vote in number and value of creditors, they make promise of reimbursement, offer guarantees to those who will help them, often giving as a guarantee goods which they have not assigned. Most of the creditors are not heavily interested in the failure. Many of them feel that if they have had business dealings with the debtor over a long period of time, that they are really only losing the profits on those trans-



actions. The manufacturers or wholesalers who have only made one or two sales, and who do not wish to be left without recourse, nevertheless lose their rights, because of the ruling of the majority. It is just a case of expropriation. So that the amendments necessary to article 13 which deals with procedure and compromise are of great importance. The article is incomplete and faulty; for it is an extraordinary privilege that any one should be allowed to go free of all his obligations. Moreover, the requests for compromises have become so numerous that many creditors feel obliged to refuse them all, where as it would be to their interests to accept some of them at least.

(b) The law constitutes an invitation to the debtor to become dishonest or negligent. It is anti-social, and antieconomic.

The classification of the statutory majority leaves the way open to all sorts of claims for money loaned, dowries, insurance premiums and the like. It should at least be provided that no claims should be allowed that are not on the books of the assignor.

The legislators who wish to make the law satisfactory should forbid all compromises in the following cases.

- (a) If the debtor cannot show satisfactory accounts.
  - (b) If he has made false reports of his financial condition.
  - (c) Where he has offered preferential treatment to one or more creditors.
  - (d) When he lacks consent of 60 per cent of the number of creditors and 75 per cent of the value of their claims.
- The law saps the foundations of credit.
- (c) In principle, merchants alone are the ones who need credit, and a bankruptcy law should apply only to them. By virtue of this law, however, every one can make assignment, even doctors, lawyers, engineers, farmers. Such people as these do not need credit, unless for special reasons, or temporarily. The law in permitting them to prevent the retailer or other creditors from getting at them and forcing payment will have and already has had the result of making it impossible to count on certain payment.

And the guarantee given to the creditors by the limit of \$200.00 to demand an assignment had a salutary effect. It obliged the debtor to watch his business more closely, and the vision of bankruptcy caused more serious consideration than does the pleasant thought of an easy settlement.

Accounts were watched more closely and the advice of sellers had more weight when it was felt that to be behind in payments was sufficient cause for the closing off of credits.

It is quite proper that credit should not be given to any one who it is known is not staying within the limit of his means as to purchases or personal expenses. The wholesaler can say to his customer without offending him "You are buying too much; your expenses are too high." For the retailer used to feel that the man who had extended credit could withdraw it, and confidence and good resolutions have always resulted from these conferences.

When have you ever seen wholesalers desiring to give those in whom they were interested any thing but the very best possible treatment? And have you never seen an honest debtor, struck unexpectedly by a reverse or a mischance who did not get all the sympathy he required at the hands of those who had sold him goods?

(d) The law leaves the choice of trustee to the

debtor. There are certain ones who have been selected too often, and who are making a living from it almost exclusively. Too many trustees seek and urge assignments because of the profit they make from them. It seems to me that this is one of the weakest spots in the law.

We have the spectacle of a man who has not been successful in business, who has enjoyed credit extended to him by wholesalers, and who as his last and most important administrative act comes to them and says "It is for me to name the man who will divide up the property which I have not been able to administer, and which I shall in reality divide up."

It would be ridiculous if it were not so serious.

And do not try to remove the trustee; for that costs as much as you will have to pay for the new one.

Article 17 should impose as the first duty of a trustee the immediate assumption of possession of the goods of the bankrupt; are inventory of all goods, and a report of all accounts. But the law allows the trustee to make an affidavit in which he declares that it is in the general interest to carry on the business. Generally this is not true. This pretext of carrying on the business has allowed many scandalous abuses of the law. It is quite different if the majority of the creditors ask for it; for in many cases it may be quite in order; but never without the consent of at least two thirds of the creditors.

I do not wish by any means to cast a reflection on trustees in general. But the manner in which they are named is not proper.

Why carry into the realm of political influence nominations which should be left to the courts of justice? There again the old law sensibly permitted a choice satisfactory to all those interested. Usually it was a man, well-known and respected, who specialised in certain kinds of assignments, who thereby became an expert, and whose experience, under the supervision of inspectors, and after appointment by a judge, could only mean a guarantee of satisfaction to everyone. Moreover, commercial risks are so heavy, in comparison with those of banks, for example, who will give you nothing without an endorsement, or of lawyers or trustees whose fees have priority, that at the least the choice of trustee should be left to the creditors.

(e) Fees and expenses are all just as high as before the adoption of the law, which does not bring any remedy to this phase of the situation.

(f) The required court ratification does not offer any guarantee. The ratification is made always as a matter of course if the majority of creditors in number and value appears to authorize it.

The powers of the judge according to the law are quite limited; and he should have the power, after the investigation, to condemn to prison persons who are guilty of infractions described in article 89. The most that he can do today is to allow the trustee to take away the criminal charge and to commence again before another all the proof already made before him. Double expense!

It is also worth noting that the bankrupt is not held in the criminal court to explain the deficit of which he must give account in the bankruptcy court. There again our old law was the only one applicable—for in contesting the statement of the bankrupt, the creditors had the right of having him condemned to prison if he could not justify all his operations.

(g) The law was adopted in order to make legislation uniform. It has only succeeded in making uniform the evil. Commerce and industry have not received any benefit: the law does not distribute the assets of a bankrupt any more equitably. The possibility of freeing himself causes the debtor to take recourse to all sorts of doubtful means, where otherwise he would have made some sort of arrangement with his creditors, who



are generally interested in keeping him in business and giving him one opportunity to meet his obligations.

(h) The laws of each province could be modified by certain arrangements.

Commerce and industry have gained nothing by the adoption of the law; quite to the contrary. There were more failures in 1921 than in any other year for

forty years. That is not due to the law alone, but may be attributed to the general situation. The possibility of going free has attracted a great many of those who failed and put themselves on their feet again by settling for twenty-five or fifty cents on the dollar even against the will of our third of their creditors in value and one half in number.

## Credit Problems

By Mr. John Myles, General Manager, Columbus Rubber Co. Ltd.

Credit is the foundation on which trade and commerce of the whole world is built. Millions are loaned by the stroke of the pen each day. The merchandise which enters into the transaction may be located a thousand miles away, but the wheels of commerce commence to move when trade is established. Credit as an asset is worth all the gold in the world to the man who has earned it and means to keep it, but, is credit not cheap? Has it not been probably the cheapest article in the commercial world? This is the problem with which we have to deal.

The problem in Canada is undoubtedly a difficult one due to the wide extent of a country sparsely populated, and to the great distances goods have to be shipped from the manufacturing point to the distributing point and the comparatively small population working out at two people to every square mile. In Great Britain the figures are, I believe, four hundred to the square mile.

Trade during the past twelve months has witnessed a steady and, in some instances, rapid progress in the process of deflation. The impatience to resume full economic activity is natural but it is not likely to be gratified in every case in the near future. In several lines, however, and I believe in the Boot and Shoe industry, the tendency is to a slow but sure revival. Old stocks have become or are becoming very much depleted and new orders are bound to come in to replenish stocks for the people cannot get along without shoes. The two countries with which our trade is most intimately connected, Great Britain and the United States, are happily in sound financial condition and taking everything into consideration, our own internal financial condition, notwithstanding heavy burdens, is good and represents a condition of sound stability.

Total Canadian imports during 1921 amounted to \$825,226,585, during 1920 \$1,345,592,300. Total exports during 1921 amounted to \$865,679,983 and during 1920 \$1,256,914,922. The figures for 1921 represent a very great shrinkage from those of 1920 but in this instance, figures do not tell the whole story as much of the large decrease has arisen from the fallen prices, quantity shipments in certain lines having been very well maintained.

Our savings deposits are worthy of particular attention. For 1921 they amounted to \$1,263,000,000, which represent a decrease of \$7,000,000 from those of 1920. In 1915 and 1916 they amounted respectively to \$693,000,000 and \$816,000,000. It has also been particularly noticeable during the year 1921 that the purchase of high grade bonds was an outstanding feature.

Census figures just available place the population of Canada at something over eight millions. Something must be done to attract to our shores a desirable class of immigrant. With such vast natural resources as we have practically untouched, opportunities are to be found here that no other country in the world can offer. Very great care should be taken, however, in the class

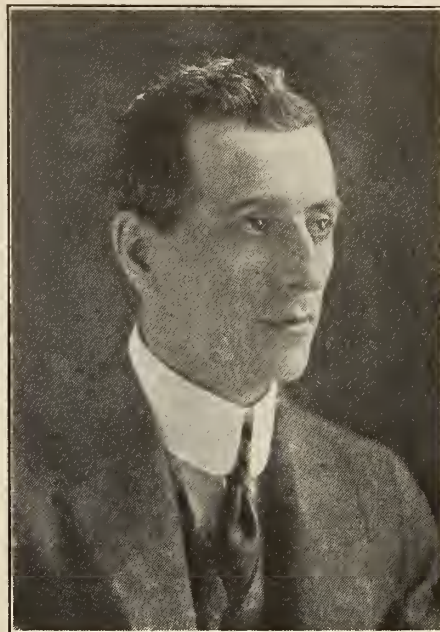
of immigrant in order to avoid if at all possible a tendency for new arrivals from the country to crowd into the cities.

The year 1921 has been full of difficulties for us and until foreign conditions are brought to a more normal condition, we will feel their effect more or less for a considerable time.

Practically all business transactions to-day are done by credit. Businesses are conducted almost entirely upon faith as to the solvency and belief in the integrity and honesty of the individuals, companies or corporations with which we deal. Credit, therefore, is a subject of tremendous importance not only to-day but at any time. Did you ever stop to consider what would happen if all credit was stopped? We have some instances in international circles of this to-day, and the results have been painfully plain.

The year just closed has been probably the most difficult for a century and has been pretty much of a melting pot,—the survival of the fittest. The close of the year, however, finds inventories greatly reduced and written down wherever possible to replacement values. I believe that this has been done in most cases and we are, therefore, in a position to face "1922" with more optimism and confidence.

Taking everything into consideration, what then are the factors of credit? There are really only two points,—the man himself and his business. Under the first, we have to consider the man—his business morals—his knowledge of and ability in the business. The second,—the business has to be considered from the financial standing as shown by statement of assets and liabilities. As to the relative importance of these two factors there is no dividing line—they must both be considered. It should, however, be borne in mind that the man of good



Mr. John Myles



character, intelligence, who is energetic and persevering will not find it difficult to secure a line of credit. It is, therefore, necessary for us to be judges of human character.

What, therefore, are the prospects for "1922" from a credit point of view? I am inclined to be quite optimistic in this as if we have put our houses in order, we are in a position to devote more of our time to assuring ourselves regarding outside conditions which directly or indirectly effect our particular business.

Canadian failures during the past year do not make very interesting reading as they reached an altogether unprecedented total as regards liabilities. In point of actual numbers, however, the year 1914 and 1915 both exceed any other period. During 1921 there were 2,451 commercial failures with liabilities of seventy three million odd against the total in 1915 of 2661 with liabilities of forty-one million odd. At first glance this may seem to be a very serious situation but you must bear in mind that the liabilities were incurred in a much higher market than that of 1915. You must also bear in mind that during the years 1918 and 1919 additions to the business community were abnormally large and taking those points into consideration there is nothing that I can see to cause any undue uneasiness.

Actual boot and shoe retail failures numbered eighty-four with liabilities of slightly over \$1,500,000. As there are estimated to be 4,000 boot and shoe retailers in Canada, the percentage of failures is not serious. The Shoe Industry was among the first to feel the depression and will be among the first to enjoy a full recovery. Our difficulties during the present year will be more local than general.

Taking the whole of Canada and dividing it into sections, credit and collection conditions in the Maritime Provinces can be considered as quite fair; throughout Quebec and Ontario as very fair; the Prairie Provinces due to the sudden collapse in the price of farm products can only be considered as poor, with British Columbia quite satisfactory. The western situation deserves our particular attention. Some months ago the situation in Saskatchewan was considered serious enough for the government to call a meeting of all interested parties in order that the conditions might be clarified. The situation, generally speaking, simply amounts to the fact that the farmer cannot pay the storekeeper and the storekeeper in turn finds himself in the position of being unable to pay the wholesaler. In certain sections of Manitoba, the situation is somewhat similar, but in Alberta it appears to be better.

While we can anticipate further losses throughout Western Canada, great patience should be exercised by everyone having dealings there, as next summer after the crops have been harvested, the situation may be almost completely reversed. A very close watch should be kept on the extension of credit, at the same time, it might be just as dangerous to be too strict as to be too lenient.

I hope now to be able to offer you some practical suggestions. If you have not a credit department in your business, organize one immediately. If you already have one, give it more of your attention than you ever thought of doing before. You should have before you for ready reference credit data covering every account on your books. This can be secured from numerous sources; from commercial and trade agencies; from your own salesmen; from other creditors and from numerous other sources. No new account should be opened by you without having before you some information regarding it. If possible, a statement of affairs should be obtained.

Among the assets of the average statement that we read, the only items which are of interest to us are current assets represented by stock on hand and accounts re-

ceivable. I believe in the shoe business for the purpose of credit, that provided the stock on hand is taken at a proper valuation, this should be depreciated 25% and accounts receivable by a similar percentage. Care should be also taken to see that ample fire insurance is carried.

For a long time exchange of credit information among wholesalers was difficult to obtain, as apparently the giving of such information was looked on with a certain amount of suspicion. To-day, however, the exchange of credit information will prove and has proved of such value that I consider it one of the best if not the best means of securing information about present and prospective customers. To be valuable, of course, this information must be given in good faith, be absolutely fair and must have the whole-hearted support and co-operation of everyone. The time is surely past when business men, when furnishing such information, given in confidence and treated confidentially, think they are exposing business secrets and that the mention of the customer's name meant the possible loss of the account.

There are certain forms that I believe every manufacturer or wholesaler doing business with a large number of customers should have. One is a form which every salesman should carry with him when he opens a new account or runs across information which he feels would be of value to his house should be filled out and mailed immediately to headquarters. This form should not be too elaborate but should cover such information as a salesman naturally picks up in any event such as location of customer's store, what competition there is, condition of stock and a few names of customers, source of supply which can be readily obtained by looking around the stock.

Another form which is absolutely essential to have is a statement of assets and liabilities. Should it be necessary to ask a customer for a statement of his affairs, it simplifies matters both for yourself and your customer to send him a blank form to fill up. Care should be taken not to make this form too elaborate either, but make it as simple as is practicably possible. There are also some questions which should be embodied at the foot of the form such as "Are you endorser or guarantor for any other person." "Amount of insurance on Stock and fixtures and buildings."

Further, as you should know and want to know all you possibly can about your business, you should receive monthly from your bookkeeping department, a complete condensed statement showing the conditions of each and every account on your books.

It is well to remember that it is to your mutual advantage not to let any customer become involved. You must make up your mind at times to turn down an order if in your judgment the account is not in a satisfactory condition to merit shipment of further goods. The collection of slow accounts is always a difficult one to handle and great patience should be shown regarding same and only recourse to legal action taken as a last resource. Premature legal action has put many a customer into insolvency who would otherwise have weathered the storm.

The tendency to-day is to shorten terms under which your goods are sold and it is undoubtedly a dangerous practice to offer longer terms just for the sake of making a sale.

Every business, large and small, that does not sell goods for cash has a credit man. In some instances he may be the owner, in other cases, the manager and in larger businesses a special appointment is made and the title of Credit Man is given. Great care should be taken in the selection of the individual for this position. At the present moment, he is one if not the most important



in your business. In making the appointment you have three things to consider—a wide and general knowledge of your business, business methods and business conditions generally; second—a keen insight; third—tact in its broadest possible meaning. A good credit man is the best salesman you can have. It may be difficult to convince the average salesman of this fact but there is absolutely no question that a good credit man can keep an account by careful judicious handling when no one else could do so. A credit man can be of untold assistance to his customers and can make himself a real friend to them in times of trouble.

Very few salesmen realize how much assistance they can give to the credit man. A salesman is in close touch with his customers, knows their strong points and knows their weak ones. He knows a great number of them by their first name, while it is absolutely impossible for a credit man to meet each and every customer individually. Bear in mind that the best credit manager is not the one who can show the smallest number of losses but the one who can pass the greatest number of orders with a minimum of percentage of losses. In these times of changing conditions, the credit end of your business cannot have enough of your attention.

The Canadian Credit Men's Association was organized some years ago as a clearing house for credit information. I have no brief to speak for them but as a large number of the firms represented here to-day are members of this association, it seems an opportune time for a few remarks regarding this Association. Its activities are strengthened and weakened as the case may be according to the amount of support accorded it by its members. It serves no selfish interests but all members benefit equally. The more you put in the more you may expect to take out. Branches are operated in all important centres throughout the country and are situated advantageously to collect credit information of all kinds and descriptions, and the information secured from them from time to time, on local conditions is excellent. Their reports will always be found fair and invariably accurate. It deserves all the support it can be given and can be of vast assistance to every one. The present appears to be an opportune time to form a sub-section to meet and discuss credit problems and credit matters generally in the different centres of shoe manufacturers and wholesalers.

Some time ago, I believe your association adopted a resolution that all compromises and extensions attempted to be secured by anyone were to be referred to the Credit Men's Association for investigation and report before being finally adopted. In addition, you bound yourselves as individuals or firms not to consent to any compromises and extensions before investigation by this association. This appears to be a very wise procedure.

Extensions do not offer any great problem but compromises are somewhat dangerous and should be, except in exceptional cases, avoided. A case in point was brought to my attention recently. A shoe retailer had affected a compromise with his creditors at 25c. on the dollar. A few days after this compromise was effected his store front was covered by an enormous sign which conveyed the information in large letters. You can imagine the effect on other retailers in this vicinity.

The Bankruptcy Act came into force July 1st, 1920, and makes, as you know, uniform insolvency laws throughout Canada. Much criticism has been levelled at the Act, the strongest apparently from Quebec. Some prominent men have even asked for its repeal and the return of the old Quebec Insolvency Act.

A lot of this criticism is, undoubtedly, warranted as the workings of the Act have been abused on numerous occasions. The appointment of a special committee to study the Act should be made by this association, and in this connection I would offer the following suggested amendments for their consideration. Demand of assignment as under the old provincial law, provided the debt exceeds \$500.

Article concerning compromises requires amendment, such as compromises to be granted, provided 60% in number and 75% in amount agrees, instead of 51% and 66 $\frac{2}{3}$ % in number and amount respectively as at present. No discharge or compromise unless debtor pays fifty cents on the dollar. List of creditors to be furnished with first notice of assignment. The duties of the Trustee should be more clearly defined. Other associations will, doubtless, be taking similar action and the selection of a strong deputation to go to Ottawa and place these suggestions before the Government before the opening of the session in March, would be the best course to adopt.

In summing up the whole credit situation in Canada to-day, I believe we are in a very fortunate position. The country as a whole is solid. Certain sections have been hit harder than others. The western situation is a difficult one and extreme patience must be shown there. The shoe industry has undoubtedly seen the worst of the depression and brighter prospects are before you during 1922.

Strict attention to business and close co-operation will slowly but surely steer you safely into calmer waters. There has been and is a frightful wastage through credit injudiciously granted resulting in uncollectable accounts receivable and bad debts, and I believe this can be avoided in your industry as it is being avoided in other industries by common sense co-operation.

#### **OFFICERS OF SHOE MANUFACTURERS' ASSOCIATION OF CANADA FOR 1922.**

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# Business Management And Economic Conditions

By Mr. Arthur Surveyer, M.E.I.C.

**I** READ, not very long ago, statistics published by Bradstreet covering the causes for business failures, and I was surprised to note that nearly 44 per cent. were attributed to incompetence and inexperience or, in other words, to mal-administration. I claim that there are two different kinds of management, which for want of better terms I shall call the internal and external management. The internal management is entrusted with the production at low cost of the finished article and the rapid selling of the product. Success along these two lines is not sufficient, however, to insure the success of the enterprise. Every business is affected by a wide variety of conditions extraneous to the business itself and which, taken together, determine what is sometimes called the trend of business affairs. The external management consists in the adjustment of the purchasing and production policies of the enterprise to the economic conditions of the country, and I am convinced that a large proportion of the failures which Bradstreet attributed simply to mismanagement should be charged up against the mal-adjustment of business policies to external tendencies.

If, from one year's end to another, the market price of wool, cotton, iron, etc., never varied, and the whole community bought just about so much, and wages and prices were absolutely steady, we would see manufacturers and merchants earning an almost uniform profit on their business. The profits would go up and down only as they found ways of better organization on the inside of their business, or lost skill and efficiency in handling it. But, in real business life, there is an unending ebb and flow of everything, the wool crop is short and the price goes up; a big cotton crop brings a drop in the market; the metals fluctuate in price, some great fundamental swing in general conditions of prosperity causes a rise or fall in the popular demand for what stores sell; for any one of a hundred or a thousand reasons there are incessant variations in supply, demand, price, and movement of nearly everything that a manufacturer or a merchant uses or handles.

For this reason a manufacturer's or a merchant's costs may rise or his prices and business fall away in spite of the finest executive management of his interior organization that he could possibly command. And for this reason no manufacturer or merchant could be sure of escaping insolvency if he did not know how to watch and to judge the outside situations, upon which his costs and his profits really depend in the greatest measure. Every successful manufacturer or merchant has a high speculative element in his business, and while it is perfectly true to say that he must figure profits on the basis of a margin between his expenditures and his receipts, the other truth is of great importance that the certainty of his profits, in fact the actual amount of his profits, depends upon his speculative sense and the correctness of his judgment of the general business situation. Every successful man of business must therefore be a good speculator, in the sense of being able to exercise a prudent shrewdness in the management of the business in regard to future contingencies.

The data upon which men charged with business responsibilities base judgment and action varies greatly in character and are known as the fundamental statistics. The most profitable method of studying the business outlook is to analyze these statistics in relation to the different phases of trade cycles.

All financial history has consisted of distinct cycles, and, although of different duration, each cycle has consisted of the four following periods:

First, a period of prosperity characterized by high prices, and strikes for higher wages, followed by a reaction marked by a decline in business, scarcity of credit, drastic slump in prices, numerous failures and strikes against wage reductions. The third period is that of Depression and is featured by low prices and unemployment followed finally by a period of Revival accompanied by easier credit and rising prices.

In order to manage a business so as to secure the minimum of losses and to make the maximum profits it is not sufficient to be able to tell at what particular stage of the trade cycle the country is passing, but it is necessary to foresee how fast the country will pass from one stage of the cycle to the other, and to estimate in advance future demand, supply, money conditions and purchasing power. In order to attempt to forecast what future conditions will be, it is necessary to make a constant study of a few well selected business indexes. The drawing of definite conclusions, however, is not an easy matter as all the different barometers point together in the same direction, and it is necessary, therefore, to weigh carefully each one against the other; those who are able to judge correctly are rewarded by rapid business success.

It is more difficult to obtain statistics covering the various indexes of business in Canada than in the United States. On the other hand, it has been noticed that economic conditions in the United States generally anticipate by 3 or 6 months the business conditions in Canada. In this way, it is possible by a thorough study of the American and of the Canadian indexes to form an opinion on the probable future conditions.

Amongst the important barometers indicating business activity, pig iron productions is sometimes called the "basic barometer" because a period of active business development is always attended by an enlarged consumption of iron and steel products. In the same way, the unfilled orders of the United States Steel Corporation not only reflect whether business is up or down, but also foreshadow to what extent labor and transportation companies will be actively employed in the manufacturing sections of the United States for some months ahead.

The railroad gross earnings, the bank clearings, commodity prices, building permits and foreign trade statistics are also good indicators of the general business activity.

One of the best barometers is the New York Market as characterized by the fluctuation of the average price of 20 industrial stocks. The ordinary business man is inclined to consider the movements of stocks on Wall Street as the result of pools and manipulation, which have no connection with the trend of business. This may be true in the case of individual stocks, but it does not apply in the case of the average price of a number of stocks. The average quotation of 20 industrial stocks together with the average of



20 railroad stocks and of 40 bonds is published daily in most of the American newspapers. The movement of the industrial stock curve reflects the opinion of the best informed business men in the United States, of men who not only make a constant study of business fundamentals but who have at their disposal inside advanced information which helps them to forecast the future with a remarkably good degree of accuracy. It is to be noted, for instance, that this curve began to turn downwards in November, 1919, whilst the peak of the general business curve was only reached in July, 1920. In Canada, the Montreal "Gazette" has lately started the daily publication of the average price of 20 Canadian securities listed on the Montreal Stock Exchange. The value of this compilation, however, will only be felt after it has been kept up for a number of years and published from time to time, in graphic form.

The factors to be considered when appraising are the reserves, deposits, the rate of commercial paper, the percentage of loans to deposits and the percentage of reserves to loans. The combination of all these data is used to calculate the index of loanable funds, and it is noticeable that the rise and fall of this index are also always in advance of the actual business movements. Crop conditions and probable legislation must also be carefully followed as they have an important bearing on business conditions.

The average business man, of course, has neither the time nor the disposition to collate the statistics necessary to enable him to work out these indexes, and it is for this reason that, in the last few years, a number of companies have been formed which, for a fee, supply business men all the necessary statistics and even, in some cases, attempt to inform him of the future prospects, both in the country and in his particular trade. The American and Canadian Governments also compile statistics of similar nature. The United States Department of Commerce, for instance, publishes a monthly survey of current business, and the Federal Reserve Board, a series of publications touching upon the banking conditions. To this can be added the statistics collated by the Labor Bureau of the United States and of Canada. Some of the Canadian banks also print and distribute every month very valuable letters in which the economic situation of the moment is reviewed and very ably commented upon.

This dissemination of business information serves a very useful purpose and, if sound advice is given and followed, it will tend to make prosperity less blustering and depression more bearable.

You have doubtless noticed that I have, up to now, carefully kept away from the official title of my paper which was so kindly wished upon me. Whilst disclaiming all ability to prophesize what the future developments will be, I feel that I must, to some extent, keep faith with the official title of my paper, by pointing out to you certain facts which all have an important bearing of the "Industrial Outlook."

We are at present passing through a period of readjustment, but there are no apparent signs of an immediate and complete revival of business activity. It is true that the index of Canadian prices has fallen about 26 per cent. below the peak of May 1920, but it is still about 67 per cent. above the average of 1913 and 1914. Whilst the American index is only 25 per cent. above the pre-war level. The fall in prices, however, both in Canada and in the United States has not been the same in all commodities and the spread

between these prices is such that it has created serious inequalities.

Of all the industries, agriculture has undoubtedly suffered most and the average price for farm products is probably not more than 30 per cent. above the 1913 prices compared with a general increase in the cost of other commodities of over 67 per cent. This has greatly lessened the purchasing power of the farming community, and it is important that it should be restored as soon as possible. This can be brought about either by a proportionate reduction in the prices of other commodities, by an increase in the prices for agricultural products or by larger crops. The distribution of an increased production from the farm is, however, a difficult problem since the Fordney Bill has so reduced our exports to the United States that it will be necessary to develop new markets.

It is a well known fact that in a trade cycle the prices of raw materials always come down long before the cost of the manufactured articles. This comes from the fact that organized labor always fight against a reduction of wage even after the cost of living has gone down. The cost of the manufactured articles is, therefore, still high on account of high wages which are now out of proportion with the reduced cost of living and also on account of the cost of soft coal which is nearly 100 per cent. above the 1913 prices. This is also due to the high wages now received by the miners in virtue of an agreement passed with the American Government and which only expires April of this year. In 1921, the output of bituminous coal was the smallest since 1911 and entailed a large amount of unemployment. It is to be hoped, therefore, that the miners will agree to lower wages during the coming year and this seems probable as in the non-union fields, wages have already been reduced and, in some cases, cut down to the 1917 level.

There are, however, a few favorable signs on the economic horizons. The banking situation has improved and the note circulation as well as the current loans without too great a reduction in the savings deposits. The balance of trade is once more in our favor, and the premium of American money has fallen in twelve months, from 10 per cent. to about 6 per cent. The reduction in the prices of the following staple materials, wheat, oats, corn, sugar, copper, silver, rubber, wool, leather, paper and lumber, has been very drastic and it is probable that in almost every case the bottom has been reached. The recent reduction in the cost of building materials, and notably in brick, steel bars and structural steel together with the more reasonable attitude taken by the men employed in the building trades is bound to stimulate construction during the coming months. One of the most favorable signs has been the rise in the bond market both in the United States and in Canada. Something like \$120,000,000 of new bonds were sold in New York during the past week without any difficulty. This achievement speaks well for the vitality of the investment market when it is considered that this flow of new securities has been going on with little interruption for the past year, accompanied by one of the greatest advances in bond prices ever recorded in so brief a period. In Canada, both the Government and Municipal bonds are selling several points higher than 12 months ago, and the 5½ per cent. interest coupon has once more appeared on the scene. This means that in the near future the in-



vestors who are no longer satisfied with the reduced return offered by public securities will once more give the help of their funds to the better class of industrial and commercial enterprises.

The conclusion, however, which I would like to impress upon you in closing is the necessity for a fuller understanding by the business men of the basic economic principles. We have entered upon a business period which is essentially different from the one included in the last decade—a period which will demand far more business sagacity, based upon accurate information and knowledge than has been demanded in the past, and to quote a well known American authority:

## The Sole Leather Situation

By Mr. Herbert T. Shaw, Treasurer, Anglo Canadian Leather Co., Ltd.

**A** GENTLEMAN, recently returned from Europe stated that many able men had confessed they were utterly unable to forecast the future: since then I have felt equally stimulated to decline to have any opinions. Therefore be prepared to believe or disbelieve any statements which follow—as may best suit your own circumstances.

Doubtless you are particularly interested in the course of prices of sole leather during the next year. Prices of any one commodity must necessarily be viewed from two entirely different angles:—

1. The relation of the price of the one commodity to that of all the others.
  2. The general price level of all commodities.
- I will speak first of the relative value of hides (the base of sole leather) to that of other commodities.

Quite irrespective of the general price level of all commodities, various specific articles are constantly shifting in comparative values. A typical value is rubber, which in 1913 was worth 68 cents and is now 23. Rubber is today relatively cheaper than ever. An example of the opposite case is platinum the quotations for which I have not to hand. Rubber is relatively cheap because of the maturing of the rubber trees planted several years ago under the stimulus of two dollar rubber; platinum is dear owing to the beneficent Bolshevik rule. To return to our subject, namely hides, of the many reviews appearing this year I was most impressed with that of M. F. Horine, Statistician Union Stock Yards and Transit Co., Chicago, who wrote an article on "The Cattle Outlook."

Mr. Horine's argument is as follows: During the years 1916 to 1919, owing to drought and heavy slaughter for war purposes, the quantity of breeding cows in the U.S.A., was reduced to such an extent that it would require six years or longer to recover and produce a normal supply of beef steers ready for slaughter. That this prediction in 1919 of impending cattle shortage for several years to come was correct is shown by figures for 1921, showing that ten principal markets received 1,700,000 fewer cattle than in 1920. "In November last cattle receipts at the principal markets of the U.S.A., showed a decrease of 33%. This occurred during a period of liquidation." Mr. Horine goes on to state that this falling off in cattle receipts is not in itself conclusive, but points out that it follows a four year period of tremendous cattle slaughter, a severe drought in 1919, a fall in prices and contraction in credit which would force everything to market which could not be held—

"The period from 1900 to 1920 was one in which, because of exceptional market conditions, it was comparatively easy to operate a business successfully. It was one of the great upward swinging business cycles; the man who 'sat tight' and managed with passing ability was reasonably sure of a profit."

"The next swing, which may be of even longer duration, will be characterized by opposite conditions. During it profits will go only to those who manage with exceptional ability. The merely passingly capable business man will find it difficult merely to carry on. 'Let's go' will replace 'sit tight,' and the earliest to market will make all the gains."

in short, he concludes that the diminishing cattle receipts in 1921 were due to a general scarcity of cattle in the country, and goes on to say how few realize how long it takes for any country to recover from a general cattle scarcity. "They do not seem to understand," he says, "that especially when there is a shortage of breeding females, two whole generations of cattle must first be bred and matured before there can possibly be a full recovery of numbers or a normal supply of beef steers ready for slaughter. At the least calculation five or six years will be required even under the most favorable conditions of weather, crops, finance, labour, trade, politics and peace everywhere, and still longer if there be droughts or other disturbing factors to interfere."

Coincident with this shortage in cattle supply has come a decline in the demand for beef. This leads me to repeat the saying so dear to the leather trade that cattle are killed for beef and not for hides. A recent example of the truth in this statement is Cuba. Cuba used to import beef from South America. Two years ago they appeared to be heading for porterhouse steak, but now they have given up eating meat and appear to be living entirely on sugar. The result is that the Saladero establishments in South America could not kill cattle and tanners had to go without hides.

The logical deduction from the preceding remarks is the query:—have not hides been unduly depressed in relation to other raw commodities? The average price of hides in 1921 was 36% below that of 1914—since somewhat recovered. The average price of hides in 1921 was lower than any year for the past 19 years, except the period 1902 to 1904, which was slightly lower. In the present sea of shifting values we have no lighthouses, no standards with which to make comparisons, except the prewar values and the general price level for a past century. Some lines of hides have lately been sold at figures which would, except for brief periods, bear comparison with the general level of values prevailing for a hundred years.

For comparison, take some other commodities, the prices for which are quoted from wholesale price table published by the National Bank of Commerce, New York:—

Cattle, now selling at 20% decrease from 1914 levels; corn, at 30% decrease; hides at 10% decrease; hogs, at 21% decrease; wheat, at 30% increase; wool, at 36% increase; cotton, at 26% increase; coal 120% increase; copper, no change; steel billets, 50% increase; lead, 20% increase; petroleum, 130% increase; rubber 60% decrease; silk, 80% increase; sugar, 12% increase.

You will note that all the decreases in values as compared with 1914 are in cattle, corn, hides, and hogs—all others except rubber (which has a peculiar history) are increased. I would call your attention to the price of corn, which has dropped more than other farm products (30% decrease from 1914 prices.) Cheap corn should result in a bountiful supply, but, says Mr. Horine, "not-



withstanding the greatest accumulation of corn ever known, no other conclusion is possible than that the diminishing cattle receipts at market are due to a general scarcity of cattle in the country." These statistics may suggest the possibility of hides assuming a stronger position in their relation to other commodities than they have lately borne.

Some light is also shed on certain peculiarities of the trade which have become prominent during late years, namely the shortage of heavy sole leather. This would be easily explained by the cattle situation—the shortage of good heavy beef cattle. In the face of general economic disorders in 1921, falling prices in steel and other commodities, frigorifico steers advanced 75% from the low point, and would have advanced further if the allies had not stimulated the printing of the German mark by demanding payment of their indemnities in full—which indemnities they seem to have themselves paid by the purchase of paper marks. At almost any time during the past six months almost any fairsized American or Canadian tanner could have achieved temporary notoriety by cornering the frigorifico market, one of the principal sources of supply of the world's heavy hides. This position of affairs would sound rather serious if we were not all so busy bewailing our losses.

In moving to a discussion of the value of hides as part of the general price level of all commodities, I am entering upon a subject so large, that to put it mildly it would be presumptuous on my part to do more than make some comment. It is somewhat of a bromide to say that prices have slumped here because the exchanges with Europe have broken down; but the repetition of the remark suggests the possibility of the alternative—what will happen when, and if, the exchanges with Europe are repaired? I quote from Mr. Horine—and I quote because he seems to have hard sense as far as he goes: "General prosperity does not result from either high or low prices, but from market values normally related.

Not higher general levels of value, but lower ones, may be expected hereafter in this country, however, because the buying power of Europe is too weak to admit of the U.S.A., maintaining even prewar prices after general commodity values have settled down to a substantially normal basis and true relative proportions."

It is somewhat of a contrast to turn from Mr. Horine to those confident economists of two years ago, who stated that prices were up to stay and we would never return to the prewar level inside of a generation. Today the same audience plausibly listens to the refrain—"Our candies are now prewar price," and accepts the whole matter as finally settled. To the unprejudiced observer there seems reason enough to question statements of either sort and make their authors prove their case.

Those who two years ago stated that prices were up to stay for a generation had reasons for making their statements, and those reasons are still existent and working, although they have been set at naught for a time (yet unknown) by circumstances upon which evidently too little attention was paid at that time, namely what Mr. Horine terms the weakness of Europe. Another way to express this is, that there are forces working to put prices up, and forces working to put them down; the net result of all these forces determining the price level. Too little attention was paid to the weight of the downward force of the weakness of Europe. There are also to be considered the unknown factors. I sometimes wonder what Mr. Babson would have done if he had been plotting price curves in 1492, when gold was discovered in America. I think he would have compromised for the usual 25 cents on the dollar.

To return to the weakness of Europe. This consists

of physical and moral weakness. Except for the actual fighting zone we are inclined to overestimate the physical damage caused by the war, and even where damage has been done "it has long been noted how quickly the capital habitually used is reproduced in a community that has been swept by war." Henry George wrote these words forty-six years ago, and the tremendous strides that have since been made in labour saving machinery and improvements in productive methods make this statement today much more emphatic.

Europe's weakness today is perhaps not so much economic as moral, and lies in its unwillingness or inability to pull together. Assuming this willingness it could and would within a comparatively short time regain its strength.

It is now generally recognized that it was the idea of the self determination of nations which destroyed the chance of speedy economic recovery of Europe from the ravages of war. The nations are now struggling to throw off the shackles imposed on them by their folly. The proposed Genoa conference is only one concrete evidence of this movement. It is true that England and France are today seriously differing with each other with apparently opposite policies. They must however find a common path. England's immediate policy calls for the rebuilding of her commerce: France's desperate need is for the repair of the war's physical ravages. Their policies and that of Germany are not at bottom necessarily opposed to each other, and the quicker their statesmen arrive at a common understanding the better for all.

To sum up, if prices are to continue low because Europe is weak, do not underestimate the possibility of Europe recovering her strength, which might upset any of your possibly ironclad opinions on the price question.

Compared to Europe's troubles our own domestic affairs should seem comparatively trivial. We do however seem to be infected with one of the 57 varieties of the influenza germ, and are busy whipping up hatreds, setting class against class and passing much ill-considered legislation. U.S. farmers put the tariff up and Canadian farmers put it down, both with the same objective. No one doubts the fact that we are having a storm, but the only oil which will satisfactorily still the waters is the healing oil which we trust will come from Europe.

The farmers here and in the United States have undoubtedly suffered. The price they receive for their produce is in many cases below the prewar prices. The charge for delivering the raw farm products to the consumer has been slow to respond to the situation, and until it does conditions can hardly be expected to be perfectly healthy and normal.

There is an essential point which we are slow to see. Under our social system we have what is termed "division of labour." For the purpose of mutual advantage the mechanic labours in the city and exchanges his product with that of the farmer—otherwise both would have to farm, and both would fare worse. Today the mechanic insists on working eight hours (and sometimes less in real work) at war wages with all the extras, and expects to exchange this for a day's farm labour figured at twelve hours or more per day and prewar wages or less. No wonder the farmer complains at the uneven trade. We are all farmers in the last analysis. "When a skilled workman makes jackknives and eats wheat, the wheat is really as much the produce of his labour as if he had grown it himself and left wheatgrowers to make their own jackknives." This being the case, we must realize that the man who does not actually till the soil must not, and cannot, shirk a good day's work at fair relative wages, any more than can the farmer



shirk, who struggles against nature for a living on a clearing in the backwoods. The present strained situation is being adjusted slowly, and to the accompaniment of much creaking and sounds of strife and dislocation of business, but it will be eventually straightened out.

If I have said so little about sole leather it is because business is today so intimately bound up with world conditions that it is useless to disconnect them. The statistical position of sole leather is improving. On staple lines the trade has arrived at the healthy condition of depending on current receipts, and not on accumulated stock. Indeed, on some lines there is an actual shortage. After practically two years England has resumed the purchase of sole leather from this country. The English leather market was cleaned up during last year, and the shoe trade there is in very fair condition. The export of sole leather from Canada will benefit the Canadian shoe manufacturer, as larger production of leather enables the tanner to cut his overhead and quote lower prices locally. It also affords a larger stock from which to select the particular leather required here.

The price of sole leather is today based on hides

priced at current levels plus current manufacturing costs. From what has been said about hides you may draw your own conclusions about the prospects of any further decline. Realize however that since we are figuring the price of leather on current price of hides (and not always getting enough price to cover that) any advance in hides must, other things being equal, be followed promptly by an advance in leather. Manufacturing costs are today above the prewar level. The major factors of increase are in tanning extracts, freights, labour and coal—and this amounts to saying—labour.

A very heavy cut has been made in these costs from the peak, and they are now quite within sight of prewar values. For example, Quebracho extract was valued at  $3\frac{1}{4}$  cents prewar, rose to about 12 cents during the war, and is now back to  $4\frac{1}{2}$ . Even if one is conservatively inclined it seems difficult to see how any further cuts in manufacturing costs could be anything but fractional, such as the small cut in freights which the railways may give us, and such reductions might easily be far more than counterbalanced by an advancing hide market.

## Le Marche Des Cuirs a Empeignes

Par M. Lucien Borne.

Je voudrais pouvoir vous remercier dans un langage choisi du grand honneur que vous m'avez fait en m'invitant à vous causer quelques instants, vous qui représentez l'élite de notre industrie nationale. J'aimerais être à la hauteur du sujet qu'on me demande de traiter, seulement chez le tanneur les fleurs de rhétorique sont à base de cuirs, et de ce fait, malgré toute ma bonne volonté, je ne puis m'empêcher d'être un peu comme mon sujet, "ferme" mais un peu timide.

Vous me demandez quelques minutes de causerie sur les cuirs à empeignes. Messieurs, après avoir subi les attaques réitérées, dans l'industrie du cuir et de la chaussure, il me semble logique de concevoir que ces derniers ont dû tenir un conciliabule intéressant et plaindre les grands terrestres. "Profiteurs," hélas si ce n'était un vain mot. "Profiteurs" de quoi? Nous n'avons même pas eu le privilège de profiter des leçons des autres, puisque les premiers nous avons eu à essayer les conséquences désastreuses du marché mondial, et je pourrais dire avec raison, les premiers à paver le chemin d'un rajustement en rapport avec l'état actuel. Espérons tout de même que cette expérience du passé ne ce renouvellera plus et que du passé elle tombe bien vite dans le domaine de l'oubli.

Afin de mieux juger de la situation actuelle, je tiendrais messieurs que nous étudions un peu ensemble les conditions telles qu'elles étaient en 1913 chez le tanneur pour les comparer avec 1922, tenant compte des différentes augmentations existantes, lesquelles se rapportant au prix de revient. nous ferons mieux juger des prix actuels. En toute justice pour le tanneur, il est bon, je crois de parler sur ce sujet, car les problèmes que nous avons à résoudre, nous tanneurs, ne doivent pas vous être indifférents.

S'il est un facteur important dans toute industrie, c'est bien celui du travail. En 1913, le salaire moyen payé aux ouvriers tanneurs était de \$12.00 à \$14.00



M. Lucien Borne

par semaine de 60 heures d'ouvrage. De 1914 à 1920 ces mêmes gages ont augmentés dans une proportion énorme, comme d'ailleurs dans toute autres industries, de sorte que le salaire moyen est aujourd'hui de \$25.00. Toute en supposant que nous pourrions dans la prochaine année faire accepter une réduction à l'ouvrier tanneur de \$5.00, soit 20 pour cent, il n'en reste pas moins une augmentation de 65 pour cent à 70 pour cent sur 1913, et vous admettez, Messieurs, que ce dernier salaire n'a rien d'énorme considérant les exigences d'une famille, alors même que le coût de la vie baisserait encore un peu. Mais cependant au point de vue de fabrication vous savez ce que représente une augmentation de 45 pour cent sur la main d'oeuvre.

Un facteur important chez le tanneur est le charbon. Cettes tous ont modernisé leurs tanneries, l'énergie électrique a remplacé le vieil engin, mais chez le tanneur, la chaleur est nécessaire pour le séchage des cuirs. En 1913 nous payions le charbon mou \$4.50 la tonne, en 1921 nous avons payé \$10.00, soit plus le double. Que dire des produits chimiques indispensables à l'industrie du cuir, ingrédients de



tannages, huiles, teintures, etc., ces produits ont augmenté et sont encore à l'heure actuelle de 4 à 5 fois le prix de 1913. Ajoutez à ceci les charges supplémentaires sur les transports, soit frets ordinaires ou expresse, échange à américain lequel était en 1913 au plus haut à  $\frac{3}{4}$  de 1 pour cent, tandis qu'à date il varie entre 4 pour cent et 5 pour cent, en plus de ceci vous avez encore les taxes du gouvernement canadien, taxes d'achats, timbres sur billets, chéques, etc., et tout le fourniment lequel vous connaissez comme moi. Vous vous en êtes rendu compte vous-mêmes dans l'industrie de la chaussure, cependant ces charges n'existaient pas en 1913. Si je me suis permis de vous énumérer ces différents détails, c'est que dérivant de ces augmentations de main d'oeuvre et d'ingrédients le tanneur qui figurait en 1913 un prix de revient à .06c. et .07c. le pied pour tannage et corroyage, doit aujourd'hui presque doubler ce prix, et pour être juste il est admis que le prix de revient est aujourd'hui de 10c. à 12c. du pied que vous admettez considérant les détails précités. Il faut bien se rendre à l'évidence, d'ailleurs les chiffres ne mentent pas.

Je me permettrai, Messieurs, de vous parler du cuir en côtes pour illustrer ce que je viens de vous dire et vous prouver l'état du marché dans cette ligne.

En 1913 la peau de vache dite "Extreme", c'est-à-dire d'un pied de 25/45 lbs., se vendait à Québec 14c. à 15c. cette peau était finie en cuir noir, soit Box Kip, Gun Metal ou cuir Mat, et se vendait en moyenne de 20c. à 23c. le pied, à cette date je vous disais que le prix de revient du tanneur était de .06c. à .07c. le pied. La même peau aujourd'hui se vend 11c., soit une différence au coût de .03 $\frac{1}{2}$ c. la livre. Le prix de vente en 1922, et vous voudrez bien ici tenir compte qu'il en coûte plus cher au tanneur pour finir le cuir en couleur et c'est aujourd'hui la grande demande, est de 20c. à 25c. le pied. C'est-à-dire qu'en 1913 le tanneur avait comme marge .06 $\frac{1}{2}$ c. de travail et la "split" c'est-à-dire "croute." Comparativement en 1922, le tanneur a comme marge 11 $\frac{1}{2}$ c. et la "croute," cependant le tanneur à 11 $\frac{1}{2}$ c. pour son travail en 1922 a certainement moins qu'en 1913 à .06c. tenant compte des augmentations précitées. Un autre détail qui a son prixant mais qui est véridique est celui-ci; la croute se vendait très bien en 1913, surtout en flexible, et l'on disait couramment, le profit du tanneur est dans la croute. Messieurs, heureux qu'il était ce bon temps où le tanneur sans s'occuper de la prohibition avait assez de profits pour graisser sa croute et la mouiller à sa volonté, mais je vous assure qu'à l'état actuel du marché elle reste toujours la croute au tanneur, mais elle est sèche et s'il la mouille c'est à l'eau.

Ceci m'amène à parler du Dongola. Ayant manufacturé ce produit à notre usine pendant ces dernières 45 années, les prix actuels pourraient faire sourire un vieux de la vieille qui se serait absenté de la circulation durant ces dernières 10 années. Cependant, Messieurs, s'il est une ligne à laquelle votre campagne de "Made in Canada" s'applique c'est bien cette dernière. Le tanneur canadien de Dongola a lutté plus que tous les autres, la compétition américaine surtout ses formes lui a gracieusement été fournie, et toujours il s'est appliqué à conserver son terrain. Messieurs, j'ouvrirai ici une parenthèse.

N'avez vous jamais pensé à ce que représente ces ordres, j'oserais dire de sympathies, de 5 à 10 douzaines d'échantillons que vous placez aux maisons américaines ou étrangères? Dans plus de 80 pour cent de cas, vous gardez ces marchandises malgré

qu'elles ne soient pas toujours en rapport avec vos besoins, mais c'est si loin! et c'est si peu! mais Messieurs, si ces ordres de sympathies étaient distribués en Canada, ceci représenterait du travail et une production pour une usine de 800 à 1,000 douzaines de peaux par semaine, et ce serait là craquement du "Made in Canada" campagne. Le tanneur de Dongola lui aussi a baissé ses prix au niveau du marché actuel, je viens de recevoir par télégramme le tableau suivant comparatif de 1914 et 1922.

	Janvier 1914	1922
Vera Cruz .....	52c	60c
B. Ayres .....	35c	46c
Paytas .....	35c	42 $\frac{1}{2}$ c
Brazil .....	67c	1.02
Bagota .....	58c	75c
West Indies .....	38c	80c

Tenant compte du marché actuel des peaux en en poil des augmentations régulières dans la fabrication, on peut juger le marché normal, il est d'ailleurs admis que la Russie seule avec ses immenses ressources en peaux de chèvres, pourrait soulager le marché, mais quand?

La guerre cause de tant de désastres a cependant fait ressortir de tous côtes des idées et des produits nouveaux, dont un des plus populaires, je veux dire le cheval glacé. Cette ligne n'est pas comme plusieurs ont voulu le dire un remplaçant, ou substitut. Le cheval glacé prend avantageusement la place de la chèvre européenne, telle que Samsoun, Trébizonde, Macédoine, Bulgarie, etc. De grain plus fin que cette dernière et de plus grande étendue, il taille avec avantage et compare beaucoup mieux en grain. La peau de cheval est à l'heure actuelle au prix d'avant guerre. Il est à souhaiter que cette ligne rencontre l'encouragement qu'elle mérite. Plusieurs tanneurs ont marqué ce produit d'un nom spécial responsable. Cette ligne restera toujours en prix de compétition avantageuse les Dongolas ordinaires.

L'honorable E. J. Davis, Président de la firme Davis Leather Co., donnait au mois d'octobre un écrit très juste sur la situation de la ligne de veau. L'honorable E. J. Davis est un autorité incontestable; depuis l'émission de son opinion et surtout depuis ces deux dernières semaines, le marché se raffermir; cependant, chose étrange, le marché américain est plus bas que le marché européen. Comme pour les Dongolas, l'échange en revenant au normal rendra l'exportation en quantité possible, et de toute nécessité le marché deviendra de plus en plus ferme.

Il me reste à vous parler de la peau de moutons. Avant de quitter Québec, je m'informais par fil du prix d'une quantité de peaux de moutons en "pickle," c'est-à-dire delainées. Pour un mouton de 90 pieds la douzaine, on me cotait \$4.50, F.O.B., Toronto, ce qui représente un peu plus que .05c. le pied avant le travail. Vous admettez, Messieurs, par conséquent que le prix du marché pour le mouton, soit ordinaire de 8c. à 12c. le pied en cuir fini, ne dépasse pas la borne de la logique et il ne faudrait pas une forte pression pour en activer la montée.

Messieurs:—Il est difficile sous les circonstances de n'être pas optimiste, le tanneur canadien comme vous Messieurs a fait en effet l'impossible pour maintenir ses prix en relation avec le prix des peaux brutes. Il n'est pas question d'augmentation, mais je vous demande généreusement après l'exposé que je vous ai fait n'est-ce pas que la tendance générale dans les cuirs est plutôt ferme. Le tanneur pour continuer ses opérations vend pour rencontrer ses déboursés,



pourra-t-il longtemps continuer à ce jeu. Votre Association dans un but des plus louables a fait à grand frais une campagne sur le "Fait au Canada" ("Made in Canada"), que ceci ne soit pas un vain mot. Mettons en pratique ce que nous prêchons. Encourageons

nos industries, faisons fructifier notre argent au pays, que toujours les relations existant entre votre Association et les tanneurs canadiens se resserrent pour le plus grand bien des intéressés, et pour la gloire industrielle de notre cher Canada.

## The Upper Leather Situation

By Mr. Lucien Borne.

I SHOULD like to be able to thank you in the choicest language for the honor which you have conferred upon me in asking me to address, for a few moments, you, who represent the elite of our national industry.

I am asked to address you for a few minutes on the subject of upper leather. Gentlemen, after having been subjected to repeated attacks on the part of the leading daily papers concerning the excessive profits realized in the shoe and leather industries, it seems to me that these industries might quite logically be classed as amongst the greatest things in the world. "Profiteers", is that not an empty word? Profiteers of what? We have not even had the opportunity of profiteering from the lessons of others, because we were the first to suffer from the disastrous conditions of the world markets, and I believe I am quite right in saying, were the first to pave the way for readjustment. Let us hope, however, that this experience of the past will not occur again and that from the past, it will quickly fall into the realm of oblivion.

In order to form a better idea of the present situation, I feel that we should glance together at conditions as they were in the tanning business in 1913 and compare them with 1922. If we take into account the different increases which have occurred and relate them to past prices, we can better estimate prices which exist today. In all justice to the tanner, I believe it is quite proper to talk about this subject for you should not be at all indifferent to the problems which we tanners must solve.

Probably the most important factor in all industry is that of labor. In 1913 the lowest wage paid to tannery workers was from \$12.00 to \$14.00 per week of sixty hours. During the period from 1914 to 1920 these wages were increased enormously to the extent that today the lowest wage is \$25.00. Even supposing that we could effect a reduction during the next year of \$5.00 per week, which would be 20 per cent, there would still remain an increase of 65 per cent to 75 per cent over the wages of 1913. And you must admit, gentlemen, that the wage reached then, would not be large, considering the necessities of a family, even though the cost of living might have gone down a little more.

An important factor in tanning is coal. For although most tanneries have been modernized and electrified, coal is still necessary for the drying and finishing of leather. In 1913, we were paying \$4.50 per ton for coal, while in 1921 we paid \$10.00 per ton or more than double. Chemical products, such as tanning materials, oils, dyes, etc., which are indispensable to the leather industry have increased in price and are today from four to five times the price prevailing in 1913. Add to this additional charges for shipping, exchange, government taxes, sales taxes, stamps, etc. and many charges which have to be met today, which were not in existence in 1913 and we find that the tanner should figure in 1913 a cost for tannage of six cents to seven cents per foot, against today almost double this price.

In order, therefore, to illustrate what I have said and to show the conditions in the market, let us consider leather in the form of skins. In 1913 cowhides, described as "extremes," that is to say from twenty-five to forty-five pounds, sold in Quebec at 14c. to 15c. This hide which was finished in black leather box kip or gun metal, and sold on the average at 20c. to 23c. per foot. At that date I told you that the cost of tannage was from 6c. to 7c. per foot. The same skin today sells at eleven cents or about 3½c. per pound less. The selling price of the leather in 1922, and you might here take into account that it cost a good deal more to finish it in color which is largely demanded, is from 20 cents to 25 cents per foot. That is to say that in 1913 a tanner had a margin of 6½c. for his work and the "split." In comparison in 1922 a tanner has a margin of 11½c. and the "split." Taking into account the increased cost, the tanner is certainly getting less for his work than in 1913. Another detail which might be considered is this. The "splits" were selling very well in 1913, particularly Flexibles, and it was a current saying that the tanner's profits were in the "splits". It would be a fine thing if the tanner could get enough profits even to oil his "splits", but I assure you that under present conditions, the tanner is not only obliged to keep his "splits", but to keep them dry. This leads me to talk about kid. Although this product has been manufactured in our establishment for the last forty-five years, I believe the present price would seem ridiculous to any of the men who were in the trade some years ago. Nevertheless, if there is one line today your Made-in-Canada campaign might be applied, it is to this one. The Canadian kid tanner has had to fight harder than any of the others against foreign competition and is continually hard put to it to hold his own. To digress for a moment, have you ever thought what is represented by these orders of five to ten dozen skins, which you placed from time to time with American or foreign houses. In more than 80% of the cases, you retained these skins in spite of the fact that they were not what you required. But the distance is so far and the quantity so small! Gentlemen, if these small orders were distributed in Canada, it would represent production for one establishment of eight hundred to one thousand dozen sides per week and that would really be a Made-in-Canada campaign. The tanner of kids has reduced his price below the level of the actual market. The war, which was the cause of so many disasters, has nevertheless caused us on all sides to look for new ideas and new products, one of which is Glazed Horse. This line is not, as many might claim, merely a substitute, but on account of its grain and size, has a place of its own and compares very favorably with kid. At the moment, this is at the same price as before the war and it is to be hoped that this line will receive the encouragement which it deserves. Several tanners have marked this product with a special name and it is likely that it will always be at a competitive price with ordinary kids.

The Honorable E. J. Davis, President of the Davis Leather Co., in the month of October, made a very concise statement of the situation with regard to calf skin. Mr. Davis is an indisputable authority and since he stated his opinion, particularly during the last two weeks, the market has become firmer. As is the case with kids, the return



of exchange to normal will render possible the export of quantities of calf skin and of necessity, the market will become still firmer.

To speak for a moment about sheep skin, before leaving Quebec, I looked up the price of sheep skins in pickle and found that I was quoting \$4.50 f.o.b. Toronto for skins, running 90 feet to the dozen, which represents about 5c. per foot before being worked. You must admit, then, that the mark price for sheep skin which might be from 8c. to 12c. per foot, in finished skin is not in line, and it would not require much pressure to raise it.

It is difficult, under the circumstances, not to be optimistic. The Canadian tanner like yourselves, has done the impossible in maintaining his prices in view of

the prices of raw skins. It is not necessarily a question of increasing, but after what I have told you, you will admit that the general tendency in the leather market is towards a firmer basis. The tanner, in order to continue his operations, is selling at a price just sufficient to cover his expenses, but he cannot continue at that game very long. Your Association with a very laudable aim instituted a Made-in-Canada campaign, and I hope that this really means something. Let us practice what we preach, let us encourage our industries and thereby raise the value of our currency. And I hope that the relations which exist between your Association and the tanners of Canada, will have their results in the general well being of all those interested and for the industrial glory of our beloved country.

## The Canadian Sales Tax

By Mr. R. M. McCormick, Canadian Manufacturers' Association Inc.

At first glance it might seem that the sales tax, in its application to the boot and shoe industry, presents but few difficulties—very few indeed compared to the problems with which some other industries are faced—yet the shoe manufacturer requires to know what taxes he will have to pay when he is buying goods, whether it be leather to be made into shoes, the lasts on which the shoes are built, his office and other goods. And he is faced with the same problems as other manufacturers in determining what tax to charge, and what he should do when a customer refuses to pay the tax or when a customer becomes insolvent before paying the tax.

But before enunciating the underlying principles in the application of the sales tax to the boot and shoe industry I would like with your permission, to speak briefly of the sales tax or somewhat similar forms of taxation in other countries. Canada was not the first country to adopt a scheme of taxation based on sales, nor was she the last.

You may be interested to know that the Philippine Islands have had a sales tax law in operation since 1905; since January, 1918, France has collected taxes on payments, retail sales and luxuries, but in June, 1920, these taxes were replaced by a combined sales, or "turnover" and luxury tax; Germany has had a tax on turnover since July 1918. Belgium recently adopted a taxation scheme somewhat similar to our sales tax but in that country it is described as a transmission tax; Newfoundland also, by Legislation in June last, adopted a somewhat similar system to the Canadian system and in Mexico there has been for many years a law providing for a tax on retail and wholesale sales. In the United States there is a large body of public opinion which is in favour of either a sales tax similar to the Canadian scheme or a turnover tax which will apply on the sales or turnover of all business. Quite recently a deputation consisting of members of the House of Representatives and of the Senate of the United States visited Canada to examine into the operation of the Canadian Sales Tax.

The Canadian Sales Tax is a tax on goods, except such as are specifically exempt, when sold by a **manufacturer** or by a wholesaler or jobber, and on

importations of other than exempted articles. But sales by retailers and consumers are not taxable.

Under the Canadian law there are certain exemptions, which may be of interest to you. Fuel of all kinds are exempt as is also electricity and gas manufactured from coal, calcium carbide or oil for illuminating or heating purposes, and printing made to your own order by a job printer. These might be termed, in so far as they affect the shoe industry, "purchase exemptions."

In the matter of your sales of shoes there are two exemptions I wish to bring to your attention. First—shoes exported are exempt from tax, and second, shoes sold to Provincial Governments or Departments thereof, where the goods are for the sole use of the Department purchasing them, and not for resale, are exempt from the tax. But sales to the Dominion Government or any Department thereof are taxable.

The Act provides that on domestic sales the tax shall be payable by the purchaser who shall be furnished with a written invoice of any sale, which invoice shall state separately the amount of the tax to at least, the extent of 1½ per cent. On importations the tax is payable at the Customs House by the importer.

On importation the tax is collected by the Customs at the time of entry, but on domestic transactions the Act makes the manufacturer or wholesaler the collector. The principle of the collection system is that, the purchaser pays the tax to the manufacturer or wholesaler, who in turn, pays it to the Government, but in practice, manufacturers and wholesalers pay monthly the amount of the tax chargeable on their sales during the previous month, irrespective of whether or not they have, in the meantime, received the amount of the tax from their customers.

In the matter of the monthly returns made by all manufacturers and wholesalers collecting sales tax, the regulations provide that, these returns, accompanied by a remittance of the amount due and payable, are to be made to the nearest Collector of Customs and Excise not later than the last day of the month following the month's transactions covered by the returns. Thus, the returns covering sales made during the month of January are not required to be filed until the end of February. Manufacturers having branch establishments are permitted to make one return covering all branches.

The sales tax licenses issued to manufacturers and wholesalers serve two purposes: In the first place they furnish the Department with the names of all manufacturers and wholesalers who sell goods subject to the tax, and who are accordingly, required



to file monthly returns. The licenses are also of material assistance in determining the rate of sales tax which should be charged. Thus, a wholesaler in possession of a wholesaler's sales tax license, when purchasing goods for re-sale, will only be charged sales tax at the rate of  $1\frac{1}{2}$  per cent, provided he quotes his license; otherwise, he would be subject to tax at the rate of 3 per cent. On importations, by quoting his license on the Customs Import Entry he is only required to pay  $2\frac{1}{2}$  per cent sales tax; otherwise, he would pay 4 per cent. This use of the license to determine the proper rate of tax is important for the reason that there are instances where firms, not bona fide wholesalers, are given the benefit of the wholesaler's or jobber's discounts, but unless such a firm is in possession of a wholesaler's sales tax license, he is regarded as a retailer under the Act, and a manufacturer selling goods of his own manufacture to such a firm is held accountable for sales tax at the rate of 3 per cent.

The possession of a sales tax license by a manufacturer enables him to purchase in Canada from the manufacturer thereof, material which he will manufacture into other goods for sale at the rate of  $1\frac{1}{2}$  per cent; it also enables him to purchase from the Canadian manufacturer goods which he will re-sell in the same condition as purchased, at the rate of  $1\frac{1}{2}$  per cent. Where the manufacturer imports goods for one or other of the uses mentioned the rate of sales tax is  $2\frac{1}{2}$  per cent. But in order to obtain the benefit of these lower rates, it is necessary for him, on orders placed in Canada, to endorse on his order, and on importations to endorse on the customs import entry the number of his sales tax license, and to certify that the goods are to be used and incorporated in or attached to his finished product, or are for re-sale in his capacity as a jobber.

But by amendment effective on and after the 10th of May last, the rates were increased. On domestic sales, that is, transactions entirely within Canada, the tax on sales by manufacturers or producers to wholesalers or jobbers was increased to  $1\frac{1}{2}$  per cent, and the tax on sales by wholesalers or jobbers was also increased to  $1\frac{1}{2}$  per cent. On sales by manufacturers or producers direct to retailers or consumers, the tax was increased to 3 per cent of which amount the manufacturer is permitted to absorb  $1\frac{1}{2}$  per cent.

On importations the sales tax was increased to  $2\frac{1}{2}$  per cent where a manufacturer imports material to be re-manufactured into other goods for sale, or where he imports goods which he will re-sell in the same condition as purchased. The tax on importations by wholesalers also became  $2\frac{1}{2}$  per cent, but importations by retailers or consumers were made subject to tax at the rate of 4 per cent.

I have mentioned the exemptions which it seemed to me would be of interest to you, and will now take up the question of the rate of sales tax payable on your purchases and the rate of sales tax to be accounted for on your sales.

Your purchases may be divided up into groups and I propose to deal with them as such. In the first place you will purchase raw material such as leather, cotton fabric, and other materials which will actually be incorporated in and form part of the finished shoe. On such materials the sales tax payable at the time of purchase, where the goods are purchased in Canada, is  $1\frac{1}{2}$  per cent; if imported the tax is  $2\frac{1}{2}$  per cent payable at the Customs House.

In the next group I would include your purchases

of articles which will be used in putting up your product for sale. These will consist of labels for the boxes in which your shoes are put up for sale, address labels and shipping tags to be attached at the time of shipment, packing cases, wooden boxes and paper boxes or cartons used in shipping your goods, and hardware such as nails and strapping used in nailing up and making secure your packing cases. The rate of sales tax on such purchases is the same as on materials which actually enter into your finished product, and accordingly, where you purchase these articles in Canada from the manufacturer thereof, the sales tax is  $1\frac{1}{2}$  per cent, and if you import them, the sales tax is  $2\frac{1}{2}$  per cent.

When ordering any of these goods from the manufacturer thereof, it is necessary for you to quote the number of your sales tax license and certify that the goods purchased are to be used and incorporated in or attached to articles manufactured by you, and a similar certificate must be endorsed on your import entry when the goods are imported.

Then there is a group consisting of purchases, not for re-manufacture and not for re-sale, but for the operation of your plant. This group comprises all equipment for your factory, and all supplies necessary for the operation of your factory. It includes machinery, tools of various kinds, the lasts on which the shoes are shaped, lubricating oils for operating machinery, power transmission equipment for use in the factory, and also office equipment and supplies, (with the exception of printed matter made up to your order by a job printer, on which no tax applies). On all purchases of such goods you are regarded as a consumer, for the purposes of the Act, and where you purchase machinery and other equipment and supplies for your own factory from the Canadian manufacturer thereof, the sales tax applicable is 3 per cent. If the purchase is from a wholesaler, and it should be noted that the term "wholesaler" includes a manufacturer who does not himself manufacture the goods, but buys them to resell in the same condition as he buys them, the sales tax payable on the transaction will be  $1\frac{1}{2}$  per cent. If the machinery, equipment and supplies are imported the sales tax payable at the Custom House at the time of importation will be 4 per cent.

The next class which I wish to mention will cover any goods which you job. A manufacturer who, in addition to selling his own manufactured product, sells goods of other manufacturers, is regarded by the Department of Customs and Excise as a wholesaler or jobber in respect of the goods which he purchases or imports for resale in the condition as purchased. That is, if one shoe manufacturer buys from another manufacturer, for resale, he becomes for the purposes of the Act, in respect of such goods, a wholesaler—paying  $1\frac{1}{2}$  per cent to the manufacturer from whom he buys, and charging  $1\frac{1}{2}$  per cent when he sells. Or a shoe manufacturer might decide, as a convenience to his customers, to job other lines such as gaiters or rubbers. If he does, he is a jobber of such goods, and will pay  $1\frac{1}{2}$  per cent sales tax.

When selling your product the rate of sales tax to be charged and accounted for to the Government depends on the status of the purchaser. If you sell your goods to a wholesale shoe dealer, holding a wholesaler's sales tax license, the rate of sales tax is  $1\frac{1}{2}$  per cent, and the same rate also applies in case you sell your product to another manufacturer for resale by him. In the case of a wholesale dealer he



should furnish you with the number of his sales tax license as a protection to you, and the manufacturer buying for resale should furnish you with the number of his sales tax license and should certify that the goods are for resale in his capacity as a jobber. Without such evidence the departmental auditors might question the correctness of the rate charged. Sales to all other persons or firms, (that is to retailers and consumers) except direct sales to Provincial Governments which are exempt and goods exported which are also exempt, will be subject to sales tax at the rate of 3 per cent.

The rates mentioned apply on sales within Canada. Should you export any of your product the sales tax does not apply as all exports are specifically exempted from the application of the sales tax.

In connection with exports to the United States, although there is no tax to be charged to the United States purchaser, it is necessary for the exporter to state on the United States consular invoice that the goods are subject to a sales tax of 1½ per cent when sold in Canada to wholesalers. This is necessary for the reason that United States customs have ruled that the sales tax charged to wholesalers on domestic transactions is subject to duty as being part of the home market value in Canada. If this statement is not endorsed on the consular invoice the United States importer will not only be required to pay duty on this additional amount of 1½ per cent, but will be subject to a penalty equal to that amount.

In connection with export shipments I would point out that there is a provision in the law authorizing payment of a drawback of 99 per cent of the sales tax paid on materials used, wrought into or attached to articles exported. This drawback applies not only to materials which you import and use in the manufacture of shoes subsequently exported, but also applies to materials purchased in Canada and used in the manufacture of goods subsequently exported.

There is another class of sales on which the tax does not apply and which may be of interest to you. I refer to discarded factory equipment. When a manufacturer buys machinery and other equipment for his factory he is regarded as a consumer, and it therefore follows, that should he subsequently sell any of the machinery or equipment from his factory, it is a sale by a consumer and not subject to sales tax as sales by consumers are exempt.

Coming back to the question of sales in Canada to retailers or consumers, you are, of course, aware of the provision in the law which permits the manufacturers, on such sales, to absorb half of the tax. The tax is 3 per cent, but the law only required you to charge 1½ per cent.

The practice of absorbing half of the tax does not commend itself to manufacturers generally, but it is realized that in some instances the manufacturer is compelled, either to absorb half of the tax or discontinue selling direct to the retail trade, because the retailer when he sees a manufacturer's invoice with 3 per cent added to the price, while the wholesaler's invoice only shows 1½ per cent, will naturally buy from the wholesaler.

I believe that a recent meeting of your Association a resolution was adopted to the effect that all manufacturers, other than jobber manufacturers, should charge the full rate of 3 per cent on sales to retailers or consumers and show the full tax on the invoice. I presume it was recognized that a jobber

manufacturer, selling shoes of his own manufacturer, and also shoes of other manufacturers, cannot very well charge 3 per cent on some invoices and 1½ per cent on other invoices.

A suggestion has been made which, if adopted by the Government, will obviate the necessity of manufacturers absorbing any part of the sales tax, and will solve the problem now confronting the jobber manufacturer. I will refer to this proposal when discussing possible amendments to the Act.

We strongly recommend that manufacturers selling to the retail trade should charge the full tax of 3 per cent unless circumstances, over which they have no control, compel them to absorb part of the tax in order to retain the business.

Where a manufacturer finds it necessary to absorb a portion of the tax it will be advisable for him to consider the matter carefully with a view to determining whether or not he is making adequate provision for the tax which he must pay to the Government out of his own profit—otherwise he may arrive at the end of his accounting year and find that instead of having made a profit, the year's business shows a loss.

Having sold your goods and sent out your invoices with the tax shown thereon, the next question which arises is that of collections. Generally speaking, there has been but a small per centage of purchasers who have endeavoured to avoid paying the tax. Instances have, however, been brought to our attention where purchasers have refused to pay the sales tax charged on their invoices, and the question is now under consideration by the Department of Customs and Excise at Ottawa as to what action should be taken in such cases. We have contended that in all such cases brought to its attention, the Department should take the matter up direct with the purchaser and instruct him to forthwith pay the tax to the manufacturer and point out that failing to do so would render him liable to the penalties provided in the Act. A decision on the matter is expected in the next few days.

Of course, there are cases where a manufacturer does not care to give to the Department the names of any of his customers who have refused to pay the tax, and in such cases the manufacturer has to rely on his own resources to collect the tax.

The question of the collection of sales tax remaining unpaid by firms making an assignment for the benefit of their creditors is one which presents many difficulties. At one time we had a ruling from the Department of Customs and Excise that any sales tax due a manufacturer and remaining unpaid by a firm becoming insolvent, was entitled to rank as a preferred claim against the estate, as representing monies due to the Crown. But on the advice of its Law Officers, the Department has since ruled that if, in the meantime, the manufacturer has paid the sales tax to the Government, the Crown is no longer interested and the matter is one for adjustment between the manufacturer and his customer.

Under present rulings the only sure method of avoiding possible loss through a customer becoming insolvent or refusing to pay the tax, would be for the manufacturer to insist on payment of the sales tax at the time of shipment, irrespective of whether or not credit was extended for the goods themselves, but this solution of the difficulty does not as a general rule, commend itself to manufacturers.

Before passing on to the question of possible



amendments to the Act at the next session of Parliament, I would like to refer briefly to one or two matters dealing with adjustments between the seller and the purchaser in respect of cash discounts, returned and exchanged goods, and in respect of goods sold at a delivered price where the purchaser pays the freight and deducts the amount so paid from his invoice.

The sales tax is payable by the purchaser and the general rule is that it should be computed on the actual net selling price of the goods.

Cash discounts are not usually deducted from the face of the invoice, but are in most cases, conditional on payment within some stated period. The tax being payable by the purchaser, he is entitled, if he takes advantage of the cash discount, to only pay sales tax on the net amount after deducting the discount. It may therefore be said that the sales tax is subject to cash discounts.

As to returned and exchanged goods: Where goods are returned as unsatisfactory, or because they have been damaged in transit, and goods of equal value are supplied in exchange,—no charge being made for the goods so supplied, there is no sales tax chargeable on the goods supplied in exchange.

Where the goods supplied in exchange for those returned as unsatisfactory or damaged in transit, are of a greater value than the goods originally supplied, sales tax must then be charged on the difference in value billed to the customer.

Where the goods supplied in exchange are of a lesser value, then the amount of the sales tax on such difference may be refunded or credited to the customer, and if, in the meantime, the tax has been remitted to the Government, credit may be taken on the next returns to the extent of the credit or refund given the customer.

If goods are returned as unsatisfactory or damaged in transit, and not replaced, it will be in order for the vendor to refund the tax, if the purchaser has paid it, or issue a credit, and if, in the meantime he has paid the tax to the Government, he may take credit for the tax on his next returns.

With regard to prepaid freight and freight allowance, we have the following rulings from the Department of Customs and Excise:

Where a manufacturer sells goods "freight prepaid" or at a delivered price to destination with an allowance for freight, and actually deducts the amount of the freight prepaid or allowed from the face of the invoice, sales tax is chargeable on the net amount after the deduction of the freight.

Also where the goods are shipped forward, freight collect, and the purchaser is entitled to deduct and does deduct from the invoice the amount of freight he has paid, he should deduct a proportionate amount of tax before remitting to the vendor. The vendor in turn may take credit on his next succeeding tax returns for the amount of the tax on the freight debited against him by the purchaser.

Also where the vendor prepays the freight and adds the amount of same to his invoice to the Customs, the sales tax is only chargeable on the amount invoiced to the customer for the goods.

It seems probable that some changes will be made at the next session of Parliament in the provisions of the Act respecting sales tax, but what they will be we have, of course, no means of knowing. It is possible that some changes may be considered

to provide larger revenue; or that some amendments will be suggested by the officials charged with the administrations of the Act, with a view to clearing up doubtful points which have come to their attention. For instance, there are certain classes of transactions which the Department of Customs and Excise have ruled to be subject to sales tax, and respecting which doubts have been raised as to whether or not the transactions do actually come within the provisions of the Act.

I would also like to bring to your notice a suggested change in the Act that is engaging the attention and thought of many business firms at the present moment—one which its proponents claim will solve the present unsatisfactory situation resulting from the different rates of sales tax chargeable on sales to retailers and consumers, according as to whether the sale is made by a manufacturer or by a wholesaler. Under the present law the wholesaler is only permitted to charge 1½ per cent. sales tax, but, if a manufacturer should sell direct to a retailer or consumer, the law provides that the sales tax shall be 3 per cent. Where a manufacturer and a wholesaler are selling the same or similar goods to a retailer, and the selling price being equal, the manufacturer has either to absorb half of the sales tax, or run the risk of losing the sale, because retailers will naturally buy in the lowest market, and the wholesaler's price, plus 1½ per cent., would constitute a lower market than the manufacturer's price plus 3 per cent.

Again a very aggressive campaign has been and is being carried on by the various wholesale organizations — notably, the Wholesale Grocers' Association, the Wholesale Hardware Merchants' Association, and the Wholesale Drygoods Merchants' Association, to compel manufacturers to absorb the 1½ per cent. sales tax, which the law requires the manufacturer to charge when selling to wholesalers, and which the law specifically provides shall be payable by the purchasing wholesaler. This campaign has, we understand, met with some success and the result is, that many manufacturers have been forced, in order to protect their market, to pay out of their own pocket the 1½ per cent. tax which the law provides should be paid by the wholesale purchaser, and in addition some of these manufacturers are also paying out of their own pockets 1½ per cent. when selling to retailers in competition with wholesalers.

Briefly the suggestion is:

That sales by manufacturers to wholesalers for resale by the latter, and sales by wholesalers to other wholesalers for resale be exempt from sales tax;

That sales by manufacturers and by wholesalers to retailers or consumers be subject to sales tax at the rate of 3 per cent;

That it be compulsory to extend such sales tax on the invoice as a separate charge to be added separately to the selling price—without the manufacturer or wholesaler being allowed to absorb any part of the tax.

The proposal, as it reached the Canadian Manufacturers' Association, includes no suggestion of change in the present sales tax requirement that domestic purchases by manufacturers for the purpose of re-manufacturing into other goods for sale shall be subject to 1½ per cent., nor in the present requirement, that importations by manufacturers for the purpose of re-manufacturing into other goods for sale, and also importations by wholesalers, shall be



subject to 2½ per cent. sales tax, payable at the custom house.

If the Act were amended in accordance with the above suggestion, it is claimed by those advocating the changes that it would:

1. Eliminate the necessity of a manufacturer charging sales tax where his sales are exclusively to wholesalers holding a wholesaler's sales tax license.

2. Do away with the present situation, with which all wholesalers and many manufacturers are faced, of absorbing half of the sales tax selling direct to retailers or consumers;

3. By exempting from sales tax all purchase made by wholesalers or jobbers from manufacturers—do away with the agitation of the wholesalers that the manufacturer should absorb the present sales tax of 1½ per cent. on sales by manufacturers to wholesalers;

4. Reduce the possibility of loss in the event of wholesalers becoming insolvent;

Under the current rulings where a wholesale customer becomes insolvent, and a manufacturer has paid the Government the sales tax in respect of goods sold to such customer, but has not received payment of the tax from the customer, the loss falls upon the manufacturer;

5 Simplify the collection of the tax.

The Canadian Manufacturers' Association considers that the proposal has sufficient merit to justify submitting the matter to its members, and asking for their views and criticisms of the suggested change. If the Association's members feel that this method of charging the sales tax is a more equitable one than

the present method, then the Association will, no doubt, recommend to the Government that the Act should be amended so as to give effect to the method whereby manufacturers and wholesalers will charge a uniform rate of tax.

We are informed that it has been endorsed by some of the wholesale organizations which are now actively engaged in an effort to compel manufacturers to absorb the tax as between manufacturer and wholesaler.

Since the inception of the sales tax in May, 1920, and up to the 31st of December last, there has been paid into the Government Exchequer, on account of sales tax, an amount of \$83,544, 179, and at the present time the sales tax is averaging between five and six million dollars per month. Naturally the amounts received from the sales tax for a considerable period after it was first brought into operation were small, because when the sales tax was first brought down the shelves of retailers were stocked with goods and none of these goods bear any sales tax. Furthermore, the shelves of wholesalers were also stocked and the Government would only receive 1 per cent. on stocks in the hands of wholesalers. It was not to be expected therefore that the Government would enjoy the full measure of revenue from sales tax until these stocks were moved out and consumed, but they are now enjoying the full benefit with the result, as already stated, that between five and six million dollars is collected each month.

It is estimated that for the twelve months ending the 31st of March next, the sales tax will have provided revenue to the extent of over \$60,000,000.

## Packing and Shipping Of Shoes

By Mr. G. C. Jackson, Auditor of Claims, Canadian Pacific Railway.

The importance of this matter will, I think, be appreciated when you know that the amount paid for loss, by one railway alone during 1920 was over \$65,000.00. The figures for 1921 are not yet complete but will be slightly lower, due, no doubt, to there being less traffic.

There are three commodities which are particularly tempting to thieves, liquor, tobacco, and boots and shoes.

The best packing and the most careful method of shipping will not cure the evil, but will help and give the carriers a better chance of guarding the freight entrusted to them.

The interest of the shipper and consignee is no doubt appreciated by both. Even though paid for the value of their goods, they have suffered inconvenience and sometimes loss of trade, as desirable sizes are frequently stolen, thus injuring the whole shipment more or less.

In addition to the result of our own investigation and experience, I have made inquiries, and at different times discussed the matter with, and gone through the shipping and receiving departments of many large firms, and obtained their views.

Boots and Shoes, as you are all aware are sometimes shipped in wooden cases but most frequently in cardboard cartons.

It is very important that the full name and address of the consignee should be shown, and it was suggested by one large receiver that the number of pairs contained

in each carton, should be shown on the outside, as is done by some shippers. This is found a convenience in unpacking and checking against the invoice.

Also, the cartons should not be too large. Small, medium sized cartons stand the ordinary incidents of transportation very well indeed but the large ones are liable to damage, and the adhesive tape does not hold the covers which frequently fly open, and offer a very inviting temptation to theft.

Some shippers have the name, or initials, of their firm printed on the adhesive tape which closes and binds the carton, and also directions to the effect that if the seal is broken, the package should be carefully examined at once before being signed for. This is a very excellent and practical idea. It prevents packages being opened and re-sealed with the ordinary blank adhesive tape. The railway companies have this adhesive tape at their stations, and use it when a package is found open and needs recovering. This plain strap on the carton would show the consignee immediately that the package had been opened, and enable him to make his protest and have the examination on the spot.

There are frequently cases where the shippers, filling some orders, are inclined to crowd in a few more shoes than the carton is made to accommodate, and this forces up the ends; in fact, the chief trouble with, and objection to cardboard cartons is the tendency to fly open, and while it might not be necessary with the smaller cartons, there is no doubt that if larger cartons are used, or cartons are filled with very heavy goods, they should be strapped in some way; or, even bound with heavy cord might answer the purpose.

It has been also suggested that if the se cartons were made so that one of the outer folding leaves would have a "T" shape projection fitting into a slit in the other



top leaf, so as to allow the arms of the "T" to engage in suitable slits in the top leaf, it would assist in keeping the cover down, being used in conjunction, of course, with the adhesive tape. Or else, the overlaps might be secured by a few studs of stiff metal passed through the overlapping top leaves, and opening out somewhat like paper fasteners.

I think these are very simple and very reasonable requests. Although the necessity for metal binding of all cartons used for boots and shoes has been repeatedly urged, I cannot help seeing the other side of the matter; that is to say, the expense, and frankly, do not believe that the degree of protection given by the universal strap, would justify the expense. But for safe transportation I do think that the shippers of goods so susceptible to theft should be willing to use the devices I have suggested, or some similar method, which would, no doubt be adopted by the carton makers, and which would keep the cartons closed.

And now to deal with boots and shoes in wooden cases:—

These certainly should be bound with wire.

It costs, perhaps, one cent or, at most, two cents to put a wire around these cases at a four hundred pound pressure, in such a manner that the boards cannot be removed and replaced, without cutting the wire. This system of wiring is being adopted by many shippers who use wooden cases, and has had remarkable results. Also, it strengthens the case, which arrives at destination, generally, in first class condition, so that it can be used again, and is of some value to the customer. The cost is so slight that I think it should be given, at least, a fair trial by all those who use wooden cases.

A feature which should not be overlooked is that of careful checking by the shipper and consignee. The

carrier has enough to bear without being called on to pay for goods which, through accident or design, are never placed in the cases, or, for the same reason, are not properly checked out at destination.

I know that most, if not all of the large manufacturers of boots and shoes, have a very careful method of checking their goods into the case for shipment, frequently a blind check being used, but as you are aware, the packages, when opened at destination sometimes reveal the small cardboard cartons supposed to contain a pair of shoes, quite empty.

If this was an accident, the check at the shipper's warehouse generally establishes the fact, but there is probably the same relative amount of dishonesty with the shippers' employees as with those of the railway companies.

I cannot venture to suggest specific methods of checking, which is a matter which must, of course, be left to each firm but would urge upon each of them that they look into this matter and make sure that their system affords a reasonable means of protection against theft from shipments before the packages ever leave their their warehouse.

In conclusion, and to sum up, I must, of course, admit that there is not very much that you can do, as the great bulk of the loss and trouble, in connection with the handling of your commodity, must be attributed to the railways, and, I am sorry to say, chiefly to their employees, over whom we cannot hope to have the same close continuous supervision as you have over your employees. You can, however, help to reduce the losses, and secure more satisfactory transportation by delivering firmly, secure, and well addressed packages to the railway companies, and maintaining a close supervision over shipping records in your own factories.

## Export Opportunities

By Mr. H. R. Poussette, Department of Trade and Commerce.

WHERE is one thing about the boot and shoe industry of this country that should be a great satisfaction to Canadians, and that is that it is almost entirely Canadian. In fact I understand that it is entirely so, and that the only American factories which have been established in this country in recent years have passed under Canadian control.

Now where does this bring us in regard to export trade? While it seems to me that if Canadian manufacturers have made such wonderful advances in the last twenty years in the expansion and improvement of the shoe industry, and have made themselves supreme in this market where formerly there was very severe competition, it should be of no little encouragement to them to go out into the markets of the world and endeavour to secure the same success that they have obtained at home. Up to the outbreak of the war, Canadian shoe manufacturers were not very enthusiastic about undertaking foreign trade. Probably this was as much due to heavy home demands as anything else, although it also seemed to me, and I tried to interest some of the manufacturers that they were not particularly interested and hardly seemed to contemplate a time when owing to the largely increased production, an overseas trade would be a considerable advantage. This was the situation when war broke out. During the war as you know, our productive capacity increased, and presumably owing to the orders which a number of our

shoe manufacturers obtained for their goods for army requirements, their appetites seemed to have been a bit whetted for foreign trade. Anyhow, we find on referring to the trade statistics that whereas in 1914 the total exports of boots and shoes only amounted to some \$82,000., for the fiscal year ended March 31st., 1919, this had increased to \$1,130,000., and for the fiscal year ended March 31st, 1920 this had still further increased to \$5,680,000. That was the highest figure reached and naturally the following year when the commercial crisis set in, this trade fell off seriously, so we find for the year ending March 31st last, it had decreased to \$1,441,000. And we find for the first six months of the present year that the trade has fallen to \$157,782. as against \$1,218,000. for the same period last year. It looks as if we had lost all the advances gained in the years 1919 and 1920, for we are almost back to where we were before the war, in fact if we allow for the increased cost of footwear at the present time we probably are pretty well in that position. This is no doubt partly due to the world wide slump in trade, but it is probably also owing to the fact that Canada's export trade in boots and shoes had not become thoroughly rooted at the time the crisis set in. The orders from abroad during 1919 and 1920 must have been in the ordinary course of things due very largely to the tremendous demand which flourished for every sort of commodity and was not the result of old time connections. It naturally happens when trade falls off that firms stand by their old friends as long as possible; that is as it should be, and it is a good thing to contemplate that in spite of many opinions to the contrary there is a sentiment in business and very often a fine sentiment. Now this condition only goes to show that if we are desirous of



working up a profitable export trade we must start in now to build it up by studying it and by forming first-class connections.

Even today, although trade is in the doldrums, people still use boots and shoes and still wear them out, and while there may not be the wild buying of a couple of years ago, one has only to go into retail shops to find out there is plenty of business still going on, and one can be pretty sure that this condition is more or less reflected in other countries. Possibly in these days people half sole their boots a little more, or they have them patched a little more, but nevertheless, they will not wear forever. I refer to this because what I mean to bring out is, that even in the very worst times there is always something doing in some part of the world. In regard to this I thought I would just find out what the United Kingdom and our neighbors across the line are doing in the exports of leather boots and shoes, and on applying to the Dominion Statistician the other day, I was informed by him that for the first eleven months of 1921, that is last year, the United Kingdom exported footwear to the value of £2,086,504. as against £6,729,353., the previous year and the United States for the first eleven months of last year exported boots and shoes to the value of \$23,473,363. as against \$62,159,513. That is these two countries exported for the first eleven months of 1921, leather boots and shoes to the value of about \$33,000,000. as against \$90,000,000. for the previous year. Now while this shows a tremendous falling off we all know that this was due to a certain extent to abnormal conditions, but even so we find that these two countries were able to sell abroad last year when times were so very hard, goods to the value of about \$33,000,000. Now I do not pretend to have a very intimate knowledge of the Canadian shoe industry, and I do not know whether the American or the British manufacturers have any particular advantages which are not shared by Canadians, but if not it seems to me we ought to be able to go out and get our share, even if it is only a small one of those millions of dollars worth of business. I would not like to say at the moment just where we can secure it, because we have rather a doleful tale from all parts of the world.

While we have sold boots and shoes to the United Kingdom, I am aware there seems little prospect of doing so at the present time. In fact one of our Trade Commissioners reported that American manufacturers offered British wholesalers two million pairs of shoes at twelve shillings per pair, but were informed that they could not be sold even at eight shillings. Of course that was a particularly bad time. However, I understand that the consumption of the United Kingdom only absorbs about half of the production of the country, the remainder being allocated to export trade. I think of course, we should endeavour to form connections in the Empire before we go outside, and so far as I can judge from the reports received from our Trade Commissioners there are favourable opportunities in South Africa, and New Zealand, and I know from my own experience that we might do a certain amount of trade in India. Australia is now making boots and shoes herself, and seems to be putting up a very strong competition in the New Zealand market, assisted of course very largely by proximity. In the tropical part of the Empire, as you can of course imagine, the trade is mostly in white goods. There is one market that I think we should more seriously consider, and one that is almost at our doors, and that is Newfoundland. My impression is that we are not making the most of our opportunities in that Island, and that we are allowing our competitors in the United States to secure trade which rightly belongs to us. When I say rightly, it is owing to the fact that Newfoundland is part of the Empire, although unfortunately she does

not give us a preference, and also to contiguity. Speaking of preference leads me to mention that that is an advantage which we have in both the South African and New Zealand markets, the former amounting to about three per cent of the duty levied and in the latter to a little more. In other parts of Europe I do not think we could hope to secure a really important trade, owing to the manufacturing industry in that part of the world being well developed. But in South America there should be some business for us, and our Trade Commissioner at Buenos Aires reported that there were opportunities in Argentina providing we are willing to manufacture the class of goods required. Of course some of the South American Republics are now going in for the manufacturing business themselves, and this is particularly true in Brazil which by its very high tariff has been enabled to build up quite an industry, although whether it is profitable to the country or not remains to be seen. However, in spite of all this I still think that there is a fair trade to be done taking South America as whole. There is also a certain amount of trade to be done in China. There is another market fairly close to us which offers opportunities for our manufacturers, and that is Mexico. Undoubtedly if our manufacturers want to compete in that market they will have to be prepared to meet some very strong competition from the United States Manufacturer.

There may be some who will question the advantages of export trade. Perhaps we might pause here for a few moments to examine just what these advantages are. One feature, and it seems to me a very important one is, that export trade to a certain extent helps to keep a uniformity in employment. There is a great deal of psychology in what are known as good times and bad times, in slumps and booms, but whatever happens, as a rule, harvest follows seed time and in the same way people have to eat and clothe themselves, and to a certain extent enjoy themselves, and so the wave of expenditure flows on although of course not uniformly. But what I wish to bring out is that there is always a steady trade going on in the world and while buying may be greatly restricted in this country it can to a certain extent or in certain lines, be supplemented by business from outside.

Another feature in connection with export trade is that it reduces competition at home. Naturally, we will say if factories in any particular industry can turn out the number which we will take to be 100, and the domestic market can only consume ninety per cent, the situation is balanced if the other ten per cent can be exported.

Another feature is that it brings absolutely new money into the country. If a country is absolutely self contained, and neither imports nor exports, the trade will be more or less like taking in one another's washing, to use the old homely expression, and while we might pile up fixed wealth, that is buildings, etc., our liquid assets could hardly increase to any great extent. Now I think you will all agree with me that what we very badly want in this country is as much new money as it is possible to bring in from outside. Of course there is only so much business to go around, and we do not know just how much our share is, but I am one of those who believe in getting all we can and while it may be selfish and is very much along the line of every man for himself, I cannot see that the world is the sufferer in any way if we give value and good service for the money which is paid to us by the rest of the world. I do not think the average man in the community quite appreciates what export trade can do for the community. He probably does not quite realise how the new money coming into the country from outside percolates down through the



hands of the firm until it reaches all sorts and conditions of people, down even to the humble newsboy or the boot black. A Canadian manufacturer cannot sell one hundred thousand dollars worth of goods abroad without benefiting the community in which he is located to a very large degree.

There is another feature of this export trade and that is the experience gained. It is one thing to compete in the home market, but it is another to compete in the markets of the world, and I have little doubt that the enlarged experience which a Canadian manufacturer gains in foreign trade must make it easier for him to compete in the home market.

To succeed in export trade as I think I already stated, requires qualities of a very high order, and while here I would like to say that every manufacturer who goes out into the markets of the world should remember that

he has no little responsibility for the name of Canada is to a certain extent in his hands. He can do a great deal to shed honour upon it, and he can conversely do a great deal to bring it into disrepute. Some people do not appear to appreciate this fact. I had a complaint from one of our Trade Commissioners a little time ago in which he stated that an order had been booked by a Canadian exporter in connection with the Christmas trade. This order was not filled nor was there even an explanation sent. I took this matter up with this particular exporter and while he stated he was sorry, he also gave it as his opinion that it was a "tempest in a teapot." Now I ask you if you consider the failure to fill an order at a certain time, or to furnish any explanation, is a "tempest in a teapot?" Naturally the importer was exceedingly indignant, and you all know that a person when he is dissatisfied usually wants to air his grievance and tell all and sundry just how he has been treated.

## Cost Accounting For Shoe Manufacturers

By Mr. W. F. Dickson, Auditor, Endicott Johnson Corporation.

MUCH has been done in the past few years for some businesses by the best qualified men of those businesses joining hands with professional accountants and solving the days practical problems by practical and simple methods. On the other hand much is yet to be done but it would seem as if a step had been finally taken in the right direction,—That step is to standardize costs. Strangely enough, however, little or nothing has been done as regards the standardization of costs of the business we are particularly interested in—that of manufacturing shoes.

The Company which I represent here to-day, the Endicott Johnson Corporation is nationally known for its simplicity of methods. This isn't of recent origin by any means—it dates back to the pioneer days when the business was first organized. During the entire existence of the company, the policy first, last and always, has been to keep necessary records only, doing without the frills, and keeping books along the easiest and most simple lines possible.

First of all, there are so many different kinds of footwear made and worn by the public today that it would be futile to try to describe a practical cost accounting system that would apply to the manufacture of the public's demands. The paper I have prepared on this subject of Practical Cost Accounting of Shoe Manufacturers concerns itself principally with the system employed by the Company I represent here to-day: A Company which, as is generally known, manufactures mens work and fine shoes, including McKays and Welts, Boys & Youths and Misses & Children shoes. Its product does not include the delicate and fancy shoes worn by members of the gentler sex, or the extreme fashions of the male sex, but comprises principally the plain ordinary every day shoes worn by the average person.

As already stated we have tried to avoid everything that savors of red tape. We try to keep our accounting, general and cost, along the most simple and easiest lines possible, and when I tell you that our preliminary monthly figures of profits or losses are known two or three days after the close of the month, the decided advantage gained

through it's simple accounting methods becomes most obvious. The work of determining the final figures required a few days extra, but the month's accounts for all the 40 odd departments, are out of the way by the 10th day following the close of the period. The clerical staff is ready then to proceed, in fact, part of it has already proceeded with the work of the current month. Here again is a decided advantage, inasmuch as they are engaged with the current work instead of the past.

It is all a result of simplicity of methods. The essence of what is required is being constantly and thoroughly and completely drilled into the members of every department of the organization. They grow up on it.

Coming directly to the facts of any practical accounting system, these, if analyzed will start with the organization. If the organization is wrong either at the top or at the bottom, particularly the former, any system of costs, no matter how adapted it may be for any particular shoe business, cannot exist. Its development depends solely upon the treatment afforded it by the organization as a whole. Its success depends upon the company's ability to accumulate facts quickly, cheaply, by the latest office devices, and without a constant recourse to or through a maze of meaningless figures, sometimes known as statistics. Statistics are, of course, the final results of operations, but success of the future comes by careful studying of to-day's problem, not from an incessant study of reference to statistics and to history.

Facts must first be obtained before any records are worth the energy put into them. Correct results cannot be obtained by records because records may or may not show facts. Yet facts are simple things to record and to compile, therefore, a simple cost system is productive of the greatest and most accurate results. In the analysis of facts, experience proves that they are very apt to be made incapable of accurate interpretation unless the individuals compiling them are directly interested in the final results. This raises the practical question, "Is there anyone more interested in the results of his operations than the superintendent of any department, or the works manager of any group of departments?" We feel it is a logical result of operations for a superintendent to know what his operations cost, and knowing this we naturally feel it is equally logical for the head of any department to try and improve on his previous record. Moreover it is also logical that the costs of that department, supervised, of course, through proper agencies of the supreme head of the organization, should be kept by the respective department from which the production emanates? It is illogical to even suppose that costs will be accurate or that they will represent facts if they are based on reports of opera-



tions compiled by people who are precluded from knowing or interesting themselves in the final result of any particular department. I refer, of course, to superintendents or their department clerks.

This does not necessarily apply to shoe manufacturers alone. It applies to practically any business. My contention is that if the superintendent of a department or works manager of a group of departments is incapable of appreciating his own costs, then he is equally incapable of efficiently running his department. Some orthodox accountants have been of the conviction that everything belonging to a company incidental to cost finding, or accounting in general, should come under the direct jurisdiction of the company's comptroller or one in charge of the company's financial accounts. Some would even include the jurisdiction of material of all kinds used in the production. A cost accounting system built on that theory is invariably doomed to destruction. It is practically impossible to develop such a system at all.

With the organization all pulling toward the same end, each working in his own particular sphere, yet in full possession of all facts relative to that sphere, the rest of the system becomes the mere application of details incidental to the particular business or department involved.

In connection with shoe costs it should be said that we prepare them with two aims in view; one for book-keeping purposes which represents the average of facts as measured by the total value of materials, labor and expenses going into and charged against each and every department. The other costs which are prepared for selling purposes only, represent a complete segregation of average costs into costs for each and every style of shoe manufactured. It is a fact of course that in order that the selling departments may compete in the markets they must know what each style of shoe costs to make and sell. The costs must then be segregated in order to bring out this information.

While it is necessary that our Sales Department should be in possession of full facts concerning the cost of each and every shoe which it sells it is necessary that these innumerable costs of shoes should be followed out and established on the books when the respective shoes are made and shipped. That is, it would seem futile to even attempt to segregate our shipments into styles by dozens and multiply these dozens by the unit production cost in order to arrive at our gross profit on sales on all shoes shipped. It is conceded, of course, that such a procedure might be desirable or even necessary in some businesses where specialty shoes form a representative part of the output, but where the shoe manufactured is the average shoe worn by the average person it seems entirely undesirable to go into such a lot of useless detail and unnecessary bookkeeping expense.

Broadly speaking our accounts are arranged in such a way that everything, meaning expenses of every kind and description, is charged against our productive departments. This includes, general administration expenses, interest on the company's investment in department inventories and depreciation on the value of fixed assets invested in each department. In fact our profit and loss account is made up of profits and losses of some 40 odd departments, as well as the profit and loss accounts of the warehouses. The only items which appear in the general profit and loss not distributed to the department profit and loss are items representing distribution of income. The point I wish to bring out is that each department is supposed to stand on its own feet so far as its operations are concerned, and to reflect this condition in each department's profit or loss it is necessary to charge that department with everything pertaining to its operations.

Coming now to the shoe factory as a department we find that the elements of a leather shoe are divided into

the following groups: Uppers, Soles, Findings, Labor, Overhead Expense. When I mention a shoe factory as a department I include in it all the subsidiary departments which make up an ordinary shoe factory.

One of the most important yet simply kept records of our shoe factories is the cutting record of the Upper Leather. Particular stress is laid upon the determination of accurate information regarding the operations of the cutting room, for here lies a great danger of a great loss; the loss resulting through inaccurate and incomplete records on waste in cutting. The cutting record is so arranged as to show the cutting results of each lot of upper leather tanned. The amount of waste, that is the difference between the actual leather used and the requirements according to set units, is also recorded in this record.



Mr. W. F. Dickson

As you well know some leathers cut closer than others. Therefore by keeping a separate record of the cutting results of each kind of Leather out, the cost of the cut uppers for each class of shoe is thus determined. This record of cutting and waste serves other purposes, as well. Inasmuch as we tan practically all of the leather used in our shoe production, it is an advantage for the tanneries to know the cutting results of the various grades of hides tanned. Likewise in the case of a manufacturer purchasing his upper leather the waste on cutting is valuable information, easily accumulated for the Purchasing Department.

To this point we have then, what might be called the true costs of the uppers for each class of shoe going through each mill. To reflect this condition in the general books for the purpose of determining Profit or Loss of a run, it is necessary to reduce these innumerable individual costs to average costs.

The cutting room operations as a whole, which as previously stated, show the total quantity of upper leather cut as well as the value of it, are used for this purpose. The cost per dozen is determined by simply dividing the total number of dozens of pairs of cut uppers into the total value of the leather cut. The average costs are determined for the current month and for the accumulated period to date, and it is the latter figure, which we know as "date averages" that is used in costing shipments. When I refer to the total production of the cutting room, I



mean the net good product that finally finds itself into the finished shoe. In this connection the quantity of leather used and the dollar value of it includes the quantity and value of leather lost in cripples. The cripples do not merely represent the material spoiled in the cutting room. Cripples also include work spoiled in any of the operations following the cutting room, as well as the cutting room itself.

Sole standard costs are set for component shoe parts cut from a side of sole leather. There is determined then a gain or loss under or over the actual cost of the raw material cut. For instance, the amount of sole leather going into the sole leather department daily is weighed into the cutting room before the leather is cut. That quantity of bulk leather produces certain cut pieces. A daily record of the cut pieces, such as outsoles, insoles, counters and so on is made, and extended by standard prices per piece into money value. The difference between that total standard value and the actual cost of the leather in the bulk is the gain or loss on the day's cutting. As regards the setting of the prices of the finished product this is done by measuring through practical knowledge the relative economic value of one of these parts to another or to all. As an instance there are times when the supply of shoulders on hand greatly exceeds the demand. In this event rather than carry these shoulders at cost value, the leather in the shoulders as such would be given a nominal value and the balance of the cost value would be absorbed in the standard cost of usually the outsoles. The leather in the shoulders would be shipped to one of the other factories for its use, and would be billed at no value. Hence there is established a standard material cost of these unit parts which can then be applied to shoe costs as representing the cost of a completed sole. Standard prices are not changed from day to day or month to month unless there is a noticeable change in the trend of the quality of the leather or market prices. Certainly of course if the accumulated operations reach the deficiency mark; then a change in prices is immediately made to keep the costs on the safe side. An accumulated profit on sole cutting is adjusted in Inventory prices at the end of the run.

The sole leather cutting sheet establishes a record of the details of the day's production; that is the outsoles are classified into four irons—7, 8, 9 and 10 irons, and so on. The only summaries of the data now available which is necessary to be made in order to establish the average costs is one of the outsoles of the various irons, one of middle soles, one of insoles, half soles, counters, etc; therefore, for bookkeeping purposes the sum of these unit averages would be used as the average cost of the completed sole. For purposes of compiling a cost of any individual shoe the true cost would be used.

#### LABOR

Simultaneous with the performance of the cutting room operations, as well as with all other assembling operations there is being incurred another liability—labor. It is the next major item entering in to the cost. Labor may be classified as direct and indirect labor. In our concern the labor of a department is labor and it is uninteresting to know whether it is described as direct labor or indirect labor. It wouldn't appear to make any difference so long as the unit price is dollars and cents per dozen pairs produced. In a department such as a Mechanical Department the nature of which is to perform a service for another the necessity of a distinction between direct and indirect labor is somewhat more apparent. In our mechanical department costs we treat indirect labor as a part of that department's operating expense. It must be received back as part of the value of the services rendered. Operating Expense of a Mechanical Department is determined by finding the percentage that such expense bears to the

direct labor performed. This percentage applied and added to the labor billed on any job gives the Mechanical Department a return to itself of its own costs.

In a shoe factory treating labor as labor and segregating it in the Payroll Offices into the rooms in which it is performed, the total labor for any one shoe factory is thus determined. Our Payroll distribution shows no further distribution of labor then by rooms. We do not attempt to segregate the labor performed into orders or anything of the sort. The distribution stops with the room totals.

In setting the labor cost for the various grades or styles of shoes made in each factory, it would not, of course, be consistent to strike one general average, as, for instance, in one of the welt factories, the product is classed into three classes,—High, Medium and Low grade. Hence labor standards are set accordingly. In setting these standards no orthodox rules govern the method. They are set by men most familiar with the trend of labor costs in a particular department, having reference, of course, at all times with actual labor rates and total average costs.

As I have stated the Payroll totals are not segregated further than room totals. This is done weekly. Monthly totals are also determined and period to date averages are determined. The advantage of determining the average weekly costs is that it enables the cost department to watch the trend of labor costs more closely when they are determining costs on a new style of shoe. The accumulation of this weekly information for each room in any one department is but the work of a few minutes after the total Payrolls for the week are determined.

By average labor costs I mean the total production for a period, either week, month or period to date, as the case may be divided into the total Payroll accrued or paid out during that same period of time. To this average, of course, is allowed the difference of quantity in process between the beginning of the month. With each room running full capacity the difference should be negligible. Quantities in process in each room are determined by physical inventories, sometimes monthly for a stretch of months, where a difference is noticeable. Other times a month is skipped where any difference is not noticeable.

In our sole leather cutting departments, of which there are two, one supplying the welt factories in Endicott and the other supplying the work shoe factories in Johnson City, the labor is charged directly to the factories by the Payroll Offices. The basis of distribution is factory production. This practice is not argued as being sound for adoption generally, as if it were attempted by some, the absorption of the Sole Leather Departments labor cost in the shoe costs as a whole would present many difficulties.

Some of our competitors, who operate Sole Leather Departments as such, maintain as an asset in the accounts of that department, the labor cost of cut soles, which were cut for and held in stock. Under their system the labor on the cut soles is billed out at so much per pair to the factories when the soles are billed. Standard labor costs are set for each cut piece from a side of sole leather in much the same way as our standard costs are set for the material itself. In our case, however, we save ourselves this costing and merely charge all Sole Leather Department labor over to the sole leather room of its respective factory. We are not unmindful, however, that this practice creates an undue advantage to the costs of a month in which the cut sole stock for one reason or another is lessened. Neither are we unmindful that the costs of another month suffer in which the cut sole stock is increased. In such a case the costs suffer to the extent of that increase over a normal average.

As a general rule, however, such inequalities of which there are bound to be a few either work themselves out or are offset by one or more other unimportant inequal-



ities.

I have stated that the average labor cost is made up by averaging the labor performed in each room. This is not unqualifiedly true as in some cases rooms or rather operations are grouped. As for instance one of our welt factories is summarized into the following groups of rooms:

Cutting, which includes trimming; Fitting, which is the making of uppers, including lining making; Lasting, which includes stock room, pullover, side and bed lasting, and assembling; Bottoming, which includes inseaming, rough rounding, sole leather, outsole, stitching, sole leveling, bottom filling, heel attaching, edge trimming, heel scouring; Finishing, which includes bottom sanding and seaming, and shank blacking; Treeing, packing & shipping, which includes carton department in which the cartons and shoos are made up. Our large paper cartons are purchased in knocked-down shape and built up in their final form in the carton department; Sole leather, includes sole cutting, insole and outsole rooms, counters, and heels.

General, include the finding room and general millwrights, etc.; and Office.

The sum of these individual room averages gives then the room total. Against this we compare the bottoming total which is determined by dividing the total bottoming production for the month and the run to date into the respective total labor cost. It is after the bottoming operation that we consider the shoe is practically finished. Any variance in the quantity in process from one run to another is immediately seen from a comparison of these two average figures.

To keep the labor cost on shipments on the safe side we use the higher figure, or if it is unreasonably high then we usually strike a difference between the two and use the average of the two. It avoids going into infinitesimal costing, the result of which is usually incapable of greater accuracy than general and broader methods.

In our business, everything entering into the caption of findings and miscellaneous is purchased from outside manufacturers. This includes nails, thread, hooks, eyelets, shoe laces, and so on.

The costs of findings as applied to various classes of and different priced shoes are checked from time to time by an analysis of the detail costs of each article comprising findings. The close knowledge of the factory organization as to the trend of the market is the constant check as to the safety of finding costs. The test of the accuracy of the costs is in the physical inventories which are taken periodically, never more than two months apart. This applies also to boxes and cartons, and welting where welting is used. It should be borne in mind, however, that all of this material is issued from the finding rooms on requisitions of the room foreman only. Proper care of it is taken while it is in the finding stock room but after it is issued to the rooms then it becomes the property of the room foreman. A test of wastings, which as we all know occurs by accident and otherwise, is found in a comparison of the amount of findings used with the value of the cost of the completed shoe.

The balance of the costs are expenses, and to the major extent these are constant. Expenses can be and are controlled. By so doing, excessive costs in a one month and lighter costs in another month are averaged to a great extent. While I wouldn't say that our departments operate on a budget system, yet a habit has been cultivated throughout every department of the organization whereby we prepare for attacks of unusual expenses, prior to the time of payment of the liability. This is accomplished in many instances by setting up reserves monthly on the general books for expenses which ordinarily accrue due at the close of a fiscal period.

Moreover, conservation is a predominant character-

istic in the personnel of the departments. It is common practice to look ahead for unusual items of costs. We contend that looking ahead saves understated costs and understated costs always work a hardship on profits:

Manufacturing Expense is divided in the cost statement into the following groups:—

Manufacturing Expense—Materials including freight, Taxes, (County and Municipal only); Insurance; Employees Liability Insurance; Depreciation on Buildings, Equipment, etc; Amount written off Lasts, Dies & Patterns; Water; Light, Heat & Power.

Manufacturing or Overhead Expenses such as Taxes, Insurance, Depreciation on Buildings, Equipment, etc. each afford an easier basis of distribution than is the case with General Overhead expense or Administration Expense. In each item of these direct expenses there is usually some distinct basis for distribution. There is nothing unusual about it. Neither is there anything unusual in our way of distributing General Administration Expense, except that before we can apply a percentage of this expense to each department, we must first measure the relative value of the main group of productive departments comprising the whole organization. That is, Tanneries and Factories each have a different unit of production and the importance of each to the total of all, must first be considered.

The other auxiliary departments which are of lesser importance do not share in the expenses of this nature as it seems unnecessary to charge a department which produces nothing but expense with expense. This statement, of course, is not unqualifiedly true. As for instance, Light, Heat & Power Expense is distributed among all operating departments, productive or nonproductive. It is true, however, with General Administration Expense and with Efficiency Expense.

One of the other larger items of expense incidental to the Shoe Industry is Lasts, Dies & Patterns and the general treatment of expenditures on equipment of this nature is one which is giving accountants and shoe manufacturers alike no end of trouble.

The general effect of charging the total expenditure on this sort of equipment to costs intact is that it has a disturbing effect upon averages. This effect, of course, may or may not be important, particularly where general averages are used. If the expenditure is deferred and charged to costs over a period of time, the effect is to minimize fluctuations and at the same time retain an asset on the general books at a very much depreciated and conservative value.

The same is true with taxes, insurance, and other constant expenses, the charge for which can be very readily prorated over the year's cost accounts.

Royalties, which is one of the major items of expense entering into shoe costs, is a direct expense which can be applied to each department.

Manufacturing expenses include items of expense that can be and are directly applied to any one factory. That is, a factory as a whole—not to each room.

This then establishes a complete cost for one factory, and the same procedure is applied to each factory in the organization, although at one point where several factories are located all work incidental to the costing is done in the office.

As a part of their other duties the factory offices have complete charge of the receipt, checking, and dispatching of bills for materials purchased. Items of costs such as general administration expenses, depreciation, interest charges, taxes, insurance, and other expenses which are prorated over a period of time are, of course, charged to the factory and other operating departments by the general administration department monthly. The money values and financial data on which the factory



offices base their production costs are checked and agreed with the general financial books each month and so that they are in possession of the complete facts practically all the time.

Briefly, the General Accounting records are the Clearing House of all the departments. The bills for materials purchased by the departments are manifested by the factory and tannery offices to the Administration bookkeeping where they are taken up and the respective totals charged against the departments. When each department transfers materials to another, a regular bill is put through, charging the department receiving the material, and crediting the department delivering the material. These transactions, together with numerous other transactions, affecting a department's costs, establishes a complete departmental cost.

Harmonious with the simple methods employed in cost accounting the Administration bookkeeping methods and records are also kept free of intricate bookkeeping and red tape, so far as it is possible, without exposing the safety of the companies finances to negligent treatise.

The production costs which are reflected on the books monthly, thus establishing the profits or losses on the operations, are furnished to the general accounting department by the factory offices and it requires but one entry for each factory to establish this information on the general books. It is simply done by multiplying the number of dozens of shoes shipped during the month by the "date average" production cost. The advantages gained from the simplicity with which the records are kept are as I have stated before that the accounts of the organization for any one month are generally out of the way by not later than ten days after the closing date of the month's accounts. Incidentally we do not close on the last day of the month, but for interim purposes the books are kept on a four and five weekly basis. At the close of the run, each six months, physical inventories are taken and the books closed.

Toward the beginning of this paper I stated that the Distributing Warehouses maintained separate and complete sets of accounts. We operate these departments, as though they were distinct and separate corporations. Accurate inventory records are kept of quantities of shoes going in and out of these departments; in fact, the merchandising department in the warehouses accumulates perpetual records by which it knows at all times whether it is long or short on any particular style. These records indicate quantities only. No perpetual inventory records of styles are kept of money values. On the other hand, however, profits are determined monthly and book inventories in dollars and cents established on the general Warehouse bookkeeping records. To reach this result we have to take into consideration what we know as appreciation or depreciation of the selling price of the shoe to the customer over or under 100% paid for that shoe by the warehouse to the factory. Of course, in reaching this 100% cost of each shoe purchased, the average prices of each class must again be taken. That is, it would be physically impossible to take the exact 100% cost for each and every shoe going in and out of the Warehouse; therefore, averages of prices of each style is determined for this purpose. It means, then, that from day to day during the month, we accumulate in dollars and cents the amount of appreciation or depreciation so that when we come down to the end of the month and determine the total shipments for the month we have in these three separate total values the material from which to work our cost of sales. Applying these figures, we determine the cost of sales by the following compilation. Taking the total shipments and deducting from it the total appreciation or adding to it the total depreciation gives us the 100% paid to the factory for the goods shipped by

the Warehouse during that month. Then deducting from the amount of that 100% the rate of discount allowed by the factory gives us our net cost of sales to the warehouse for that month. The difference between the net cost of sales and the total shipments gives us our gross profits on sales. From this, of course, in turn is deducted expenses, the net result being the net profit or loss on the department for the month.

Applying a specific case of appreciation or depreciation—to say one pair of shoes—suppose the warehouse charged the customer with a pair of shoes \$3.00. The 100% price paid for that shoe to the factory by the warehouse was \$2.90. There was then to the warehouse an appreciation in price of 10c. and to reach the 100% paid to the factory it would be necessary to deduct the 10c. from the \$3.00 in order to arrive at the \$2.90 item again. As indicated above this \$2.90 represents the 100% paid by the warehouse to the factory. Now, the discount allowed by the factory to do business on, when deducted from the \$2.90, gives us our net cost of sales of that shoe to the warehouse.

Take another instance—Suppose our warehouses sold a shoe for \$3.00 and the 100% charged by the factory for that shoe was \$3.15. In order to arrive at the 100% cost when we are working from the shipping end, we would add 15c. instead of deducting it as in the case of appreciation.

It is not argued, of course, that the dollar value of the physical inventories comes out accurately at the end of the run, but experience has proven that the difference under such a system is negligible, amounting in some cases to a very small fraction of 1% on the total turnover of a run.

We are hoping, of course, that this work, together other detail work, can some day be put on machines, and that a machine will be invented which will do cumbersome work of this nature efficiently and more cheaply than it is being done today by hand.

The one other phase of the general accounting and bookkeeping work of our organization which is carried out with more remarkable rapidity than that of any other organization I have ever known is the taking of the physical inventories, and with a very brief summary of the basis on which inventories are priced, I thus draw together my preceding remarks concerning the unit costs entering into a finished shoe.

As I have previously stated inventorying a department in our company is a very frequent occurrence. By this practice if there is any doubt as to the accuracy of any major figure in costs we go directly to the problem itself to prove or disprove it. In other words, the accuracy of records is not left at what they contain but is very often measured by an absolute count of the materials represented in these records.

Work in process inventories are valued, by a process of elimination of uncompleted costs. To begin with the count of the process, we do not physically count the shoes in their various stages of completion, we take the inventory in process from what we know as the "Factory Sheets". The sheets are prepared daily in the factory office and show the orders which are placed on the mill for the manufacture of the shoes. The sheets are prepared on the multigraph machine, separately for each factory, and are distributed to each from foreman as advance information of what he may expect to come through his room. The sheets are dated, which date is known as the "office date"—cards are attached to each shoe rack with a numeral on it. This numeral represents the office date. I mention this because there are time schedules for each factory, and all other things being equal, shoes should be in the packing room in a specified number of days after the date the order goes to the mill.



One could stand at any vantage point in any room and immediately spot a rack which should have priority over others, which bear an office date of more recent origin.

When the shoes are shipped, the shipment is cancelled from the copy of the Factory Sheet retained in the office.

Coming back to the Inventory of Process, the work of Inventorying is limited to preparing a list of shoes not cancelled from the factory sheet. The information recorded is the number of pairs on each order and the selling price that each order will be charged to the customer, where it is shipped and billed.

The problem then devolves itself into an elimination from the selling value, the proportion of the uncompleted assembling operations and cost and profit. To do this, we strike a general average of the completed and uncompleted part of the shoe. Deducting the portion uncompleted as well as the values of the soles that have not been attached, gives us the value in process. It should be stated here that in determining the number of pairs in process to which sales have not been attached, there is a working arrangement with the Lasting Stock Room and the Fitting Room to complete office sheets intact and not leave straggling orders to be completed at random—with this knowledge that process can be inventoried from a certain point or "office date" for these rooms. We, thus, determine the number of shoes for which sales have to be deducted to arrive at the cost of process. Personal knowledge of the conditions or amount of work in the mill is the check on this advantageous method of Inventorying process. The test of the accuracy is the final average costs and results of the operations.

The basis of pricing raw materials and supplies is, of course, cost. The rapidity with which inventories are completed is also a predominant characteristic. It has been a general habit of the Endicott Johnson Corporation to have inventories taken, checked, finally completed, and in the hands of the auditors not later than four days after the completion of the run. The point is not so much that the work of compiling inventories so frequently becomes second nature, but it is just that avoidance of useless detail figuring that is the crux of the whole system of costing. That is the pivot on which the whole system turns. It permits rapid completion and greater efficiency. If we attempted to apply a separate and distinct unit price, which, of course, is known to each shoe in process when valuing that process for inventory purposes, it would probably take at least two weeks to complete our inventories. That delay, which, while it could be overcome by adding clerical help, yet in itself would automatically start other delays. The sequence of one delay would be that everything incidental to costing would go from one condition to a worse condition. Letting down the bars on one point, minor or major, is like a contagious disease. It will spread and when that condition exists it is almost even chances that on accounting system has to be newly developed.

As I have previously stated the policy of the Endicott Johnson Corporation has been for a strong organization, giving most of its time to the production of shoes and employing only necessary yet simple, sound and efficient methods in its records of accounts. That question is uppermost in our minds. We are never satisfied with what we interpret to-day as practical cost accounting. It is what methods can be employed to-morrow to do it more simply, easier, cheaply, yet more efficiently.

When I started this I asked, what questions are involved to make a cost accounting system practical? My answer is simplicity of methods and records. By following that thought we avoid to a very large extent the accumulation of useless detail.

## PRIZE AWARDED FOR EMBLEM FOR SHOE MANUFACTURERS.

The Shoe Manufacturers' Association of Canada announced that the members of its Executive Committee, at a meeting in Montreal, unanimously selected a drawing submitted by Mr. Chris. C. Thompson, 73 King Street West, Toronto, as an emblem for



the Association, and that the prize of \$100 offered for the best emblem would be paid to Mr. Thompson. The drawing selection was chosen from a collection of more than 750 received from all parts of the Dominion. These were on display for several days at the Third Annual Meeting of The Shoe Manufacturers' Association of Canada, held in Montreal, and were examined with much interest by the delegates. In announcing the award, Mr. S. Roy Weaver, Manager of the Association, stated that the verdict of the Executive Committee had been unanimous, although the selection was made from many excellent drawings.

## A TAKING WINDOW DISPLAY.

For a high class shoe window display the mark was hit recently by a Western retailer who used the cabinet idea for the display of several lines of women's fancy shoes.

He had a cabinet about four feet by three feet made to represent a theatre stage. A gold frame outlined the sides and top, the interior being arranged with artistic scenery prepared on a scale to suit the stage. Crimson velvet curtains hung on each side.

In the centre was a revolving circular placque upon which two shoes were displayed, a mirror in the centre showing the back as well as the front of the shoe. Two shoes were shown as the placque revolved slowly although possibly four might easily have been displayed in the same manner. In fact with an enlargement of the circle and a rearrangement of same, quite a style revue might have been possible. Lights above the shoes cast a full reflection upon the centre of the stage, the corners of which were decorated by handsomely dressed dolls sitting at tables or reclining in chairs.

The balance of the window contained half a dozen shoes on stands with a neat show card on each side of the cabinet. The background was the usual hardwood finish of the window, the bottom being dressed with green velvet of a contrasting shade to the curtains of the stage.

The entire effect was novel and in daytime as well as during the evening, drew a constant stream of spectators. The shoes in the cabinet were changed twice a day.

It looks as though President Daoust were another Mederic Martin as far as the Shoe Manufacturers' Association is concerned. It is said that he never knows now whether he is speaking French or English as his tongue slips naturally from one to the other. He is certainly an ideal presiding officer for the Association.



# Resolutions

The following resolutions were passed by the Canadian Shoe Manufacturers' Association in convention at Montreal.

## Re Bankruptcy Law

WHEREAS recent experience has revealed certain defects in the new Bankruptcy Law, which defects constitute serious hardship to the creditors, and in some cases enable unscrupulous debtors to evade their rightful obligations to the detriment of their creditors and also of honest merchants and the public generally;

THEREFORE BE IT RESOLVED that this Association express its dissatisfaction with certain provisions of the new Law and request the new Executive Committee of the Association to appoint a special Committee to co-operate with other organizations in an effort to secure the repeal of the law or the enactment of such amendments as may be necessary and equitable in order to protect the legitimate interests of creditors.

## Re Credits

WHEREAS representations have been received from the National Shoe Retailers' Association of Canada in part as follows:—

"It is requested that you resolve that it is in the best interest of both shoe retailer and shoe manufacturer that before credit is given to any prospective retailer a thorough investigation of his financial resources be made. The National Shoe Retailers' Association of Canada's Executive feel that the past indifference in this respect has been a great menace to both retailer and manufacturer, and is indirectly part of the cause for the recent raise of 20 per cent. in insurance rates to shoe retailers. This rate is at present in force and the legitimate retailer endeavoring to do an honest business in an honest way feels that your Association can do much if it will to assist the honest merchant."

WHEREAS this Association recognizes the urgent importance of close attention to credits by the industry generally;

THEREFORE BE IT RESOLVED that this Association request the Executive Committee to give its best attention to the credit problem, with a view to making such recommendations to the members as may be considered desirable and practicable, and that a copy of this resolution embodying the request of the National Shoe Retailers' Association of Canada be sent to every member of this Association with a recommendation for careful consideration.

## Re Assignments and Applications for Compromises or General Extensions of Time.

WHEREAS it is important that shoe manufacturers and shoe wholesalers, for self protection, adopt a uniform policy in dealing with assignments or applications for compromise or general extension of time; and

WHEREAS honest debtors, if unable to meet their obligations when due, cannot reasonably object to examination of their affairs on behalf of the creditors; and

WHEREAS fraudulent assignments or unnecessary compromise proposals cannot properly be dealt with, except by adoption of a general policy providing for investigation of all such assignments or compromise proposals; and

WHEREAS such policy would serve as a reasonable protection to all in the shoe trade who pay their obligations in full;

THEREFORE BE IT RESOLVED: 1. That when any application be made to a member or members of the Association for compromise or extension (before assignment), the case be referred promptly to The Canadian Credit Men's Trust Association, Limited, for investigation and a report and recommendation, such report and recommendation to be forwarded to a committee consisting of the three largest unsecured trade creditors for their review and preparation of a recommendation to the creditors, and the report of The Canadian Credit Men's Trust Association, Limited, together with the report of the trade creditors' committee, then to be forwarded promptly to all creditors; 2. That all cases of assignments be referred to The Canadian Credit Men's Trust Association, Limited, for a report and a recommendation to the creditors, and for a thorough investigation at the expense of the creditors whenever such investigation may be considered necessary or advisable. 3. That the Shoe Wholesalers' Association of Canada be invited to co-operate with this Association by adoption of a policy similar to that outlined in this resolution.

## Re Sales Tax

WHEREAS misunderstandings have arisen from the sales tax of 3 per cent. on sales by manufacturers to retailers or consumers, while the corresponding tax on sales by wholesalers to retailers or consumers is only 1½ per cent; and

WHEREAS serious difficulties arise in computing the sales tax on sales by firms which combine in a single business operations as manufacturers and wholesalers;

THEREFORE BE IT RESOLVED that the Government of Canada be asked to amend the Sales Tax legislation to provide as follows:

1. That sales by manufacturers to wholesalers for resale by the latter, and sales by wholesalers to other wholesalers for resale be exempt from sales tax;

2. That sales by manufacturers and by wholesalers to retailers or consumers be subject to sales tax at the rate of 3 per cent;

3. That it be compulsory to extend such sales tax on the invoice as a separate charge to be added separately to the selling price—without the manufacturer or wholesaler being allowed to absorb any part of

the tax;

4. That readjustments be made in the rates of sales tax on importations so that the aggregate sales tax charges on goods manufactured in Canada from imported raw materials will not exceed the sales tax on competing goods when imported by retailers or consumers.

## Re Marking of Imported Shoes

WHEREAS there is a growing desire on the part of the buying public to give a preference to Canadian products in order to promote Canadian industrial development and provide employment for Canadian workers;

WHEREAS it is in the National interest that the public should know whether the goods they purchase are of Canadian or non-Canadian production;

WHEREAS the provision of some means of distinguishing readily between Canadian and imported footwear would help to secure proper recognition of the splendid qualities and reasonable prices of Canadian-made shoes;

WHEREAS administrative considerations indicate that there would be serious difficulties in requiring that all goods made in Canada be marked as of Canadian manufacture and that a marking law can be more easily and economically applied to imports;

THEREFORE BE IT RESOLVED that this Association urge the Government of Canada to require that all footwear imported into the Dominion be marked with an indication of the country of origin.

WHEREAS the members of this Association have almost completely discarded any brands which might be considered to be misleading as to the country of origin; and

WHEREAS this Association already is on record as opposed to the use of such brands; and

WHEREAS many wholesalers and retailers have co-operated with the manufacturers in the movement to have Canadian-made goods sold definitely on their merits without brands suggestive of non-Canadian manufacture, but some merchants still call for such markings;

THEREFORE BE IT RESOLVED that this Association reaffirm its belief that the use of such brands operates to the discredit and disadvantage of the Canadian industry and Canadian products and urges upon the trade a still larger measure of co-operation with the manufacturers in securing the entire elimination of such objectionable practice.

## Re Marking of Canadian Made Shoes

RESOLVED that this Association places itself on record as approving the principle of a uniform distinctive mark indicative of Canadian manufacture to be used on soles, linings or facings of all shoes made by its members and that the Executive Committee be requested to make a recommendation to the members in this connection as soon as possible.

## Re Charges on Single Pairs and Small Lots.

That this meeting adopt and recommend for adoption by all shoe manufacturers in Canada the following extra charges on specials:—

(a) Single pairs made to order (not measure) to be charged a minimum of twenty per cent extra.

(b) Small lots specially made, if less than six pairs, to be charged a minimum of ten per cent extra.

The adoption of the above will bring the practice of the Canadian shoe factories into line with the policy adopted more than two years ago by the Incorporated Federated Associations of Boot and Shoe Manufacturers of Great Britain and Ireland, as applicable to the home trade throughout the British Isles.

## Re Dumping

WHEREAS in certain cases, which the Association has reason to believe have not been infrequent, boots and shoes have been imported into Canada under invoice valuations which have been improperly low and the existence of this practice can be substantiated by the Association and also by Government records; and

WHEREAS THERE IS CAUSE TO BELIEVE THAT IN SOME instances certain invoice values have been accepted by the Customs Department on evidence of members with the requirements of the dumping clause, which compliance would not stand thorough investigation, and also because of the lack of technical knowledge of shoe values by the appraisers;

THEREFORE BE IT RESOLVED that this Association request the Dominion Government to appoint a man thoroughly experienced in the costing of shoes, as an expert appraiser to advise and assist collectors of customs in proper enforcement of the Customs Act including the dumping clause, and that copies of this resolution be sent to the Ministers of Trade and Commerce and Customs & Excise.

## Re Abuse of Office by Certain Authorized Trustees

WHEREAS it has come to the attention of this Association that certain persons recognized by the Dominion Government as Authorized Trustees under the Bankruptcy Law have been abusing their office by soliciting and encouraging assignments and compromise proposals as an easy means of evading rightful obligations;

THEREFORE BE IT RESOLVED, (1) That the Secretary of this Association be instructed to forward to the Government all available evidence in this connection; (2) That the Government be asked to cancel the license of any Authorized Trustee who may be found to have abused his office in this way.

## Re Investigation by The Canadian Credit Men's Trust Association, Limited

WHEREAS arrangements between the Shoe Manufacturers' Association of Canada and The Canadian Credit Men's Trust Assoc-



iation, Limited, under which the latter is requested to investigate, to report upon, and where necessary conduct a thorough investigation of, cases of assignments and applications for compromise or general extension of time, is proving of advantage to the trade;

WHEREAS some of the reports on cases so referred to The Canadian Credit Men's Trust Association, Limited, do not provide sufficient detailed information to enable the creditors to judge as to the advisability of accepting the recommendations made by The Canadian Credit Men's Trust Association, Limited;

THEREFORE BE IT RESOLVED that The Canadian Credit Men's Trust Association, Limited, be requested in preparing such reports to give more detailed information as to cost prices, dates of invoices, and present values on at least 10 per cent of the stocks held by the debtor.

#### Re Laces in Shoes

WHEREAS most manufacturers now include a pair of suitable laces with every pair of lace shoes shipped from their factories; and WHEREAS it is desirable that there should be a uniformity of practice in this regard; and

WHEREAS The Shoe Wholesalers' Association of Canada has asked for adoption of such uniform policy by the shoe manufacturers;

THEREFORE BE IT RESOLVED that this Association recommend to all its members that the selling price of their shoes should include a suitable pair of laces with every pair of shoes, without extra charge for such laces, and further that the members present at this meeting pledge their respective companies to conform to the practice as recommended.

#### Re Packing and Shipping of Shoes

WHEREAS it has been brought to the attention of this Association that loss and damage on shipments of boots and shoes amount to a large sum annually; and

WHEREAS the shoe manufacturing industry would benefit by reduction of such losses; and

WHEREAS certain definite suggestions have been made to the Association in this connection by Mr. Geo. C. Jackson, Auditor of Claims, Canadian Pacific Railway Company;

THEREFORE BE IT RESOLVED that the Executive Committee be requested to prepare a recommendation to the members embodying as many of such suggestions as may be considered practicable and desirable in the interest of the shippers.

#### Re Charging for Cases

WHEREAS most of the shoe manufacturers now include the charge for shipping cases in the selling price of their shoes instead of charging for such cases as a separate item on their invoices; and

WHEREAS it is desirable that there should be a uniform practice in this respect in order to avoid misunderstandings and for the general convenience of all concerned; and

WHEREAS representation against a separate charge for shipping cases have been made by The Shoe Wholesalers' Association of Canada and by individual wholesalers and shoe retailers;

THEREFORE BE IT RESOLVED that the Association recommends to all its members that the price quoted for their shoes for domestic trade should include the regular shipping cases without extra charge and that the members present at this third annual meeting of the Shoe Manufacturers' Association of Canada pledge their respective companies to conform to the policy so recommended.

#### Re Tariff on Boots and Shoes

WHEREAS the shoe manufacturing organizations in other countries have a capacity much in excess of the demand under present conditions and mergers abroad have resulted in gigantic shoe manufacturing companies which would overwhelm the Canadian industry if tariff protection were withdrawn, since in several cases the production of a single foreign corporation is almost twice as great as the output of all the Canadian shoe manufacturers combined; and

WHEREAS official investigation as well as unofficial inquiries have shown that the Canadian market has been used as a dumping ground for surplus stocks, semi-obsolete or slow-selling lines, floor stocks, returned goods, etc., which are sold for export to Canada at prices below the cost of production in the country of manufacture, thus protecting the market in the country in which such goods are made but at the same time imperilling the continued operation of the Canadian shoe manufacturing industry; and

WHEREAS the Canadian shoe factories are supplying footwear, suited to all requirements of the Canadian market and equal grade for grade to the best produced anywhere in the world, and at prices which in general are as low as the prices of similar lines as sold to the home trade in other countries; and

WHEREAS there never has been a time when the profits of Canadian shoe manufacturers have been immoderate and during the last three years more than 30 shoe manufacturing businesses in Canada have failed, discontinued operations, or been forced into financial reorganization as a result of intense competition within the home market, (which competition full protects the public against excessive prices), and the difficult conditions which have obtained and in a large measure still apply;

THEREFORE BE IT RESOLVED that this Association urge upon the Government of Canada

(a) That it is the sincere desire of the Canadian shoe manufacturers to place before the Government the actual facts with regard to the shoe manufacturing industry in this country;

(b) That lowering of the Canadian tariff would not effect any permanent reduction in the prices which Canadians pay for boots and shoes, but on the contrary would expose the Canadian plants to unfair and ruinous competition in time of business depression abroad;

(c) That it is in the interests of the general public as well as of employees of the shoe manufacturing plants that the present rates of duty on boots and shoes be continued and that supplementary legislation be enforced to prevent Canada being used as a dumping ground for shoes imported under invoice valuations below the cost of production of similar goods at the time of export, plus a normal profit thereon.

### A MADE-IN-CANADA EXHIBIT.

During the week of January 23rd, the T. Eaton Co., Ltd., of Toronto had displays in all departments of the store, in which were shown "Made-in-Canada" goods. And one of the finest displays was made by a member of leading shoe manufacturers of Canada. The exhibits were laid out on tables or in show cases, and each display had a sign giving the name of the manufacturer. Shoes for men, women and children, of fancy or staple character were shown, embodying the latest styles and exemplifying the highest standards of shoemaking. Thousands of people looked over the displays, and many instances occurred which showed the value of such an exhibit. Several visitors questioned whether footwear of such a character was actually made in Canada, and the educative value of the affair was undoubtedly very material. Among the shoe manufacturers whose goods were displayed were Adams Shoe Co., Brandon Shoe Co., Blachford Shoe Mfg. Co., Corson Shoe Mfg. Co., Dominion Rubber Systems, Getty & Scott, Ltd., Gutta Percha & Rubber Ltd., Kingsbury Footwear, W. A. Marsh Co., Myles Shoe Co., Jno. McPherson Co., Newport Shoe Co., Jno. Ritchie Co., Regina Shoe Co., Scott Chamberlain Ltd., T. Sisman & Co., Smardon Shoe Co., Tillsonburg Shoe Co., Talbot Shoe Co.

### NOTES ON THE CONVENTION.

Mr. George Brown of Brown, Rochette Limited of Quebec is a fervid speaker. He captured the hearts of the English speaking delegates to the Shoe Wholesalers Convention with his fluent French and his graceful gestures. Charlie Davies, who seconded his motion of thanks to the Chairman and Secretary says his French is the best he has yet heard in Quebec.

The West was well represented at the Montreal gatherings. Mr. Arthur Congdon of Winnipeg and Messrs. J. D. McFarland of Edmonton and W. G. Sutherland of Regina were on hand to represent that great and growing country. Mr. McFarland says the West is all right if it gets half a chance these stirring times.

Percy Higgins of Moncton is getting more and more like his dad. Several of those at the convention took him for his illustrious parent, who by the way, has just returned from Battle Creek, looking younger and more fit than ever.

Johnny Walker remarked to T. H. Rieder that if they had the convention at Port Credit, Ont., they would show the trade there how to put a little jazz into the proceedings.

F. Stewart Scott wore the smile that won't come off. He says the trouble with holding a convention at the Windsor is that there are so many lanes with mysterious turnings.



# THE WILLIAMS SHOES



Sold in Sizes  
5 — 7½  
8 — 10½  
11 — 2

## Have you seen the new members of the Family ?

To that extensive "family" of shoes which all Canadian retailers honor as the WILLIAMS Line, have been added some new members. They are the WILLIAMS COMFY WELTS—for Little Maids and Little Men, Misses and Youths, They are sturdy little shoes, built for Endurance and "growing" comfort. From the way they have taken hold with the leading shoe merchants they are now numbered along with our biggest sellers.

## IN-STOCK DEPARTMENT

One feature about WILLIAMS SHOES that makes them so popular with retailers is their IN-STOCK SERVICE. An adequate stock is on hand at all times, ready for prompt delivery.

*"The Williams Shoe means Profit for You"*

## WILLIAMS SHOE LIMITED

BRAMPTON, CANADA

# *Onyx      Georgina*

Shoes for Women



*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*





# QUEBEC

## On The Job

Quebec is always "on the job," whether it be in making shoes or in making a gathering like the Shoe Manufacturers' Association a humping success.

For enthusiasm you can't beat Quebec, neither for her persistent optimism. She believes in Canada, her people and her glorious future.

Quebec tanners and shoe manufacturers have returned to their real job, which is the making of honest shoes for the feet of all classes of good Canadians.

The coming season promises to witness a gradual but steady return to more normal conditions and Quebec is doing her part to establish the shoe business upon a sound and permanent basis of prosperity.

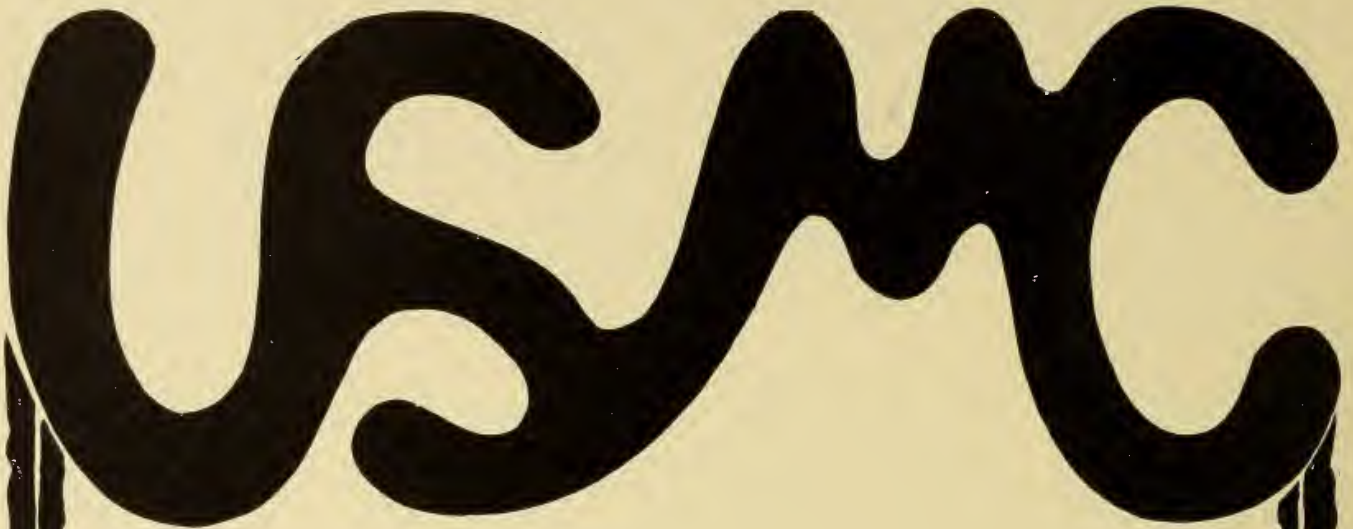
Wholesalers who have visited the Ancient Capital within the past two or three weeks, have pronounced the new lines placed before them as a step in advance as to style, quality and workmanship, while prices evidence the determination to give the public no occasion for holding back on their footwear purchases.

Quebec is determined to maintain her leadership in the everyday requirements of Canadians in high grade, moderate priced fine shoes and staples.

MADE IN QUEBEC means QUALITY and Moderation in Price.

Pierre Blouin, Limited.	A. E. Marois, Limited.
Children's Shoe Mfg. Co., Limited.	Wm. A. Marsh Co., Ltd.
Lucien Borne, Limited	John Ritchie Co., Ltd.
Duchaine & Perkins Ltd.	Chas. E. Roy.
Eastern Canada Shoe Co. Limited.	Luc. Routier.
O. Goulet & Son, Limited.	J. E. Samson, Enr.
Lachance & Tanguay.	The J. M. Stobo Co., Ltd.
Lepage & Lepinay Ltd.	Jos. Tanguay.
	United Shoe Machinery Co. of Canada, Limited.





Our Office and Warehouse at  
**28 Demers St.**  
 Quebec City

has always been a meeting place for our friends. We enjoy welcoming them. Our stock is carefully chosen to meet the requirements of the Quebec Trade and it is a pleasure to exhibit our goods. Our local manager

**MR. J. W. ROGERS**

will certainly see that you are well taken care of at any time you pay him a visit.

**United Shoe Machinery Co. of Canada**  
**LIMITED**

**MONTREAL**

**TORONTO**

90 Adelaide St. West

**QUEBEC**

28 Demers St.

**KITCHENER**

46 S. Foundry St.

# TANNERS OF QUEBEC CITY

## SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.  
 Beardmore & Co., 553 St. Valier.  
 Blouin, Pierre Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Breithaupt Leather Co., 491 St. Valier.  
 Clement, Edgar, Ltd., 179 Arago.  
 Dugal, P. and Matte, Enr., 206 Fleury.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160, 3rd St. Limoilou.

## Patent

Borne, Lucien, 491 St. Valier.  
 Cantin, Wilfrid, 45 Marie de l'Incarnation.  
 Clement, Oscar, 224 St. Helene.  
 Dugal & Matte, 206 Fleury.  
 Falardeau, C., 9 Caron.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Calf

## UPPER LEATHER

Clement, Oscar, 224 St. Helene.  
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Sheep

Borne, Lucien, 491 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Turgeon, Elie, 423 St. Valier.

## Horse

Borne, Lucien, 491 St. Valier.  
 Clement, Oscar, 234 St. Helene.  
 Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Side

Blouin, Pierre, Colomb and Nelson.  
 Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Fortier, N., 515 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Kid

Blouin, Pierre, Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Citadel Leather Co., 566 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Clement, Oscar, 224 St. Helene.  
 Dugal, P. & Matte, Enr., 206 Fleury.  
 Fortier, N., 515 St. Valier.  
 Laliberte, J., 501 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160-3rd St. Limoilou.

## Kip

Blais, W., 307 St. Helene.  
 Clement, Edgar, Ltd., 179 Arago.

## SAMSON'S—

### The Sporting Shoe Line Without An Equal

The Trade shows its appreciation of genuine excellence by placing the confidence it does in our complete line of Hockey, Football, Baseball, Ski Boots, etc. Greater sales are the outcome of featuring these shoes of long wear and exclusive fitting features.

### Staples That SELL

Built into all Samson staples is a stability that wins the permanent favor of the wearer. They sell faster today than ever because more people are demanding VALUE of the Samson standard.



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

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



## Medium McKays

For Women, Misses and Children



Because our values are so strongly attractive, dealers have found our line an exceptionally good trade winner. Made to give satisfaction, and priced for rapid selling. They offer the best kind of trade opportunities to-day.

**CHILDREN'S SHOE M'F'G CO.**  
LIMITED  
47 Colomb St., Quebec

## LUC ROUTIER

On value and good Shoemaking is based the popularity of our wide-selling lines of Shoes.

To have them in your Stock now is to create extra trade, when people are exceptionally critical in their buying.

**McKAYS and S. SCREW**  
For MEN, BOYS and YOUTHS  
**LUC ROUTIER**  
56 Colomb, 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.**

New York

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

Two  
Factories



**40,000 PAIRS DAILY**

This heel-making capacity means prompt, efficient service to the manufacturer PLUS delivery of heels of an exceptionally high order

**MILITARY HEELS, BLOCK HEELS or LOUIS HEELS**

of any shape and in any height

**QUEBEC HEEL Co., Limited**

QUEBEC

QUE.





# AMONG THE SHOE MEN.

E. W. Smith has purchased the shoe business of F. J. Habgood, Niagara Falls, Ont.

James H. Farneden, shoe merchant of Brantford, Ont., was shot in the leg at his home, 288 Rawden St., recently.

Milne R. Rennis, who has carried on a boot and shoe and gents' furnishing store in Hensall, Ont., for a number of years, has sold his business to Thos. W. Parlmer.

Fire of unknown origin which began in a hardware store next door, damaged the stock and premises of the Morrison Shoe Co. of London, Ont., to the extent of about \$30,000 to \$40,000 recently. They are protected by insurance.

Mr. Dillon of Dillon & Moore, St. Catharines, Ont., was a visitor to Toronto recently.

C. W. Doan, shoe retailer of Niagara Falls, Ont. is re-painting his windows.

Mr. Kimmel, President and Manager of the Cobourg Felt Co., Ltd., Cobourg was in Toronto last week on business.

The Myles Shoe Co., Toronto are showing their new samples for 1922 at the King Edward Hotel, Toronto; Mr. Cameron being in charge.

The Bauer Shoe Co., is the name of a new Company to organize, with headquarters in Kitchener. They will manufacture a line of welted stitchdowns in children's strap oxfords, sandals, men's canvas shoes and leather slippers. Mr. Bauer, the organizer, was for a number of years with the Consolidated Felt Co.

Ed. R. Lewis & Co., leather merchants, 45 Front St., E., Toronto, have been appointed selling agents in the Province of Ontario for the Collis Leather Co., of Aurora. They are showing a full line of samples in their warehouse.

Geo. E. Boulter, shoe distributor, Toronto, is representing Scroggins Shoe Co., of Galt in Toronto and Eastern Ontario. They are showing a full line of their renowned shoes for little gents, boys, youths and growing girls.

Mr. J. L. Chouinard of Regina Shoe Co., Montreal, accompanied by Mrs. Chouinard, sailed on January 7th for a tour of Europe. They will be absent about four months. During Mr. J. L. Chouinard's absence, Mr. Peter Chouinard is in charge of the firm.

Charbonneau & Deguise, Montreal, on the evening of Friday, January 20th held their annual entertainment in the Maisonneuve Hall. Employees and their friends to the number of about five hundred were present. Mr. C. H. Deguise and Mr. F. X. Charbonneau acted as hosts, while Mr. W. H. Budreo, their Toronto representative pleased everybody in his role of comedian. An orchestra added to the enjoyment of the evening and after the banquet a happy time was spent in singing and dancing.

The Hector Shoe Co., of Montreal have begun

operations after their disastrous fire which occurred some time ago. The building has been rebuilt and new machinery of the latest type installed. They are now fully equipped to manufacture a complete line of turns.

Mr. Gordon S. Hubbell, Montreal, has been appointed Canadian representative for L. Agoos & Co., Inc., of Boston, Mass.

Mr. Chas. B. Stanford, manager of the shoe department of D. Spencer Ltd., Vancouver, and Mr. Hawke, of their Victoria store, have spent some time in the eastern markets and are on their way back to the coast. Mr. Stanford believes he has one of the most up-to-date and successful shoe departments in the country. Business has been very good, and he is looking forward to even greater success during the coming year.

Mr. Foote, of Independent Rubber Co., spent a few days in Toronto last week.

The Miner Rubber Co., Ltd., have opened a branch in Halifax and have a staff of salesmen working from that office. They will cover the entire province of Nova Scotia except Cape Breton. The office and warehouse is situated on Grenville St. They will carry a complete stock of rubber footwear as well as the Miner Shoe Company's line of footwear. Mr. Adam Cooke is in charge.

The Miner Shoe Co., of Montreal is now carrying stock in Ottawa, Quebec City, Toronto and Halifax.

Mr. Bonisteel of the Collis Leather Co., Aurora, Ont., visited Montreal recently.

Mr. Jules Payan of Duclou & Payan, Montreal, spent some time in Quebec City recently in the interests of his firm.

Mr. J. Emile Lefebvre has joined the selling staff of Daoust, Lalonde & Co., Ltd., and will represent this firm in Montreal.

Mr. John McEntyre of John McEntyre Co., Ltd., Montreal, sailed recently for Europe in company with Mrs. McEntyre. He will combine business with pleasure on this trip.

The J. A. J. Martineau shoe store, 2169 Ontario St., Montreal was recently damaged by fire. Considerable stock was destroyed.

W. J. Honeyford has sold his shoe retail business to Wm. Bell, Collingwood, Ont.

J. T. Chapman, 277 King St., East, Hamilton, recently opened a new and very exclusive shoe store and is doing remarkably well. Mr. Chapman has been in the shoe game for many years. He comes from Amherst, N.S., where he ran the Cash Shoe Store from 1900 till 1915. Since that time, Mr. Chapman has been out of the business until last fall, when he opened up at the above address.

Mr. H. Cohen of the Standard Shoe Co., of Winnipeg, has been on an extended business trip in the East, visiting Toronto, Montreal and Quebec. He was also at the Style Show recently held at Chicago.

## J. HARDY SMITH & SONS

HIDE and LEATHER  
FACTORS

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

Belgrave Gate, Leicester, Eng.



The Hockey team of A. R. Clarke & Co., Ltd., Toronto appears to be the team to beat for the honors in the T. & Y. Industrial League. Their most recent victims were the Goodyear Tire & Rubber team, who went down by an 8-2 score. It was a great battle all the way, but the four man defence which the Clarke team used from start to finish was too much for the Goodyearites, although they tried harder than the score would indicate to pull the game out in the second and third periods.

A new company in Toronto is the Crown Shoe Co., Ltd., with warehouse at 32 Front St., W.; F. A. Kiteley, the manager, formerly carried on a very profitable retail business for some years in Toronto.

C. H. Albie of the Myles Shoe Co., Toronto, who has just passed through a severe illness of six weeks, is convalescing and expects to return to business shortly.

### CORSON SHOE MANUFACTURING CO. EXPANSION.

Recent acquisition of additional floor space has permitted the Corson Shoe Mfg., Co., Ltd., Toronto, to rearrange and enlarge their facilities for turning out men's shoes and slippers. As at present laid out, the factory is most efficiently arranged so that the shoes go forward steadily from cutting room to packing room. Every operation is carried on in a location where ample light is provided and working conditions are of the very finest. The new arrangement provides for a separate department for the production of slippers, and the principle is observed of having certain work-people confined to special lines of goods. Individual motors and switches for various departments and lines of machinery make them independent of each other.

No meeting of the shoe trade would be complete without Jimmie Scott. As usual he had to give in to the insistent demand for "Allouette" in which he led the company in his usual enthusiastic style.

Jules Payan and Wilfred Gagnon are to be congratulated upon the success of the Tanners' Luncheon. It was one of the best things of the convention. The menu was superb and the speaker of the occasion made a great hit.

### A NOTE OF SYMPATHY.

Our sympathy is extended to Mr. R. B. Gravlin of the White Shoe Co. Ltd., Toronto in the loss of his wife on January 29th at their residence, 41 Pinewood Ave., Toronto. Deceased was in her 41st year and had been in ill health for some time.



### "GOODRICH" Hand Turned Footwear

"... builds prestige and an enviable reputation for better grade retailers. They are carefully made of selected materials by expert turn workmen."

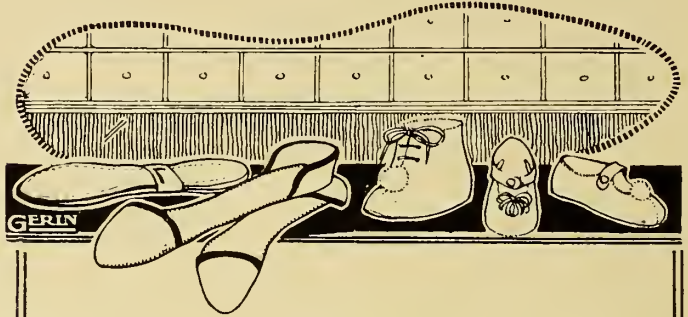
**HAZEN B. GOODRICH & CO.**

Manufacturers

*Men's and Women's Slippers, Oxfords, Pumps*

HAVERHILL - MASSACHUSETTS

## "As On A Carpet"



### Specialties That Increase Your Profits

Because they do not sell practical hygienic In-soles and Heels, Booties, Chaussinets (the protector of women's elegant silk stockings) many dealers deprive themselves of easy profits. Others, because they sell inferior goods in these lines dissatisfy their customers.

You who want to realize extra profits, keep your customers and increase their number be sure to sell the Allibert Specialties.

*Joseph Allibert*

Monestier de Clermont, ISERE, France,

For information, Agencies and samples, write

**R. M. E. PRUD'HOMME**

P.O. Delivery, Edmonton, Alberta.

## TO THE SHOE AND RUBBER MANUFACTURERS

*We are open to buy your surplus  
stock of Boots Shoes and Rubbers.*

**P. S. Adelman & Co.**

80 YORK ST.  
TORONTO.

## 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.



## Shoe & Leather Travellers Foregather

**Successful Smoker, Entertainment and Supper Held by the Ontario Section National Shoe and Leather Travellers' Association of Canada.**

ONE of the most successful events of the season was the Smoker, Entertainment and Supper held by the Toronto Division of the Ontario Shoe and Leather Travellers' Association at "Hunts," on Friday, January 27th. There was quite a representative crowd, some sixty being present, but some disappointment was expressed by the management that many more did not sit down, the reason no doubt being other attractions, such as the Canoe club dance at the King Edward, which was responsible for the absence of several prominent members.

After the singing of "God Save the King," President, H. B. McGee gave a short address of welcome, expressing his gratitude at the honor conferred upon him of being made the head of the organisation. He spoke of the advantages that the Association had brought to the men selling leather and shoes throughout the province and in fact throughout the Dominion, and trusted that the good work thus begun would go on until a number of other Districts would be organised. He expressed the regrets of Mr. Jas. Sutherland, of Kingston, Vice President, who was unable to be present.

He then proceeded to call upon Mr. Chas. E. Fice, President of the Dominion organisation for a few remarks. Mr. Fice, in referring to the organisation and its work, stated the happy outcome of the promotion of the organisation was the better relations established amongst shoe and leather salesmen which had overcome a good deal of the sharpness and often unpleasantness of competition amongst them, as well as their concerns. He expressed pleasure that Mr. James Acton of the Shoe & Leather Journal was present and called the attention of the members to the fact that Mr. Acton had been responsible for the organising of the Association. He had a very pleasant duty to perform and said that it gave him a great deal of pleasure to present to Mr. Acton, on behalf of the Association an honorary membership in the organisation and would ask him to accept and use the Association's button in recognition of the fact that he was regarded as one of the boys. Mr. Fice then attached the Association button to Mr. Acton's coat lapel.

Mr. Acton made a suitable reply, expressing his thorough sympathy with the objects and aims of the National Shoe and Leather Travellers' Association of Canada, and suggested many ways in which it might be made a useful factor in the development of the shoe trade of Canada with which they, as a body, had already had so large a share.

At the conclusion of Mr. Acton's remarks, Mr. J. G. Settle was called upon to introduce the speaker of the evening, Dr. Horace L. Brittain, who was to address them on "Canadian Citizenship."

Dr. Brittain in his opening remarks referred to the antiquity of leather, stating that it was mentioned once in the Old Testament and once, also, in the new Testament. Leather and shoes were essential, especially in a country like Canada, where it was both necessary and seemly that they should be of good quality. After

a few general thoughts on salesmanship, Dr. Brittain took up the main topic of his address, namely "Citizenship." He referred to the tremendous advances in the cost of government during the past two or three decades. He stated that the prospects seemed to indicate the promise of their increasing rather than diminishing. He instanced the fact that Great Britain, until quite recently was governed, apart from its municipal councils, by one Parliament which looked after the interests of forty-five millions of people. In Canada we had nine provincial governments besides the Federal government and a host of municipal governments that involved a cost of government in this country to the extent of about \$450. per head of population at the extreme East to over \$700 a year per head in some Western Coast Cities. He made the statement that the cost of government in Canada represented the mortgage of about \$3,000 on every home in the Dominion.

He used these facts to illustrate the necessity for business men giving more and more attention to the question of government and especially to government finances. It was an unfortunate fact that even the most intelligent business men did not appreciate the privilege of voting on financial questions sufficiently to go out and record their opinions. He instanced cases of recent votes on heavy financial propositions that did not represent a seventh of the voters.

He thought that salesmen, perhaps next to the press of the country, had more influence than any section of the community and pleaded with them to give proper thought to this question of the citizen's control of the citizen's bills. The speaker gave many interesting statistics and instances, connected with both general and municipal government in Canada and his remarks were listened to throughout with the closest interest and attention. At the conclusion a vote of thanks was proposed by Mr. D. A. Leonard, seconded by John Vallery and carried unanimously.

At the conclusion of the address, a progressive euchre game was started in which all entered with great zest. The result of the contest was as follows:

First prize, silk umbrella, won by Mr. Wilfred White of the York Shoe Co.; second prize, pair of military brushes, won by Mr. Wm. Edwards of Getty & Scott. The Booby prize was won by Mr. Wm. Young of the Williams Shoe Co. Throughout the programme and game, entertainment was furnished by the Orpheus Male Quartette and Jardines Orchestra, the numbers being frequently encored.

At the conclusion, a recherche supper was served and a further opportunity furnished for social intercourse, during which Mr. Chas. E. Fice gave the following points on What a Real Salesman Is.

One who has a steady eye, a steady nerve, a steady tongue, and steady habits.

One who turns up with a smile and still smiles if he is turned down.

One who strives to out-think the buyer rather than to out-talk him.

One who is silent when he has nothing to say and also when the buyer has something to say.

One who takes a firm interest in his firm's interest.

One who knows that he is looking out for his own interests by looking out for his customer's interests.

One who keeps his word, his temper and his friends.

One who wins respect by being respectable and respectful.

One who can be courteous in the face of discourtesy.

One who has self-confidence but does not know it.

One who is loved by his fellowmen.

—The Salt Seller.

"Are You One?"



# Announcement

We are pleased to announce to the Canadian Shoe and Leather Trade that we have appointed as our Canadian Agent

**MR. GORDON S. HUBBELL**  
4 St. Helen Street, Montreal

With Mr. Hubbell's services at their disposal the many users in Canada of our

**HIGH GRADE GLAZED KID**

will find that their interests will be looked after with utmost care.

We urge Canadian Manufacturers to get in touch with Mr. Hubbell now regarding their requirements for the coming Spring Season. His lines and prices will be found unusually interesting.

**L. AGOOS & COMPANY, INC.**  
68-72 South St. Boston, Mass.



*“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



## SCOTCH DOCTOR BELIEVES HEELS SHORTEN LIFE.

**D**R. S. D. Fairweather, of Aberdeen, Scotland, writes in London *Lancet* his views as to heels on shoes. He is all for abolishing them, and should know what he is talking about. Inasmuch as it is generally understood that heels were originally used for the purpose of retaining the foot in the stirrup when on horseback, there would seem no logical reason why they could not be eliminated now, as they are not so necessary in holding the foot on the accelerator. However, the Doctor bases his argument on scientific grounds, to wit:—

"In a normal barefooted white man the body-weight when standing falls opposite the heel—i.e., on the posterior pier of the arch, which is more vertical, more rigid and shorter than the anterior; the balance of the body being so perfect that only a minimum of effort is required to keep erect. When the heels are raised even a quarter of an inch from the ground the centre of gravity is thrown forward, the plumbline falling opposite the crown of the arch or even further forward, according to the height of the heel from the ground.

"A man wearing heeled boots stands on a slope, the gradient of which depends on the height of the boot heel and the length of the arch. If the body and legs were not furnished with joints he would resemble the Tower of Pisa, but up till old age muscular action to some extent corrects the tilting and enables strong persons to preserve a fairly erect carriage, the back muscles and the extensors of thigh, leg and foot unconsciously coming into action. When a soldier stands at 'attention' all these muscles are in contraction to an extreme degree.

"The average height of the heel of a man's boot is three-quarters of an inch, and this is sufficient to throw a man's head 9 inches off the vertical if he is 5 foot 7 inches in height. If he weighs 11 stone, the weight required to pull him back to the vertical position is 56 pounds. Much of the physical incapacity in persons over fifty years of age which is attributed to 'old age,' rheumatism and sciatica, arises from the strain on their musculature caused by the constant wearing of heeled boots.

"It is obvious that the higher the heel the greater is the muscular effort necessary for the maintenance of the erect position. The head of a woman of 5 feet 6 inches with an arch 6 inches wide is thrown 2 feet off the perpendicular when she wears a 2-inch heel, thus entailing a great strain on the muscles of the back and necessitating the use of corsets.

"The average woman gets no spring from the arch of the foot, being content with a lateral wobble of the ankle and rotation of the foot around its long axis instead of the natural springy heel-and-toe action. Any elasticity she gets is from flexion and extension at the knee, her feet being no more springy than blocks of wood.

"It is noteworthy that an exceptional proportion of the prize winners in jumping competitions at Highland games are tailors, the reason being that these men when at work sit in a squatting position with the feet well inverted. In spite of indoor life and lack of exercise the average tailor is more agile than other men, as the arch is spared the work of supporting his weight all day, and his muscles, being idle, remain elastic. Sedentary people in general—e.g., clerks and students—are more agile than men who stand much, such as policemen and tram-drivers."

Dr. Fairweather describes the ideal shoe as a "close-fitting, pliable covering of leather, supporting without immobilizing or hampering the structures in the arch and ankle, the waist of the boot acting like an artificia

annular ligament. The sole should conform to the shape of the foot, the heel being the same thickness as the forepart and the middle part flexible.

"With heelless boots the carriage is erect and easy, and the improvement in balance is very marked when turning round, golfing, waltzing, &c. It is noticeable that footwear used for boxing wrestling, tennis, athletics and gymnastics, all of which exercises call for a maximum of strength, speed and accuracy of footwork, is generally made with little or no heel.

"On first dispensing with boot heels walking is not quite pleasant, owing to the spastic or musclebound condition of the calf muscles and the relative weakness of tibialis anticus, but as the latter recovers tone and the calf muscles relax, the muscular balance is gradually restored. Soon the legs get straighter at the knees, the figure becomes more erect, the shoulders and head resume their natural position, the chest measurement gets larger and breathing easier, the back muscles get less splastic and the abdomen flatter, the foot gets shorter and more shapely from raising of the arch, the tendency to eversion disappears, walking becomes a pleasure and health, strength and stamina improve.

### A SUGGESTION.

The following is an extract from a letter written to the Retail Merchants' Association by Mr. W. McKnight, of New Liskeard, Ont:—

"I wish to call to your attention a few facts which I have no doubt other Merchants throughout the Dominion will concur in, and if brought to the attention of the parties concerned, the trouble could be overcome, and the inconvenience and annoyance saved to Merchants and those concerned.

"First is that of commercial travellers failing to leave a copy of the order they receive, when they receive it. This is not the case with all travellers, but it is with the majority. The order is taken down in a vest pocket book and the order is made out anywhere from one day to one month afterwards and a copy returned to the merchant, and in some cases, the merchant does not receive a copy at all, especially of immediate orders.

This system leads to no end of trouble. The merchant wishes to make a further purchase of similar lines from another traveller, a few days after he places the first order, but he has forgotten the sizes, the quantity, or the price he paid, from traveller number one, he has not received his copy, and the merchant's prayer is not always, "Father, forgive them for they know not what they do."

"I have heard merchants speak of their orders being stuffed. Personally I do not remember of having that tried on me, but the opening is there, when the copy is not handed over when the goods are bought.

"Now then the perfect system is, when the traveller uses his order book as the order is given, and when the merchant is through buying the traveller hands him his copy. Otherwise the merchant must continue to be inconvenienced and annoyed or have an order book of his own, which is not always satisfactory as it may not contain all the terms and conditions of the order.

"My second fact is:—That wholesale houses do not always send the invoice with the goods, and it may be one day or two weeks before the merchant gets it. This is bad service, and is mighty annoying to the merchant, especially in case of express shipments, that are needed quickly. When they come there is often no way of telling the cost till you get the invoice, or make a guess at it, or lose a sale."



### THE BUSINESS QUIZ. (No. 5)

- Question 1**—What method do you use to keep your windows free from frost in the winter time?
- Question 2**—What is the "P. M." system of compensation to clerks?
- Question 3**—What is meant by a "credit Guaranty?"
- Question 4**—Do you know how to effect a saving on show cards and price tickets also to have them clean at all times?
- Question 5**—What is meant by "Terms 2% 10 days E. O. M."?
- Question 6**—Why is the seller afforded more protection when he sells goods on "consignment" instead of a straight sale?

#### ANSWER TO BUSINESS QUIZ No. 5.

- Answer 1**—To keep windows free from frost, bore a row of holes in the top and bottom of the casement, start an electric fan which will keep the moist air in circulation and prevent it freezing on and glazing the glass.
- Answer 2**—The "P. M." for compensation means paying the sales force a premium on damaged, shopworn, or goods you want to close out. It is seldom ever given on new, clean, saleable merchandise.
- Answer 3**—A credit guaranty consists of having some responsible person or firm guarantee the account to the seller against loss and the prompt payment of all bills.
- Answer 4**—To effect a saving on card board and always have same clean, use a black card, letters in white instead of a white card with the usual black printed figures or letters.
- Answer 5**—The terms "2% 10 days E. O. M." means goods are sold with the privilege of deducting 2% discount 10 days from the end of the month goods were billed. Thus a 40 day dating is established.
- Answer 6**—On goods sold outright the title passes from the seller to the buyer. On goods sold "On consignment" title remains in the possession of the seller up to and including a specified date or settlement day.

#### GREB SHOE CO. EXPANDS.

Revival in the shoe manufacturing industry in Western Ontario is evidenced by the decision of the Greb Shoe Company, Ltd., to enlarge their plant by the erecting of a wing at the eastern end of their factory on Mansion Street. Plans for the new structure have been drawn and show a three storey building, having a floor space of 12,000 feet. Building operations will be commenced immediately spring opens. The estimated cost is above \$25,000. When the factory is completed the manufacture of Goodwear welted men's boots will be carried on exclusively in this part of the plant, and the present premises will concentrate solely on standard screw products, for which the firm have a large and increasing demand from coast to coast. The new plant will enable the firm to double their daily production. It was only about a year ago that the Greb Company commenced the manufacture of men's Goodyear welts, the first firm in this city to make that class of product. and the favor with which their goods are received is manifested in the necessity for additional manufacturing facilities.

FOR SALE Glazed Kid Tannery, fully equipped. Montreal district. For particulars write Box 12 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED.—To hear from manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St., W., Toronto.

SHOE EXPERT—20 Years' Factory, Fitting of Crippled Feet, Cutting, Selling, Buying, Card Writing and Window Trimming Experience, desires Selling Position with shoe manufacturer or jobbing house. Address Box 17, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

FOR RENT Modern Shoe Store, old established stand, in village of 1,000, in good farming locality in Eastern Ontario. Residence over shoe store, if desired. Apply Box 16 SHOE & LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED.—Manufacturers who are desirous of placing lines, with selling agents for distribution throughout Ontario, communicate with Box 995, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto, Ont.

FOR SALE Shoe Repair Business in good location, moderately equipped, cash price \$775.00, including building. Changing business, reason for selling. Further particulars and enquiry to J. W. BRADLEY, 212-13th Street S., Lethbridge, Alta.

WANTED at once experienced Salesman, staple lines for Ontario. Replies to Box 18, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto, Ont.

WANTED Line of Leather Shoes for Province of Manitoba. Well established connection. Excellent references. P.O. Box 423, Winnipeg, Man.

WANTED Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co. Limited, Olive Mills, Bacup, England.

WANTED—Resident Representatives for the Provinces of British Columbia, Alberta, Saskatchewan, Manitoba, Western and Eastern Ontario, & Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED. — EXPERIENCED TRAVELLER TO carry high grade line of Boys' and Girls' McKay Shoes as a side line in Western Ontario. Man with a good connection. Replies to Box 20 Shoe and Leather Journal, 545 King Street West, Toronto.

## The Sales Turnover

Everybody realizes at this particular juncture in the shoe game the importance of TURNOVER.

Not only must there be a vigorous selling effort to move goods on the shelves, but the utmost vigilance must be exercised to prevent loss of sales through INADEQUATE STOCKS. It is as important today that the retailer should be fully covered with regard to sorting requirements, but he should be in close constant touch with the needs of his trade in REGULAR GOODS.

The time is now approaching when the real test of merchandising will come and the dealer who is "found wanting" will have only himself to blame for his misfortune.

The very essence of good wholesaling is to protect the retailer against the possibility of lost sales through shortage of regular lines and this season the wholesale shoe trade is better prepared than usual to function in this respect.

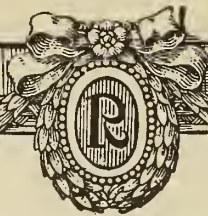
Co-operation rather than competition should be the watchword of the hour and with both working harmoniously along this line the coming season should be one of the best in many, as to satisfactory results.

Business in shoes is going to experience a marked revival in the next few weeks. It is impossible in a country like Canada to do without shoes and the public is pretty well satisfied that prices are at a point where they need no longer defer their purchases.

The first touch of spring will bring a quickening of the demand for footwear of all classes. The Retailer should just now go carefully over his stock and see that he is properly protected against the possibility of LOST SALES.

The SALES TURNOVER of the next three months will tell the tale in successful retailing for 1922.





## *From YOUR Angle*

Because our success is necessarily bound up with our retail customers' success we are now more carefully than ever looking ahead with you and from your angle.

What we find is a stronger determination with the public to seek KNOWN VALUE, which brings into particular favor lines of long established reputation.

We find, too, that retailers are faced with the importance of turning every advantage to account in increasing their volume on a minimum capital investment.

Under these conditions Robinson Service, with its immense stock of well known lines, its right prices and its quick shipments works with you and for you along the only safe and sure lines to get quicker sales and more of them.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

# Shoe Wholesalers Association of Canada

**New National Body Formed at Convention in Montreal.**

For some months past the Montreal District Shoe Wholesalers' Association has, in co-operation with the Secretarial Department of the Shoe Manufacturers' Association been working on the proposition of organizing the wholesale distributors of footwear to form a National Association. The result was the meeting at the Chambre de Commerce at Montreal on January 30th of a provisional committee to discuss ways and means.

This committee at which fourteen representative wholesalers were present took a full day to the discussion of the objects and aims of such an association and prepared an agenda for the general meeting held upon the following day. Mr. Alfred Lambert was in the chair and Mr. Roy Weaver and Mr. Henri Vian acted as joint

secretaries, the proceedings being conducted in both French and English.

On Thursday morning at ten o'clock the Convention was opened at the Chambre de Commerce, the following firms being represented: McFarland Shoe Co., Edmonton, Alta; Amherst Central Shoe Co., Regina, Sask; Congdon Marsh Ltd., Winnipeg, Man; R. B. Griffith Co. Hamilton, Ont; Davies Footwear Co. Ltd., Philip Jacobi, J. A. McLaren Co. Ltd., White Shoe Co., Toronto, Ont; Ames Holden McCre Co., Nathan. Cummings, Alfred Lambert, Inc., Locke Footwear Co. Ltd., J. R. Lebel, Miner Shoe Co., Stag Shoe Co., Scheuer, Normandin Co., M. B. Steine, Ltd., J. I. Chouinard, Montreal; Louis Beaubien Ltd., Brown, Rochette Ltd., Poliquin & Darveau, J. A. Morin, Quebec; La Maison Girouard, St. Hyacinthe; L. Higgins & Co., Moncton, N. B., Ames Holden McCreedy Co., St. John, N. B. Amherst Boot & Shoe Co. Ltd., Amherst, N.S.

On motion, Mr. Lambert was requested to take the chair and after welcoming the delegation on behalf of the Montreal trade, outlined the steps that had been taken to get the shoe wholesalers of the Dominion together and referred to the organizations already formed in the Maritime Provinces and Quebec.

## CHAIRMAN'S ADDRESS.

On behalf of the shoe wholesalers of the Montreal District I wish to welcome you to this meeting, which has been brought together at the joint invitation of the Maritime Wholesale Shoe Association and the Montreal District Shoe Wholesalers' Association. This is not the first time that an effort has been made to effect a national organization of the wholesale shoe trade, but there never was a time when the need for organized co-operation was more urgent than it is today. I do not suggest that an association can solve all our problems, but I do believe that there is much constructive work which can be done in the interests of the Wholesale footwear trade, in correcting conditions which impose an unnecessary handicap upon the legitimate jobbers and which are of no real benefit to any one.

Available lists of shoe wholesalers place the number of jobbers in Canada at the present time at about 145, of which number there are 14 or 15 in the Maritime Provinces, about 50 in Quebec, some 50 in Ontario, and 30 in Western Canada. But who is entitled to be regarded as a shoe wholesaler? That expression used loosely to designate a manufacturer who buys small quantities of shoes to fill his line, chain store organizations, or even commission salesmen, as well as firms which at heavy expense maintain warehouses, with considerable organizations, purchase footwear outright from the manufacturers, carry stocks at all times, and regularly employ salesmen to sell to the retail trade. One of the first duties of a Shoe Wholesalers' Association should be to educate the trade and the public to the value of the important economic services which we as wholesalers perform, the risks which we assume and costs under which we operate. For the wholesaler is not a mere parasite but an important part of the machinery of distribution. More than 75 per cent. of the shoe manufacturers in Canada look to the jobbers to market all or part of their production and, while definite statistics are lacking, it is a conservative estimate that at least 60 per cent of all the shoes sold in Canada reach the retailers through the wholesale distributors.

Twenty-five years is a short period of time and yet what changes there have been in the wholesale shoe trade in Canada in that time. Some of you will recall many of the old names—firms or individuals, the record of which is ample proof that the wholesale shoe trade at best only

## DISCOURS DU PRESIDENT.

Au nom des marchands de chaussures en gros du district de Montréal, je désire vous souhaiter la bienvenue, à cette assemblée convoquée à la prière de l'Association des Marchands de Chaussures en gros des Provinces Maritimes conjointement à celle de l'Association des Marchands de Chaussures en gros du District de Montréal. Ce n'est pas la première fois que l'on s'efforce de créer une organisation nationale du commerce des chaussures en gros, mais le besoin d'une co-opération bien organisée ne s'était jamais fait sentir avec autant d'urgence qu'aujourd'hui. Je ne prétends pas qu'une association puisse résoudre tous les problèmes qui nous confrontent, mais je suis bien convaincu que beaucoup de travail utile peut être réalisé dans l'intérêt du commerce des chaussures en bloc des fabricants, entretiennent des qui imposent d'inutiles entraves au commerce licite des agents distributeurs et qui ne sont d'aucun bien réel à qui que ce soit.

Les listes de marchands de chaussures en gros évaluent le nombre des agents distributeurs au Canada, à l'heure actuelle, à environ 145, dont 14 ou 15 habitent les Provinces Maritimes, une cinquantaine sont dans la Province de Québec, une cinquantaine dans l'Ontario, et 30 dans l'ouest Canadien. Mais qui a le droit d'être regardé comme un marchand de chaussures en gros? Cette expression avec un sens assez élastique désigne un fabricant qui achète de petites quantités de chaussures pour compléter son assortiment, des organisations disposant de plusieurs magasins, ou même des représentants de commerce vendant à commission, aussi bien que des firmes qui, à grands frais, maintiennent des entrepôts, avec des organisations importantes, achètent des quantités de chaussures en bloc des fabricants, entretiennent des stocks en tout temps, et emploient régulièrement des commis-voyageurs pour la vente aux détaillants. Un des premiers devoirs d'une association des marchands de chaussures en gros devrait être de faire comprendre aux commerçants et au public en général la valeur des services économiques importants que, comme marchands en gros, nous rendons continuellement, les risques que nous assumons et les frais qui nous sont imposés pour la conduite des affaires. Car le





A 328

## How Do These Strike You?

**A328** Women's Gun Metal Calf Shoe, 3 straps and Oxidized Buckles, Goodyear Welt, Military Rubber Heel.

**A108** Women's Havana Brown Calf Blucher Oxford, Cuban Heel, Goodyear Welt.

**A326** Women's Havana Brown Calf Shoe, Brown Suede, Trimmed, 3 Straps, Cuban Heel, Goodyear Welt.



A 108

## Well Assorted Stocks Make Selling Easy

**M**ANY sales are lost through the depletion of stock, a run on certain sizes and styles, cause the dealer's shelves to be emptied quickly.

With a well assorted stock containing all sizes, styles and widths, your sales will mount upward—and the more sales mean bigger profits.

From our large stocks you are sure of securing shoes, felts, etc. to meet all needs, shoes that give the wear, quality that delights your customers and brings them back with repeat orders.

Remember our service is always dependable.



A 326

**J. A. McLaren Company Limited**

36 FRONT STREET W.

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TORONTO

returns meagre rewards for much effort and risk. In few other businesses is there so keen competition. We owe it to ourselves to let the public know the facts about the wholesale shoe trade, the services which it performs, the small margin of net profit, the frequent casualties.

There is truth in the old adage that "competition is the life of trade". As one of those who favor strongly a National Association of the wholesale jobbers throughout Canada, I do not regard such an organization as a means to lessen competition in service or efficiency. Rather its aim should be to encourage service and to promote efficiency, and to correct conditions which economically are unsound. Co-operation, with the aim that thereby each of us may be able more efficiently to perform our function as a wholesale distributor of boots and shoes and that the public may be better served because of such co-operation, should be our motive.

It is true that repeated efforts have been made in the past to organize the wholesale shoe trade and that the hopes of those who sponsored organizations were disappointed. Some of you probably are skeptical still of the value of an association. But if you analyze the earlier efforts at organization, you will find, I believe, either that they did not provide for a permanent secretarial organization and that the work of the association was left dependent upon voluntary effort, or that they did not contemplate close co-operation with an organization of the shoe manufacturers. If we can now have an organization of the wholesale shoe trade with a paid office staff and if we can work in close association with the Shoe Manufacturers' Association of Canada in dealing with some of our common problems, I am convinced that there is reasonable hope of a satisfactory measure of success. But if the present effort should fail, as a result of lukewarmness or lack of willingness on the part of some wholesalers to do their share to make it successful, the probability is that no further effort will be made for years.

The wholesale shoe trade at present lacks any definite service agency. The retailers have their organization. The manufacturers' have their trade Association and also the service Machinery of the Canadian Manufacturers' Association. The travellers are organized. Many of the wholesale shoe firms are members

marchand en gros ne joue pas un rôle de parasite mais est au contraire une pièce importante de la machine distributrice. Plus de 75 pour cent des fabricants de chaussures du Canada se reposent sur les agents distributeurs pour la vente totale ou partielle de leurs produits, et, bien que les statistiques complètes nous manquent, on peut raisonnablement supposer 60 pour cent au moins de toutes les chaussures vendues au Canada parviennent aux détaillants par l'intermédiaire des agents distributeurs en gros.

Une période de vingt-cinq années est bien courte, et pourtant que de changements se sont produits dans le commerce des chaussures en gros pendant ce laps de temps. Quelques-uns d'entre vous se rappelleront beaucoup des anciens noms—de firmes ou de particuliers, d'où l'on peut conclure que le commerce des chaussures en gros, même florissant, rapporte bien peu, si l'on tient compte des efforts soutenus et des des risques encourus. Rares sont les autres genres de commerce où la concurrence soit aussi âpre. Il est de notre devoir de tenir le public au courant de tous les faits concernant le commerce des chaussures en gros, des services qu'il rend, de la parcimonie des bénéfiques que l'on y réalise, des succès fréquents.

Il y a quelque vérité dans le vieil adage qui dit que "la concurrence est la vie du commerce." Tout en étant de ceux qui sont fortement en faveur d'une Association Nationale des distributeurs en gros, qui s'étendrait à tout le Canada, je ne considère pas une telle organisation comme une mesure qui porterait atteinte à la concurrence, au point de vue du service ou de l'efficacité. Son but devrait plutôt tendre à encourager le service et à favoriser l'efficacité, et à remédier à des conditions qui sont économiquement défectueuses. Nos efforts devraient tendre à la coopération, qui permettrait à chacun de nous d'accomplir mieux la tâche que nous nous somme imposés comme distributeurs de chaussures en gros, et qui ferait que le public serait mieux servi lui aussi.

Il est vrai que des efforts répétés ont été faits autrefois en vue de l'organisation du commerce des chaussures en gros et que ceux qui s'y étaient consacrés ont été deçus. Il s'en trouve peut-être parmi



JAS. ROBINSON  
Hon. Pres.



A. LAMBERT  
Hon. Pres.



S. C. MITCHELL, Executive  
St. John, N.B.



# WHITE SHOE COMPANY, LIMITED TORONTO.



W H O L E S A L E   S H O E   D I S T R I B U T O R S



## For Your Information

Travellers are now showing New Felt Samples and large range of Hockey Boots for next season.

New spring lines now in stock for Immediate Shipment.

Heavy Staple Shoes in Men's, Boys' and Youths' for early spring wear at lowest prices.

Assorting orders for Rubbers have immediate shipment, our brands are Kant-Krack, Dainty Mode and Royal.

Buyers visiting city are asked to call and see us.

## WHITE SHOE COMPANY LIMITED

9 Wellington Street West     ∴     Toronto, Ontario

of Boards of Trade or Chambers of Commerce, but up to the present time the wholesale shoe men have not succeeded in getting together in a national trade association of their own. Closely related to the fact that we as wholesalers are without a service agency, is the absence of any recognized national medium of expression for the views of the shoe jobbers on proposed legislation or other matters in which, it may be, the wholesalers are seriously concerned. In the lower Provinces, the Maritime Wholesale Shoe Association has been in existence for almost four years as a purely local Association. A few months ago the Montreal District Shoe Wholesalers' Association was formed and also a local organization of the shoe jobbers in the City of Quebec. But local associations can accomplish little, unless linked with a national organization.

A National Association of footwear wholesalers would find abundant scope for its best efforts in studying and perhaps making recommendations to its members upon such trade abuses as unnecessary assignments, unwarranted compromise proposals, unfair return of goods, cancellations of orders without sufficient cause, and unreasonable claims for refunds or allowances. Many wholesalers are finding that orders for single or two pair lots to be shipped by parcel post are increasing out of all proportion to their general business: should these orders without restriction be filled at list prices? The actual result of many of the loose practices in the trade today is unintentionally to penalize the honest and fair-dealing retailer. No one will deny that there is need for a greater measure of uniformity in respect of terms of payment, which would be to the advantage of everybody concerned. No action should be taken hastily on any of these matters but there are abuses to correct and they can be corrected if we give our best united consideration to them.

Many of these matters already have been taken up by the Shoe Manufacturers' Association of Canada, with the prospect that much will be accomplished. The wholesalers are quite as much concerned as the manufacturers and yet we cannot co-operate with the shoe manufacturers unless we have a National organization. By co-operation with them I am convinced that much of real value can be achieved. We can work together with them for the advancement and protection of those interests which we

vous qui doutent encore de l'utilité d'une telle association. Mais si vous analysez les tentatives antérieures visant à l'organisation, vous y constaterez, je crois, qu'elles n'avaient point prévu la création d'un secrétariat permanent et que les travaux de l'association reposaient seulement sur la bonne volonté des membres, ou bien qu'elles avaient négligé d'envisager toute co-opération intime avec une organisation composée des fabricants de chaussures. Si nous pouvons avoir maintenant une organisation du commerce des chaussures en gros avec un personnel rémunéré, et si nous pouvons travailler de conserve avec l'Association des Manufacturiers de Chaussures du Canada, dans l'étude de quelques-uns des problèmes qui nous intéressent et qui ne leur sont pas étrangers, je suis convaincu que, dans une certaine mesure, le succès de l'entreprise n'est pas impossible. Mais si les efforts actuels restaient vains, par suite de la tiédeur ou du manque de bonne volonté de la part de quelques-uns des marchands en gros qui négligeraient de "pousser à la roue" et se désintéresseraient de l'entreprise, il est tout probable qu'il se passera bien des années avant qu'une nouvelle tentative soit renouvelée.

Le commerce des chaussures en gros est actuellement dépourvu de toute agence de service définie. Les détaillants possèdent leur organisation. Les manufacturiers ont leur association industrielle et disposent des services que l'Association Canadienne des Manufacturiers met à leur disposition. Les voyageurs de commerce sont organisés. Un grand nombre de maisons de chaussures en gros font partie des "Boards of Trade" ou des Chambres de Commerce, mais jusqu'ici les distributeurs n'ont pas réussi à se grouper en une association nationale qui leur soit propre. Outre cette constatation que, comme marchands en gros, nous n'avons pas à notre disposition une agence dite de service, il nous manque aussi une publication nationale reconnue, qui permettrait aux distributeurs d'exprimer leur opinion sur des projets de loi ou sur d'autres questions qui les concerneraient et qui intéresseraient peut-être aussi les marchands en gros. Dans l'Est, l'Association des Marchands de



A. CONGDON, Winnipeg  
1st. Vice Pres.



J. A. McLaren, Toronto  
2nd. Vice Pres.



D. McFarland, Edmonton  
Executive





## Shoes For Every Need

— ❖ —  
*We have in stock a full  
line of Valentine &  
Martin's Specialties*

*Service Quality and  
Value Guaranteed*

— ❖ —  
**JOHN LENNOX & COMPANY**

*The Slipper House of Canada*

Hamilton,

Ont.

have in common. We can co-operate in the urgently needed educational work which the Shoe Manufacturers' Association already has started. No unfair statement against or unwarranted reflection upon any branch of the shoe trade, whether in the press or elsewhere, should be permitted to go unchallenged. We can participate, along with the manufacturers, in trade promotion enterprises, and I believe that useful work of this kind can be done by associations in the shoe trade, as already is being done in the furniture and other trades in Canada.

Then, too, there are various matters which we ought to discuss with the manufacturers, such as the possibility of a uniform practice in including the charge for shipping cases in the price of the shoes, sending laces with all shoes shipped from the factories, protection of legitimate wholesale shoe merchants against irresponsible persons who carry no stock and take little or no risk. These and other matters should be discussed frankly with the manufacturers and I believe that they would recognize the fairness of our requests as we must be prepared to also be fair and reasonable with them.

We must not expect too much, or expect results too soon. There will be discouragements and setbacks, but I repeat what I said at the beginning of my remarks: Never was there greater need for a real national association of the shoe wholesalers and never were there greater opportunities for such an association to perform services of actual value to our members. We must work along sound economic lines and in so far as we follow such policy we shall avoid mistakes. A committee, consisting of representatives from all the principal sections of Canada met yesterday and will submit to you a recommendation for formation of a Shoe Wholesalers' Association of Canada and, if you approve, a draft Constitution for such organization.

The following resolution was then presented!

Whereas it is desirable that more intimate relations should be established amongst the shoe wholesalers of Canada in their own interests as well as that of the entire shoe trade of the Dominion, and whereas these ends can be best secured by co-operation with each other and the organizations already existing in the shoe trade of this country, be it **RESOLVED** that this meeting here and

chaussures en gros des Provinces Maritimes compte près de quatre années d'existence comme Association purement locale. Il y quelques mois que s'est formée l'Association des Marchands de Chaussures en gros du Districts de Montréal ainsi qu'une organisation locale des Marchands de Chaussures dans la ville de Québec. Mais les associations locales ne sauraient accomplir que peu de choses si elles ne sont pas affiliées à une Association Nationale.

Une Association Nationale des Marchands de Chaussures en gros aurait à sa disposition un champ fertile où pourraient s'exercer ses efforts et où elle pourrait exposer les recommandations qu'elle jugerait à propos de suggérer à ses membres sur les abus dont leur industrie est abreuvée, comme par exemple les transferts sans nécessité, les propositions d'arrangement injustifiées, le renvoi arbitraire de marchandises, les annulations de commandes sans motifs plausibles, et les réclamations sans raison pour obtenir un remboursement ou un rabais. Un grand nombre de marchands en gros s'aperçoivent que les commandes pour une ou deux paires de chaussures à expédier par colis postal augmentent hors de proportion comparées à leurs affaires en général; ces commandes exorbitantes devraient-elles être acceptées aux prix courant de catalogue? Il résulte de ces habitudes répréhensibles qui se manifestent si fréquemment de nos jours que c'est le détaillant honnête et de bonne foi qui est, involontairement, traité avec rigueur. Nul ne saurait nier qu'il serait nécessaire d'adopter une plus grande mesure d'uniformité sous le rapport des conditions de payement, et que ce serait à l'avantage de tous les intéressés. Il faut éviter d'agir avec trop de hâte en traitant ces questions mais il y a néanmoins des abus qu'il faut faire disparaître et nous y parviendrons si nous les étudions à l'unisson, si nous savons nous entendre.

Nombre de ces questions ont déjà été discutées par l'Association des Manufacturiers de Chaussures du Canada, et il est probable qu'il en résultera des solutions avantageuses. Les marchands en gros sont tout aussi intéressés que les fabricants de chaussures



C. S. SUTHERLAND, Amherst.  
Executive



NATHAN CUMMINGS, Montreal.  
Executive



JOHN DAMER, Vancouver.  
Executive



# **R. B. GRIFFITH & CO.**

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## **"THE WHITE SHOE HOUSE"**

The white shoe season will soon be with us, and the demand will be greater than ever.

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It is advisable to look over your orders, and if there is anything you have omitted we have it.

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Our range consists of Welts, Turns, and McKays in all grades of cloth.

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The latest novelties in Sport Shoes and Sally Sandals.

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Widths A to E.

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Write, wire or phone for our representatives.

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**HAMILTON, ONT.**



now organize itself into an association to be known as the Shoe Wholesalers' Association of Canada.

The resolution was unanimously adopted. The Provisional Committee then presented its report on Constitution and By Laws which on motion was taken up clause by clause and finally adopted as follows:

## CONSTITUTION AND BY-LAWS

### NAME.

- 1.— The name of the Association shall be SHOE WHOLESALERS' ASSOCIATION OF CANADA, and in French, ASSOCIATION DES MARCHANDS DE CHAUSSURES EN GROS DU CANADA.
- 2.— The Head Office of the Association shall be at Montreal or such other place as the Executive may temporarily select.
- 3.— The purpose of the Association shall be to promote and protect the legitimate interest of the wholesale shoe trade in Canada.
- 4.— All reports, notices and literature distributed by the Association shall be issued in both French and English.
- 5.— Any individual, firm, partnership or corporation, regularly purchasing shoes from manufacturers at wholesale prices for resale and soliciting business from the general retail trade, and maintaining a warehouse or warehouses where stocks of shoes are carried at all times, shall be eligible for membership; provided that any individual, firm, partnership, or corporation, having a retail counter or carrying stocks of shoes for the main purpose of supplying retail stores owned or controlled by such distributor shall not be deemed a wholesaler and shall not be eligible for membership.
- 6.— Every application for membership shall be made in writing to the Association and shall contain an undertaking that, if admitted to membership, the applicant shall conform to the Constitution and By-Laws of the Association.
- 7.— Upon receipt of an application for membership, the Secretary shall submit the name of the applicant in writing to every member of the Executive Committee. If two thirds of those members who reply within three weeks of the date of mailing of such notification, favor acceptance, the application shall be regarded as approved, and the applicant shall become a member forthwith upon payment of the regular fees, but no application shall be accepted unless at least six members of the Executive shall have approved same in writing.
- 8.— Any member may withdraw from the Association at any time by giving notice in writing and after payment of any arrears of dues and assessments.
- 9.— The elective officers of the Association shall be a President, a first Vice-President, and a second Vice President, no two of whom shall be residents of the same district.
- 10.— Officers for the ensuing year shall be elected by ballot at the annual meeting and shall hold office until their successors be elected or appointed.
- 11.— In case a vacancy occurs by resignation or otherwise, the Executive shall appoint a member of the Association to hold such office for the remainder of the term or until the office be filled by the members of the Association at a general meeting.
- 12.— The President shall be the chief presiding officer of the Association, the Chairman of the Execu-

et pourtant nous ne pouvons pas leur assurer notre co-opération si nous ne disposons pas d'une organisation nationale. Je suis convaincu que ce n'est qu'en co-opérant avec eux que nous parviendrons à réaliser nos vœux les plus chers. Nous pouvons travailler de conserve avec eux pour l'avancement et la protection des intérêts qui nous sont communs. Nous pouvons coopérer aux travaux éducateurs que l'Association des Manufacturiers de Chaussures a déjà entrepris, et dont le besoin est si urgent. Tout exposé injuste et toute remarque ou réflexion contraire à la vérité, dirigés contre une branche quelconque de l'industrie de la chaussure, soit dans les journaux, soit ailleurs, ne devraient pas être laissés sans réponse. Avec les manufacturiers nous pouvons participer à des entreprises se rattachant à notre industrie, et je crois qu'un travail de ce genre pourrait être accompli utilement par des associations dans le commerce de la chaussure, comme cela se fait déjà dans l'industrie mobilière et dans d'autres industries du Canada.

Et puis, il y a aussi divers sujets qui devraient être discutés avec les fabricants, comme par exemple la possibilité d'établir une méthode uniforme consistant à inclure les frais des caisses d'emballage dans le prix des chaussures, l'envoi de lacets avec toutes les chaussures expédiées des usines, la protection dont doivent bénéficier les marchands de chaussures en gros régulièrement établis contre les personnes irresponsables qui n'ont pas de stock et ne risquent rien ou presque rien. Ces sujets et d'autres encore devraient être discutés en toute franchise avec les fabricants et je crois qu'ils reconnaîtraient la justesse de nos demandes, comme nous devons être prêts, de notre côté, à agir envers eux convenablement et sans parti pris.

Nous ne devons pas être trop exigeants, ni nous attendre à des résultats immédiats. Il se produira des moments de découragement et de déconvenue, mais je répète ce que je disais au début: Le besoin d'une réelle Association Nationale des distributeurs de chaussures ne s'est jamais fait sentir autant qu'aujourd'hui, et les circonstances favorables n'ont jamais été plus grandes pour une association de ce genre qui est appelée à rendre des services d'une très grande valeur à nos membres. Nos efforts doivent se concerter sur une base économique et saine et tant que nous nous conformerons à ce principe nous éviterons de commettre des erreurs. Un comité composé de représentants de toutes les principales sections du Canada, vous soumettra un projet pour la création d'une Association des Marchands de Chaussures en gros du Canada, et, si vous l'approuvez, un projet de Constitution pour ladite organisation.

## STATUTS ET RÈGLEMENTS.

### Dénomination.

1.—L'Association portera le nom d'ASSOCIATION DES MARCHANDS DE CHAUSSURES EN GROS DU CANADA, et en Anglais celui de SHOE WHOLESALERS' ASSOCIATION OF CANADA.

2.—Le Siège social de l'Association sera établi à Montréal où dans toute autre localité désignée provisoirement par le Comité exécutif.

3.—L'Association aura pour but l'extension et la défense des intérêts légitimes du commerce des chaussures en gros au Canada.

4.—Tous les comptes rendus, avis et articles de publicité distribués par l'Association seront publiés à la fois en français et en anglais.





## Are You Getting Good Last Service?

Co-operation from your last-maker may make all the difference between success and non-success in the production of your new lines for Spring. Through Robin Service, with our PERSONAL SUPERVISION, there is concentrated on YOUR particular needs the experience and efforts of clever designers and skillful workmen, in making Quality Lasts and originating Popular Styles.

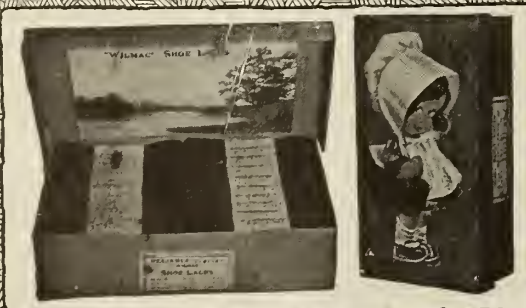
To be sure that your new lasts "take" with the Public, and that you get prompt supply, use Robin Service.

GET OUR PRICES NOW.

THEY WILL INTEREST YOU.

## ROBIN BROTHERS

Montreal - Que.



"Wilmac Laces" Made Stronger to Wear Longer  
 Their STRENGTH is the secret of their BIGGER SALES. The "Wilmac" label is an absolute assurance against any defects. The guaranteed solid tags are an important item in their superiority. Sold in banded pairs. 100 pairs or 50 pairs, assorted lengths, packed in handsome cabinets. Also packed in plain boxes of 72 pairs. Handled by all wholesalers. IT PAYS TO SELL THEM.

# E. W. M. MARTIN

45 ST ALEXANDER ST.

MONTREAL



tive committee and a member ex-officio of all committees. He shall direct the work of the salaried officers of the Association, subject to such policies as may be determined by the members of the Association in general meeting or by the Executive Committees.

- 13.— The first Vice-President, in case of absence or disability of the President, shall assume the duties of the President. In case the office of President be vacant, the first Vice-President shall have the rights and responsibilities of the President, until a President shall be elected or appointed.
- 14.— The second Vice-President, in case of absence or disability of both the President and the first Vice-President, shall assume the duties of the President.
- 15.— The Executive Committee shall consist of the immediate past President, the President, the first and second Vice-Presidents and one representative for the first five members or fraction thereof, together with one additional representative for every five additional members or major fraction thereof from each of the following geographical districts:
- (a) **BRITISH COLUMBIA DISTRICT**  
Comprising the Province of British Columbia.
  - (b) **ALBERTA DISTRICT**  
Comprising the Province of Alberta.
  - (c) **SASKATCHEWAN DISTRICT**  
Comprising the Province of Saskatchewan.
  - (d) **MANITOBA DISTRICT**  
Comprising the Province of Manitoba.
  - (e) **ONTARIO DISTRICT**  
Comprising the Province of Ontario, except Kingston and territory east thereof.
  - (f) **MONTREAL DISTRICT**  
Comprising Montreal City and such territory within a radius of fifty miles, together with eastern Ontario from and including Kingston, Ottawa and Brockville.
  - (g) **QUEBEC DISTRICT**  
Comprising Quebec City and all of Province of Quebec not included in the Montreal District.
  - (h) **MARITIME DISTRICT**  
Comprising the Provinces of New Brunswick, Nova Scotia and Prince Edward Island.
- 16.— District representatives to serve for the ensuing year shall be elected at the annual meeting of the Association.
- 17.— The Executive Committee shall have authority to act on behalf and in the name of the Association when the Association is not in session.
- 18.— The Executive Committee may appoint special committees and define the scope and authority of such committees which shall be responsible and shall report to, and may be discharged at any time by the Executive Committee.
- 19.— The Executive Committee shall appoint, subject to the approval of the Association, such officers and employees as it may consider desirable for the work of the Association and shall determine their remuneration, provided that the Secretary shall be proficient in the use of both the French and English languages.

5.—Tout particulier, firme, société, association ou corporation, qui achète régulièrement des chaussures des manufacturiers aux prix du gros, pour les revendre, et qui sollicite des affaires du commerce de détail en général, et qui entretient un ou plusieurs entrepôts ou des stocks de chaussures sont emmagasinés en tout temps, sera éligible comme membre; mais tout particulier, firme, société, association ou corporation, ayant un rayon pour la vente des chaussures au détail, ou possédant un stock de chaussures dans le but principal d'approvisionner des magasins de détail appartenant au dit distributeur ou contrôlés par lui, ne sera pas considéré comme marchand en gros et ne saurait être éligible comme membre.

#### DEMANDES D'ADMISSION.

6.—Toute demande d'admission à faire partie de l'Association comme membre, sera rédigée par écrit, envoyée à l'Association et comprendra l'engagement que, si la demande est acceptée, le candidat se conformera aux Statuts et aux Règlements de l'Association.

7.—A la réception d'une demande d'admission comme membre, le Secrétaire soumettra le nom du candidat, par écrit, à chacun des membres du Comité exécutif. Si les deux tiers des membres, qui font réponse dans les trois semaines qui suivent la date de la mise à la poste des dites notifications, sont en faveur de l'acceptation, la demande sera considérée comme approuvée, et le candidat deviendra membre contre paiement des droits exigibles, mais nulle demande ne sera acceptée à moins que six membres au moins du Comité Exécutif ne l'ait approuvée par écrit.

8.—Tout member peut se retirer de l'Association quand bon lui semble en en donnant avis par écrit et après avoir acquitté les droits et cotisations dont le paiement serait arriéré.

9.—Les officiers électifs de l'Association seront un Président, un premier Vice-Président, et un second Vice-Président, et ils ne devront pas être résidents du même district.

10.—Les officiers en charge pendant l'année qui suivra seront élus au moyen de bulletins de vote, à l'assemblée générale annuelle et ils resteront en fonction jusqu'à ce que leurs successeurs soit élus ou nommés.

11.—S'il se produit une vacance par suite de démission ou autrement, le Comité Exécutif désignera un membre de l'Association pour remplir les fonctions pendant le reste du terme à courir, ou jusqu'à ce qu'une autre personne soit désignée par les membres de l'Association à une assemblée générale.

12.—Le Président sera le fonctionnaire en chef chargé de la direction l'Association, Président du Comité Exécutif, et membre d'office de tous les comités. Il dirigera le travail des fonctionnaires salariés de l'Association, suivant les principes qui pourront être fixés par les Membres de l'Association réunis en assemblée générale ou par les Comités Exécutifs.

13.—Le premier Vice-Président, en cas d'absence ou d'incapacité du Président, exercera les prérogatives du Président. Si le siège du Président devenait vacant, le premier Vice-Président aura les prérogatives et encourra les responsabilités du Président, jusqu'à ce qu'un nouveau Président ait été élu ou nommé.

14.—Le second Vice-Président, en cas d'absence ou d'incapacité du Président et du premier Vice-Président, exercera les prérogatives du Président.

15.—Le Comité exécutif se composera du Président en activité l'année précédente, du Président, des





## Strangers to the Bargain-Counter

HURLBUT CUSHION WELTS are not subject to the variations of fashion or the changes of the seasons—they are an **all year** line—staple as sugar in the grocery—and can always be taken into inventory at **full value**.

There are no between-season times in HURLBUT WELTS. They work the year round and are bought when needed, regardless of seasons.

**Take advantage of the million reader national advertising campaign by featuring HURLBUT WELTS prominently and making full use of HURLBUT dealer cuts and window trims.**

*Salesmen or Samples on Request*

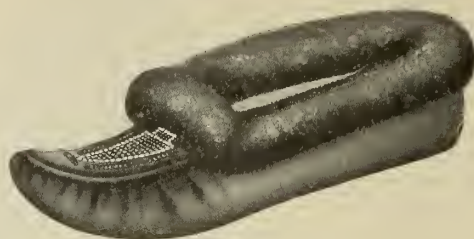
**HURLBUT**  
TRADE MARK REGISTERED  
CUSHION-SOLE  
**Shoes for Children**

**PHILIP JACOBI**

*5 Wellington Street,*

**Toronto**

*Exclusive Wholesale Distributor of  
Hurlbut Shoes*



## FOR 1922

*We have added a number of  
attractive Lines to our  
range of*

## HYWATHA SLIPPER MOCCASINS

The stock used is specially selected and adaptable only to our process of manufacture.

They are given our own exclusive finish—are shown in a splendid range of new colors, and offered at substantially reduced prices.

In addition to our regular line of Slipper Moccasins, we are introducing this year to the Trade a unique line of Moccasin Soft Soles. These are finished on a Moccasin Last, with beaded vamps and padded heels. **SOMETHING ENTIRELY NEW.**

**INSPECT OUR 1922 LINES AND PRICES BEFORE PLACING YOUR ORDER FOR SOFT INDOOR FOOTWEAR.**

On an **EQUAL PERCENTAGE** of **MARK-UP HYWATHA MOCCASINS** will **TURN-OVER FASTER** than any similar line.

**The Montreal Moccasin Co.,  
LIMITED**

89 Mary Ann St., East

**MONTREAL.**

- 20.— The Executive Committee shall have authority to accept the resignation of an officer, district representative, salaried officers or employees and to fill by appointment any such vacancies.
- 21.— The Secretary or such other officer as may be appointed by the Executive shall be in charge of the salaried staff and responsible to the Executive Committee, and when the Executive Committee is not in session to the President.
- 22.— The Secretary shall keep a correct list of members and correct records of all proceedings of the Association, its executive committee, or any other committee reporting thereto.
- 23.— Such officers as may be appointed shall be the custodian of the funds of the Association, and shall deposit same in a chartered bank. He shall report regularly on the finances of the Association to each meeting of the executive committee, and shall keep proper books of accounts which shall be subject to inspection at any time by the members of the executive. A surety bond of such amount as may be determined by the executive shall be provided at the expense of the Association.
- 24.— Meetings of the Executive Committee shall be called by the Secretary at such times and places as may be determined by the President.
- 25.— Upon request in writing of four members of the Executive, the Secretary shall, within three days, call a meeting of the executive at the Head Office of the Association.
- 26.— Notices for executive meetings shall be sent by wire if necessary by the Secretary at least ten days before the date fixed for such meeting.
- 27.— The Executive Committee at a regularly called meeting which shall be held not less than thirty days before the annual general meeting of the Association, shall appoint a committee on nominations and resolutions.
- 28.— Five members shall constitute a quorum at any regularly called meeting of the executive.
- 29.— Special general meetings of the Association may be held at any time and place as may be determined by the Executive Committee.
- 30.— Upon receipt of written requisition from any ten members of the Association, the Secretary shall within three days, call a special general meeting to be held at the head office of the Association.
- 31.— Notices of special general meetings, mentioning the purpose, shall be sent to every member of the Association not less than fifteen days in advance of the date fixed for such meeting.
- 32.— The annual general meeting of the Association shall be held at such time and place as may be determined by the Executive Committee.
- 33.— Notice of annual general meeting shall be mailed to every member of the Association, at least twenty-one days in advance of the date fixed for such meeting.
- 34.— At annual and special general meetings of the Association fifteen members shall constitute a quorum.
- 35.— Each member of the Association present at any such special general or annual meeting shall be entitled to one vote.
- 36.— Annual fees shall be payable in advance by every member of the Association and shall be based at a proportionate rate on the total net sales of such member during the previous calendar year, but with a minimum fee of \$25.00 per annum. Provided that any statement of turnover made for the purpose of assessment by any member premier et second Vice-Présidents et d'un représentant, pour les cinq premiers membres du Comité ou fraction du dit, ainsi que d'un représentant additionnel pour chaque cinq membres additionnels ou fraction supérieurs de chacun des districts géographiques suivants :
- (a) DISTRICT DE LA COLOMBIE ANGLAISE  
Comprenant la Province de la Colombie Anglaise.
- (2) DISTRICT DE L'ALBERTA.  
Comprenant la Province de L'Alberta.
- (3) DISTRICT DE LA SASKATCHEWAN.  
Comprenant la Province de la Saskatchewan.
- (d) DISTRICT DU MANITOBA.  
Comprenant la Province du Manitoba.
- (e) DISTRICT DE L'ONTARIO.  
Comprenant la Province d'Ontario, à l'exception de Kingston et de la région à l'est de cette ville.
- (f) DISTRICT DE MONTRÉAL.  
Comprenant la Ville de Montréal et la région adjacente dans un rayon de cinquante milles, ainsi que la partie est de la Province d'Ontario, y compris Kingston, Ottawa et Brockville.
- (g) DISTRICT DE QUÉBEC.  
Comprenant la Ville de Québec et tout le reste de la Province de Québec non compris dans le District de Montréal.
- (h) DISTRICT MARITIME.  
Comprenant les Provinces du Nouveau Brunswick, de la Nouvelle Ecosse et de l'Île du Prince Édouard.
- 16.—Les représentants de districts pour l'année à venir seront élus à l'assemblée générale annuelle de l'Association.
17. Le Comité Exécutif sera revêtu de l'autorité voulue pour agir dans l'intérêt et au nom de l'Association, quand celle-ci ne sera pas réunie en session.
- 18.—Le Comité exécutif pourra nommer des comités spéciaux et définir le but et l'autorité des dits comités qui seront responsables envers lui et qui seront astreints à lui faire rapport, et ces comités peuvent être dissouts par le Comité exécutif quand celui-ci le juge à propos.
- 19.—Le Comité exécutif nommera, sous la réserve de l'approbation de l'Association, les officiers et les employés qu'il jugera indispensables pour faire le travail se rapportant à l'Association et il fixera la rémunération à laquelle ils auront droit, mais le Secrétaire devra être très familier avec l'usage et l'emploi des langues française et anglaise.
- 20.—Le Comité exécutif aura l'autorité voulue pour accepter la démission d'un officier, d'un représentant de district, des officiers, fonctionnaires ou employés salariés, et pour nommer leurs remplaçants.
- 21.—Le Secrétaire ou tout autre officier qui pourrait être nommé par le Comité exécutif pour remplir cet emploi, aura sous sa charge le personnel salarié et sera responsable vis-à-vis du Comité exécutif, et, lorsque celui-ci ne siège pas, vis-à-vis du Président.
- 22.—Le Secrétaire tiendra à jour la liste des membres et consignera dans les archives de l'Association tous les procès-verbaux des délibérations de l'Association, de son Comité exécutif, ou de tout autre comité qui fera un rapport.
- 23.—Tout officier qui pourra être désigné comme tel aura la garde des fonds de l'Association, et les déposera dans une banque légalement constituée.
- A chaque réunion du Comité exécutif il soumet-



## SOLD BY ALL LEADING CANADIAN SHOE JOBBERS

K. B. Felts, build business, satisfy customers, establish the dealer's reputation for service, pay a good margin of profit, and bring repeat sales.

Stock, sell and push K. B. Felts.

**MADE BY THE COBURG FELT CO.**

**K. B. FELTS** HARD SOLE  
**KUMFY'S** SOFT SOLE

*Peterboro*  
 SHOE



## Shoes That Sell

They satisfy customers. Made of materials that assure satisfactory service. Combined with style and moderate price, the Peterboro Shoe has proved the fastest selling line on the market.

Distributors for  
 Maple Leaf Brand Rubbers  
 Fleet Foot Outing Shoes

**B. F. Ackerman, Son & Co., Limited**  
 PETERBORO, ONT. Western Branch, REGINA, SASK.  
 MAKERS OF THE "PETERBORO" SHOE

shall be given to the Secretary or other duly appointed salaried officer of the Association, who shall satisfy himself of the correctness of said assessment but shall hold such information in absolute confidence from other members of the Association.

- 37.— The Executive Committee shall prepare and submit a recommendation to each annual general meeting of the Association for a rate sufficient to provide for the estimated and probable expenses of the Association.
- 38.— The members at such annual general meeting then shall determine the rate which shall be levied for the ensuing year, and fees at the rate so determined shall become due and payable upon notification to the members in writing. Fees in all cases shall be for the calendar year, which shall also be the fiscal year of the Association.
- 39.— The following dues shall apply for the calendar year 1922 but any new member joining after September 1st will be entitled to membership for that year at half the regular fee, provided that the fee in such case shall not be less than the minimum fee of the Association.
- |                       |          |
|-----------------------|----------|
| less than \$100,000.. | \$ 25.00 |
| less than \$200,000.. | \$ 50.00 |
| less than \$500,000.. | \$ 75.00 |
| less than \$750,000.. | \$100.00 |
| more than \$750,000.. | \$150.00 |
- 40.— Any member in arrears of payment of the annual fee for more than one month from date of account shall forfeit membership.
- 41.— This Constitution may be altered or amended by a vote of two thirds of the members present at any annual or special general meeting of the Association.

The Chairman on motion then appointed the following Nominating Committee to prepare a list of nominations for Officers and Executive. Messrs. McLaren, Congdon, Brown, Mitchell, Sutherland, McFarland, Shaw and Darveau.

In the meantime the Association resolved itself into a Committee of the Whole on Resolutions with Mr. C. A. Davies in the chair when the following resolutions were adopted for ratification by the Association.

#### RE. CASES

RESOLVED THAT this convention considers that the charge for cartons and cases should be abolished and cost of same included in the cost of the shoes and that the co-operation of the Shoe Manufacturers' Association of Canada should be enlisted to that end.

#### RE. LACES

Whereas shoes are sold by the retail trade to include laces Resolved that; The co-operation of the Shoe Manufacturers' Association of Canada be secured in order to ensure the uniform practice of their supplying suitable laces with each pair of shoes.

#### RE. BONA FIDE WHOLESALERS

The Shoe Wholesalers' Association of Canada wishes to place before the Shoe Manufacturers' Association of Canada the desirability that bona-fide wholesalers should be given in all cases a reasonable margin of protection as to prices quoted to the retail trade, and submits the following qualification adopted by this Association as to who should be considered a bona-fide wholesaler and entitled to such protection: "Any individual, firm, partnership or corporation, regularly purchasing shoes from manufacturers at wholesale prices for resale and soliciting business from the general retail trade, and maintaining a warehouse or warehouses where stocks of shoes are carried at all times."

tra régulièrement un compte rendu des finances de l'Association, et tiendra à jour des livres de compte appropriés qui seront soumis en tout temps à l'inspection des membres du Comité exécutif.

24.—Le Comité exécutif sera convoqué par le Secrétaire toutes les fois que le Président le jugera à propos, et les séances auront lieu aux endroits que ce dernier aura prescrits.

25.—A la requête écrite de quatre membres du Comité exécutif, le Secrétaire devra, dans les trois jours, convoquer une réunion du Comité exécutif au Siège social de l'Association.

26.—Les avis de convocation pour une réunion quelconque du Comité exécutif seront envoyés par voie télégraphique, si c'est nécessaire, par le Secrétaire au moins dix jours avant la date fixée pour ladite réunion.

27.—A une réunion régulièrement convoquée et qui aura lieu au moins trente jours avant l'assemblée générale annuelle de l'Association, le Comité exécutif nommera un comité chargé de s'occuper des nominations et des résolutions.

28.—Cinq membres constitueront un quorum à toute séance du Comité exécutif régulièrement convoqué.

29.—Des assemblées générales spéciales de l'Association pourront avoir lieu à l'époque et à l'endroit qui pourront être fixés par le Comité exécutif.

30.—A la réception de toute requête écrite provenant de dix membres quelconques de l'Association, le Secrétaire devra, dans les trois jours, convoquer une assemblée générale spéciale qui se réunira au Siège social de l'Association.

31.—Les avis de convocation aux assemblées générales spéciales, mentionnant l'ordre du jour qui en fait l'objet, seront envoyés à tous les membres de l'Association au moins quinze jours avant la date fixée pour la réunion.

32.—L'assemblée générale annuelle de l'Association aura lieu à l'époque et à l'endroit qui pourront être fixés par le Comité exécutif.

33.—L'avis de convocation à l'assemblée générale annuelle sera envoyé par la poste à chacun des membres de l'Association, au moins vingt et un jours avant la date fixée pour la réunion.

34.—A l'assemblée générale annuelle et aux assemblées générales spéciales de l'Association, quinze membres suffiront pour constituer un quorum.

35.—Chaque membre de l'Association présent à l'assemblée générale annuelle ou à une assemblée générale spéciale quelconque, aura droit à un bulletin de vote.

36.—Les droits annuels seront payables d'avance par chaque membre de l'Association et seront calculés à un taux proportionné sur la totalité des ventes nettes, ou pour le compte de ce membre durant l'année solaire précédente, mais avec un droit minimum de \$25.00 per année. Tout relevé relatif au chiffre d'affaires, fait dans un but d'évaluation, par un membre quelconque, sera remis au Secrétaire ou à tout autre officier salarié de l'Association, qui s'assurera de la justesse des chiffres fournis mais qui gardera pour lui seul ce renseignement rigoureusement confidentiel et veillera à ce qu'aucun autre membre de l'Association n'en ait connaissance.

37.—Le Comité exécutif préparera et soumettra une recommandation à chaque assemblée générale annuelle de l'Association pour la fixation d'un chiffre suffisant pour couvrir les dépenses approximatives et imprévues de l'Association.



## OFFICERS AND EXECUTIVE

The Nominating Committee on the rising of the Committee of the Whole, presented the following list of nominations for Officers and Executive for the current year:

Honorary presidents, James Robinson, of James Robinson Company, Limited, Montreal and Alfred Lambert of A. Lambert, Incorporated, Montreal.

President, Ralph Locke, of Locke Footwear Company, Montreal; vice-presidents, Arthur Congdon, of Congdon, Marsh Limited, Winnipeg, and J. A. McLaren, of J. A. McLaren Company Limited, Toronto.

Executive, British Columbia district: John Damer of Damer, Lumsden Company, Vancouver. Alberta district: J. D. McFarland of McFarland Shoe Company, Edmonton. Saskatchewan district: G. A. Maybee, of Maybee, Limited Moose Jaw. Manitoba district: Frank Morgan, of Ames, Holden Company, Winnipeg, and J. J. Kilgour, of Kilgour, Rimer Company, Winnipeg. Ontario district: C. A. Davies, of Davies Footwear Company, Limited, Toronto; Hugh White, of White Shoe Company, Limited, Toronto; P. Pocock, of London Shoe Company, Limited, London, and W. A. Hamilton of W. B. Hamilton Shoe Company, Toronto. Montreal district: George Robinson, of James Robinson Company, Limited, Montreal; Nathan Cummings, of Nathan Cummings, Montreal; J. I. Chouinard, of J. I. Chouinard, Montreal; Jean Normandin, of Scheuer, Normandin & Company, Montreal, and W. Girouard of La Maison Girouard, St. Hyacinthe. Quebec district: George Brown, of Brown, Rochette, Limited, Quebec, and Ed. Darveau of Poliquin & Darveau, Registered, Quebec. Maritime district: C. S. Sutherland, of Amherst Boot and Shoe Company, Amherst, N. S. and S. C. Mitchell, of Ames Holden McCready Company, St. John, N. B.

On motion the Chairman cast a unanimous ballot for the election of the nominees as above indicated and they were declared duly elected.

The report of the Committee on Resolutions was then presented by the Chairman as quoted above and on motion were unanimously adopted.

The Executive Committee then retired and after a short absence returned and submitted for the approval of the Association its appointment of Mr. S. Roy Weaver as Manager and L. Theoret, Secretary under the by laws of the Association. On motion the appointment was approved.

A vote of thanks was proposed by Mr. Geo. Brown and seconded by Mr. C. A. Davies to the Chairman, Mr. Lambert, the Secretary pro tem Mr. Viau for their efficient services in connection with the organization meetings.

Mr. J. A. McLaren moved, Seconded by Mr. A. Congdon, a hearty vote of thanks to the Montreal District Association and the Chambre de Commerce for their kindly offices in providing accommodation and entertainment of the visitors to luncheon at the Place Viger Hotel.

## NOTES OF THE CONVENTION.

Narcisse Gagnon and Fred Marois had to adjourn their rather heated argument on their fishing achievements at the Tanners Luncheon and go outside to finish it. Narcisse says he is going to make Fred's efforts this coming season, look like a Montreal kid's exploits with sunfish in the Back River.

For a presbyterian elder, Alec McLaren is a pretty fair judge of cocktails. It is between him and Hugh White's representative, what became of the extras at the Place Viger luncheon of the wholesalers.

Mr. J. I. Beaubien of Quebec captured the shoe wholesalers at Montreal with his suave, logical style in discussing the rights of the "grossistes."

38.—A ladite assemblée générale annuelle les membres fixeront le taux qui sera imposé l'année suivante, et les droits calculés au taux ainsi fixé écherront et seront exigibles dès que les membres en seront notifiés par écrit. Dans tous les cas les droits seront pour l'année solaire, qui sera aussi l'année fiscale de l'Association.

39.—Les droits suivants s'appliqueront à l'année solaire 1922 mais tout membre nouveau qui demanderait à faire partie de l'Association après le 1er Septembre serait admis en payant seulement la moitié du droit régulier fixé pour l'année, pourvu que ce droit ne soit pas dans ce cas inférieur au droit minimum de l'Association.

## SOUSCRIPTION SUIVANT LA TOTALITÉ DES VENTES ANNUELLES.

Si les ventes annuelles nettes sont inférieures	à \$100,000.	\$ 25.
Si les ventes annuelles nettes sont inférieures	à \$200,000.	50.
Si les ventes annuelles nettes sont inférieures	à \$500,000.	75.
Si les ventes annuelles nettes sont inférieures	à \$750,000.	100.
Si les ventes annuelles nettes sont supérieures	à \$750,000.	150.

40.—Tout membre dont le paiement du droit annuel est en retard plus d'un mois après la date inscrite sur le compte sera rayé de la liste des membres.

41.—Ces Statuts peuvent être modifiés ou changés à la majorité des deux tiers des membres présents à une assemblée générale annuelle ou a toute assemblée générale spéciale de l'Association.

## RESOLUTIONS.

### Concernant Les Caisses.

Il est résolu que ce congrès considère que les frais imposés des boîtes en carton et les caisses devraient être abolis et que le coût de ces articles devrait être compris dans le prix des chaussures, et que la co-opération de l'Association des Manufacturiers de Chaussures du Canada devrait être obtenue dans cet but.

### Concernant Les Lacets.

Attendu que les chaussures sont vendues avec des lacets, par les détaillants, il est résolu que la co-opération de l'Association des Manufacturiers de Chaussures du Canada soit obtenue dans le but qu'ils établissent une méthode uniforme consistant à fournir des lacets convenables avec chaque paire de chaussures.

### Concernant les Marchands en Gros de Bonne Foi.

L'Association des Marchands de Chaussures en gros du Canada désire attirer l'attention de l'Association des Manufacturiers de Chaussures du Canada sur l'avantage dont devraient bénéficier les marchands en gros de bonne foi, leur assurant dans tous les cas une marge raisonnable de protection pour ce qui est des prix de vente aux détaillants, et elle soumet la définition suivante, adoptée par cette Association, définissant qui devrait être considéré comme marchand en gros de bonne foi et avoir droit à la protection projetée: "Tout particulier, firme, société, association ou corporation, qui achète régulièrement des chaussures des manufacturiers aux-prix du gros, pour les revendre, et qui sollicite des affaires du commerce de détail en général, et qui entretient un ou plusieurs entrepôts où des stocks de chaussures sont emmagasinés en tout temps."



# The Shoe Repair Man

## Cashing In On Lower Prices

ALL over the country we see goods and service sold at lower prices. It is an old truism that "Whatever goes up must come down." And apparently this applies to prices. One of the leading business men of Canada, addressing a body of associates in 1918, before the big rise and sharp drop in values, said, "There are many people who have made money during the war, and who have prospered during the rising market. But the time is coming when a great proportion of it will have to be given back. We have been chasing a rising market. Soon we shall be following a falling market, which will test our ability to the utmost."

How true that statement was, is borne out by the conditions through which we have passed and are passing. The man who has been able to hold the profits he made during the fat years is a very scarce article, and it is taking all the reserves that were built up by farseeing view to meet the losses that have been registered.

The repair trade has gradually come to the realization of the fact that to live it must remain active. For it is impossible to stand still; we must either go ahead or back. The situation is taxing the ingenuity of every member of the trade, and undoubtedly more thought and planning is being devoted to the business than has ever been the case before. Like everything else, the repair trade is faced with unscrupulous, unfair, and ignorant competition. Repairs are being sold in some quarters at ruinous prices, and of a ruinous character as to quality. The net result will be permanent gain neither for the individual, the repair trade as a whole, nor for the community. This is being successfully met by advertising of quality, by salesmanship, by close watching of costs and processes, and by moderate reductions paralleling the reductions in cost.

Reductions in price all along the line are being seen. As President Butterworth told the Toronto men, "We have got to take our medicine, so let's take it smiling." The result in Toronto is that every one is satisfied to take a little less for his work, to preach quality, to work for education of the public and volume of turnover, and to stand shoulder to shoulder to maintain the highest standards of the craft. And other localities are following similar practice.

Up-to-date shoe repair work requires several qualities. The day of the expert hand worker or shoemaker, as that alone, has gone. Instead, there is required today, in addition to the knowledge of shoemaking, a business ability of no mean order. As a leader in the trade puts it "The man who takes in the work over the counter must know his business every bit as well as the man who does the actual work."

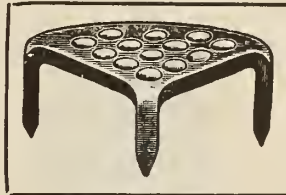
Of course, in most establishments the man who takes in the shoes does his share or sometimes all of the work. In that case he must have ability to meet people, make a good impression, and sell, not only that which is asked, but also what he thinks may be required or acceptable. He can either attract or repel trade, according to the impression he makes on the customer, or the way in which

he handles him.

Some men are meeting the cut-rate competition on the basis of quality. Where the customer mentions the low figure quoted by a competitor, the offer is made to meet that price by the use of inferior material. Nine times out of ten, the customer will indicate a preference for the higher grade work, at the higher figure. Then the question of minor repairs, which used to be included gratis in the job, is being handled. Where soles or heels are asked for, and a small rip, say, is in evidence, repairmen are adding a small charge for fixing the rip also.

It is also worth while to look carefully over the shoes handed in for repairs, and advise the customer as to how the work should be handled. The average customer knows that the soles leak, the upper is cracked or ripped, the heel is worn, and fixes his mind on one point. As a rule the shoe is in need of some additional attention, and these days the repairman should not overlook an opportunity to suggest, in an advisory capacity, that the lining should be fixed, that new laces are required, or that some other job might be done for the improvement of the appearance, comfort, or durability.

Those are a few of the many ways in which the leaders in the trade are planning not only to hold their position, but to make volume, and in the end produce the same profit from a greater turnover.



### THE "NATIONAL" ---- A SUPERIOR SHOE PLATE THAT IS EASY TO DRIVE ON AND HARD TO WEAR OFF!

This plate is a national findings accessory. It is carried by live dealers everywhere. National both in name and sale, indeed international in sale.

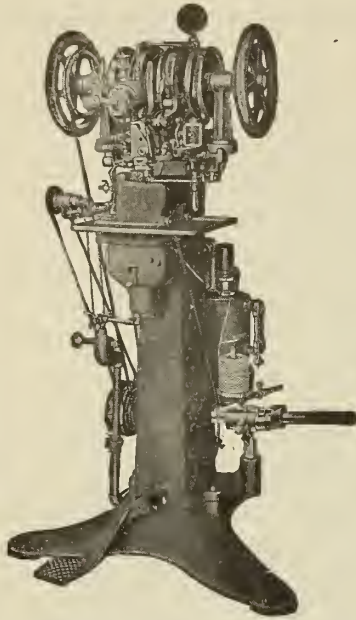
Made in three convenient sizes from special cold rolled steel. May we send you samples?

**National Shoe Plate Mfg. Co.**

**160 North Wells Street  
Chicago, Illinois**



## Landis Outfits are Money Makers



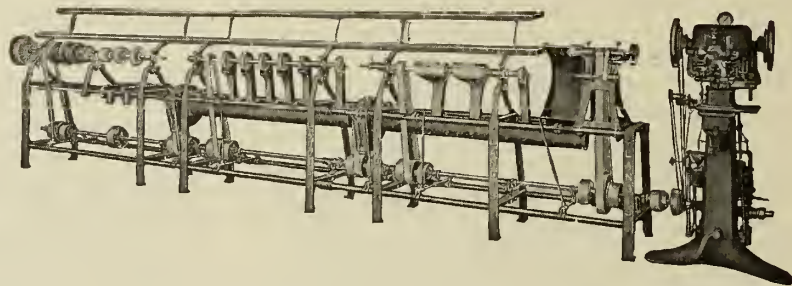
*Landis No. 12 Shoe Stitcher  
Sold Outright. No Royalty.*

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

*We have many models of Stitchers and Finishers. Write for complete Catalogue with prices and terms.*

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## 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



## 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.

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**TORONTO REPAIRMEN'S ACTIVITIES.**

Since the last regular meeting reported the Toronto Shoe Repair Association has been very active. On Thursday, January 19th they were at home to their members and friends at Foresters' Hall, College Street, when they held a euchre and dance. The affair was highly successful, being handled and financed by the Association alone. About one hundred and fifty took part in the proceedings. Repairers, their wives, families, friends, were all on hand, while the members of the jobbing trade were all given an opportunity to buy tickets and join in the festivities. Prizes for cards were won by Mrs. Burnill, Mrs. Barnes, Mr. Walden and Mr. Merchant.

Dancing was indulged in till a late hour, and the occasion was voted by all to have been most enjoyable.

The regular meeting of the Association on January 26th was one of the most largely attended for some time. President Butterworth was in the chair, and every member of the executive committee was present. New members are being received rapidly, and old members, who had fallen away, are again displaying interest.

The first item on the programme was the presentation to Mr. Jesse Merchant, the secretary, of a handsome gold watch-charm, in the form of an engraved emblem of the society. Mr. Butterworth made the presentation, accompanied with appropriate remarks, and Mr. Merchant, in replying briefly, expressed his appreciation of the gift, and his loyalty to and enthusiasm for the Toronto Shoe Repairers' Association, and the trade in general.

Discussion then centred about the question of the Ontario Federation. As Mr. J. W. Hendry, who was on the executive of that body, has left Toronto to locate in Aberdeen, it was thought that the Toronto might properly suggest a substitute. It was therefore decided to appoint Mr. W. Burnill, so his name was sent on to the president of the Federation. The Toronto members of the council were authorized to go to the forthcoming executive meeting, their expenses, if any, to be advanced by the Toronto Association.

The subject of prices was then taken up. The feeling was that costs had not come down sufficiently to admit of any drastic cut, and that volume would not be materially increased by a big reduction. On the other hand, the public are demanding lower prices in all lines, so that it was felt that strategically it would be sound practice to make a uniform concession. On

motion of Mr. Chas. Robertson it was finally decided to make an average reduction in prices of approximately ten per cent. These new prices will be submitted at the next meeting, and when approved, a new price list will be printed and distributed to members, which will serve as a guide to them. It was not considered necessary or advisable to fix prices, or even fix a minimum price. The Association very wisely decided to leave the matter of actual prices to individuals, as conditions vary with different localities. The feeling is, however, that since people have been educated to have their shoes repaired, the repairman must do everything in his power to keep them in the frame of mind where they realize that it is more economical to patronize the repairman than otherwise.

**HAMILTON REPAIRMEN VISIT BRANTFORD**

On Wednesday evening Jan. 18th some 18 members of the Hamilton Association journeyed up to Brantford and spent the evening with the members of the Brantford Association. About 8 o'clock the president, Mr. A. Johnston called the gathering to order and after a short address of welcome nearly all of those present indulged in a game of Progressive Euchre. At the conclusion of the game, a song was rendered by Miss Rogers, an entrancing young maiden of Brantford, which was enthusiastically encored. Then followed the giving of the prizes for euchre the first to Mr. J. Jarvis, Hamilton, second Mr. J. Adie of Brantford, followed by a speech by Mr. Grayson, president of Hamilton Association.

Musical selections were given by Messrs. Wilman, J. Adie, J. Jarvis, Williams and Calvesbert; and addresses by Messrs. T. Smith, F. Revell, Henderson, Pettit, Wilton and Sheppard; also by Mr. Mathers, of Gutta Percha and Rubber Ltd.

There were about 45 present and the theme of all the speakers was the fact that now when times are dull is the time to stick together and to maintain prices.

During the evening the company was regaled with steaming hot coffee, ham sandwiches, hot dogs, and cakes, and of course man's delight, lots of choice cigars and cigarettes for those who preferred a light smoke.

The evening closed with the National Anthem, the Hamilton boys returning on the 11.45 car, having spent a most enjoyable evening.



**"SEWEL" Cmented Heel Lining Repairer**

Increased Profits and constant Repeat Orders from Satisfied Customers is the Result of Handling our



**"SILVERITE" Lamb's Wool Soles.**

**"SHOE FINDINGS THAT SELL"**



**"WARMTREAD" Cushion Insoles made of "Korxole" and White Cushion Felt.**

These cuts illustrate only a few of the Findings Specialties we manufacture.

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**"SELWEL" Stitched Heel Lining Repairer Stitched with a smooth zig-zag stitch.**

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Formerly L. G. & S. S. COMPANY  
81 High Street Boston Mass., U.S.A.



# CORRUGATED

and

# FIBRE

## Shipping Containers

*"A Case for Every Requirement"*

**Corrugated Paper Box Company, Limited**  
 Toronto Canada

### 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.



### 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.

## KANGAROO

We are headquarters for all Finishes,  
 Grades and Kinds.

Sheepskins Skivers "Ryco" Matt Kid

## RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS.

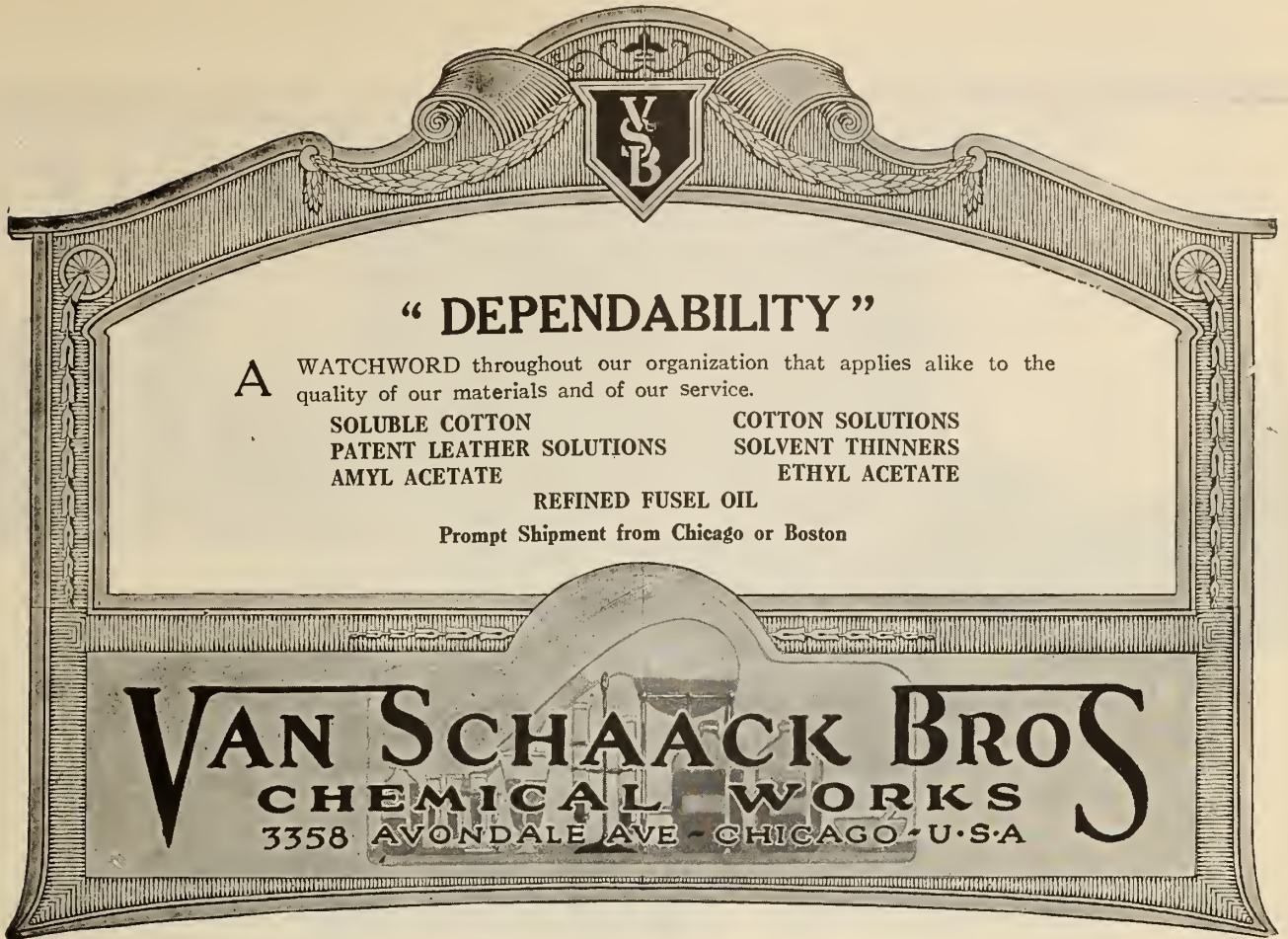
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**THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.**

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*




**“ DEPENDABILITY ”**

**A** WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

SOLUBLE COTTON	COTTON SOLUTIONS
PATENT LEATHER SOLUTIONS	SOLVENT THINNERS
AMYL ACETATE	ETHYL ACETATE
REFINED FUSEL OIL	

Prompt Shipment from Chicago or Boston



# VAN SCHAACK BROS

## CHEMICAL WORKS

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**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.

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General Offices & Works

Christie Street, Toronto

BRANCH WAREROOMS

252 Notre Dame St. W., Montreal  
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553 St. Valier Street, Quebec  
**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.

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Represented by

**John McEntyre, Limited - 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

PARIS

HAVANA

BASLE



NEW YORK

CHICAGO

"We deliver what you buy"

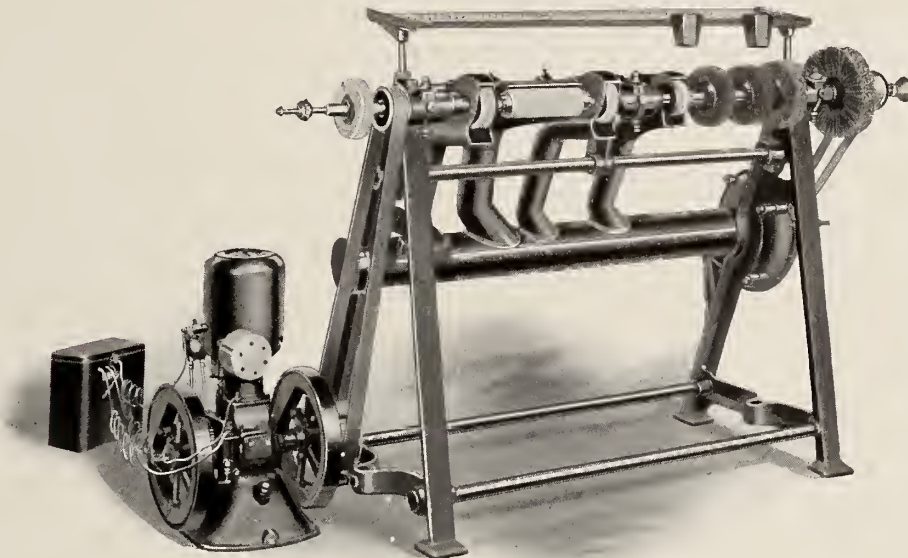
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# POWER EQUIPMENT FOR SHOE REPAIRERS IN COUNTRY TOWNS

Regardless of your location we can supply you with a Shoe Repairing Outfit that exactly fits your requirements. For those localities having no electricity or day power we can supply various

## GASOLENE ENGINE OUTFITS



Illustrating our regular 8 ft. Model N Shoe Repairing Outfit, Driven by the 1½ H.P. Novo Vertical Gasolene Engine.

### AN IDEAL OUTFIT FOR THE SMALL TOWN

**PRACTICAL — EFFICIENT — ECONOMICAL and POWERFUL**

Simplicity is the keynote of this self contained little power plant. Four cycle, enclosed verticle cylinder, splash oiling system, jump spark battery ignition. Water cooling jacket covers cylinder head and is guaranteed against damage from freezing.

**EASY TO OPERATE—COSTS NO MORE THAN ELECTRIC OUTFITS**

Other size Outfits with Engine Power—on terms that you CAN afford

Write us your requirements now — There is an Outfit to suit you.

**UNITED SHOE MACHINERY CO. of CANADA, LIMITED**  
**MONTREAL**

**TORONTO**  
90 Adelaide Street W

**KITCHENER**  
46 Foundry Street S.

**QUEBEC**  
28 Demers Street



*From  
Atlantic  
To  
Pacific*

*Ladies Shoes  
to retail  
at \$5.00  
in greater  
demand than  
ever before.*

**WE  
SPECIALIZE**  
*in making  
this grade  
of shoe, at  
a cost to  
the retailer  
of \$3.20*

Made by the McKay Process, in Brown and Black Kid and Calf and Patent Leathers, on good lasts in widths.

We show a large variety of patterns in both Oxfords and Straps.

*Our Merchandise Is Good*

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



# THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

## Advertising

“Advertising is the education of the public as to who you are, where you are, and what you have to offer in the way of skill, talent or commodity. The only man who should not advertise is the man who has nothing to offer to the world in the way of commodity or service.”

Elbert Hubbard

ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL



Established 1857

“THE WEAR IS THERE”



65 Years.

One Standard  
Quality  
Sole Leather.

**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



## *Give Your Shoes* **EVERY CHANCE**

All your striving to make your shoes extra attractive in appearance and in value is thrown away unless their powers of endurance are given the fullest possible protection.

Your **STYLE-MAKING** and your **SHOEMAKING** receive the support they deserve when your shoes are equipped with **D. & P. FIBRE COUNTERS**. They are too good in quality, too superior in strength to fall a victim to the inroads of wear and exposure.

When making up your new Spring Lines consider the extra chances of success that will be imparted to them by the use of **D. & P. FIBRE COUNTERS**.

## **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**



## *Selling Guaranteed Footwear*

When a manufacturer of rubber footwear has confidence enough in his product to place an ironclad guarantee on each pair, it is pretty good assurance that the quality to warrant the guarantee must be there. When a manufacturer not only guarantees such products but also acts as jobber and sells direct to the man who must receive complaints if there are any, that is a double assurance of quality.

Ames Holden McCready rubbers of all types, overshoes, and tennis goods are guaranteed. Each pair bears a slip or tag which reads:

"Every pair of Ames Holden Rubbers (or Tennis Shoes) is guaranteed to outwear any pair of similar shoes of any other make sold at the same price and worn under the same conditions."

Ames Holden rubber footwear is sold direct to you from the branch nearest you. You are always assured of complete stocks, quick shipments, Ames Holden service and—THE GUARANTEE.

"COMPARE



THE WEAR"

# *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Hamilton, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.

# Quality

## Brings Them Back for More

Those manufacturers who use Davis Leathers in their shoes, always enjoy repeat orders from their customers.

### **Davis Black Diamond Veals**

noted for their splendid cutting quality are unexcelled for popular priced Men's Welts.

### **Davis Cordo Willow Veals**

make up into shoes of exceptionally strong appeal, both in appearance and value.

Write For Samples

**DAVIS LEATHER COMPANY**  
LIMITED  
NEWMARKET, ONTARIO





*Mention "Shoe and Leather Journal" when writing an advertiser*



The good old spirit of Master-Shoemaking still lives. It is expressed in every pair of shoes made in the Bell Factory. Its effect is seen in the exclusiveness of the pattern that makes this one-strap model a creation of exceptional beauty.

Early Spring revives the desire for a little extra snapiness in dress, and displays of these new Bell Styles will make enthusiastic buyers out of Spring Shoppers.

## 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*



**ROBERT H. FOERDERER**  
PHILADELPHIA INCORPORATED PENN., U.S.A.



*Mention "Shoe and Leather Journal" when writing an advertiser*

# Sorting Orders

## MALTESE CROSS RUBBERS

Winter Trade has probably put holes in your assortment of light goods. Round out your stock---fill up all shortages---order now. We can give you

## Immediate Delivery

Order from our nearest branch office. We not only give you the best rubbers for men and women and children, but we give you prompt service.

## Gutta Percha & Rubber, Limited

Head Offices and Factory - Toronto

**Branch Offices:** Halifax, Montreal, Ottawa, Toronto, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver, Victoria, Hamilton, London, Ontario.



# WEILDA CALF

Weilda Calf is more than a handsome leather---it has a richness that carries it beyond the ordinary and makes a corresponding difference in a style shoe. Given a graceful last, no shoe leather can better bring out the full beauty and attractiveness of the new model.

*"Lawrence Leathers are  
Reliable Leathers."*



**A. C. Lawrence Leather Co.**

161 South Street - Boston

Rochester, New York, Philadelphia, Chicago,  
St. Louis, Cincinnati, Milwaukee

*La Duchesse*



## La Duchesse Values Make GROWING Sales

To-day offers conditions and demands under which your trade will *thrive* if your stock has the attractiveness imparted by LA DUCHESSE Styles and Values. In addition to SALES, they bring you the GOODWILL ASSET that good shoemaking produces among your patrons.

LA DUCHESSE SHOES are to be found in every good wholesaler's line.

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

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





## *Early Spring Livens Trade*

With the first approach of brighter Spring days, needs for new footwear revive the people's shoe buying.

The demand naturally runs toward the snappier lines in both Men's and Women's.

This is **YOUR OPPORTUNITY** to swell sales by being in readiness to meet the demand for these popular models, remembering too that this season the people are laying extra stress on **VALUE**.

Any Spring trade-pullers you are in need of are offered in big selection and quantity at Robinson's—the styles are right, the prices are right, and with our "by return" service you can "beat them to it" in meeting your customers' demands.

**James Robinson Company**  
Limited

184 McGill St.

Montreal



These  
Staples  
Lead  
All Over  
Canada



## For KNOWN Value

People are not experimenting in their shoe buying these days. The shoe they KNOW is the only shoe they will buy.

The Yamaska Brand on a shoe is its passport into the realm of known values and into the court of the peoples' favor.

Are these well-liked shoes among your trade attractions right now, when trade NEEDS some attracting?

We supply you direct—no profit-reducing middleman's costs between maker and seller.

Yamaska  
'Staples  
for  
Value!

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



It's got  
the  
Punch



**T**HIS neat, dressy shoe appeals to the man looking for something just a little better.

It has the punch that closes sales easily and profitably.

Like all other Talbot Creations its wearing service is supreme.

Write to-day for more particulars.

**Talbot Shoe Co., Limited**

St. Thomas

-:-

Ontario

# GLOBE



Patented 1919

No. 54007. "Pillow Welt"  
A Patent Leather with tan  
Suede Top and Brown  
Buttons.

## Parents Do Not Forget

the extra satisfaction there is in buying "BABY PILLOW WELT" and GLOBE "PILLOW WELT" Shoes for Children—the greater economy and the increased Foot Health and Foot Comfort for the youngsters. Their remembrance is an asset for the Globe Dealer, evidenced in the repeat sales that make his Children's Department a profit producer.

Our salesmen are at your service to show you the complete line whenever requested.

# GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



# THE WILLIAMS SHOES



Sold in Sizes

5 — 7½  
8 — 10½  
11 — 2

*It's a New One!*

**H**AVE you seen Williams Comfy Welts, the new addition to the Williams Line? The ideal thing for little Maids and Little Men, Misses and Youths. These strong little boots were built for growing comfort and endurance, and the way they are selling proves that they fill a long felt want.

A feature about Williams Shoes that makes them so popular with retailers is their In-Stock Service. An adequate stock is on hand at all times, ready for prompt delivery.

Ask for catalogue.

## WILLIAMS SHOE LIMITED

BRAMPTON, CANADA



## Great West "Coldproof" Felts

We manufacture a complete range of felt footwear for Men, Women and Children both for indoor and outdoor wear. This popular line has style, fit and the ability to wear well. Our entire line is of the highest quality throughout, from the making of the felt to the finishing of the shoe, and nowhere can you find felt footwear with such a reputation for service and sales.

If you are not supplied with a stock of this strong selling line sufficient to meet the season's big demand, get in touch with your Jobber at once and specify "Coldproof."

If your Jobber cannot supply you write us and we will tell you one who can.

WE MAKE OUR OWN FELT—with machinery of our own invention—producing a warmer and longer wearing felt than ANY OTHER METHOD.

**The Great West Felt Co. Limited**  
**Elmira, Ontario**



# Tred-Rite Shoes For Service



**T**RED-RITE Shoes for Children, Misses, Growing Girls and Boys offer everything to be desired in up-to-date footwear. Tred-Rite is the result of years of study and experience in the art of shoemaking, a result that stands for service and foot comfort.

If you have not seen samples, write for them to-day.

## The Tred-Rite Shoe Co. Limited

Otterville

Ontario





# ROBSON QUALITY LEATHERS

Tan Chrome Sides  
Mahogany Chrome Sides  
Royal Purple Chrome Sides  
Elks---Various Colors  
White Buck

Black Beauty Patent  
Dull Chrome Sides  
Bright Boarded Sides  
Retan Storm Sides  
Chrome Tongue Splits

**The Robson Leather Co., Limited**  
**Oshawa                      Montreal                      Quebec**



# “Frank W. Slater’s Strider Shoe”

By every standard of comparison, Strider Shoes are Better

## SORT UP FOR EASTER

Deliveries 20 to 30 Days

HERE ARE SOME REAL VALUES  
IN HIGH GRADE SHOES



Last. 22 A to E  
Dark or Medium Brown Calf.....Price \$5.00



Last 60 A to D  
Dark or Medium Brown Calf.....Price \$5.00

Bal or Blucher on any type of last desired  
Black Gun Metal Veal to correspond..... **\$4.80**  
Add 15 cents for slip soles

**CONSTRUCTION:—**

Solid leather Box Toes and Counters. All leather Heels, with or without rubber top piece. Outsoles No. 1 Oak, 9 Gage. Silk fitted throughout.

IN STOCK DEPARTMENT NOW ESTABLISHED AT ROOM H, YONGE ST. ARCADE, TORONTO, FOR OUR ONTARIO TRADE ONLY.

# EAGLE SHOE CO., Limited

587 BEAUDRY ST.

MONTREAL



SAVING—THE ROAD TO ECONOMY—is the road along which all the people are travelling these days. Their numbers are swelled by the many who are forsaking extravagance and obeying common sense in their buying. Tetrault's are shoemakers to people who BUY to SAVE. We make a GOOD SHOE to retail AT A POPULAR PRICE. Every pair you sell puts your customer a step further on the road to economy, and makes him able and willing to buy oftener and buy Tetrault's every time.

**ARE YOU SHOWING THESE SHOES?**

To-day's conditions makes every man a certain prospect for a sale of Tetrault's.

**HANDLED BY LEADING JOBBERS.**

**Tetrault Shoe Mfg. Co., Limited**

**Montreal**

**Que.**

Largest Makers of Boots and Shoes In Canada

*Mention "Shoe and Leather Journal" when writing an advertiser*





# Precede and Follow Up Your Salesmen with Good Printing

**D**ON'T wait until your salesmen reach your customers. Go after them NOW and keep after them. Sending a series of real live folders or broadsides is the best possible thing you can do right now to hasten the return of active buying. They are of extraordinary value in driving home your message, as well as putting the reader in a receptive state of mind agreeably anticipating your salesman's visit.

We know we can stimulate the sales of any worthy article. Our staff is of such a nature that we can create and produce sales promoting literature which appeals to the most progressive men in the trade, because we give them what they want and need—dependable and authoritative "dull times" ammunition—with a real punch in it which compels your customers to read it.

We welcome the privilege to design and print your mailing folders or broadsides, or plan with you their construction.

Right now grasp the opportunity. Write, telephone or write at our expense, and allow us the privilege of demonstrating to you how we can do some real constructive work in helping you to bring conditions back quickly to a Business-as-Usual basis.

The Acton way turns your printing expense account into a 100 per cent. asset.

**ACTON PUBLISHING CO., LIMITED**  


---

**PRINTERS AND DESIGNERS**  


---

**TORONTO-MONTREAL**



# Independent Rubbers



Fit Better  
Look Better  
Wear Better



Lower down on this page you will find a list of the Independent Wholesalers. Any one of these concerns can supply you with a complete stock of Independent Rubbers in all styles and sizes.

These dependable rubbers fit better, look better and wear better — points that make selling easy.

Send your order in today.

## INDEPENDENT WHOLESALEERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.
Brown, Rochette, Limited	-	Quebec, Que.
James Robinson Co., Limited	-	Montreal, Que.
J. A. McLaren Co., Limited	-	Toronto, Ont.
White Shoe Co., Limited	-	Toronto, Ont.

C. Weaver	-	Trenton, Ont.
The London Shoe Co., Limited	-	London, Ont.
T. Long & Brother, Limited	-	Collingwood, Ont.
The Independent Rubber Co., Ltd.	-	Winnipeg, Man.
Amherst Central Shoe Co. Limited	-	Regina, Sask.
Dowers Limited	-	Edmonton, Alta.
The J. Leckie Co., Limited	-	Vancouver, B.C.




---

The Independent Rubber Co., Limited  
Merritton - - Ontario



# MAKE 1922 BIG

## Don't Lose Bathing Shoe Sales

**Sell C.S.F. High Quality Bathing Shoes  
Prices Beat All Competition --- Quality Best  
Made in 19 Styles Satine and Skinner Satin**

ALL COLORS

PRICES RANGE FROM  
**\$8.00 Dozen to \$33.00**

**SPECIAL PRICES GROSS QUANTITY**

Mr. Shoe Merchant:—

Wonderful has been the growth of our business since we started, and so confident are we of the future of greater enlargement with our new branches that as a **SPECIAL INDUCEMENT WE ARE GIVING AWAY FREE OF ALL CHARGES**—Regular sized packages of the Famous **GRIFFIN PRODUCTS**. WE KNOW ONCE TRIED THEY WILL MEET WITH YOUR APPROVAL—(Write for any packages you desire).



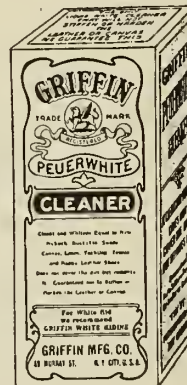
Griffin Lotion Creams



Griffin White Cake



Griffin Peuerwhite



Griffin Suede Sifter



WRITE FOR LATEST GRIFFIN REDUCED PRICE LIST

## Canadian Shoe-Findings-Novelty Co.

**TORONTO**  
2 Trinity Square

**(Service Dept.)**

**MONTREAL, Que.**  
153 Peel St.

*Mention "Shoe and Leather Journal" when writing an advertiser*



# Style Creations

The importance of **STYLE** in **SHOEMAKING**, every manufacturer knows. It is to Style that the Shoemaker turns for the spice to give his lines the necessary relish with the buying public. It is on

## UNITED Last And Pattern SERVICE

that most manufacturers are relying, with completely satisfactory results, for their trade-winning style features in Lasts and Patterns.

With our staff of designers we place constantly at your disposal a wealth of ideas, any of which are made **EXCLUSIVELY YOUR OWN** through our **INDIVIDUAL** service.

With our efficient facilities, prompt supply of lasts any quantity is assured, as well as most careful attention to every detail of your requirements.

**MAKE "UNITED" STYLE-SERVICE A PART OF YOUR COMING SEASON'S SHOEMAKING.**

**UNITED LAST CO., LIMITED**  
**MONTREAL CANADA**

Toronto Office 64 Wellington Street West



**Footwear**  
**that**  
*always*  
*satisfies*  
**your**  
**customer**

## BEECHTEX

An Einstein Fabric, is one of the means to please your customer. It is of fine texture and smooth kid-like finish, yet durable and non-shrinking. Moisture cannot penetrate beneath its surface.

## BRIGHTEX

Another Einstein fabric, possesses all the merits of Beechtex. Both can be cleaned instantly of all spots or mud-stains. Under ordinary shoe cleaning compound neither will turn yellow. Send for book of sample swatches and complete details.

Over one million pairs of shoes made of Brightex and Beechtex have been sold and worn without a single complaint.

**J. EINSTEIN, LIMITED**

**152 Notre Dame ST. West, Montreal**

# Omemee Tanning Co., Limited



Packer Oak  
Sole Leather

Crops, Backs, Bends,  
Shoulders, Bellies

Tannery  
Omemee  
Ontario

Head Office  
79 Front St. East  
Toronto

H. O. McDOWELL

H. N. LINCOLN

## International Supply Co.

*The Largest Shoe Factory Supply House in Canada*  
**IMPORTERS** **JOBBER**  
**Shoe Machinery, Findings and Factory Supplies**

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.	M. H. Merriam & Co., Boston, Mass.
Lacing Hooks and Hook Setting Machines.	Binding, Staying, etc.
Armour Sand Paper Works, Chicago, Ill.	Puritan Mfg. Co., Boston, Mass.
Crystolon Paper and Cloth for Buffing and Scouring.	Wax Thread Sewing Machines,
Boston Leather Stain Co., Boston, Mass.	Poole Process for Goodyear Insoles.
Inks, Stains, Waxes, etc., Cyclone Bleach.	Safety Utility Economy Co., Boston, Mass.
The Ceroxylon Co., Boston, Mass.	Electric Heating Equipment.
Ceroxylon, the Perfect Liquid Wax.	The S. M. Supplies Co.
The Louis G. Freeman Co., Cincinnati, O.	Factory Supplies. Needles, etc.
Shoe machinery.	J. Spaulding & Sons Co., N. Rochester, N.H.
E. L. Glennon Machine Co., Lynn, Mass.	Guaranteed Fibre Counters, Fibre Innersoling.
Perforating Tubes.	The Textile Mfg. Co., Toronto, Ont.
Hazen, Brown Co., Brockton, Mass.	Shoe Laces.
Waterproof Box Toe Gum, Rubber Cement.	United Stay Co., Cambridge, Mass.
Markhem Machine Co., Boston, Mass.	Leather and Imitation Leather Facing, Welting,
Marking and Embossing Machines, Compounds, Inks etc.	etc.

We carry three large stocks in order that we may serve you promptly.  
You will do well to avail yourself of these stocks.

### Quality Goods

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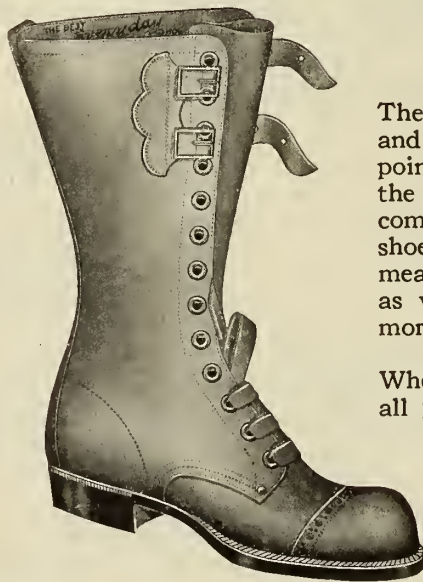
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# Shoe and Leather Journal

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## TO ADVERTISERS

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

## Signs of the Times

While business for the year 1922 will call for more than ordinary good management and challenges cautious aggressiveness more than any in the past decade, there is ground for the utmost optimism and courage.

The signs that seem to point to better business generally are numerous enough to warrant that faith that always finds its best realization in works. It may help to outline one or two of the colors of this rainbow of business hope.

In the first place there has been a marked growth of confidence indicated by the steady appreciation of standard securities such as stocks and bonds. The gradual rise in price of these in the past six months would seem to indicate the fact that investors are willing to put their money more freely into industrial enterprises.

The circulation of currency by the banks has steadily increased and at the same time the savings accounts have been maintained at levels that show that the resources of ordinary people have not been seriously impaired.

The outlook for building has appreciably improved in the past couple of months and unless something unforeseen occurs, such as strikes, there will be a general movement this spring such as has not been witnessed for several years.

Our export business has shown considerable improvement and appears to promise better things, while there has been a drop of fully ten per cent. in the American exchange rate since this time last year.

Stocks in the hands of both wholesalers and retailers are in a very conservative position and with the opening up of spring business will no doubt move briskly as warranted by improved employment conditions.

The signs thus seem to point uniformly to a steady improvement in the business for 1922. But as the Good Book says, "FAITH without WORKS is dead." The way to bring our faith to full fruition is to put our best licks behind it.

Are YOU doing your part?



# In The Market Place

## Business Conditions as Noted in Retail, Wholesale and Manufacturing Fields.

**F**EBRUARY is living up to past records in the matter of being one of the quiet months. The psychological effect of the "turn of the year" was not as great as had been anticipated. And yet there is no reason why at any particular given point business should visibly jump ahead. The various factors that have to do with conditions are so numerous, and reactions are felt so slowly that, even while trade may be gaining momentum, day to day changes are not perceptible. The general impression of present day business conditions is summed up in the words of one retailer, who when we asked him how business was, replied, "Rotten, thank you!" It was, however, to be expected that the winter months would bring irregularity and a certain slackening in the trend towards improvement. Nevertheless nothing has happened to modify the view that business will improve as we get farther into the current year. In a slow upward swing, setbacks are inevitable, and the human tendency is to judge conditions by present events, and take every discouragement as a permanent feature. In general it may be said that this winter has been an improvement over last. While unemployment is with us to a great degree, the distress has not been as serious as it might, while there is a healthy undertone of optimism pervading business circles. Money for legitimate purposes is easier than for some time, and idle money means that its owners will be seeking an occupation for it. World conditions are shaping along encouraging lines, and recent advances in European exchange will make for better export conditions. Rising security markets, resumption of dividends in some quarters, improved conditions and prices in some markets and in some raw materials, general bareness of shelves, all tell a story the meaning of which will reveal itself over the next few months. The consensus of opinion of the leaders of thought along business lines is that with the opening of spring, in the presence of easier money, developments should be of a steady, progressive nature.

Buyers, from consumer right through to the manufacturer, have a tendency towards a bearish outlook. When these same buyers become sellers, their point of view undergoes a marked change towards the bullish. And this is particularly true of the shoe and leather situation. The tendency is to proceed very cautiously, and to make no commitments in advance of immediate requirements. A fairly easy hide situation is caused by slackness of demand for practically all types of leather, which in turn, is caused by the hand to mouth operations of manufacturers, caused in its turn by retailers hesitating to buy until the public are ready to take the shoes. To-day, apparently, the public are buying shoes only as they absolutely require them, and are continually pressing for lower prices. This sentiment in turn is passed along the line to the producer of hides; so that we have the phenomenon of each trade demanding lower prices for that which he buys, but not, seeing his way clear to make concessions on his own sales. As stocks become still further reduced, purchases must be made, and with any sort of increased demand increase of prices will follow where shortages actually

exist. Where shortages are only imaginary, proper price levels must be reached to move the goods.

Retailers report that while trade has been fair in February, and better than the same month a year ago, it has fallen behind January, which in itself was not a banner month. January and early February have been characterized by sales, of all kinds—anniversary, annual, clearance, sweep-out, no profit, dollar, stock-reducing—any kind of sale to which a name could be put. And some retailers have names for them which the censor would not pass. In January they apparently brought results, but in general they became so common that they lost their interest and flattened out. It is a debatable question as to just how far the retail trade can go in the matter of special sales, having in view the distribution of shoes as a year-round, profitable proposition. Recent snowfalls, and colder weather have stimulated sales of rubbers, overshoes and boots to some extent, but at too late a date to carry any appreciable benefits. Prospects for spring trade are better, but there is a feeling that the public are still looking for lower values, and on that account there is no "snap" to business.

Manufacturers and wholesalers report a volume of small orders for quick delivery. Spring goods are moving, particularly in the finer lines, though it is claimed that delay in buying on the part of retailers has already set back deliveries to a date that will cause much lost business. In the plainer shoes retailers are looking for shoes at a price. And this price is required to be such that it will enable dealers to retail the shoes at a figure under ten dollars. Some mention eight dollars as a fair retail price. For higher grades of shoes, with something special in the way of novelty in style, pattern or last, price is not such a consideration. Early Spring trade will consist largely of oxfords, in brown, patent, gunmetal, with straight, wing, or imitation wing tips, and heels from 8/8 to 12/8 in height. Patterns are neat and fairly plain, though apron effects and combinations of leathers are being worked in. Brown and black patent straps, either with one broad strap or two or three narrow straps, with buckles are selling in smaller numbers than oxfords.

For April, and the two or three months following, it is expected that the position will be reversed, and strap, or with two narrow straps, in the above finishes and combinations, with black or brown, will sell, but for lighter wear the strap shoe, with single wide strap, or with two narrow straps, in the above finishes is expected to be favored. For turned shoes patent and grey suede or combinations are considered the best bets, though satin is, of course, almost a staple article now. For city trade quite a number of elastic side-gore shoes in patent or kid, are being sold. Walking turns show some neat effects with the rounder toe and inch heel. This, with single wide strap and side buckle, makes a neat, effective, yet sensible shoe. For dressier shoes, the Spanish heel is widely shown, though the real dress shoe, of course, carries the full Louis heel. In general the tendency is towards lower heels, plainer patterns and more sensible shoes. Sport shoes, both welts and turns, show a predominance of black and white. Smoked elk has been widely sampled by manufacturers, and combinations of that leather, white or grey buck with black or brown tips aprons or quarters make an effective appearance.

# Stray Shots From Solomon

The war taught us to think and talk in millions. It seems hard since to get back to the earth and do our figuring in THE LITTLE hundreds and units. We have FOXES.

gotten so used to automobiles, furs, and general high flying that it is almost impossible to keep our expenses where they ought to be these days of slower things. It is the "little foxes that spoil the vines." There are many business men who need the old warning about the small leaks that sink the ship. If everybody would get his feet on the ground and watch the little things, the world would soon right itself economically. Watch the wee foxes that do the damage when you are out gunning for the bigger evils. It is the same all through life. If we guard against little indiscretions and departures from the straight line, we will not stray far from the highway of right. It is the taking down of the top rail that makes the opportunity for fence breaking. If you want to win success this year, attempt the big things but watch like a hawk the small breaches in the dyke that may let in the flood of disaster.

\* \* \* \*

The open mouth is usually a sign of an empty head. The more a man knows the less likely he is to talk. "Out of the GOLDEN abundance of the heart the mouth SILENCE. speaketh"; but often the full heart runs away with the head. "He that hath knowledge spareth his words." The man who can set his mouth going and walk off and leave it may be gifted in a way, but his words will never get beyond the sounding brass and tinkling symbol. When you are tempted to let your tongue loose, take a hitch on it. The world is full of blatherskites whose only desire is to occupy a front place, and bask in the lime light. Spare your words whether you be wise or otherwise and people will rise up and call you blessed. At the same time don't make super modesty an excuse for not saying what you ought, when the right time comes. There is a danger in talking too little as well as talking too much.

\* \* \* \*

Keep your nose out of your neighbor's affairs. You have enough troubles and faults of your own to look after without BUTTING into what does not concern IN. you. One of the worst nuisances on earth is the fellow who makes it his business to set everybody else right. He can tell the world how to run a factory or shop and has never yet made a success of his own. He can settle his neighbor's quarrels and yet he

is continually at loggerheads with his family or friends. "Every fool will be meddling." If you are one of these fussy dabblers in other people's troubles or problems, be sure the world has your number. The wise man is ready to give advice or assistance when it is needed or asked for. The man who is always horning into matters that do not concern him is sure to meet a sad fate in the end. Put out the helping hand when needed but respect your neighbor's right to his own troubles.

\* \* \* \*

Some men sleep themselves into what they are pleased to call "misfortune." No man has ever yet left his impress upon the SLEEPY world who has been the slave of the HEADS. sleep god. Laziness and success never walk hand in hand. The most of us sleep too much. Scientists say that six hours are plenty to spend in bed. You can get rest in other ways than lying on your back in the dark. "Drowsiness shall clothe a man in rags." There are lots of sleepy heads that don't spend most of their time in bed. A man can drowse in the day time with his eyes wide open. There are business men who "sleep at the switch" and only wake up when opportunity has whizzed by them. In the last analysis most of the trouble in life comes from the tendency to take things easy and let them just "happen." More than half the men in business let their business run them instead of their running it. They succeed more by good luck than good management and the real wonder is that so many escape the scrap pile. Put over your desk as an alarm clock the words of the Wise Man "Drowsiness shall clothe a man in rags."

\* \* \* \*

Everybody who is not a born fool makes mistakes; but the fellow who keeps on repeating the same mistakes is worse. Experience teaches, but she has many scholars who never seem to learn. Next to his own experience, a man should value that of others and yet there are even more who will not profit from the mistakes of their fellows than those who repeat their own. "Take fast hold of instruction; let her not go; keep her; for she is thy life." There may be a few brilliant and forceful enough to hew their own path to success, but most of us have to use our eyes and feet, and follow. The men who make most progress are those who watch the sign posts. They save the time lost in by-paths. The worst kind of a mule is the one who is too proud to be "led" by others. We all have more or less of that long-eared bone-headed disposition to go our own way and some people never get rid of it until they are carried feet foremost out of the house. We need the sign to-day more than ever, "Stop-Look-Listen!" Take **fast** hold of instruction, let her not **go**; **keep** her; for she is the **life**.



# Style Forecast

**John C. McKeon, of Laird, Schober & Co., Talks to American Manufacturers About Style Trend.**

**T**HE Style proposition is going to be more difficult than ever as time goes on for the simple reason that buying habits of people have changed within the last two years. It is particularly applicable to department store trade, and to all departments, for the reason that women are now taking longer to purchase from a question of price, and scrutinize the goods very closely, which means a double necessity on the part of high grade factories for maintaining quality, and medium and cheaper grade plants for delivery and value.

Whether or not we accept the complete elimination of seasons, or whether we still believe in the line of demarkation between spring and fall, Style can be considered only as a trend, and changes therein, of either a gradual or sudden character in a great measure positively regardless of the season.

Footwear for women will always be divided in three classes: Staple, semi-staple, and novelties. Staple footwear generally means plain leathers such as Kid, Gun Metal, Patent or Russia calf. As applying to leather heel effects, usually in welts, and in boots and low shoes, nothing could be more advantageous from a balance standpoint, or from a standpoint of common sense, than the sale and manufacturing of a reasonable proportion of staple boots.

There is nothing in sight in the way of costume changes that is likely to bring this about; therefore success in this respect from a retail standpoint, which after all controls the manufacturing thereof, is dependent upon the proper representation, and assuming the retailers enjoy a certain amount of confidence from their clientele, advice in favor of boots should be put forth, not only for restful or occasional use, but as a necessity in meeting weather conditions. There seems to be a rather too ready acceptance of the fact that boots will not sell; and therefore all the more need for concentrated effort and for proper representation. A prominent publisher quotes as follows:

"When the best retail shops are carrying high shoes, then fashion magazines which reflect, and mirror the fashions of the moment, of course show them editorially. In other words, what the best shops do is what the best fashion magazines reflect."

Low effects in the staple class naturally interfere with the sale of boots through the element of spats and woolen stockings, and the sale of this merchandise of course can not be discouraged; so the entire situation as handled from a retail viewpoint is decidedly one of study, and controlled in various forms in keeping with local conditions, and I might add as an important factor—stock on hand.

In the semi-staple class are involved such effects as Turn LXX's in plain patterns, in one strap patterns, and sometimes in tongue effects, but confined to plain leathers, and of late including black satin since this character of upper in this type of shoe is used for a great variety of occasions. The above types of staple and semi-staple footwear will continue to sell. Again referring to the staple effects, lasts in nearly all these groups as well as vamps, will continue to be as heretofore, some locations in either welts or

turns using both the medium and broader toe; others fighting shy of the broader effect.

Various heights of heel are involved also in both of the above classes, the leather heel effects varying between the one inch or perhaps a trifle lower to  $1\frac{3}{4}$  inch; and the LXX heels varying between  $1\frac{3}{4}$  to  $2\frac{1}{4}$  inch; the type of heel, either a Cuban effect or the slight French effect varying in keeping with the type of shoe or the prospective occasion for its use.

In the real novelty class we see a continued tendency towards a constancy of new things. From the manufacturer's viewpoint while somewhat expensive the condition is stimulative; and if the retailer can reasonably take care of the variety in this respect, it is a condition that creates no harm in its continuance, except that where the extreme is desired in the way of pattern, necessarily expensive, which to a great extent offsets the effort towards reducing values.

Plain leathers and plain fabrics, largely blacks, will hold strong in the novelty class when the novelty is accomplished by the pattern.

Freely interspersed, however, will be greys, limited as to proportion in the pale shade, somewhat heavier in the medium cast, and also a fair proportion of the taupe or dark grey; all of this to some extent in solid colors, and freely in combination or with trimmings of patent or gun metal. Perhaps an involvement (let us hope so for the purpose of stimulation) of colored kid and tan calf.

The late spring of 1922 as also the summer bids fair to being an extensive white season, embracing the usual type of staple white low effects and novelties in linen, buck and kid. Strap welts will probably revive, or become a little more vigorous, along with extreme novelty patterns, although it seems a great mistake on the part of the dealers to waive effort in connection with the sale of strap welts in the strap class, but of the plainer type which six months ago were so heavily in demand.

Similar comments apply here, where this class of merchandise exists in stock, as to its proper representation and study along the most careful lines to accomplish activity. This type of shoe is most practical, and as a foot covering most desirable, and in many cases carries along with it a considerable element of "smart appearance."

As stated by the Styles Committee of the N. S. R. A., "the ascending thought in styles is 'Patterns', and I most heartily endorse the thought as expressed by this Style Report—

"The most beautiful and practical footwear ever designed for American women is comprehended by the development of strap patterns." and I am fully in accord with the suggestion that strap development will continue with increasing interest and wider demand, not only for the spring of 1922, but considerably beyond.

We might comment in passing upon the almost ridiculous tendency in middle western cities towards the use of light footwear covered by goloshes, and retain our own ideas as to the beauty, or careless effect we should say, of the way they are worn, frequently not fastened in the front, producing for the edification of the wearer and nearby ears a swishy, noisy sound, that means one of two things—Freak Style, or the Extreme of careless Attire. (Perhaps some of us would like to get into the making of fancy goloshes.)

# Foot Fashion Features

**What is Selling at the Principal American Centres — Spring Business Slowly Opening Up—Some Leaders in Footwear.**

**New York Notes.**—In common with other localities, New York has been going through a period of forced sales in which shoe merchants have been endeavoring to clear their shelves of all lines that were not likely to sell for Spring and also for the purpose of reducing stock. In all the various centres, the tendency to get rid of goods on the lowest possible profit basis may be noticed. In New York the popular price for men's shoes runs from \$6. to \$10, the same applying to women's lines.

In men's goods, oxfords for the coming season promise to have a very large call. The men have become used to wearing low shoes, even through the winter and at the first indication of Spring, it is expected that there will be a large demand for shoes of this class. Black still maintains its supremacy, but there is a strong tendency for medium shades of brown and tan. Of course a number of high cut men's shoes will be sold and this will be pretty evenly divided between black and tan. There is a disposition to be more generous in widths in men's shoes. Heels are made about the same and the styles are much simpler. Ball straps are not in evidence much, excepting on sport shoes, on which the apron seems to be quite popular.

In women's lines, oxfords will also be popular for the coming Spring, and will give even straps a good run for their money. Black kid oxfords with straight tip, medium heel and rounded toe seem to be in good demand and are followed very closely by one strap black kid button slipper, with small tongue throat. Oxfords, however, seem to promise to predominate and dealers are very largely pinning their faith to them. Straps seem to be in for another season of popular favor.

Patent leather seems to be a most popular material, although black satin will be found largely in turns in the one and two-strap varieties. Grey suede and white in combination with patent and even tan may be found in a variety of combinations that are seen in many of the up-to-date stores. One model, particularly noticeable was a gored oxford with patent vamp, black gore and front and quarter of white kid. Heels remain about the same, the Baby Louis seems to have weakened in favor and its place is taken by the Spanish Louis, of about fourteen eighths height.

A new feature is the use of common sense wood heels even in strap styles. These are made fourteen-eighths or fifteen-eighths with the top lift attached and are made blocky, resembling the military heel and covered to match the quarter of the shoe. The majority of the heels, however, run about ten-eighths to seven-eighths, the lower heels receiving more favor.

A feature of many of the pumps is the use of rhinestone tassels, rather than buckles. This style is in keeping with the tendency of rather dangling effects seen in women's wear. Small round buckles and some square ones are seen in rhinestones and topaz.

The outstanding feature for the moment is sports hosiery in black and white and red and white chequered effects. Some startling combinations are seen. A new fad is hosiery trimmed with monkey fur in strips placed about where the clocking usually comes. Woollen fabrics are mostly used with low heel oxfords. Men seem to be following this to some extent, as they are using woollen hose in connection with the skating craze.

**New England News.**—A good many white shoes are being shown for Easter. At the present moment on account of the weather, business has been large in the more seasonable class of goods. While there are a great many cut-price sales in process generally, the feeling is that business has fairly turned the corner. There has been a large demand during the past few weeks for four buckle arctics and wool hosiery, of which it does not seem possible to get enough. There has been quite a sale of sports goods for southern wear. Amongst the regular lines a big demand is for low heel oxfords, as low as seven-eighths in height. A feature of women's shoes is the use of the common sense wood heels which are appearing in all kinds of low footwear. Strap styles, especially in the one and two strap variety, promise to be popular for Spring and are in good demand. Colonials will not be very popular during the coming season. Black patents and strap effects with low heels are good sellers. From samples seen in the stores, grey suede footwear promises to sell to some extent during the coming season, but in combination with patent and tan. Manufacturers seem to be chary of introducing any new styles and are feeling their way, but it seems to be a safe proposition that oxfords and straps will hold the stage during the next two or three months.

**Chicago Chat.**—Business in Chicago has been largely confined to forced sales for the past few weeks, with the result that stores not participating in this and dealing in the furore have had a rather hard time of it. Nevertheless the situation is looking up and promises relief, as soon as the fine weather comes. There has been an attempt to boost high shoes in this market, but it has been quite unsuccessful. Retailers decline to carry them to any extent and seem to be confining their field to low styles. Retailers with stocks of high heel boots are having a very difficult time to get rid of them. For Spring the demand promises to be large for oxfords and strap shoes. In the latter, there will be a great deal of variety, but the demand largely will come for one, two and three strap effects with a variety of combinations. Gored oxfords seem to promise well, although dealers are still a little shy of buying same. In any case, it is safe to say that the early season will be practically an oxford one. This will be marked by a combination of materials and colors that will give a great deal of variety to the showing.

**Pacific Coast Pointers.**—Business is looking up. Retailers have complained of dullness for the past month, but with the oncoming of tourists, the general tendency here has been quite an accentuation of the demand for fine footwear. There has been a large sale for low effects, such as oxfords and straps, low French and Cuban heels predominating. Grey suedes are looking up considerably and promise to be a feature of the coming season. Another passing feature of note is the introduction of high shades and startling combinations in sport hosiery.



# Trade Conditions

**H. W. Cook, of Nettleton Shoe, is Optimistic—Buying Methods Have Changed.**

**D**ISCUSSING "Trade Conditions" before the American Shoe Manufacturers, Mr. H. W. Cook, of A. E. Nettleton Co., said:—

"There are so many indications of a cheerful nature now in evidence, if we are to believe the political economist, but stern experience has shown less improvement than had been hoped for.

"A review of conditions at any time must be based on comparisons in order to possess any value. We know that in our own industry at least, the year 1921 was a period of readjustment in which commodity prices declined; wages were lowered and losses written off the books, and while it is not to be assumed that this process has been completed in all directions, there can be no doubt that the new year finds conditions infinitely sounder than they were when we met here a year ago. Viewing the recovery of business by stages, I believe we can safely say that this period of immediate readjustment is about over. All well conducted businesses, at least, have taken their losses through deflation, have had time to catch their breath, steady themselves, size up the problems before them and are earnestly tackling the obstacles that lay between them and good business. I believe that from now on we are to see a steady, though possibly rather slow improvement. The situation is at least well enough in hand to prevent any panicky and sudden drop in prices to the injury of all, and further reductions will be brought about in an orderly and gradual manner.

"In view of this there is a very noticeable tendency in all businesses towards buying for immediate needs only, the result being small orders, more or less frequently repeated. This will no doubt continue until, and for a time after, all are convinced that price stability has been reached.

"And is it not possible that this tendency may persist so long as to become something of a habit with us, requiring to some extent from each of us, a change of viewpoint?

Perhaps from our slowness to recognize this new condition and to adjust our viewpoint correspondingly, has resulted a large part of whatever forebodings and business pessimism we may each have felt in recent months.

"We believe it is common experience with most of us that we must be satisfied to see ahead only for a few weeks at most, whereas in the old days we could see ahead as many months; yet when we come to total up at the end of a given period we find that volume has been surprisingly satisfactory after all, the constant dribble having finally resulted in a fairly sizeable stream.

"Once getting this changed method of buyers into our heads and viewing our daily business in regard to it, perhaps we may get more satisfaction from each day's work and greater courage for the future.

"The difficulty of adjusting our business conduct and factory methods to this change is evident and admitted, but regardless of all such considerations, it may well be that our success, in the near future at least, will depend to a large degree, upon our ability to so shape our sales policy as to hunt out and corral the small order, and to so shape our factory facilities

as to convince the buyer by the service we can give, that the small and frequently repeated order is welcome in our factory. Whether or not this may be so, we may have the satisfaction of knowing, that the same intensive effort required for securing and handling the piece-meal orders will, without change, serve as well for the larger business to which we are all looking forward.

"Business conditions generally are admittedly bad, but in the final analysis each of us falls into the group either of optimists or pessimists according to the degree of success or failure we experience day by day in the conduct of our own business. There are some concerns in almost every line of business that are operating their factories at a pleasing volume and profit, so that I am almost forced to the conclusion that business continues to move along in a fair way and is being secured by those who are alert and clever enough to know where and how to get it.

"It is needless for me to mention that collections are very bad and failures are reported every day. There is nothing unduly alarming about this, however, as it was to be expected and comes as an aftermath of the period of depression through which we have been passing. It seems to be a corollary of business depressions that the strong come through stronger and the weak end up weaker. These are days when our credit men must be wide awake and alert every minute.

"So after all, the year just ended has been rather good to us as against what we had a right to expect as we gathered here a year ago. We are not out of the wood yet, by any means, and undoubtedly the year ahead of us is fraught with many trials and vexatious problems, but let us hope for the best and be prepared for the worst, and above all, maintain an optimistic attitude as psychology must enter quite largely into the problem before us and will help in solving it."

## GOLOSHES.

Old Farmer Brown, a simple soul,  
Was never strong for fancy togs,  
And yet he dons his overshoes  
To milk the cows and feed the hogs.  
Then there's the man you seldom see  
As in the cold, grey hours you snooze:  
The milkman makes so little noise  
Because he wears big overshoes.  
The man who clutters up the street  
With coal, to give you exercise—  
Does he wear nice warm overshoes?  
You're right in your surmise.  
Behold! The humble overshoe  
Has now come in for fame.  
The girls—God bless 'em!—wear them now  
Under a different name.  
I used to sing of her ankles neat,  
But now—I cuss two goshes!  
For Milady's wearing on the street  
A pair of loose goloshes.

## COMMITTEE OF MANUFACTURERS ON BANKRUPTCY LAW.

Pursuant to a resolution passed at the recent Convention in Montreal, the Executive Committee of the Shoe Manufacturers' Association appointed a special committee to consider the Bankruptcy Law. The committee consists of Messrs. L. P. Deslongchamps, Joseph Daoust and N. Macfarlane.

# American Retailers Discuss Windows

## Opinions on How to Handle Windows to Best Advantage.

IN the "Open Form" at the Chicago Convention the question of window displays was given considerable discussion.

Mr. Meyer of Danville, Ill., opened the subject as follows:—

"I might ask what is the opinion of whether to put a lot of shoes in a window or a few shoes. I have seen windows trimmed that looked like a tenement settlement in a big city. I have seen windows trimmed that looked like a summer seaside resort in the winter time. Now, what's the idea? Is the idea good to put a great many shoes in your window? Or to put three or four styles? Or is it according to the size of your city?"

Mr. Redline of Buffalo answered:—

"I think that depends largely on what class of shoes and what class of people you are selling. If you are handling an exclusive line of shoes and you cater to an exclusive class of people, of course they don't want to see a window crowded all full. That same applies when you cater to a class of people who want a cheap line of shoes. They want to see a good deal for their money."

The question of putting fancy shoes at the front or back of the windows was discussed. Both methods had their advocates.

Mr. Scroggins, of Texas, said:—

"I believe that the windows are the same as an illustration in an advertisement. If you are going to emphasize class, you use white space. If you are going to emphasize class in a window you use few shoes. If you are going to advertise cheap stuff, you crowd it. The same way in sales. At the beginning of the season you emphasize class and new stuff. Consequently, you dress your windows lightly. To close out, you crowd them. At the opening of the season you use backgrounds to conform with that season, panels, flowers, etc. That is our way of working."

Mr. Adler of New York:—

"There are just as many different minds and classes of people all over the United States as there are ideas on any one subject and no matter where we are located, as long as our windows are clean, fascinating and attractive looking; if we have empty windows, we draw a certain class of trade, if we crowd our windows, we draw another class. If we put sales on, we draw people looking for bargains. It is very hard to say what kind of window is best."

Mr. Willson said:—

Mr. Willson: You should have the kind of window that will do the most business. That you've got to study out yourselves. I have had some stores where we can put in a lot of shoes and get the business. To thin those windows out we will not get the business. We are there for business so we study the proposition and if it takes more shoes, we put them in but never is our intention to put them in so that you can't see all of the shoes.

Mr. Katchinski, of San Francisco:—

"We carry men's, ladies' and children's shoes, ranging in price from \$5 to \$12. We make a practice to keep our windows clean, our shoes well formed. We make a practice of having fancy backgrounds in our windows because if you are on a busy street, actually your windows are a better advertisement and a better puller

than your ads.

"We have very frequently scenic effects in the back of our windows. We use lamps (we have a medium priced store, bear that in mind), we use tables at times, but we always at all times try to have representation of the different grades which we carry. We have our men's shoes on one side and on the back of the men's window we use that for boys. On the other side we use the ladies' and on the back of the ladies, we use that for children's shoes.

"Our windows are very deep windows. Of course we can afford it. Our store, though 25 feet wide, is 207 feet deep. We use three floors inside of the store: The basement for the men's, main floor for the ladies' and the mezzanine for the children.

"We do not overcrowd the windows themselves but, to repeat again, we usually have representation of all—not all styles but as many styles as we can get in without crowding the windows. A medium priced store, and we have a fair representation at all times."

As to putting prices on shoes displayed in windows, he said:—

"We do that. People may differ with me. Mr. Hart may not, in an extremely high grade store, but the medium price store, we are not ashamed of our prices; we put a price on every shoe we sell."

As to fixtures Mr. Geuting said:—

"My opinion is that glass is cold, that you want to keep your windows warm, attractive. There is a fascination about wood, nice colored wood fixtures, soft colors that will attract the customers. Glass and marble and things like that are cold, and I don't think they are good for window fixtures.

Miss Crosby of Denver said:—

"A few words on trimming windows. I think shoes should be displayed alike. If you are showing low-heeled oxfords, I think there should be three or four styles of low-heel oxfords and the proper hose to go with it."

## SOME QUESTIONS EDISON MIGHT ASK PURCHASING AGENTS.

- Are wire nails improved by manicuring?
- Who was Mike Crometer?
- Where do hexagon nuts grow?
- Why were there no pickets employed in the recent buyers' strike?
- Do brushes shed or moult?
- What is the R. P. M. of a new bottle of hootch?
- Do salesmen ever use the word Proposition?
- Quality? Service?
- Can flexible hose be darned with screw threads?
- Do you understand Swedish iron?
- Who first "got down to brass tacks?" Which end was up?
- Who invented the Hem Lock?
- Where you you buycarbonate?
- Who was Al Paca? Dan de Lion?
- Who discovered New Jersey? Why?
- How heavy is light paint?
- Does refined iron ever lose its temper?
- Who invented the cotton gin? Does it contain more than one-half of one per cent?
- Where is the cotton belt? The leather belt?
- Is it criminal to forge an ironbound contract?
- Why do rivets get hot headed?
- Describe the bark of a dogwood tree?
- Where does the best breed of pig iron come from?
- Is there any food value in the fruit of the loom?
- From what country did the Manganese emigrate?



# A Fine Christmas Window

**First Prize in Christmas Window Competition Goes to Calgary.**

Below we reproduce the Christmas window display of Ingraham's Shoe Store, Calgary, Alta., which was awarded first prize in our contest.

Mr. Ingraham, in describing it, says:

"Our Christmas window trim, of which I enclose a picture, was the least expensive of all our window trims last year, and proved a most excellent business getter. Two 12 ft. x 10 inch boards, cut in sections, a piece of shelving, a few yards of brick paper, and borrowed brass dogs made our fire place. A tree, three borrowed rugs, a borrowed lamp and chair, plus my coon coat and a Santa Claus head, with the shoes properly arranged, and there you have our Christmas window.

"The idea was to suggest footwear as Christmas gifts for every member of the family. We painted some attractive cards for each gift section, put price tickets on everything, and got the window in two weeks before Christmas. And from then on we were busy selling all kinds of footwear as gifts. One woman came in and bought nine pairs of shoes. She said that she had been undecided as to what to buy for the family until she had seen our window, and then she decided that footwear would be the most sensible thing to get.

"We carried out the same idea in our newspaper advertising, our headlines reading "Your Xmas Problem Solved," "Gift Suggestions in Footwear for Every

Member of the Family."

"At the end of the holiday season we were more than satisfied with results, and unless we think of some improvements the same display goes in next Christmas."

## SHOES FOR PRINCESS MARY.

The Eastern Evening News, Norwich, England, has the following:

Princess Mary has consented to accept on the occasion of her marriage, a pair of Norwich-made Court shoes, made entirely by ex-service men and women employed in the Haldinstein factories. Her Royal Highness has evinced considerable interest in the production of these shoes, which, according to her wishes, are being made of fine cloth of silver brocade, with a true Louis XIV heel, English hand-buffed leather soles, white satin sock, and white kid lining. The buckle will consist of a trefoil pattern, looped bow of fine seed pearls on a wisp of silver tissue, set high on the vamp. These shoes are being made on a special Norwich made last exactly to the Princess' measurements.

Princess Mary has further consented to receive these shoes by personal presentation, at a date shortly to be fixed. The shoes will be enclosed in a golden casket lined with white satin, and bearing heraldic references to the City of Norwich in high relief on Georgian panels. The presentation will be made to H. R. H. by Mr. George E. Haldinstein and a deputation of ex-service men and women from the factory, introduced by Captain R. C. Linton Cronbach. Prior to the shoes and casket leaving Norwich for the presentation an opportunity will be given to interested parties to view them





# Window Dressing Ideas

## Some Hints on Windows and Display Methods.

**T**HE wide awake dealer is always on the lookout for new ideas, or even old ideas that have proved successful, with which to brighten up his windows and make them more attractive and valuable. The number of dealers is growing who realize the fact that windows are an asset only when they are working. As a matter of fact, window-space should pay its own way just as well as any other department. And it is found true that, if they are given a chance, windows will pay their way and then some. But it is up to the dealer to give them their chance, and to keep them working constantly at their job of showing goods, advertising the store, and drawing trade.

**Mirrors.**—The dealer need not be discouraged because his show window is a small one. Remarkably good displays are often seen in a small space, and if there is too much expense attached to having the window enlarged the addition of a mirror or more than one will make a remarkable improvement. A mirror at the side of a window gives the display the appearance of being twice its actual size. A mirror at the back has the same effect. In some instances two mirrors set back to back so as to form a partition in the centre of the window make an effective division between the men's and the women's goods displayed in the window. An example of the effectiveness of a mirror in a show window was seen in a toy display in a window just previous to the holiday trade. On a strip of glass about a foot wide, raised above the level of the floor, and running the entire width of the window was ranged a column of soldiers shown on the march. At the side of the window a mirror stood vertically, but running back at an angle. The effect was double the number of soldiers on the march, and gave the toys quite an imposing array.

**Put in Trees.**—Even in this enlightened age there are hundreds of shoe retailers who display the footwear without any filling to keep the shoes in shape. Shoes get out of shape in the window faster than most shoemen realize. Even cotton batting is better than nothing, but shoe trees are the only correct thing. Besides keeping the shoes in shape, they are saleable in the findings department. More people are using trees, and the effect is seen in the better shaped footwear noticed on persons on the street. A display of one shoe with a tree and one without with a briefly worded card would impress upon observers of the window the advantage of shoe trees. Apart from the money to be made from retailing shoe trees, they should be employed as a necessary adjunct in making an attractive display of well shaped and unwrinkled footwear.

**An Eye-Catcher.**—One of the most effective windows imagineable is made with sawdust. It is almost too simple to be true, but with the aid of dyes of a dozen or more colors anyone can accomplish satisfactory results at very little expense. The window should be cleaned out and some coarse paper, factory cotton, oilcloth, or in fact any material that will facilitate the gathering up of the sawdust again should cover the window floor. On the ground that has been laid trace the design of a wheel, of a flag, of a coat of arms, of a fan or any design that may suggest itself. Use the colored sawdust to fill it in. The effect of a wheel can be imagined. Have the rim, hub and spokes of different colors and place the shoes neatly ticketed between the spokes,

or better still, have the figures representing the price of the shoes worked in sawdust of a different color from the ground. The effect would be exceedingly attractive and would arouse a great deal of favorable comment.

**This Window Attracted.**—A town shoeman who had a liberal support from the farmers in his constituency catered to them most successfully with window displays, and at the same time interested the townspeople. He had in his employ a bright clerk, handy with a pocket knife, whose special hobby was the making of model buildings in wood. These were in exact reproductions of well-known churches, schools and residences. They were neatly executed; showed all the windows and doors and chimneys. The shoe man was one day worrying about how he should dress the window which he knew should be changed. Up to this time he had not paid much attention to the window except in the way of putting in the ordinary display. He cleaned out the window, however, and when it was almost empty the attention of the worker was attracted away from it for a half hour or more. On opening the door for a customer's exit he noticed quite a crowd about the front window, gazing in with evident interest. He looked and was surprised to notice therein a model of a farmhouse that a visitor in the store had been admiring a few minutes before and which had been temporarily set in the undressed window as the most convenient place. It had never occurred to the merchant before what a prize he had in the model-making clerk. The model was in size about three feet by two feet and showed not only the farmhouse, but the garden, orchard, barnyard and barns. The shoeman set it in the centre of the window, grouped shoes about it, and put in a neatly but hurriedly executed sign with the following wording: "Guess whose house the model represents. He wears our boots." The window was a great success. Other farmhouses were put in and on one occasion a whole concession was shown on an extremely miniature scale. A local public school was also shown with the children just coming out. The children were much interested and the model of the school was discussed in every home coupled with the name of the shoeman who made the display. The models gave the merchant a great deal of desirable publicity.

**To Photograph the Window.**—Not the least difficult part of the window dressing is the photographing. While not absolutely necessary, it is advisable to photograph the different displays, especially those that proved effective. They will be useful in the future. It will be desirable to know how the window was dressed at a certain time, and a collection of photographs will prevent undue repetition. It will make easy the work of repeating a window the details of which may have been forgotten. The photo will also be of use to the window dresser who may remove to another town. The CAN-ADIAN SHOE & LEATHER JOURNAL is also glad to illustrate good windows from photos that may be sent. One window dresser states that he arranges his displays so that a view can be had from the side as well as from the front. In preparing to take the photo a white sheet is covered over the front window. This prevents reflection and softens the light in the window. The photo is then taken from the side, and without obstructing the sidewalk. Every dresser has not the advantage of such a window referred to above, however, and can therefore take the photo from the front only. In this case picture by electric light will be found the simplest except where, elaborate displays prevent a perfect distribution of light. From five to thirty minutes exposure will be required according to the rapidity of the plate and strength of the light.



# Prize Winning Ads.

## Winners in Contest Featuring Christmas Advertising.

Here are the Christmas advertisements which won first and second prize in our recent contest. Both are excellent examples of seasonable advertising, and it was difficult to decide between them. In both advertisements the Christmas idea was clearly brought out, while descriptive matter and prices were used. The larger size of the Johnston and Murray ad. permitted freer use of cuts, and it was practically on that advantage that the award was made.

Mr. H. A. Tanney, assistant manager of the Johnston & Murray store, in commenting on their ad. said:

"This ad. is one of the many which we have run this season. I would say that we always try to make our ads. readable and catchy to the eye. We use cuts liberally, and try not to overcrowd our matter.

"We made our headings large and have our prices stand out clear and distinct.

"The results obtained from this particular ad. were very good. A large number of customers came in to inquire about the goods advertised, and in some cases brought the ad. with them."

In conjunction with the advertisement submitted, Mr. Clarence Hill, advertising manager of the Row-

land Hill stores, covers their policy in a very lucid fashion. He says:

"December is the one time of the year when the buying public as a whole, is ready and desirous to do shopping of one kind or another. It is also a fact that (say up to December 1st) few know just how many gifts they wish to buy; how much they intend to spend; and what they will eventually purchase.

"With these facts in mind, we found it of special advantage to advertise early in the month of December, putting before the public the meritorious points of "Slippers as Gifts" from the standpoints of comfort, inexpensiveness and usefulness to every person wearing footwear. Therefore smaller advertisements were used for the first few weeks bringing out one or more specially selected values in house slippers illustrated by suitable cuts.

"This advertisement was used on the 16th of December. We find that Christmas shopping commences in earnest at this date. Now this advertisement appears, substantiating the previous slipper advertising, and proving the facts of inexpensiveness and usefulness by description and prices. At once the imposing slipper cut draws attention and instinctively the reader couples the heading "Christmas Slippers for Everybody" with the name plate at the foot—the place to get them. If one does not care to read every item (most people do) they can readily glance at the section they wish under the distinct head of "For Men, For Women," etc. Since slipper styles



## JOHNSTON & MURRAY

*A Great Christmas Store.*

# SLIPPERS

## FOR EVERYBODY

### They Need Slippers, Santa

Months of comfort—pleasure—rest; many a cold prevented, too, by having something warm to slip feet into—at Johnston & Murray's value-giving prices.

**JULIET SLIPPERS FOR WOMEN**



Delightfully warm and comfortable, in various colors: genuine wool felt. All sizes, at **\$2.19**

**MEN'S BROWN KID HOUSE SLIPPERS**

Felt lined, soft padded, elk soles **\$2.48**

**FELT COMFY SLIPPERS FOR WOMEN**



Soft, padded, Chrome soles; ribbon-trimmed, with pom-pom. Colors: grey, brown, dark blue, black **\$1.48**  
Lavender and old rose finest quality of wool felt **\$2.19**

**CHILDREN'S NURSERY SLIPPERS**

Best grade wool felt; red, blue, with strap **\$1.10**

**KOSY SLIPPERS FOR CHILDREN**

In dark red, ribbon trimmed **98c**

**MEN'S ROMEO SLIPPERS**



The kind men like, of black and brown kid elastic gore at sides. **\$2.89**  
Special price **\$2.89**

**MEN'S FELT COMFORT SLIPPERS**

Grey wool felt, elk padded soles, Roomy fitters. All sizes **\$1.85**

**ENGLISH WOOL SLIPPERS**

Warm and comfortable, leather and felt soles **\$2.75 and \$3.75**

**WOMEN'S SPATS**



Fine quality of Kersey cloth; dark fawn, 12 button. Special **\$1.95**

**MEN'S PATENT DRESS OXFORDS**

English model, plain toe, flange heel, Goodyear welt. Specially priced at **\$8.00**

**CLUB BAGS, SUIT CASES AND TRUNKS**

At Greatly Reduced Prices for Christmas Selling.



change but very little from year to year I believe the advertising space at this date is used to the best advantage by short, plain descriptive matter, rather than large cuts. The "Slippers as Gifts" idea is already a fact in the reader's mind, produced by previous advertising and the heading in this particular advertisement. It is now only necessary to describe the different kinds and feature Quality and Price. Price is the big consideration with most people—hence the reason for emphasizing price figures so plainly.

"Our volume of Christmas business was considerably larger than any previous year. We are firm believers in truthful advertising run in conjunction with window displays and prices well marked and above all backed by the goods themselves. We have no need for "January Clearance" or "Pre-Stock Taking Slipper Sales" as house slippers are one of the scarcest commodities in our stores."

**A REGRETTABLE ERROR.**

In the process of publishing a full account of the convention of the Shoe Manufacturers' Association within the shortest possible time, it was inevitable that a few errors should creep in. Unfortunately, however, the transposition of one word sometimes makes a vast difference in meaning. In our report of the last day's proceedings, when we intended to point out that direct action was taken whereby, as soon as possible, the headquarters would be moved to Montreal from Toronto, where they have been located from force of circumstances, a slip of the tongue, so to speak, made the report read "As soon as convenient the headquarters should be removed to Toronto." We take this opportunity of making explanation, and in order that the matter may be quite clear, the situation is set out in the following letter from Mr. S. Roy Weaver, Manager of the Association:

To the Editor,

The Shoe and Leather Journal,  
Toronto, Ont.

Dear Sir:—

In your report of the Third Annual Meeting of the Shoe Manufacturers' Association of Canada, you state: "It was also decided that as soon as convenient the Association's headquarters should be removed to Toronto." We understand that this mis-statement was not intentional on your part, but it is important that it should be corrected and that the situation should be thoroughly understood.

The Constitution of The Shoe Manufacturers' Association of Canada sets out that the head office shall be at Montreal and there never has been any thought of changing this provision. When the undersigned was appointed in the Spring of 1921, a special arrangement was made whereby the work of the Association should be handled temporarily from offices in Toronto, but it was definitely understood that this was only a temporary arrangement. At the annual meeting this year, a revised Constitution was adopted and Clause 3 reads as follows:

"The head office of the Association shall be at Montreal." The meeting, however, adopted a motion authorizing the secretarial organization to "carry on" from temporary office in Toronto for a further period which was not to extend past the next annual meeting. The undersigned has been considering arrangements which would make it possible for him to move to Montreal and has given his personal assurance to the membership that, if he cannot arrange to move to Montreal by or before the end of this year, he will tender his resignation.

Montreal is the logical headquarters for the Association and it may be definitely stated that under no circumstances will the present arrangement be permitted to continue past the next annual meeting of the Association. No proposal for a further extension of such arrangement will be made or considered by the undersigned.

Yours faithfully,

THE SHOE MANUFACTURERS' ASSOCIATION  
OF CANADA

S. Roy Weaver,  
Manager.

## CHRISTMAS SLIPPERS

for everybody



**Here Are a Few Suggestions**  
Note Our Reasonable Prices

**FOR MEN---**

Boudoir Slippers, in brown kid or patent, felt lined, buck soles, spring or rubber heels.  
**\$2.00, \$2.50, \$2.75**

"Kosey Korner" Felt Slippers, with padded buck soles, spring or rubber heels, in gray, navy, wine and plaids.  
**\$1.50, \$1.75, \$2.00**

Romeo (elastic side) Slippers, brown or black kid, flexible leather soles. Specially priced ..... **\$2.75**  
Ten other lines at ..... \$2.50 to \$5.50

Brown Alligator Everetts, worn the whole year around, also black. Our price ..... **\$2.00**  
Other Everetts ..... \$2.50 to \$5.50

**FOR WOMEN---**

Boudoir Slippers, in fine kid or suede leathers, all colors, silk pompons, buck soles, spring or rubber heels. At ..... **\$1.50 and \$1.75**

Comfy Felt Slippers, so cosey and so dainty; many patterns and colors; padded soles.  
**\$1.00, \$1.35, \$2.00**

Felt Julietts, with fur trimmings or high felt collar. All quality, turned soles, colors of red, blue, wine, brown, black and gray. Our price ..... **\$2.00**

**For Boys**

Brown Kid Romeos, just like dad's, flexible leath-  
er soles ..... **\$2.50**

Brown Alligator Slippers, youths', \$1.75; boys', \$1.90  
Brown Kid Boudoirs, felt lined, buck soles and spring heels. Youths' \$1.50; boys' \$1.75

**For Children**

Red and Brown Julietts, same style as mother's. According to size.....\$1.25, \$1.50, \$1.75.

Kosey Korner Felts, such a host of new and attractive styles, soft buck soles; many colors. At .... **75c to \$1.50**

HOCKEY SHOES, STARR SKATES, MOCCASINS,  
SNOW PACKS. ALL AT SPECIAL PRICES.

**ROWLAND HILL**  
RELIABLE FOOTWEAR  
189 Dundas St. and 429 Hamilton Road.



# The Practical Side Of Retail Selling

By Harold F. Podhaski.

## PART I.

**R**EGARDLESS of the time and effort that may be devoted to the preparation of advertising, to the arranging of store and window displays, or the amount of money that may be spent for this purpose, it is all done with but a single objective in view—and that is to sell. When the sale has been completed then has the store accomplished its most important function, and not until then.

No play upon the stage can be successful if those who portray the principal characters of the drama prove unequal to the task. Upon the stage of merchandising the leading characters are those who consummate the sale, and if they are not qualified to properly play their parts then the business is undoubtedly going to suffer as a result.

While newspaper and direct mail advertising, window displays, interior store displays, etc., all have their important parts to play, it is well to remember that the sales-clerk is the one who really makes the direct sale, and in his hands, therefore, rests the welfare of the business. When he fails to uphold his end then all of the time and work devoted to the preparation of the store's advertising becomes but a wasted effort, and the money involved a useless expense.

Everyone is familiar with the old biblical story about the house that was builded upon the sands. How many merchants realize, I wonder, just how applicable this story is to their own businesses? Where are your salespeople building your house? If they are building it upon a firm foundation well and good for the future of the business is thus definitely assured. But if the store is not netting the income you feel that it should net, perhaps a bit of investigation on your part will disclose the fact that some among your salespeople are not building upon the firm foundation. The condition is one that is very easily remedied, and it is with the end in view of helping you to accomplish such a result that this article was written.

The various plans and methods herewith described have been employed by other merchants to increase the efficiency of their selling organizations, and they can just as well be employed by you to serve precisely the same purpose. The idea of theory is entirely avoided, and only practical and proven methods described, representing, I might add, the very cream of a hundred or more ideas of this nature.

### Lessening the Labor Turnover.

The employee who changes his position with more or less frequency—and there are a good many of that type—is not, as a general rule, a real asset to the company he works for. The frequent turnover of labor is very costly and if there are methods by which it can be avoided those methods are not only worthy of investigation, but are meritorious of financial investment if it is found that they will really accomplish the desired result.

A new salesman, even though he may be thoroughly versed in all of the principles that go to make for successful retail selling, cannot reach the highest point of efficiency until he has passed the initiatory period of his employment. And if he happens to be

one of those who change about frequently there is always the possibility that he may leave just about the time he is beginning to prove of value to the store.

We are inclined to look upon the idea of pensioning employees who, because of age or disability, may be unable to continue in active work, as a plan to be used by an industrial concern rather than a retail store. So far as the disability clause is concerned that may be true, but on the other hand there is no real reason why such a plan could not be just as successfully employed in the retail business. Certainly it is a method that serves to create good will among the employees by making them feel that the firm has their own best interests at heart, and therefore it naturally has the effect of lessening the labor turnover. An employee is likely to think a long time before severing his connection with a store that shows in this way it is doing its best to provide for his future. Furthermore, the plan is one that has a very favorable effect upon the public mind, and while its results in that regard cannot, of course, be accurately traced, nevertheless it will undoubtedly reflect to the welfare of the business as a whole.

### Method of Compensating Employees.

This plan, as now employed by a large retail concern in the South, divides the beneficiaries into four separate classes as follows:

First: All employees with the company for 30 consecutive years are retired upon reaching the age of 60, and receive annually from the company a sum equal to 30 per cent of their total earnings for the twelve-month period previous to retirement.

Second: All employees with the company for 25 consecutive years are retired at 60, and receive annually a sum equal to 27½ per cent of their total earnings for the twelve month period before retirement.

Third: All employees with the company 20 consecutive years are retired at 60, and receive annually a sum equal to 25 per cent of their total earnings for the twelve month period before retirement.

Fourth: All employees who have been with the company for 15 consecutive years or more, and who become totally disabled for any reason other than self-inflicted, or by injury arising in the course of their employment, are retired by the company and receive annually a sum equal to 25 per cent of their earnings for the twelve month period before retirement.

At first thought it will probably seem to the average merchant that so far as his business is concerned this plan is hardly plausible. On the contrary, it is not only plausible but an excellent method for lessening labor turnover. Nor is it costly as can be readily noted if you will stop and apply it mentally for a moment to your own business.

How many of your employees have been with you for 30 consecutive years? How many for 25 or 20 years? How many of your employees during the past 10 years have been totally disabled by injury while in your employment? If any, were they with you for 15 consecutive years prior to the time of their injury?

A large majority of merchants can answer all of these questions negatively. Therefore, if we consider the matter on an average basis the cost of putting such a plan as this in operation and carrying it out is really the most negligible thing about it. The

(Continued on page 49)

# Grist From The Mill

## Notes and Comment From the Canadian Shoe Trade.

An Ontario manufacturer says:—

"1922 should show improvement over 1921, for the reason that it must be admitted that from here out conditions are bound to improve. Building materials are reaching a reasonable basis, wages in the building trade are being successfully adjusted, and the railroads are beginning to earn dividends that justify them in making much needed improvements. These are basic industries and in the building trades—railroad construction work, largely lies the governing power of the steel industry, which is really the business barometer of the country. With these branches becoming active we should have improved conditions in the steel industry, and consequently better conditions should, through sympathetic reaction, begin to exist in other lines. Much more might be said about the banking conditions existing at present, the condition of the bond market, Government securities and even the industrial stock market; but in our opinion the features of the situation, are those elements which promise to offer work to the unemployed, and building and railroad construction, together with the effect they will produce on kindred trades."

Another manufacturer says:

"I think that retailers are now offered values that are stable, reliable, and from which there will be little variation for some time to come, and consequently, in my opinion, there should be more confidence shown in buying than there apparently is.

"In my opinion, there is a tendency towards figuring on more turnover in the retail trade than in the past, but I also hold the opinion that there is not nearly sufficient attention paid to clearing out obsolete lines on the first sign of such lines becoming obsolete. Dealers hang on to their slow-selling stocks too long.

"1922 should show a general improvement over the year just closed, for I am of the opinion that retailers are paying stricter attention to the condition of their stocks. There seems a tendency to get away from promiscuous buying and to concentrate on certain lines to fill certain retailing prices. Presuming this idea gathers in volume, it should have the effect of more concentrated and better kept stocks on the retailers' shelves, and so enable them to swing their volume of business on smaller stocks. To my mind there has always been too much duplication of lines, which hampers improvement in business. Moreover, there seems to be a tendency in the retail trade to specify to the public what retailing prices prevail in their stocks. Generally speaking, retailers seem to indicate that they have shoes to retail, say, at \$6, \$8 and \$10. This, to my mind, should indicate to the public that shoes have come down in price, and engender confidence that will promote freer buying."

A Montreal manufacturer says:—

"I feel that 1922 should show an improvement over 1921, but do not believe that we will notice much improvement until Mid-Summer or later. I think that business during this summer will be governed largely by weather and local conditions. It would not surprise us to see quite a little hustle for goods if Spring would open up early and warm, as I believe the stocks in the hands of the retailers are low and their buying has been small. If this happens

we should have a run on leather goods before they commence handling white. The general opinion is that there will be a large white season, also strong demand for Sport shoes. This should also help to improve Summer business and by that time the crop will be pretty well assured and we feel that we should have a good Fall sorting business and a normal business for Spring 1923."

A Winnipeg Retailer writes us:—

"Trade outlook for 1922 is just fair. I am afraid it is going to be a survival of the fittest. As we turn the corner and come down the home stretch, many will be badly wounded and trying hard not to let the flag cut them off.

"I do not believe in being pessimistic. At the same time I think it most advisable to look things straight in the face. I do not see things very bright for 1922, but trade and business will be stimulated a good deal by conditions in general and a willingness of the people in general to practice economy and look upon work as a pleasure instead of a drudgery, and with a co-operative manner. One and all should build and work together no matter what station of life each one finds himself or herself in at the present time."

A Saskatchewan dealer says:—

"The weather has been mild and bright, and too fine for good business. The outlook is not very good, as the farmers have no money, while the railway men are being laid off."

A Maritime dealer tells us:—

"During the last month felt goods and overshoes were moving more freely, very little leather goods moving at the present time. The demand for Men's and Women's are practically at a par.

"Rubbers are moving fairly freely, also felt goods and evening slippers and our stocks in these things will be exceptionally low at the end of the season. We feel, however, that a great many of the retail stores in the Maritime Provinces are carrying over considerable felt goods. We ordered very light on these lines for fall and consequently are cleaning our stock up pretty well.

"We took our inventory down at a rock-bottom basis and in some lines which we fear will be slow we have taken them down even finer.

"This did involve considerable writing down and while we may have marked it down lower than we should, we feel that we would much prefer getting things down to a proper working basis for the coming year than try to make a showing for last year, as it is a case of practically starting business all over again and we hope to show profit during the present year.

"The outlook for trade in our district, we feel, for the coming year, should be a slight improvement over last year. We have already placed for spring fully as much as we had a year ago and even though that is below a normal amount, still we are in a far better position to start this year than we were a year ago. After the first of March we look for what might be a slow but gradual improvement and this year's trade, we feel, should surpass last year's.

An Eastern wholesaler says:

"Of course conditions at the present time are very quiet and as Mr. Hoover has been quoted as saying: 'February 1922 will be the crisis of conditions.' It seems to us there is a lot of truth in it and those that can weather through February should peter out pretty well.



# Spreading The Idea Of Lower Prices

**Seventy-Five Merchants in One City Carry on Campaign for a Month.**

AS long as newspapers and government reports lead the public to believe that prices are still out of line with values, business will tend to be slack and conditions discouraging. The problem of educating the public is being attacked from various angles, by individuals and groups. The community method of cooperation has been applied so successfully to other drives that it would appear one of the most logical methods of attacking this important problem.

How it was done in a California city is described by Printer's Ink.

By a continuous bombardment of newspaper advertising, day after day throughout the month of October, seventy-five merchants of Fresno, Cal., were able to stimulate their sales and thus do their part in hastening the return of normal business conditions.

Their advertising represents the most approved and effective form of co-operative effort—a campaign in which all of the participants not only tell their story jointly in one or more pieces of copy, but also follow up the advertising that gives the story for all, with their individual advertising. In other words, in this campaign, instead of decreasing or discontinuing their individual effort, the merchants maintained or increased their old schedule, and at the same time made their tie-up with the main campaign.

Probably inspired by the success that other Californians had met with in the use of co-operative national advertising, these Fresno merchants turned to it to see if it could not break what they, like many other merchants, have called "the buyers' strike." They believed that this could be done with advertising that helped their customers visualize the increased buying power of the dollar. In doing this, however, they were determined that they would not cause their effort to be characterized by the public as another advertising stunt. Hence they avoided plans that called for concentration on one particular week or day and copy containing statements of fictitious values, exaggerations, and liberal intersprinkling of overenthusiastic adjectives.

A simple emblem which would identify all the merchants participating in the campaign was adopted. This emblem, bearing the words: "We Are Demonstrating That Lower Prices Are Here," summed up the message of the campaign.

For a month from practically every page of several Fresno newspapers, this emblem came before the eyes of the readers. Double spreads, headed "Lower Prices Are Here," told the story with drawings, brief copy and this emblem. The participating merchants, whose names were listed in the double pages, not only repeated this story in their advertising in that particular issue and succeeding issues, but also told their own particular story and definitely and plainly tied their copy to this double spread by prominent display of the identifying emblem. Of course the merchants displayed cards bearing this emblem in their windows throughout the month of October.

The emblem, the cooperative copy, and the individual copy have all had the same idea behind them: "Get the people into the stores." This thought has been said over and over again in words such as these, "Visit our stores and let us demonstrate the fact that prices are lower."

This campaign, though it sounds idealistic, stands out as a broad-gauge method of handling a peculiar business situation. It is a testimonial for the power of advertising in that it shows that advertising can cause merchants who generally allow petty grievances to make them keen competitors to come together and use it jointly to bring about better business conditions.

## ANALYSIS OF SALES.

Dr. Melvin T. Copeland, of the Bureau of Business Research, Harvard University, recently made the following statement:—

The one single topic in which most interest has been manifested by business men in numerous trades during the last year has been methods of paying salesmen.

With the drop in prices and sales, many firms have found their salesforce expenses out of line. In some cases fixed salaries had increased heavily during the war period, and the salesforce expenses of other firms had crept up in various ways.

The problem has been met in some firms by a general reduction in salaries. Despite keen competition these firms have risked causing dissatisfaction among their salesmen in order to try to secure lower selling expense. Some other firms have undertaken to make a radical change in their methods of paying salesmen, in a few instances I believe, placing more reliance than was justified upon a system which may work well or which may work poorly, according to the condition of the business and the way in which it is managed.

The most successful changes in policy that I have witnessed during the last year, however, are those that have been based upon a careful analysis of the salesforce expense in the particular business. Before deciding to make any change in the method of paying salesmen, these firms have undertaken to find out just why it was that their salesforce expense was high.

One of the methods of doing this has been to take the record of each sales territory and work out the percentage of salary or commission to sales for each salesman and also to work out the percentage of travelling expense to sales. The percentages for the different salesmen were then compared, and in every case that I have seen there have been some examples of glaring inequalities; some instances in which salesmen were clearly underpaid, and other instances in the same firm in which salesmen were receiving more than their results justified.

Further comparisons of the sales of the different lines of merchandise and, where possible, of the profits produced by each salesman have assisted in revealing the causes for high salesforce expense. Occasionally this sort of an analysis has shown that some particular salesman should be held up to a substantially higher volume of business if he were to hold his job, this happened where the territory obviously was not yielding the volume of business of which it was capable.

In one or two instances it has been deemed advisable to discontinue selling in territories that involved exceptionally heavy salesforce expense and which had only a relatively small potential business. The changes that have been made in salaries have thereby been adjusted to the individual cases without any general cuts such as tend to cause widespread dissatisfaction at a time when the morale of the salesforce should be maintained at its highest point.

The advantages of this sort of analysis and readjustment are, of course, perfectly obvious to the firms that have used them. Probably during the next few years many other firms will have occasion to study their business in the same way.



# Show Cards For March Selling

Use Plenty of Shoe Cards and Display  
Your Spring Lines at Once.

THE wise shoe dealer will have his best lines displayed early. The first of March is not a minute too soon to do that same displaying. It is much better to be a few weeks to the fore with displays of new goods than a day too slow. Those who are interested in fashionable footwear like to see it in advance of purchasing time, and in these days whatever applies to fashions in clothing and millinery applies to the displaying of fashionable footwear.

During March there is one day that may be featured in advertising and in window displays. That is St. Patrick's Day. It affords an opportunity to decorate windows and store attractively and in a way that is always good advertising and helps greatly in making sales. There are various emblems that are very pretty and can be used effectively in decorative work. These are shamrocks, pipes, harps, etc., which may be had at any good stationery store. Green is the dominating color and crepe tissue paper may be used to good advantage in this work. Displays of fine goods in such a window will look well and be very appropriate. Slippers and dance pumps for parties and dances will be right in line with the season and will fit in nicely with such decorations.

On the sample card the shamrock card is done in a wavy outline of green. The word "Slippers" should be in red and shaded in black. The large letters at the bottom of the card can be in red also and on the sample these letters are tipped with black and shaded with gray. The small letters are in black.

A splendid window may be put in with all new spring goods showing the very latest things you have in stock. This window should be trimmed with a spring effect, using flowers and vines but not so extensively that the shoes will be lost in the display.

Remember it is shoes you are selling, not flowers. The card we have designed for such a window can be made very attractive. The two circles at the side and the oval may be in different colors. That is, the oval may be in yellow, and the circles in red. It should be noticed the lines of the circles and oval are wavy and broken. These are much easier to make than straight plain lines and do not show irregularities like plain lines. The wording in the circles may be in some bright color the same as the word "Spring". The other letters should be in black. The lines underneath the words should be in pale grey or pale blue. This card will look more effective than the reproduction does. The reading matter being separated as it is, makes it easy to read.

It is just possible there are many shoe dealers who do not stress children's and young people's shoes sufficiently. An occasional window display of such lines will make an agreeable change and at the same time sell more of these goods. The card suggested for this display is horizontal and can be made very effective. The large letters should be in red, trimmed with black and shaded grey. The small letters may be in the same color as the large ones but black or some dark color will show best and form a pleasing contrast. The border should be in the same color as the shading. This card will do for a display of infants', children's and misses' shoes of the finer class.

In many localities March will be a month of slushiness. This will mean rubbers, and a display of these goods always increases their sales. A window of nothing but rubbers for a few days during the early part of the month or when a thaw is on will greatly increase sales. The sample card shown brings out the word "Rubbers" very prominently. If this word is done in some bright color like red or blue, and tipped with black, and shaded, it will be very attractive. The border lines may be in a pale shade of some kind. The small letters may be either in black or the same color as the large letters. Of course, when a wet or slushy day comes, rubbers are sought by your customers and should be displayed; but if they are displayed on fine days they will create a demand.





# The Farmer's Side

## Secretary of Agriculture Wallace Tells American Retailers About the Farmers' Problem and Relation to Markets.

ONE of the greatest factors in the depression, and probably the greatest in holding back progress of business is the attitude of the farming community, which is recognized as the backbone of the purchasing power of the country. The farmer's case was handled by the United States Secretary of Agriculture before the National Retail Dry Goods Association. He said:—

"Retailers ought to be especially interested in every sensible effort to get farming back onto a sound basis. Farmers and their families number about 40 per cent of our population. Their ability to buy is governed by what they get for their products. A better adjustment of farm production, more stable prices for farm products, cheaper and better methods of marketing farm crops, ample credit for productive purposes—in short, everything which promotes better farming and better marketing ought to have the enthusiastic support of retailers and business men generally, because it will result in larger buying power of this 40 per cent.

"The farmers' purchasing power is increasing slowly. This comes about through recent advances in prices of principal farm products and some decreases in prices of other things. This is a hopeful sign, not only to retailers but to industry in general. There may be occasional recessions in prices of farm products but the low period seems to be past and the trend is upward.

### Reducing Purchases.

"Of course farmers generally reduced their purchases to the limit when the severe drop in the prices of farm products came. Many of them had to, especially renters, who had agreed to pay high cash rents, and also those who had incurred large debts for land purchase. Others who had made money and laid it away during prosperous years, have economized, just as have those who were less fortunate. There is no class of people who adjust their purchases to their income so quickly and so effectively as the farmers. They are in the habit of economizing. They can live for a time largely within themselves. They have no false shame about wearing old clothes. They believe in paying for what they buy and they do not like to incur debt. Therefore, even prosperous farmers have been economizing rigidly during this period of agricultural depression. They have been waiting until they feel reasonably sure that prices of farm products have hit bottom. Once they are satisfied on this point they will begin to buy what they need. I suspect that increased purchasing by farmers will come more rapidly than people have been expecting.

"Farm buying will be stimulated by prompt reductions in the prices of the things farmers want to buy. The farmer has taken his full share, and more, of liquidation. He has a right to expect that others, such as manufacturers, railroads, laboring men and retailers will follow his example. Prices of things must come down.

### Farmers Not Radical Minded.

"Some people seem to think that farmers are radically minded and would play smash with our form of government if they could have their way. All history proves the contrary. Farmers always

have been and are now the great stabilizing force in government. Farmers do not start revolutions. They do not strike and create industrial paralysis. They do not demand an unfair advantage. They think things through and reach sound conclusions on State and national policies. Once they are convinced that things are being set up against them they will set about deliberately and effectively to correct this condition through the orderly processes of government.

"Too many retailers act on the theory that the farmer is a 'jay' and wants jay stuff. If ever that was true it is not true now. The farmer does not want jay stuff; neither does he want jazz stuff. He wants and will buy good stuff at fair prices. Farm women and girls have good taste and a good sense of values.

### Farm Products Prices.

"City people read of the low prices the farmer gets for his products and note the high prices they pay for farm products ready for the table and then complain bitterly of the high cost of distribution. Much of this high cost is the fault of the city people themselves. If they would quit demanding costly service and if they would patronize stores that sell cheap for cash and carry home their own stuff there would be a slash in retail prices.

"We cannot hope for a return of the 'good old times' until we restore the normal relationship between the prices of the things farmers have to sell and of the things they have to buy. Farm prices are below the pre-war prices, but wages in the highly organized industries, railroad rates, machinery, clothing, taxes and interest rates are all still far above pre-war prices. This sort of thing cannot continue. Prices of these other things must come down and prices of farm products must come up until the relationship between them is fairly normal once more.

## IMPORTS OF AMERICAN SHOES FALL.

The progress made by the Canadian shoe industry is indicated in the statistics issued by the United States Government. Last year Canadians purchased less than a third of the number of U. S. made shoes they bought in 1920. The U. S. exports to Canada for the past two years follows:

1921—Men's shoes, 43,802 pairs valued at \$148,237; women's, 299,008 pairs valued at \$818,484; children's, 21,943 pairs valued at \$23,647.

1920—Men's shoes, 135,415 pairs valued at \$464,590; women's, 455,399 pairs valued at \$1,516,286; children's, 82,584 pairs valued at \$86,671.

The exports of 1919 were still higher than those of 1920.

## HOW TO FIND BUSINESS.

Here is an old story applied to present day conditions by Eugene Whitmore in Forbes Magazine:—

"A country simpleton—not so simple as he looked—was sent out to hunt for a lost cow that had been unavailingly searched for by the entire community. To the amazement of all, a few minutes after he started out he returned, driving the cow. The astonished bystanders immediately wanted to know how he had found the "critter."

"Well, I jest set down and thought of the place I would go if I was a cow," he explained. "And then I went there—and there she was!"

The way to find business to-day is to figure out where business is likely to be—and GO GET IT!"



# QUEBEC

## Quebec Quality

Quebec City is the cradle of shoemaking in Canada. It early made its reputation for honest materials and good workmanship. It was also from the beginning the arbiter of footwear styles and the Ancient Capitol set the pace for dainty footwear as well as the coarser kinds required by its habitants from early times.

Quebec has never lost its supremacy in good shoemaking. The superintendent of one of the largest shoe factories in New England said quite recently that French Canadians were born shoemakers and attributed the success of his establishment to the large number of them working under his supervision. Leather and Shoes are to Quebec what watches are to Switzerland. It is Quebec's Metier and she has the reputation to keep up as well as a commercial standing to maintain.

Shoe wholesalers who have been to Quebec lately to see the new season's samples and to place orders for sorting, report that never were the showings better in variety and more outstanding in value. Quebec leather producers and shoe manufacturers have their feet on the ground and are offering the shoe trade of Canada the best goods for the money to be found from Halifax to Victoria.

Pierre Blouin, Limited.

Children's Shoe Mfg. Co.,  
Limited.

Lucien Borne, Limited

Duchaine & Perkins Ltd.

Eastern Canada Shoe Co.  
Limited.

O. Goulet & Son, Limited.

Lachance & Tanguay.

Lepage & Lepinay Ltd.

A. E. Marois, Limited.

Wm. A. Marsh Co., Ltd.

John Ritchie Co., Ltd.

Chas. E. Roy.

Luc. Routier.

J. E. Samson, Enr.

The J. M. Stobo Co., Ltd.

Jos. Tanguay.

United Shoe Machinery  
Co. of Canada, Limited



# LONG LIFE



## FIBRE BLOCKS

### Exceed All Expectations

THEY give a cutting surface of the proper cushion.

THEY do not chip or sliver.

THEY are uniform throughout---no hard knots---no soft spots.  
THEY need planing so very rarely that cost of maintenance is only a trifle.

THEY do not need chemical dressing.

THEY improve the quality of your work.

THEY boost the output of your cutting room.

**They Save You Money**

United Shoe Machinery Company of Canada, Limited

MONTREAL

Toronto

Kitchener

Quebec

# TANNERS OF QUEBEC CITY

## SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.  
 Beardmore & Co., 553 St. Valier.  
 Blouin, Pierre Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Breithaupt Leather Co., 491 St. Valier.  
 Clement, Edgar, Ltd., 179 Arago.  
 Dugal, P. and Matte, Enr., 206 Fleury.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160, 3rd St. Limoilou.

## Patent

Borne, Lucien, 491 St. Valier.  
 Cantin, Wilfrid, 45 Marie de l'Incarnation.  
 Clement, Oscar, 224 St. Helene.  
 Dugal & Matte, 206 Fleury.  
 Falardeau, C., 9 Caron.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Calf

## UPPER LEATHER

Clement, Oscar, 224 St. Helene.  
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Sheep

Borne, Lucien, 491 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Turgeon, Elie, 423 St. Valier.

## Horse

Borne, Lucien, 491 St. Valier.  
 Clement, Oscar, 234 St. Helene.  
 Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Side

Blouin, Pierre, Colomb and Nelson.  
 Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Fortier, N., 515 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Kid

Blouin, Pierre, Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Citadel Leather Co., 566 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Clement, Oscar, 224 St. Helene.  
 Dugal, P. & Matte, Enr., 206 Fleury.  
 Fortier, N., 515 St. Valier.  
 Laliberte, J., 501 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160-3rd St. Limoilou.

## Kip

Blais, W., 307 St. Helene.  
 Clement, Edgar, Ltd., 179 Arago.

## SAMSON SPORTING HOES

Unapproached by any other line in extensiveness, in exclusive features or in value. The **COMPLETE** and **SURE SELLING LINE** of Hockeys, Football Boots, Ski Boots etc. Producing good trade for dealers from Coast to Coast.

## GO STRONG ON SAMSON STAPLES

They have attractiveness supported by sound inbuilt quality. They have **VALUE** that people highly appreciate. They score a big sales record everywhere.



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



Mr. Wholesaler:

In the last issue we appealed to the retailer to allow our representative to show him our lines and quote prices.

You, Mr. Wholesaler, being our representative, do you not need a few of our newest Spring Lines to meet the demands of the Retailer?

Made by

**Lachance & Tanguay**

70 BIGAQUETTE AVE.

QUEBEC

P. Q.

# SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb					x	x	x	x											
Berrouard, F, 401 St. Valier					x	x	x	x			x	x							x
Bertrand & Thibault, 104 Montmagny							x	x										x	
Bisson, O, 76 Marie Louise																			
<b>Children's Shoe Mfg. Co., Ltd., 11 Belleau</b>							x	x										x	
Drolet, J. B., Co., Ltd., 583 St. Valier	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.								x	x										x
Gosselin, J. H., 50 D'Argenson							x	x	x										x
Goulet, O, 575 St. Valier	x	x			x	x	x	x			x	x	x	x	x			x	x
Grenier, Art, 104 Colomb																		x	x
Jobin, E., Ltd., 35 Colomb	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigaouette								x		x									
Lagace & Lepinay, 22 St. Anselme	x					x	x					x							
Leclerc & Freres, 96 St. Malo					x	x													
Marier, Trudel, Ltd., Nelson & Colomb					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier	x	x	x				x												
Martin, J. & A., Reg., 117 Charest														x	x				
Maisan Freres, 34 Turgeon									x	x								x	
Quebec Glove Leather Mfg., Limoilou																		x	x
Ritchie, John, Co., Ltd., 496 St. Valier	x																		
Rochette, J. Marcel, 80 Signai					x	x					x	x							
Routier, Luc, 56 Colomb					x	x					x	x							
Saillant & Lessard, Limoilou							x	x											x
Samson, J. E., Enr., 20 Arago					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau					x	x	x	x			x	x	x						



## Medium McKays

For Women, Misses and Children



As a means of strengthening the popularity of your lines these shoes fill one of your biggest needs to-day. Good shoemaking offered at our moderate prices spells VALUE that produces sales. Are you featuring this line for Spring?

**CHILDREN'S SHOE M'F'G CO.**  
LIMITED  
47 Colomb St., Quebec

## Two Factories



**40,000 PAIRS DAILY**

This heel-making capacity means prompt, efficient service to the manufacturer PLUS delivery of heels of an exceptionally high order

**MILITARY HEELS, BLOCK  
HEELS or LOUIS HEELS**

of any shape and in any height

**QUEBEC HEEL Co., Limited**

QUEBEC

QUE.

## ANOTHER FORD STORY.

When a man has made a startling success of a particular line of business, he is always good for an occasional paragraph in the papers. Henry Ford believes in publicity, and doesn't mind the bumps he gets in the process. His latest stunt is to take a crack at the shoe men.

A recent interview is reported by the International News service as follows:—

"Henry Ford says business could be made good and cost of living reduced but for short-sighted greed of manufacturers and merchants who persist in clinging as near war prices as possible.

"A clerk in a shoe store, after he had waited on me today, asked me when business was going to pick up," said Ford. "How much would you charge a man worth \$100,000 for a good pair of shoes?" I asked. "About \$13," replied the clerk. "You sold the same pair of shoes before the war, didn't you, for \$6?" The clerk said that was correct. "Well," I replied, "business will pick up as soon as you cut the price of those shoes at \$7."

"There is no sense in present prices," continued Ford. "I have compelled everybody who sells material to me to sell it at pre-war prices or a little more. When I cut the price of my car a year ago, I refused to pay more than I am paying now for materials. That is what the public should do—refuse to buy at present prices. The thing can be done."

Among others who read the interview was Mr. Henry W. Cook, president of A. E. Nettleton Co., of Syracuse. The result was an open letter from Mr. Cook to Mr. Ford, as follows:

"Mr. Henry Ford,

"Detroit, Mich.

"My Dear Sir:—If you are correctly quoted in the Boston News Bureau of Saturday morning, December 17, I know you will be glad to have a statement of a few easily understood facts with reference to fine shoes, as it is very evident that you know nothing of the fine shoe business. If everyone wanted to pay the Ford price for an automobile, there would be no market for Packards; if everyone wanted to pay seven dollars for shoes, there would be no market for Nettleton shoes.

"Fine shoes are not made to sell at a price—on the contrary, they are made with a determination to produce the very best product possible, then sold at a price that will return a fair and reasonable profit to both manufacturer and retailer.

"Our business, and we make nothing but the finest shoes it is possible to make, is more than 100 per cent in pairs—the unit of production—ahead of one year ago. Men are buying Nettleton and other fine shoes as a result of actual experience. They find them to be the best investment in footwear they can possibly make.

"I understand that you use a Packard car in preference to your own make. If this is because you are a man of taste and appreciate and enjoy the fine things in motor cars and possibly wearing apparel, you would enjoy Nettleton shoes and find that you could afford to pay the price charged for them.

"May I venture to hope that some day you may have that pleasure?"

"Yours very truly,  
"H. W. COOK"

Mr. W. A. Lane, for many years connected with the firm of J. A. Scott, has severed his connection with this company. It is understood that Mr. Lane is about completing negotiations to represent some well-known leather houses.

## THE PRACTICAL SIDE OF RETAIL SELLING.

(Continued from page 38)

effect it has upon the employees is almost entirely a moral one, and that is the reason it accomplishes constructive results.

While the merchant may, of course, make any changes he desires in the plan as used by this particular company, it will be well to remember before doing so that the figures presented are based not only upon years of experience in the handling of labor, but on a careful and systematic analysis of the situation conducted for some months prior to the time the plan was inaugurated. It would probably be advisable, therefore, not to make any material changes in the methods of compensation, unless you base those changes on a careful and systematic investigation of your own.

### Free Insurance for Employees.

Another method of compensation somewhat similar to the plan described above in that it provides for the future rather than the immediate present, is being very successfully used by a firm in Tennessee, the idea comprising nothing more or less than the giving of free insurance policies to the employees.

These policies are taken out by the company for every employee who has been with the store six months or more, and remain in force with the company paying the premiums as long as the period of employment continues. Most of the policies are for \$1,000 each while there are a few for only \$500, the latter being for unskilled workers and given only to those who have been in the service one year or more. Then there are a few of higher amount for department heads, most of them for \$2,000 each.

The policies are all of the endowment nature and so written as to provide compensation for the holder in the event of injury or illness, and also provide life insurance as well. They increase in value from \$100 to \$200 each year that the employee remains in the service of the company.

While at first thought it may seem that this plan is rather a bit too costly, if it serves to lessen labor turnover to any degree it is well worth the investment. And, at the same time, of course, the plan has many other advantages than are readily discernible. It has proven remarkably successful as used by this Tennessee store.

### Educating Employees to Practice Thrift.

Another plan that is proving very successful in the matter of lessening labor turnover has as its primary purpose the education of the employees in the practice of thrift. As in the previous cases it originated with a store in the South.

This plan in a way is kindred to the Christmas Savings idea as conducted by most of the banks throughout the country, so far at least as the method of saving is concerned. However, the Christmas Savings Club really encourages spending, while this plan serves a directly opposite purpose.

To each employee of the store is issued what is known as a "pledge" card, and upon this card he designates just how much money he wishes to save, and in how many months he expects to save this amount. He then signs the "pledge" card whereon he agrees to deposit each week a certain small portion of his salary, the total of these deposits over the period of time specified to equal the full amount the employee had pledged himself to save.

Each week thereafter the sum is deducted from the salary of the employee and he is paid four per cent interest thereon, compounded semi-annually. The plan costs the store nothing save the time and trouble involved in having one of the office force handle the matter of keeping the records, for the money deducted from the salaries of the various employees is deposited each week in a lump sum on a savings account carried for that purpose, and the bank of course pays the interest.

At the same time each employee upon joining the "Thrift Club," as it is known, agrees not to withdraw any of the money on deposit until the goal he set himself has been attained. However, it has been found advisable not to make this rule too stringent for there are times when an unforeseen emergency may arise that will necessitate the withdrawal of the money, or at least some part of it. On such occasions the matter is taken up with the head of the store. If the cause is deemed worthy a company check is given for the amount the employee desires to withdraw, and the following week the sum is deducted from the various deposits to reimburse the store. Therefore it is not necessary to actually withdraw any of the money from the savings account and thus forfeit the interest.

The idea this merchant had in mind when he originated the plan was to not only educate his employees in the practice of thrift, but to make it just as easy as possible for them to save some part of their salary each week. His argument is that where the Christmas Savings Club really encourages spending, his plan encourages thrift, and that it therefore makes better and more efficient employees.

The plan has been in vogue at this store for something more than a year and in that time it has served to achieve some very excellent results, especially in the matter of lessening the labor turnover as more than 90 per cent of the store's employees are members of the club.

(Continued in next issue)

## BOOK REVIEWS.

Synthetic Tannins. By G. Grasser, trans. by F. G. A. Enna; London. Crosby, Lockwood and Son. 12/- net.

This volume of nearly one hundred and fifty pages summarises the synthetic tanning materials and presents a concise picture of this branch of chemical technology. The object of the book is to communicate what has so far been scientifically evolved and practically applied in this field, and to illustrate the importance and applicability of synthetic tannins in the making of leather.

Section one deals with the synthesis of vegetable tannins, and section two with the synthesis of other tanning matters, while the third section deals with the effect of mixtures. The last part of the book deals with the practical application of synthetic tannins, and should contain much of value to the tanner.

**The Window Display Reporter.**—A booklet issued monthly by E. A. Dench, 3052 Emmons Avenue, Sheepshead Bay, New York, covering successful and interesting window display ideas used by merchants in all parts of the country. Should hold much of interest to retailers of every class.



# THE "Perfect Fit"

## FELT AND BROADCLOTH SPATS AND OVERGAITERS

We are now accepting orders for 1922 line of "Perfect Fit" felt and broadcloth Spats and Overgaiters in all heights and colours.

Our range of soft soled felt and leather Boudoir Slippers in all colors is worthy of your inspection.

**The Silver Footwear Co.,**  
105-107 Front St. East, Toronto



STYLE NO. 500



*"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



# AMONG THE SHOE MEN.



The Agnew Shoe Co., of Brantford, have purchased a new store in Chatham, Ont., and, after remodelling, will open in the near future. Chatham will make their twelfth place of business for this firm.

Wm. Dangerfield, Reg., shoe retailer, of Montreal, is giving up business.

Fred. W. Love, shoe dealer and men's furnishings, of Aylmer, Ont., died recently.

The formal opening of the Surpass Shoe Co., 505 St. Catharine St. W., Montreal, was held on February 2nd. For the occasion the management tastefully decorated the store with evergreens and numerous pots of tulips and daffodils. An orchestra was also engaged. The store has been entirely refitted and remodelled. It is the policy of the new company to sell nothing but Canadian and English Made shoes. The Walk-Over Shoe Co. occupied these premises until recently.

The death occurred recently of John Tremlett, at his home, 122 Locke St. N., Hamilton, Ont. Mr. Tremlett, who was in his 96th year, was a native of Devonshire, England, and came to Hamilton in 1856, and has resided there continuously since. For some years he conducted a boot and shoe business. He is survived by a son.

S. C. Cronk & Co., boot and shoe wholesalers, Toronto, have moved from 60 Front St. W., to 77 Wellington St. W., Toronto.

Geo. W. Cowan, of Chatham, reports business with him as very good during 1921, and that 1922 is starting off well. Mr. Cowan has a very fine store, having three stories, the basement being utilized for sales purposes and the second floor being the repair shop. He does a large shoe repair business and at the present time is very busy. He has a stitching machine and does all the stitching for the other shoe repair stores in Chatham.

A new shoe store under the name of Maguire & Fraser has been opened at 10119 102nd St., Edmonton, Alta. They will carry a complete stock of high class footwear for men, women, and children.

Gordon S. Weaver, representing the Tebbutt Shoe & Leather Co. Ltd., of Three Rivers, Que., in Ontario and the city of Montreal, has opened a permanent sample room in Room 504, 28 Wellington St. W., Toronto. Previous to forming this connection, Mr. Weaver was with the T. Eaton Co.'s shoe department for a term of five years.

Mr. Vallary, of Clarke Bros., St. Stephen, N.B., was showing the Clarke lines at Queen's, Toronto, last week.

A new shoe company in Toronto is the Minister Shoe Co. Ltd., located at 124 Wellington St. W., with Mr. A. Minister, as President and General Manager.

E. S. Law & Co.'s shoe store, Hamilton, was broken into recently by members of the Light Fingery Fraternity.

Mr. Levine, the former buyer and manager of Darwin's Ottawa, Limited, shoe department, has

connected himself with Dovers Ltd, of Cornwall, and will open with a complete line of men's women's and children's shoes on or around March 1st. Alterations in Dover's new store are practically complete at the present time, and shoes are coming in every day.

D. R. Feetham, wholesaler, 55 Bay St., Toronto, has a new traveller in the person of Chas. F. Schuszler, who is now on his territory, covering part of Northern and part of Western Ontario. Mr. Schuszler is well-known throughout the trade having had sixteen years' experience in the shoe game, part of which time was spent on the practical work in a shoe factory. He reports good business.

Harry McKeller, of Kitchener, suffered a slight stroke, while in Preston, Ont., recently. Latest reports state that he is progressing favorably.

The Winnipeg office and warehouse of the Columbus Rubber Co., of Montreal, Ltd., have been moved from 41 Princess St. to 281 McDermot Ave. (Stobart Bldg.), Winnipeg. The entire third floor has been leased for a period of years and when all alterations and improvements have been completed, the company will have one of the most up-to-date office, sample and warehouse propositions in the West. George W. Barrett will continue as manager.

Mr. Howard Blachford, of Toronto, has undergone an operation for appendicitis and is progressing favorably. He will have a little rest before returning to business.

A. P. Hittl, of Kenworthy Bros, St. John's, Que., was visiting the Ontario trade last week.

F. R. Delafield, sales manager of the Yale Shoe Mfg. Co. Ltd., of Galt, Ont. was a visitor to Toronto, last week.

\$65,000 was paid by the Claim's Department of the Canadian Pacific Railway for losses on boots and shoes during 1920. Shoes are certainly a wanted article!

Mr. J. W. Hewetson, President of the J. W. Hewetson Shoe Co., of Brampton, Ont., accompanied by Mrs. Hewetson and the Misses Hewetson, is spending a holiday motoring in the South.

Wm. Legg of Wm. Legg & Son, 248 St. Paul St., St. Catharines, who has been at the present address over twenty years, is one of the oldest shoe repair men in the Province of Ontario, and today a man up in the sixties, is as active as any shoe repair man one could find. An honor which can be attributed to Mr. Legg and of which he is very proud is the fact that he was the first president of any repair association in Ontario.

Mr. A. Brandon, president and general manager of the Brandon Shoe Co., Ltd., Brantford, on January 25th attended a meeting in Toronto of group No. 16 of the Workmen's Compensation Board, to which group he has been appointed, representing the Boot and Shoe, Tanning, Leather Goods and Rubber industries. Mr. Brandon, besides being a member of the Compensation Board, is also chairman of the Brantford Section of the Canadian Manufacturers' Association, and a member of Brantford's Board of Education, having been elected to the latter board in 1921 for a three year term.



# K.B. FELTS

HARD SOLE

# KUMFY'S

SOFT SOLE

**Sold By The Leading Canadian Wholesale Shoe Trade**

FROM THE DAINTIEST "KUMFY" SLIPPER TO THE STRONG STURDY FELTS FOR OUTDOOR WINTER WEAR. K.B. PRODUCT IS RECOGNISED AS HIGHEST STANDARD FOR QUALITY AND VALUE FOR THE RETAIL AND WHOLESALE. THERE CAN BE NO SAFER GUARANTEE THAN THIS TRIED AND TESTED JUDGMENT OF THE THOUSANDS OF SATISFIED K.B. FELT SHOE AND SLIPPER WEARERS.

**MADE BY THE COBURG FELT CO.**

A. J. KIMMEL, President

A. C. KIMMEL, Manager

## "IMPERIAL"

# OVERGAITERS and LEGGINGS

OUR TRAVELLERS ARE NOW ON THE ROAD WITH A FULL RANGE OF SAMPLES, IN ALL THE NEWEST SHADES & STYLES.

**GOODS ARE RIGHT**

**PRICES ARE RIGHT**

**DON'T FAIL TO SEE OUR SAMPLES BEFORE PLACING YOUR ORDER.**

**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

**MR. JOS. LACASSE.**

Numbered among Montreal's many energetic shoe manufacturers is Mr. Jos. Lacasse, founder and manager of the Reliable Shoe Co., Limited.

Mr. Lacasse was born in Montreal and began his career in the shoe business in the employ of Dupont & Frere. Desirous of learning thoroughly the entire practical side of shoemaking he then took a course in pattern making. Among his subsequent responsible connections with the industry was his position of superintendent of the Mayer Shoe Co. At a later period he became associated with the St. Henri Shoe Co., following which he organized the Reliable Shoe Co., Limited, making a full range of Women's and Misses' lines.



Mr. Jos. Lacasse

Mr. Lacasse is an enthusiastic baseball fan and takes a keen interest in outdoor sports. He is identified with several fraternal organizations which with his many social activities wins for him innumerable friendships and makes him as popular in social as in business circles.

**ANNUAL MEETING OF RUBBER MEN.**

The second annual meeting of the Rubber Association of Canada was held in Montreal on February 15th. The officers elected for the current year were: President, Mr. W. A. Eden; Vice-President, Mr. C. N. Candee; Treasurer, Mr. John Western; Manager and Secretary, Mr. A. B. Hannay; Board of Directors, Messrs. C. H. Carlisle, of Goodyear Tire & Rubber Co., of Canada, Ltd., C. N. Candee, of Gutta Percha & Rubber Ltd., W. H. Miner, of Miner Rubber Co. Ltd.,

F. W. Partridge, of Northern Rubber Co. Ltd., J. Western, of Dunlop Tire and Rubber Goods Co. Ltd., R. F. Foote, of Independent Rubber Co. Ltd., and A. R. Kaufman, of Kaufman Rubber Co. Ltd.

**A STEP BACKWARD.**

Addressing the convention of the Dry Goods Section of the Retail Merchants' Association in Toronto, Mr. E. M. Trowern, Dominion Secretary of that Association is reported to have censured the action of certain wholesale firms which stipulate the price at which their goods must be sold over the counter. If the retailer committed a breach of faith by fixing his own selling price, he left himself open to be placed on the boycott list, though, at the same time, the same wholesale firm considered it proper to give another merchant in the same town or city a better discount rate, adding: "The Ontario Government appointed a Minimum Wage Board to see that employees received a fair rate of pay. I rather think the time is opportune for the appointment of a Provincial or Dominion Board to see that the retailer gets a fair share of profit for his labors and responsibilities."

With all due respect to Mr. Trowern, and the work he has done for the Retail Merchants' Association, it hardly seems possible that he could really have meant what he is reported to have said above.

The retailer, it is true, is having a difficult fight these days, is being slammed from all sides, and sees the laboring man refusing to take his share of the medicine. But retailers in general have had sufficient of government control and "protection" to satisfy them for a long time to come. It has been shown clearly enough also, that the evils of certain business practices or conditions are not subject to immediate cure by legislation. And where it becomes a question of regulation of prices or profits, we would venture that only as a last resort would the average thinking retail merchant of Canada wish to invoke provincial or federal governments. If certain trade practices offend the great body of retailers, the remedy lies in conference and joint action of retailers, wholesalers, and manufacturers. So far as appealing to the government for legislation to clear the situation is concerned, it has become about as futile and unsatisfactory as taking one's pen in hand to write to the newspaper about it. On the other hand, while the positive results in both cases are about equal, when one "writes to the paper", he is through, but in the other case, he never knows just where government action may land him.

The credit situation in the shoe business is still the point of main interest. The unusual crop of failures, large and small, causes close scrutiny of accounts. It is generally hoped that the housecleaning will be completed before spring arrives. It was quite to be expected that in the test of the last year or so, bad judgment, incapacity, and bad luck would exact their toll. If we can feel that this is all behind us, the trade can gather itself together to work for better conditions during the current year. The tendency among the trade has been to extend help to the limit of ability, to those who in spite of honest endeavor, have gone or appear to be going under. An unfortunate feature is that it is sometimes difficult to distinguish the sheep from the goats, and an honest, hard-working man goes down, while others get by who might have been closed up to the distinct advantage of the trade in general.





# Pointers on panthers

# The Heel of Quality

Panther Sure Step Heels occupy an important and enviable position in good shoemaking.

The experience of leading manufacturers has proven that they are undoubtedly THE SUPERIOR HEEL.

In Service they unfailingly LIVE UP to their reputation and in Selling are BACKED UP by our **guarantee**.

....The Quality of the finest shoe is improved when it is equipped with a Panther Heel. They make walking MORE COMFORTABLE and REDUCE SLIPPING TO A MINIMUM. They are long wearing-representing THE GREATEST MEASURE OF VALUE.

When making up your lines for the coming Season it will pay you to feature Panther Heels in preference to any other.

Repairmen, too, are reaping a bigger trade, and holding it, through supplying their customers with Panther Heels.

ALL GOOD FINDING JOBBERS CARRY THEM

## PANTHER RUBBER CO., LIMITED

OFFICES and FACTORY

Sherbrooke

-

Quebec

# Today's Business Conditions and Problems

Address by Mr. F. W. Stewart, of Cluett, Peabody Co. Ltd., Before Retail Clothing Men.

Mr. F. W. Stewart, of Cluett, Peabody Co., of Montreal, addressed the convention of Retail Clothiers in Toronto on the subject of conditions and problems confronting the man in business today. Mr. Stewart needs no introduction to the shoe trade of Canada, who have always found he had something to say that was worth while.

"I have no hesitation in saying," he remarked in his introduction, "that in my opinion we are entering the most uncertain, trying and strenuous period that business men yet have had to contend with. This is not said in a vein of pessimism, for I am anything but a pessimist; but I make this statement based upon a fair knowledge of conditions as they are, and what, they appear to me, they will be for some months to come."

The consumer, Mr. Stewart said, was in a frame of mind created by the general idea that all prices were on the decline, and was without any knowledge of the general conditions, which were high prices of raw cotton, wool, silk and coal, and high wages and transportation rates, which meant that production costs were still far from a pre-war basis, with indications that their present levels would not vary as a whole to any great extent for some time to come. As a contrast to the prices of cotton, wool, silk, coal, etc., the prices of wheat, oats, corn and cattle were on a basis which did not pay the farmer to produce, and the loss of the buying power of the farmers was one of the factors in the industrial conditions today. As to the lack of purchasing power of the farmers, Mr. Stewart said a banker told him that in the Western Provinces it would take three or four years to put them back again on their feet.

Besides the attitude of mind of the consumer in looking for lower prices, and the lack of purchasing power of the farmers, a third point was the fact of the large number of unemployed cutting off the buying of anything but necessities. A fourth point was the uncertainty of prices, which, in many cases, were tending upward for the fall of 1922 and the spring of 1923, while a fifth point was the tendency of cotton, wool, silks, coal and transportation charges to remain within a close level of their present figures.

In the last named commodities he quoted figures to show that the prices are very far from those of pre-war days.

Illustrating the difference in merchandising on a rising market when the cost of production is the basis of selling and on a falling market when replacement cost is the basis, Mr. Stewart cited the price of collars. "During three years after the war broke out," said he, "they advanced in price only 10 cents per dozen, but on the downward trend, the price dropped 85 cents per dozen in less than a year." Raw cotton, it was stated, practically doubled in price between June and October last year, with the result that shirt manufacturers were compelled to pay about 20 per cent more for their 1922 spring needs than was paid for the same qualities for the fall of 1921. "Notwithstanding these conditions," Mr. Stewart said, "the same prices were quoted against the different

qualities for spring, 1922, as for fall, 1921. In fact, in some cases the different qualities were quoted at \$1.50 to \$3 per dozen lower."

## A NEW SHOE HOUSE IN TORONTO.

One of the latest additions to the shoe fraternity of Canada, is the Korker Shoe Company, which is located at 64 Wellington St. West, Toronto. The



Mr. James Brown

concern is headed by Mr. R. B. Chalue, who is widely known in the Canadian shoe trade. Actively connected with him in the new project are Mr. James Brown, who was formerly with the Corson Shoe Mfg. Co. Ltd., and Mr. T. E. Bennett, who was with Blachford Shoe Mfg. Co. Ltd. The distribution of the company will lie largely in the hands of the above three men.

The Korker Shoe Company will specialize in the



Mr. T. E. Bennett

sale of the "Korker" shoe, which is constructed on a special footform last for juvenile trade. They will also distribute a complete line of men's and women's welts. Arrangements are expected to be completed by the end of this month, when they will be in a position to go out to the trade.



## Co-operation

SHOE manufacturers and shoe wholesalers who have sensed and are meeting the demand for good shoes-at-a price have received whole-hearted co-operation from us in the form of good leather at low prices.

This we are able to do, because of reduced overhead—on account of increased production—together with our policy of working on a small margin of profit.

We shall be pleased to send you quotations on the color, size, weight and grade that you use.

### THE STANDARD KID CO.

Boston, Mass.

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

Vode  
KID  
The Leather  
for Fine Shoes

**THE BUSINESS QUIZ.**

(No. 6)

- Question No. 1**—What redress are you entitled to if a tenant fails to pay his rent?
- Question No. 2**—By what action is a lease terminated?
- Question No. 3**—What is meant by an Injunction?
- Question No. 4**—How many kinds of paper money are in circulation in the United States?
- Question No. 5**—What is meant by a "Balance Sheet" in business?
- Question No. 6**—What are the fundamentals of successful advertising?

**ANSWERS TO BUSINESS QUIZ No. 6**

- Answer No. 1**—If a tenant fails to pay his rent you may have recourse to the following remedies (a) Sue and recover judgment on any property the tenant may possess; (b) A duly credited officer of the court may take possession of the personal property of the tenant and if the case is decided against the tenant, said property is sold and proceeds in payment of the rental debt.
- Answer No. 2**—A lease is terminated by (a) Expiry of period; (b) Breach of covenants; (c) Surrender; (d) By extinguishing of title; (e) By notice given.
- Answer No. 3**—An injunction notice or command prayed for by one party before a court of equity restraining another some particular deed or action.
- Answer No. 4**—According to the "American Banker" there are 54 as follows: Ones, twos and one thousands, four kinds. Fives, fifties and one hundreds, six kinds. Tens and twenties, seven kinds. Five-hundreds, four kinds. Ten thousands, two; and five thousand, one.
- Answer No. 5**—A balance sheet is an accurate statement compiled to ascertain the exact position of a business or undertaking at a given date.
- Answer No. 6**—The fundamentals of successful advertising consist of the following: (a) First aid to the buying public; (b) Readable type, original display, good customs, clear cuts; (c) Clear expression, plain forceful language; (d) New presentations, distinct styles, clever merchandise; (e) Systematic and logical presentation of facts; (f) Justice to customer and merchandise in descriptions; (g) Absence of misleading and veiled statements; (h) The store's personality reflected.

**CHANGES IN TRADE.**

The day is past when the farmer was rated in the class that bought a type of article that could not be sold in any other district, or in the class that would not buy what the people in the larger centres were buying. And as a consequence the mail order houses, and the dealer who caters to country trade, have

both had to revise many of their methods of doing business. And as the local dealer is able to adjust himself to local requirements and changes, just so will he be able to meet and more than compete with the mail order houses.

An editorial in "Printer's Ink" covers some phases of this subject.

In a catalogue published by a concern that last year inaugurated a special department for developing its business among farmers there is listed among the toilet preparations such articles as face powder, eye-brow pencils, rouge and lipsticks. To the advertising man who is city born, reared and minded, with city ideas of farm women, this would at first thought seem like a good joke on the publisher of the catalogue. The very idea of thinking he could sell such things as lipsticks to farm women!

But it was not a joke at all. The manufacturer told us his sales of "beauty stuff" to farm women were large. Farmers have children, the children grow up and go away to school. When they come back they bring with them city modes and crotchets. The young folks teach the old folks, and before long Mother and Aunt Mary have learned a few tricks from Arabella.

The farm household differs from the city household in one respect, if in no other: It is farther removed from the shopping centres. And because it is not so accessible as the city home it buys in larger quantities."

A prominent city retailer remarked the other day that the shoe business in country towns, and even remote settlements apparently did not consist altogether of the sale of rough, sturdy shoes. Wholesalers have noticed this tendency, particularly during the past year or so. The young girl on the farm, or in the small village wants the same shoes as are being worn in the larger communities. Along this line, the dealer above quoted, mentioned a girl who came in from what might be quite properly termed the back woods. She had never been in the city before, and indeed had lived under almost primitive conditions. Yet she was wearing the latest thing in a neat Scotch grain brogue oxford, and heather stockings. Her first day in town she had her hair bobbed and felt that she was "in the swim." He regards that as more or less of a barometer, which should be a guide not only to mail order houses, but to retailers and wholesalers who cater to the trade of the outlying districts.

**"BRIGHTEX" AND "BEECHTEX"**

J. Einstein, Ltd., Montreal, have issued recently some very attractive literature about their "Brightex" and "Beechtex" white shoe fabrics that stand the test.

Concerning these fabrics they say:

"Shrinking eliminated, comfort assured. Canvas shoes must be pliable, must be cool, must be dry. These qualities are necessary to canvas shoes—the hardening and shrinkage of the fabric—it is highly important that the correct fabric be used. Brightex and Beechtex fulfil these requirements. Rendered non-absorbent by the Tatelec process, a new electric discovery, the fabrics become moisture proof and non-shrinkable. The close fine weave of the fabric prevents the dirt of ordinary wear from penetrating so that the shoe retains its softness and pliability. Friction wear is increased fifteen per cent. They can be cleaned by brushing well when dry, and then applying soap and water."



**LONDON NOTES.**

Rowland Hill, one of London's leading shoe stores, report business with them steady. Mr. Hill said they had a very successful year in 1921 and hoped for as good this year.

Mr. R. S. Simmons, of the R. S. Simmons & Son, retail shoe store, London, Ont., in talking to a representative of the Shoe & Leather Journal, stated that business in this city at the present time is slow, but looks forward to business brightening up when the spring sets in. He said that while unemployment just now is heavy they are starting as soon as it is possible, on the new university which is going to cost a million and a half; the city have also planned for a half million to be spent on schools. He believes the house building will boom, so London ought to have a prosperous summer in the building trade, which will, no doubt, circulate money and the retail stores will eventually benefit by it.

Mr. Simmons reported that oxfords and strap slippers are the only things selling just now, and have been right along throughout the season. The only high boots selling are for growing girls. Over-shoes have also sold quite steadily.

Kaufman Shoe Store, formerly 222 Dundas St., London, have moved further east on Dundas St., to 294. It is reported that Mr. Kaufman had a very high bid for his lease, which he accepted, this being the reason for his removal.

The People's Shoe Store, 131 Dundas St., London, which was owned by Knechtel's, of Stratford, is being taken over by F. B. David, of Dunnville, Ont. Mr. David was running a general store in that town. He will take control of The People's Shoe Store immediately.

An overheated stove set fire to the home of Benjamin Kendall, who lived with his wife and five children in the rear of their shoe store, at 221 Wellington St., London. The house was filled with smoke and burning fiercely, when the coughing of one of Kendall's children awakened him. The occupants escaped in their night clothing, and the place was almost completely gutted. The loss of about \$2,500 is covered by insurance.

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**MONTREAL CHAMBRE DE COMMERCE.  
DISCUSS BANKRUPTCY LAW.**

The weekly meeting of the Chambre de Commerce of Montreal was featured by an address by Mr. L. P. Deslongchamps, of Slater Shoe Co. Ltd., on the Bankruptcy Law, which covered the subject in a similar manner to his address before the convention of the Shoe Manufacturers' Association. In the discussion which followed, Mr. Alfred Lambert, president of the Chambre de Commerce, assured Mr. Deslongchamps, of the full support of that body in any effort to do away with the law as it is framed at present.

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WANTED.—First Class Retail Shoe Salesman and Stockkeeper. One capable of taking full charge of Ladies' Department. Must be thoroughly competent. Enclose references. United Shoe Stores, Limited, Saskatoon, Sask.

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WANTED.—As a Side Line for the Maritime Provinces a line of Children's Shoes. Apply, Box 21, SHOE & LEATHER JOURNAL, 545, King St. W., Toronto.

WANTED.—To hear from manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St., W., Toronto.

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SHOE EXPERT—20 Years' Factory, Fitting of Crippled Feet, Cutting, Selling, Buying, Card Writing and Window Trimming Experience, desires Selling Position with shoe manufacturer or jobbing house. Address Box 17, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

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AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

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FOR RENT Modern Shoe Store, old established stand, in village of 1,000, in good farming locality in Eastern Ontario. Residence over shoe store, if desired. Apply Box 16 SHOE & LEATHER JOURNAL, 545 King St., West, Toronto.

---

FOR SALE Shoe Repair Business in good location, moderately equipped, cash price \$775.00, including building. Changing business, reason for selling. Further particulars and enquiry to J. W. BRADLEY, 212-13th Street S., Lethbridge, Alta.

---

WANTED. — EXPERIENCED TRAVELLER TO carry high grade line of Boys' and Girls' McKay Shoes as a side line in Western Ontario. Man with a good connection. Replies to Box 20 Shoe and Leather Journal, 545 King Street West, Toronto.

---

WANTED Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co. Limited, Olive Mills, Bacup, England.

---

TRAVELLER wants a side line of Men's Fine Shoes for the Maritime Provinces. Covering the territory four times a year. Connection established. Apply, Box 23, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

---

WANTED.—Good Shoemaker, steady job the year round, if suitable. State whether married or single. Apply, Box 22, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

---

WANTED Line of Leather Shoes for Province of Manitoba. Well established connection. Excellent references. P.O. Box 423, Winnipeg, Man.

---

WANTED.—Going Concern wishes to get in touch with Factory Superintendent or Man conversant in making Children's McKay footwear. Box 24, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

---

FOREMAN, thoroughly experienced in manufacturing light felt slippers wishes to connect with manufacturer or jobber, who is willing to go into this line. Apply, Box 25, SHOE & LEATHER JOURNAL 545, King St. West, Toronto.

---

WANTED Shoe Machinery Salesman for Montreal and Toronto. Exceptional opportunity for right man, good future. Salary, commission and expenses. Apply, Box 26, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

# The Shoe Repair Man

## TORONTO REPAIRERS REDUCE PRICES.

In view of the general trend of price levels, the members of Toronto Shoe Repairers' Association went over their lists carefully, and made a general revision in a downward direction. Their intention was to strike an average reduction of about ten per cent., but naturally it was impossible to make any hard and fast rule. As a result a representative meeting discussed very thoroughly the suggestions made by the executive committee, and, with one or two changes, ratified them. Their action at the present time is to be commended. The general feeling is that costs have not come down to a level that warrants drastic cutting. Nevertheless the public are constantly seeking lower prices for everything, and if the repair man can assure his customers that prices in his line have dropped, a sounder feeling is established.

The following are a few of the new prices established:—

### Half Soles Sewn (Welts)

Men's	Women's	Boys'	Misses'
\$1.75	\$1.50	\$1.50	\$1.20

### Half Soles Nailed

Men's	Women's	Boys'	Misses'
\$1.65	\$1.35	\$1.40	\$1.10

### Toe Pieces (Sewn or Nailed)

Men's	Women's	Boys'	Misses'
\$.50	\$.40	\$.40	\$.30

### Side Pieces (Sewn or Nailed), Same as Toe Pieces

### Leather Whole Soles and Heels

Men's	Women's	Boys'	Misses'
\$3.00	\$3.00	\$2.75	\$2.50

### Fibre or Rubber Whole Soles and Heels

Men's	Women's	Boys'	Misses'
\$2.75	\$2.50	\$2.50	\$2.25

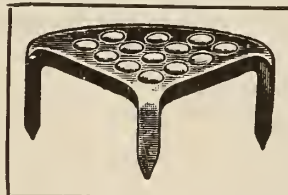
### Rubber Heels (ordinary) \$ .50

## PIONEER SHOEMAKER PASSES.

Death took place at his residence, 5091 Inverness Street, of Mr. Joseph Palmer, a pioneer shoe maker of the Pacific Coast. He was found dead in his bed on January 26th from heart disease. Born in the historic town of Richmond, Surrey, England, seventy-three years ago, he, at the age of six, moved with his parents to the Midlands, where he learned the trade of a cord wainer. In 1868 he was following the calling of a postman in Liverpool, and in that capacity he met Charles Dickens, while delivering him mail at the Adelphi Hotel. In 1863 he left England for the American continent and landed at San Francisco, where he followed his trade of shoe making and rose to be superintendent of one of the leading shoe factories in that city. Afterwards he came to Vancouver and at the time of the Klondyke Gold Rush, he made one of the prospectors. Landing at Skigway, he opened a shoe making establishment, the first of its kind in the Yukon, and with others, was one of the city fathers that had to do with the good government of the town. He was also a member of the Vigilant Committee, and in that capacity was an eye witness to the fatal shooting and death of Soapy Smith, the

notorious hold-up man and robber of that time. In 1898 he staked a gold claim at Atlin and worked it for several years, when he disposed of it and returned to Vancouver in 1908 and opened a shoe making store on Dunsmuir Street, and fully equipped it with all the latest machinery. About three years ago he closed out his store in the city and moved into semi-private life at the above address. Joe was one of the old time craftsmen and at his advanced age only last year, made several pairs of surgical boots for a customer which would have been a credit to many a younger man. Always a pleasant conversationalist, Joe would keep his hearers spellbound by his exciting and interesting tales and experiences of the early days in the rugged northwest. Thus passes out one who has helped to make history on this coast and who to the last was a gentleman and always proud of the land that gave him birth. The funeral took place at the Mountain View Cemetery, where he was followed to the grave by his sons and daughters and many friends. His wife predeceased him about 25 years.

Mr. Shehyn Scott has been appointed manager of the Montreal Office of J. A. Scott. He has been connected with this firm for some years and is well and favorably known to the trade.



## WHAT IS EASY TO DRIVE ON AND HARD TO WEAR OFF?

The "NATIONAL" SHOE PLATE of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples.

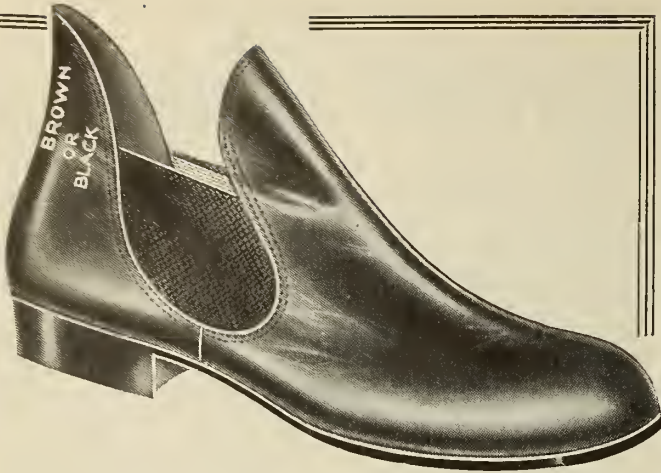
Write us today. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

National Shoe Plate Mfg. Co.

160 North Wells Street  
Chicago, Illinois





## Romeo & Everett Slippers

In flexible McKay's soles. Colors, In Black and Brown. Dongola and India Kid.

Dependable slippers at worthwhile values. such as the B. & M., sell easy and often.

Jobbing Trade a Specialty.

Samples on Request

**B. & M. SHOE & SLIPPER CO., Limited**  
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.

Canadian Representative

R. B. Bennett & Co. Room 32, 70 Lombard St.  
Toronto Phone Main 4016w



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.



**LIVE REPAIR MEN IN RICHMOND HILL.**

Though Richmond Hill does not rank among the largest centres of Canada, it is evident that the repair men in that town believe in publicity. We reproduce the advertisements of three repairers in the Richmond Hill "Liberal." At the moment we are not in possession of definite facts concerning their results, but we would venture to say that the advertising has been beneficial to all of them.

<b>GEO. KIDD</b> Boot and Shoe Repairer	<b>L. WADE</b>	<b>HELP</b>
All Kinds of Boots and Shoes Repaired Good Workmanship Prompt Service	The Workingman's Friend. First class Boot and Shoe Repairer of all kinds of Boots and Shoes. Satisfaction guaranteed.	to cut your footwear bills in half by having your shoes repairs done at
2 Doors South of Bakery on Yonge St.	New Shop on Lorne Ave. Directly Behind Drug Store	<b>"THE ROLFE SHOE REPAIR STORE"</b> South of Shoe Factory

The following ad. from one of the above firms, is worth repeating. Mr. Rolfe apparently spends considerable thought on his business and his method is quite original. Here is what he says:

**MOTHERS**

"Lend me thine ears, that I may whisper into them words of wisdom.

"Hast thou boys going to school? If thou hast, then herein findest thou items of interest.

"Draw closer, that thou mayest not lose one word of the wisdom whereof I spake. Harken to my tale.

"For that boy of thine—the joy of thine heart and the apple of thine eye—I have in my possession, coverings for his feet.

"These coverings which we will call boots—draw closer now so as not to miss a word—are made of leather.

"Steady now, steady. I thought thou wouldst be amazed.

"When thou hast recovered somewhat from the effects of this astounding statement I will proceed with my narrative.

"Art thou ready? Then list to the remainder.

"The boots have no toecaps to become detached.

"The innersole is of good stout leather.

"They have a leather stiffener.

"They have a good broad tread.

"When the apple of thine eye expends some of his energy on a decrepit tin can (and where is the boy that doesn't kick a tin can if within reach of his foot) the broad tread of the boot protects the upper from damage.

"The boots can be repaired.

"They are of moderate price considering the workmanship and the material.

"And I am the sole agent in Richmond Hill for these remarkable boots.

"Mothers, come and see them. Be not afraid that the sight of them will overcome thee. Joy seldom kills."

**"The Rolfe Shoe Repair"**

South of the Shoe Factory.

Edwin Morrissey, a shoe repairer, employed at Henderson's shoe store, Weston, dropped dead at his bench recently

**A SUCCESSFUL TORONTO REPAIRER.**

Mr. H. E. Carley is a very successful shoe repair man of Toronto. Coming to Toronto from England in 1911, he located at 1040 Gerrard St. E., where, by giving quick service and dependable workmanship, he has established a very successful and profitable trade. He has been in the shoe repair business all his life, having been engaged in the repairing of shoes in the Old Country before coming to Canada. A motto of Mr. Carley is "Clean Shop," and if you were to step into his shop you would notice every-



thing had its place and everything was there in its place. Mr. Carley is a booster for and has taken a great part in the Toronto Shoe Repairers' Association, having been on its committee for four years and being Vice-President in 1920.

Installed in his shop is a Goodyear Stitcher and a 16 ft. Finisher, made by Poulton Bros., and although he has had this machine eight years, he as yet to spend and money in the way of repairs.

The accompanying illustration shows Mr. Carley's store. Reading from right to left, are A. Chester, his helper, Mr. H. E. Carley, his wife and daughter, and Mrs. Carley's sister. He added this store front in March, 1921.

J. C. Farrell, of Grimsby, Ont., has installed an 18 foot Champion Outfit and a Peerless Stitcher complete. He reports business to be good.

W. H. Horne, shoe repairer, of 645 Dundas St., London, Ont., has been very ill the last two weeks, but is recovering rapidly now after having had an operation on his head. It was feared at first that he would not pull through. His son is carrying on the business in his absence.

Mr. Gordon S. Hubbell, who represents the Collis Leather Co., Limited, Aurora, Ont., and L. Agoos & Co., of Boston, has moved his office to a larger and better appointed one in the Beardmore Building, corner of St. Peter and Lemoin Sts., Montreal.

Mrs. C. Henning, shoe dealer, of Preston, Ont., died recently.



# 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**



## 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 Met*

*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.**

New York

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



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

Mention "Shoe and Leather Journal" when writing an advertiser



### VANCOUVER NOTES.

Bright and fine weather has continued for the last two weeks and business is reported to be increasing. Many stores have been running pre-inventory sales and prices are showing great reductions from last year.

Mr. Stewart, with wife and daughter, Mrs. Swain of the Old Country Shoe Store, Columbia Street, New Westminster, are spending the winter in Long Beach, California.

Mr. R. C. MacDonald, of the Champion Shoe Repairing Depot, Columbia St., New Westminster, headed the poll at the recent election of councillors in Coquitland. Mac is a keen sportsman and takes a great interest in all local athletics. He was for two years amateur heavyweight wrestling champion of British Columbia, also for two years president of the Royal City Branch of the B. C. A. A. He is also coach to the Y.M.C.A., and a member of the Kiwanis Club.

Mr. J. Angus has moved into the new store he has had built opposite his old stand.

Mr. T. J. Brown, of 12th Avenue, Vancouver, had his store broken into during a week-end and about \$20 worth of small goods, tools, etc., stolen.

We regret to announce the death, after a short illness from abscess on the lungs, of Mr. F. Gibson, assistant salesman at the Victoria Branch of the B. C. Leather & Findings Co. Deceased was a bright and promising young fellow, twenty-four years of age. He was present on January 7th at the company's convention, at which he took a keen interest in the various debates.

He was overseas with the Canadian Field Forces as signaller and spent three years in France, where he was gassed, which was considered the commencement of his lung trouble. Previous to joining the staff of the B. C. Leather & Findings, he assisted his father in his boot and shoe store in Victoria.

Wallace Smith, prominent shoe man in Hamilton took over the shoe business formerly known as Cooper's Quality Shoe Store, 179 King St. East. Mr. Smith has been fifteen years in the shoe business and is a very capable man to take over such a store as Cooper's. He is remodelling every part of the store, putting in new windows, which are going to be the chief advertising medium. New floors are also going to be added. Till a month ago Mr. Smith was with the shoe retail firm of Wood & Smith, King St. East, where he was a partner in the firm.

### DOES THIS APPLY TO SHOE MEN?

"It is a prime danger in any business," points out the president of a company that has always weathered bad times without passing dividends, "to confine your dealings to a single class of customers. People who sold only to farmers have recently been hard hit, as also have those who sold only to laborers. A one-class trade makes a high-risk business.

"We make it a rule to maintain a certain elasticity in our sales force and in our product so that we can, if occasion arises, shift the sales emphasis easily.

"When wages were high and work was plentiful, we sold extensively to laboring men. In the last few months we have hardly approached them at all, but have gone to other classes who have saved money, or to those who are still earning good incomes. This

rule has helped us to maintain our volume and, even in recent months, to increase it consistently. It seldom happens that all classes of buyers are equally hard hit at the same time."

### A NEW HOCKEY BOOT.

The Tebbutt Shoe and Leather Co. Ltd., of Three Rivers, Que., are turning out a new hockey boot, a feature of which is a leather slip between the foot and the upper on the outer side of the shoe. Between this strip of leather and the side of the shoe, is a heavy felt pad which tends to protect the ankle from hard knocks. Another new product which this firm is making is a hockey boot with a longer counter on the inside than on the outside of the shoe.

### AN OLD ONE RE-TOLD.

Here is an old one, but in view of the development of the rubber shoe industry, one worth starting off again on its rounds. It appears that several salesmen were sitting around—as usual—and got to expatiating on the merits of their various lines. Finally the rubber shoe salesman got his turn, with the following result:

"It's a sure thing that there's nothing like rubber," he said. "I wish I had a dollar for every life it has saved, one way and another. But in order to get satisfactory results you've got to have an accurate knowledge of its properties.

"I remember a remarkable thing that occurred in New York a few years ago. The boot and shoe manufacturers there got up a Foot wear Exhibition and our firm sent a man down with samples of our goods. Among other things he carried a pair of every size of rubber we make, from little ones to fit a two-year-old up to those that would be roomy on the biggest footed lumberman that ever trod the bush. To facilitate handling these were all nested.

"Now, our representative took his little six year old son with him on the trip and they had to take a room on the top floor of a ten storey hotel. When they returned to the room after dinner they found that, through some misunderstanding, the trunk full of samples had been sent up there with the other baggage. As our man had to go out for an hour he got out the nests of rubbers and gave them to the kid to amuse himself with until his return.

"Well, half an hour later fire broke out on the floor below. The stairway was cut off and the elevator put out of business. Nobody else seemed to be left on that floor but the poor kid, and his chances appeared mighty slim. But he was a remarkably smart lad for his years and he soon got his wits to work. He found the stair to the roof, and made sure that he could get out on top. Then he gathered up the nests of rubbers, and climbed up into the open. He sat down near the cornice, took out the smaller sizes until he came to his own, fitted his little feet into the two masses of rubber that remained, and jumped for the street! The weight of the rubber kept him right side up and he landed square on an open place on the pavement. But, gentlemen, the rubber in those shoes was of such superlatively fine quality that the boy rebounded to within a small fraction of an inch of the level from which he started."

"But he was saved, of course," said the first artist, a little note of professional envy in his voice.

"No," replied the other, sadly. "He was not. He kept going up and down until he starved to death."





**"GOODRICH"**  
Hand Turned Footwear

" builds prestige and an enviable reputation for better grade retailers. They are carefully made of selected materials by expert turn workmen."

**HAZEN B. GOODRICH & CO.**

Manufacturers

*Men's and Women's Slippers, Oxfords, Pumps*  
HAVERHILL - - MASSACHUSETTS

Made  
From

**O. K. FIBRE  
COUNTERS**

Fibre  
Board  
by

Highly Standardized Methods; Rigidly Inspected;  
Expert Supervision

There is embodied in every O. K. FIBRE COUNTER only high quality raw material; there is thrown around it, after it has been made by highly standardized methods, the protection of a rigid inspection; there is expert supervision of all phases of its manufacture and it is made by one of the leading counter experts of the country.

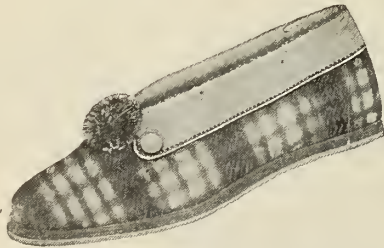
O. K. SHANK COMPANY  
Main Offices and Factory  
307 Fourth Street, Chelsea, Mass.

Canadian Agents: Trudeau & Co. 719 Panet St. Montreal, Que.

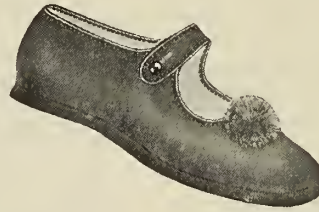
## Hartley & Co., (Waterfoot) Limited

Shoe and Slipper Manufacturers

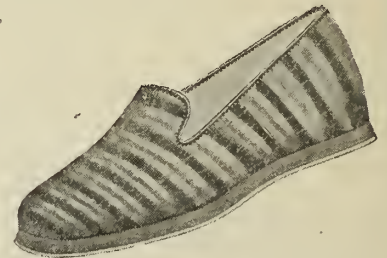
BACUP, Near Manchester, ENGLAND



No. B3—Women's Camel Hair Slipper,  
Rolled Top Silk Bound, Felt  
and Leather Sole.



No. B129—Misses', Children's and In-  
fants' Camel Hair Slippers, No. B4.—Men's Camel Hair Slip-  
per, made with Ankle Strap, Felt  
and Leather Sole.



No. B4.—Men's Camel Hair Slip-  
per, Silk Bound, Felt and  
Leather Sole.

We manufacture one of the most popular lines of Camel Hair and Felt Slippers which is being handled by the Principal Jobbing Houses throughout Canada. Be sure to see the complete range and note the strong selling features and exceptional values.

*Selling Agents for the  
Dominion of Canada*

**ROSS & SHAW**

121 Wellington St. West

Toronto, Ont.

**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*

**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 WAREROOMS

252 Notre Dame St. W., Montreal

**PERCY J. MULBURN, Agent**

553 St. Valier Street, Quebec  
**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.**



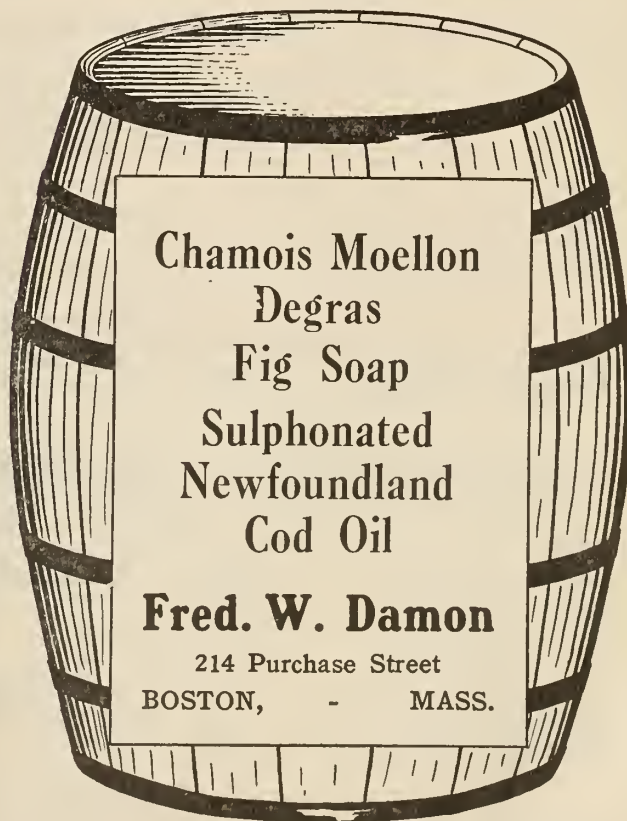
*Cabinette*  
**Wooden Heels**  
*for*  
**Ladies' Shoes**

+++

Manufactured by

**CANADA CABINETTE HEELS Limited**

2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959



**Chamois Moellon**  
**Degras**  
**Fig Soap**  
**Sulphonated**  
**Newfoundland**  
**Cod Oil**

**Fred. W. Damon**

214 Purchase Street  
BOSTON, - MASS.





**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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# REGARDLESS

of your location, be it City or Village, there is a Shoe Repairing Outfit that is exactly suited to your requirements. A size for every business, a style for every need---that will reduce labor and increase volume and profit.

Special Gasolene Engine Equipments for those locations having no power.

Terms that you CAN afford.

Prepare for Shoe Repairings coming busy season by selecting your equipment NOW.

Send for our latest Goodyear Welt Repairing Machine Catalogue

**United Shoe Machinery Company 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**

## Good, Better, Best

Some Patent Leathers are good.  
Others are better. But Clarke's  
Patent Leather is best--absolutely.

So many manufacturers use  
Clarke's that its reputation for  
quality and service is definitely  
established.

**A. R. Clarke & Company, Limited**  
Toronto

Branches at Montreal and Quebec  
Largest Producers of Patent Leather in the British Empire



# THE SHOE & LEATHER JOURNAL



Exclusive... Agency for  
**REGAL SHOES**

## CORSONS COMFORT SLIPPERS



### The Last Word

*Our new lasts are the very latest conception of foot Comfort. Our new lines of sport models in White Canvas are ready.*

WRITE FOR SAMPLES AND PRICES

THE CORSON SHOE MANUFACTURING COMPANY, LIMITED  
TORONTO CANADA

**ACTON PUBLISHING CO., LIMITED**  
TORONTO MONTREAL



Established 1857

"THE WEAR Is THERE"



# High Quality Sole Leather For Every Need

From Sally Sandal to Golfing Brogue

Dealers are advised to anticipate their requirements for Spring Business early and avoid a last minute rush.

Stocks are low, hides are higher, order early to assure prompt delivery.



## 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

# Unanimous Verdict

Manufacturers everywhere are unanimous in their verdict that Nufortean Brown Russia Calf is just the right tone, that it is absolutely correct as to lightness, and beautiful in its richness.

## Nufortean Brown

as a lighter shade of Brown is meeting with great popularity. It is economical in cutting, and the wearing quality can be depended upon.

Like all Davis Leathers its value is of the highest standard. Investigate this popular calf at once for your benefit.

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO





## Stability Concentrated

Into one of our Fibre Counters there is condensed a vast amount of **STRENGTH**. This condensed strength is an actual preservative of Shoe Quality. Its preserving influence goes far beyond the shoe itself and protects the trade reputation of the maker and the seller.

Take the wise precaution to see that your new lines for the coming season are equipped with D. & P. **FIBRE COUNTERS**.

## 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

# Important

## To You Mr. Manufacturer

Seldom do you get such a splendid Upper Leather Buying Opportunity as that offered in the new tannages we are now featuring, in **CHROME**, **BARK** or **RETANNED**, in colors or **Black**. Critics of leather quality pronounce them wonderful value.

Have You Seen Our Popular Shades Mahogany and Cofy?

Makers of Style-leading Shoes are picking these shades as winners.

Get Samples now, note the Texture and Finish and Prices.

## DUCLOS & PAYAN

Tanneries and Factory:

St. Hyacinthe

Sales Office and Warehouse:

224 Lemoine Street  
MONTREAL

Agents for Lang's Sole Leather  
and other Quality Sole Leathers

### REPRESENTATIVES

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto.

For Quebec City:—Richard Frere, St. Valier Street, Quebec



# Build Your Sales On This Guarantee

*"Every pair of Ames Holden Rubbers is guaranteed to outwear any pair of similar shoes of any other make, sold at the same price and worn under the same conditions.*

This guarantee placed before your customers automatically makes sales. It is proof that the quality is there, and quality and long wear is what your customers want when they buy rubbers.

Make your stock of Ames Holden Rubbers complete and build your sales—and PROFITS—on this guarantee.

"COMPARE



THE WEAR"

## *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.



## The Height of Style and Comfort

Both are achieved in the creation of this new Bell Model.

There is always something unusual about a shoe made by Bells. There is a beauty of the last, a charm to the pattern, a faultlessness to the shoemaking that makes it a thing apart in the realm of footwear.

Let these shoes impart their individuality to your Spring displays and brisk buying will be the gratifying result.

**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*





Model



Elite



Yale



# Independent

Alberta

A Popular Made In Canada



Now is the time to plan your rubber requirements for the 1922 - 23 season. Our Wholesale distributors cover the Dominion and their travellers will shortly call on you with our entire range which includes many new and snappy styles.

Independent Rubbers have no superiors and few equals, they are acknowledged the leaders in Rubber Footwear. The quality of Independent Rubbers has been definitely proved by

## The Independent Merritton

Alberni

Independent



- Amherst Boot & Shoe Co., Limited - Halifax, N.S.
- Amherst Boot & Shoe Co., Limited - Amherst, N.S.
- Brown, Rochette, Limited - Quebec, Que.
- James Robinson Co., Limited - Montreal, Que.
- J. A. McLaren Co., Limited - Toronto, Ont.
- White Shoe Co., Limited - Toronto, Ont.

Defiance

Ash





Footholds



Brownie



Snowflake



# Rubbers

## Line of Business Builders

the long and hard wearing service enjoyed by satisfied customers everywhere. The selection is large, meeting the demand of every man, woman and child, and includes values to meet every purse.

For larger rubber sales, stock, sell, and push the ever popular Independent Line.

# Rubber Co., Limited

Ontario

## Wholesalers

- C. Weaver - - - - - Trenton, Ont.
- The London Shoe Co., Limited - - - London, Ont.
- T. Long & Brother, Limited - - - Collingwood, Ont.
- The Independent Rubber Co., Ltd. - - - Winnipeg, Man.
- Amherst Central Shoe Co. Limited - - - Regina, Sask.
- Dowers Limited - - - - - Edmonton, Alta.
- The J. Leckie Co., Limited - - - - - Vancouver, B.C.



Holdfast



Romeo



Miner



Sportsman



Simcoe







*Mention "Furniture Journal" when writing an advertiser*



# VALUE TALKS

Your shoe values have to speak loudly to make themselves heard to-day. In addition their message has to come from shoes that the public knows to be truth tellers.

When you show Tetrault Values you "get a hearing" with the most exacting buyer. It is the Tetrault Policy of producing a well-made, attractive shoe to sell at a popular price that enables every Tetrault Dealer to speak the final sales-clinching word as to value.

**ARE YOU PREPARED TO SHOW TETRAULT'S FOR SPRING?**  
Now is your great opportunity to win extra trade by featuring these SHOES OF VALUE.

HANDLED BY LEADING JOBBERS.

## Tetrault Shoe Mfg. Co.

Limited

Montreal

Que.

Largest Makers of Boots and Shoes in Canada





## COLUMBUS RUBBERS

IT IS AN UNUSUALLY FINE RANGE OF RUBBER FOOTWEAR THAT OUR TRAVELLERS ARE NOW SHOWING TO THE TRADE—NEW FEATURES ADDED MAKING COLUMBUS QUALITY MORE OUTSTANDING THEN EVER.

YOUR BEST PAYING INVESTMENT IN RUBBER BUYING IS TO SELECT YOUR LINES COVERING YOUR NEXT SEASON'S REQUIREMENTS FROM THESE RUBBERS, SUPERIOR IN STYLE, FIT AND WEAR.

## THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches at

MONTREAL, QUE., OTTAWA, ONT., WINNIPEG, MAN., CALGARY, ALT.

Sales Agencies:

LePage Brady Company, Ltd., Charlottetown, P.E.I.  
Wm. Cook Shoe Company .....Truro, N.S.  
Fleetwood Footwear, Limited .....St. John, N.B.  
Poliquin & Darveau.....Quebec, Que-  
Louis McNulty .....St. Johns, Que.

J. I. Chouinard .....Montreal, Que.  
M. B. Young.....Toronto, Ont.  
Shaw Bros. ....Edmonton, Alta-  
Anderson and McDonald.....Vancouver, B.C.  
W. A. Law Footwear Co.,.....Winnipeg, Man



*The*  
**Pussy-Foot Jingle Book**

# Take Stock Of PUSSY-FOOTS

Count up your stock of Pussy-Foots and order the required sizes as early as possible. This is the line that brings your future customers to you at the very earliest age and if you can fit them right you will insure their trade when they grow up.

A parent well satisfied with the shoes fitted to a young child is more likely to become a constant customer.

We have some "Pussy-Foot Jingle Books" for you and will print your name on each copy if you wish. How many can you use?

The name Pussy-Foot as applied to footwear is the registered Trade Mark of the Hurlbut Co. Limited. Proceedings will be taken against any person infringing or mis-using this name.

**PRICE LIST**

**STRAPS—NO BOWS**

1950 Pat. 1 Strap .....	12/5	\$1.40
1997 Blk. Kid, 1 Strap...	2/5	1.40
1998 Choc. Kid, 1 Strap	2/5	1.40
1990 White Ind. 1 Strap	2/5	1.40

**3 STRAP—BOWS**

1951 Patent-3 Strap.....	2/5	\$1.85
1991 Pat. 3 Stp. White...	2/5	1.85

**BUTTONS**

1957 Pat. Button-Mat. .	2/5	\$1.85
1959 Pat. Button-White	2/5	1.85
1995 Blk. Kid Btn.....	2/5	1.75
1996 Choc. Kid Btn.....	2/5	1.75
1987 White Ind. Btn.....	2/5	1.85

**BLUCHERS**

1945 Blk. Kid Bluch. .	2/5	\$1.75
1946 Choc. Kid Bluch.	2/5	1.75
1994 White Ind. Bluch.	2/5	1.85
1960 Pat. Bluch.-Mat. .	2/5	1.75

**NO HALF SIZES**

**HURLBUT**  
TRADE MARK REGISTERED  
**CUSHION-SOLE**  
**Shoes for Children**

**PHILIP JACOBI TORONTO**

5 East Wellington Street

**Exclusive wholesale distributor of Hurlbut Shoes.**



*La Duchesse*



## *Catching---*

La Duchesse popularity is highly contagious. When these shoes of pleasing vogue and uncommon value are featured in your stock it does not take long for their fame to spread the length and breadth of your patronage.

Jobbers most anxious to cash in on the exacting value demands that will characterize Spring Trade will not hesitate to make the La Duchesse Line one of their leaders.

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

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





# GLOBE



Patented 1919

No. 0,007. "Pillow Welt"  
A Patent Leather with tan  
Suede Top and Brown  
Buttons.

## SELLING YOUNG CANADA ITS SHOES

The youngsters in your community represent a big field of trade prospects. With "Baby Pillow Welt" and Globe "Pillow Welt" Shoes you will get a richer yield of profit and prestige from this field than with any other. The special "Pillow Welt" features place them in a class by themselves for comfortable NATURAL fit and long wear.

These are the shoes that will bring you the fullest share of increased Spring Trade in Children's lines. A salesman will show you the complete line on request.

# GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



# Black Beauty

## Chrome Patent Sides

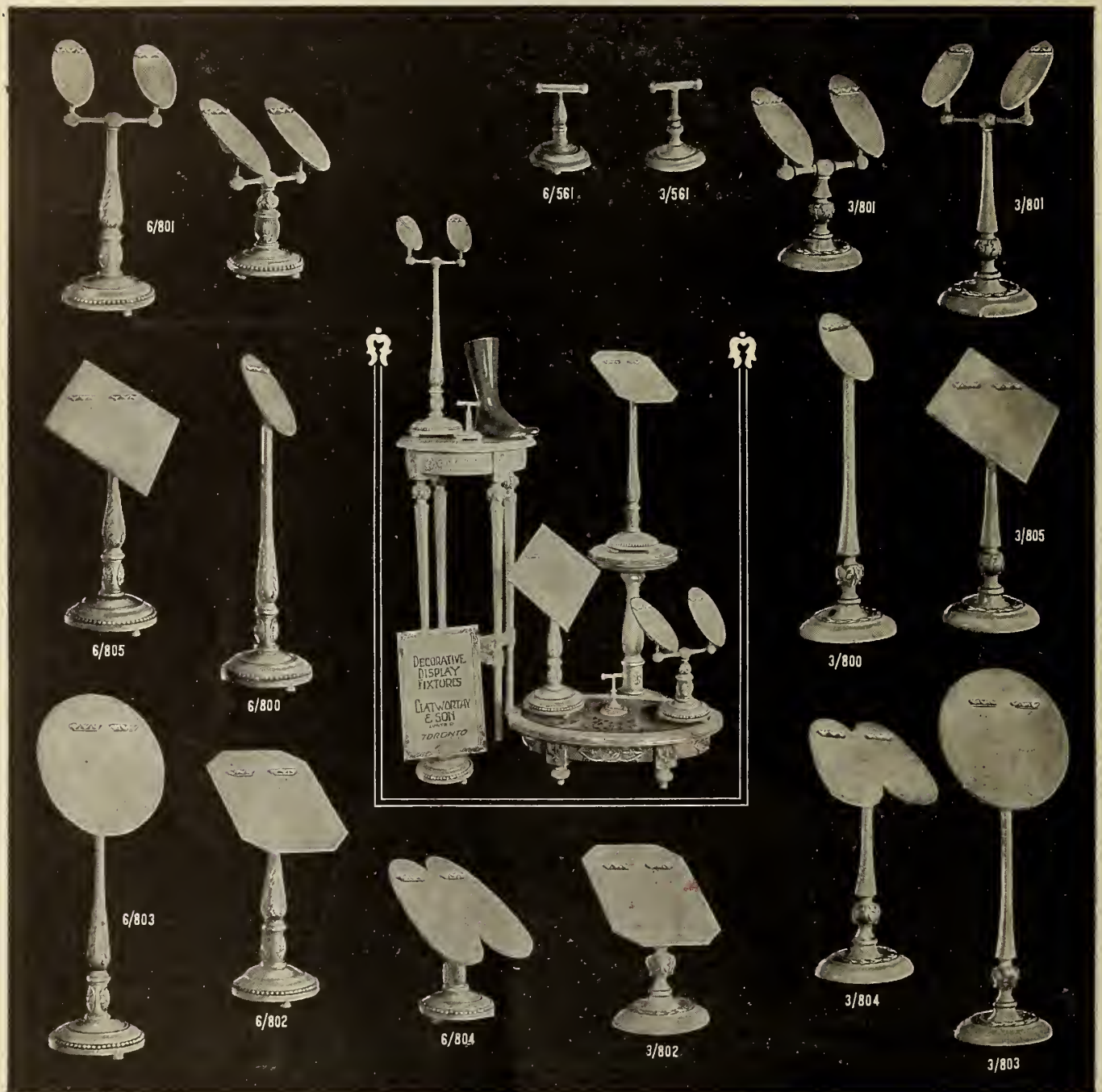
Chrome Colored Sides	Black Box Sides
<i>Popular Shades</i>	Retan Leathers
Elk Leathers	White Buck
Scotch Grains	Chrome Splits





# CLATWORTHY DISPLAY FIXTURES

## Sell MORE Shoes



To make your store windows get the attention of all passers-by, display your shoes with the use of these artistic fixtures. Their smart appearance lends character to your store. Supplied in all the period designs, finished in Old Ivory or Roman Gold. Order a selection now and add to the attractiveness of your store for the Winter Season. New illustrated catalogue sent on request.

A complete range of plushes and materials for window draperies in a choice selection of shades.

## CLATWORTHY & SON, LIMITED

**TORONTO**  
 MONTREAL, E. O. Barette & Co., 301 St. James St.  
 QUEBEC, Nap. Debigare, 205 Des Fossés St.

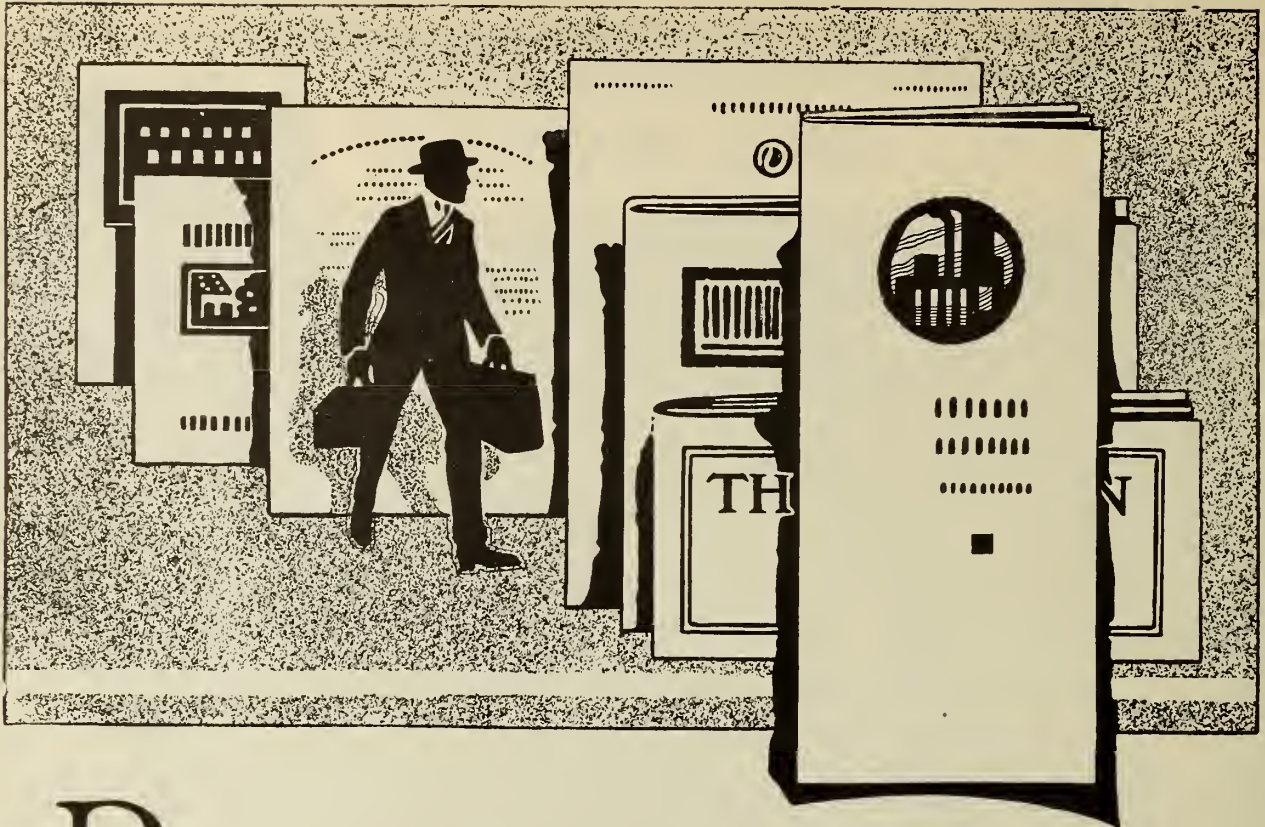
**REPRESENTATIVES:**  
 VANCOUVER, M. E. Hatt & Co., 318 Homer St.  
 WINNIPEG, S. J. Barley, General Delivery.

**CANADA**

Mention "Shoe and Leather Journal" when writing an advertiser







# Precede and Follow Up Your Salesmen with Good Printing

**D**ON'T wait until your salesmen reach your customers. Go after them NOW and keep after them. Sending a series of real live folders or broadsides is the best possible thing you can do right now to hasten the return of active buying. They are of extraordinary value in driving home your message, as well as putting the reader in a receptive state of mind agreeably anticipating your salesman's visit.

We know we can stimulate the sales of any worthy article. Our staff is of such a nature that we can create and produce sales promoting literature which appeals to the most progressive men in the trade, because we give them what they want and need—dependable and authoritative “dull times” ammunition—with a real punch in it which compels your customers to read it.

We welcome the privilege to design and print your mailing folders or broadsides, or plan with you their construction.

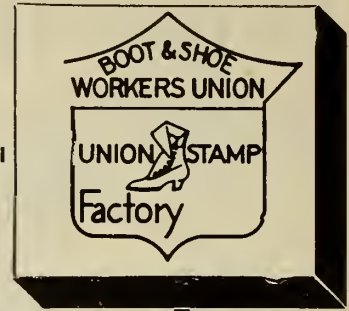
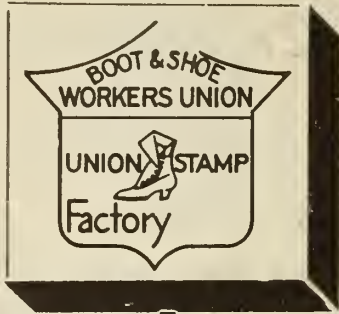
Right now grasp the opportunity. Write, telephone or write at our expense, and allow us the privilege of demonstrating to you how we can do some real constructive work in helping you to bring conditions back quickly to a Business-as-Usual basis.

The Acton way turns your printing expense account into a 100 per cent. asset.

**ACTON PUBLISHING CO., LIMITED**  
*PRINTERS AND DESIGNERS*  
**TORONTO-MONTREAL**







## LOYALTY TO AN IDEAL

*Union Stamp Shoes are being Steadily  
Advertised in 150 Labor Journals all  
over the Country.*

Union labor carries its loyalty to its industrial principles with it when marketing. In many cases merchandise is refused unless a union seal identifies the goods.

In the shoemaking industry, the stamp of the Boot and Shoe Workers' Union is the sign of buying-assurance to Union members.

Many retailers have found the open door to greater profits by featuring footwear which has this Union Stamp imprinted upon it.

Look for it on your stock and then feature it in your advertising. Members and friends of unionism will remember your store and bring their trade to it.

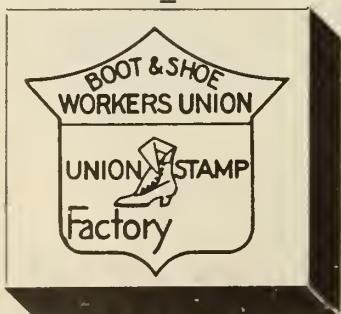
Feature the Union Stamp in your local advertising.

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

## Boot and Shoe Worker's Union

246 Summer Street  
BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres't  
CHAS. L. BAINE, Gen'l Sec'y-Treas.



IN STOCK

A flexible McKay Strap in Velour and Tan Calf and Patent without Ball Perforation.



IN STOCK

CHILDREN'S TURNS  
In all Leathers and Styles



IN STOCK SERVICE

Gives you a choice of over fifty different lines of women's and children's shoes from which to sort up your stock for spring shoe opening.

You can be assured of prompt service when ordering from in stock.



IN STOCK

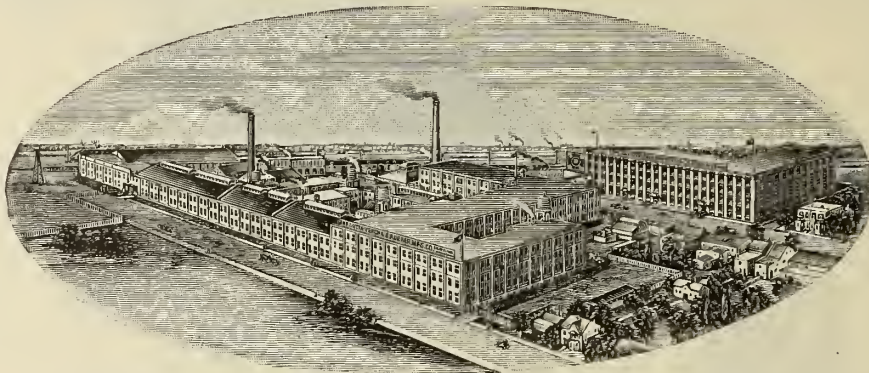
MISSES' OXFORDS  
In Velour and Tan Calf and Patent

Getty & Scott, Limited  
Galt, Ontario





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



The home of "Stub Proof" Rubbers

# "Maltese Cross" and "Stub Proof" Rubber Footwear



The Largest Combined Manufacturers  
and Jobbers in the Province.

Our two leaders "Model" fine Shoes  
"W. B. H." Staples.



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

**TORONTO.**  
15 Front Street, East

# “Maltese Cross”

## Rubber Footwear

### Has No Superior

You will soon have an opportunity of looking over our full range of samples. Representatives are now calling on the Retail Trade of Canada.

New lines and styles have been added; and many improvements have been made in the old lines. We suggest that you carefully look over the samples when presented—it will be time well spent.

If you place your order with any of our Distributors you will be assured of prompt and perfect service.

## Gutta Percha & Rubber, Limited

Head Offices and Factory - Toronto

**Branch Offices:** Halifax, Montreal, Ottawa, Toronto, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver, Victoria, Hamilton, London.

### *Distributors:*

W. B. HAMILTON SHOE CO., LTD.....	Toronto,	Ont.
GEO. E. BOULTER.....	Toronto,	Ont.
JOHN McPHERSON CO., LIMITED.....	Hamilton	Ont.
STERLING BROS., LIMITED.....	London,	Ont.
FEDERAL SHOE CO.....	Ottawa,	Ont.
F. E. SMITH.....	Guelph,	Ont.
BIGNELL & KNOX.....	Montreal	Que.
CANADA SHOE.....	Montreal,	Que.
RITZ SHOE CO.....	Montreal,	Que.
J. H. LAROCHELLE & FILS, LIMITEE.....	Quebec,	Que.
LA MAISON GIROUARD, LIMITEE.....	St. Hyacinthe,	Que.
WATERBURY & RISING, LIMITED.....	St. John,	N.B.
J. W. BOYER & CO.....	Victoria,	N.B.
DOWLING SHOE CO.....	Brandon,	Man.
ARCHIE McKILLOP.....	Calgary,	Alta.
DAMER, LUMSDEN CO.....	Vancouver,	B.C.





CALF AND SIDES  
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

# Putting Men on their Feet

THE discriminating buyer demands appearance, absolute comfort and satisfaction. These three necessary qualifications are embodied in The Talbot Shoe.

You can sell them with that comfortable feeling that confidence begets.

High Grade Welts Only.



Talbot Shoe Co., Limited  
St. Thomas                      ✨                      Ontario



# A Good Way To Buy Good Rubbers



*Is to see a Scheuer  
Normandin Sales-  
man and take your  
pick from the*

## Partridge Line

OUR MEN NOW  
STARTING OUT  
WITH A COM-  
PLETE 1922 - 3  
RANGE

Every model is a SELLER  
and every pair has the Part-  
ridge Quality that makes them  
unrivalled for wear. The range  
runs the whole length of pop-  
ular demand, from the LIGHT-  
ER STYLISH MODES to the  
HEAVIEST WORKMEN'S  
RUBBER FOOTWEAR.

PROTECT YOUR RUBBER-  
TRADE BY SELLING PART-  
RIDGES. PROTECT YOUR  
SELF BY SEEING THESE  
SAMPLES NOW AND ORDER-  
ING EARLY.

**SCHEUER NORMANDIN  
AND CO.**

18 St. Helen St, Montreal



These  
Staples  
Lead  
All Over  
Canada



## To Make Sales Come Easier

When trade holds back there is nothing like honest value to make it come across. When value demands are keen, showing **YAMASKA BRAND SHOES** is the surest way to force an outlet for your stock. Their standards of value have stood the tests of over fifty years of shoemaking and selling.

Now, with Spring Trade coming on and big sales coming to the dealers with the best values, our lines will be found featured where selling is most brisk.

Supplying you direct eliminates middlemen's costs and is part of our policy of Better Value.

Yamaska  
Staples  
for  
Value!

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





## Spaulding's Fibre Counters

have such an enviable, worldwide reputation for satisfaction giving quality and dependability that the one word "Spaulding's" is the best answer to the inquiry, "What counters are you using?" Buyers everywhere know that "Spaulding's" stands for fit and quality.

*We make our own fibre*

## J. SPAULDING & SONS CO., Inc.

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

PHILADELPHIA      CINCINNATI  
John G. Traver & Co.      The Taylor-Poole Co.  
141-143 No. 4th St.      410-412 E. 8th St.

**SEVEN FACTORIES**

Tonawanda, N. Y.      Rochester, N. H.  
No. Rochester, N. H.      Milton, N. H.

Townsend Harbor, Mass

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City.  
V. Champigny, Montreal.

**Boston Office**  
203-B ALBANY BUILDING

ST. LOUIS      CHICAGO  
The Taylor-Poole Co.      J. E. D. McMechan & Co.  
1602 Locust St.      217 W. Lake St.

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

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





## 1922 - - - 1923

Our plans and preparations for the 1922-23 Rubber Footwear season are far in advance of anything ever attempted in Canada. Big improvements throughout our entire line have been made and every improvement has behind it the one thought:—**TO SATISFY THE TRADE AND TO GIVE BETTER WEAR TO THE CUSTOMER.**

No Rubber Footwear dealer or buyer in Canada should place his rubber order without first seeing the Dominion Rubber System samples. To see them is to recognize the improvements and the important changes in construction. To review the variety of styles is to realize how completely every demand of the retail trade has been met. To make comparisons is to appreciate the greater value per dollar represented by these brands.

When the salesman comes your way with the Dominion Rubber System samples, it will pay you to go through the line thoroughly. Note carefully the quality of material, the excellence of construction and the new features that mean added wear where wear is needed most. From whatever viewpoint you judge, we feel confident that the verdict will be, the best footwear and values within your reach.

*If you have not received "Foot Prints"—our 1922 Rubber Footwear Catalogue—write the nearest service branch for a copy.*

## Dominion Rubber System, Limited

### MONTREAL

Service Branches at

Halifax  
St. John  
Quebec  
Montreal  
Ottawa  
Toronto

Belleville  
Hamilton  
Brantford  
Kitchener  
London  
Windsor

North Bay  
Fort William  
Winnipeg  
Regina  
Saskatoon  
Calgary

Lethbridge  
Edmonton  
Vancouver  
Victoria



## THE ONLY Nationally Advertised Rubbers In Canada

Mr. Dealer! You believe in advertising. Therefore, you surely believe that it pays you to carry nationally advertised lines.

Are you taking full advantage of the benefits that our National Advertising for DOMINION RUBBERS would create for your business?

When your customers think of rubbers, they naturally think of DOMINION RUBBERS. They are the first rubbers that come to mind. Thus, DOMINION RUBBERS are half sold when customers enter your store.

WHY? Because our national advertising has helped to create the demand for DOMINION RUBBERS, and is educating your customers to think of rubbers, not just as rubbers but as SUPERIOR rubbers.

DOMINION RUBBERS are the only nationally advertised rubbers in Canada. We have faith in their sterling quality and in their ability to give satisfaction to our customers and your customers; and we prove our faith in Dominion Rubbers by our national advertising.

Your best interests and those of your customers will be fully served if you carry Dominion Rubbers.

### Dominion Rubber System, Limited

#### MONTREAL

Service Branches at

Halifax  
St. John  
Quebec  
Montreal  
Ottawa  
Toronto

Belleville  
Hamilton  
Brantford  
Kitchener  
London  
Windsor

North Bay  
Fort William  
Winnipeg  
Regina  
Saskatoon  
Calgary

Lethbridge  
Edmonton  
Vancouver  
Victoria



550-55

# BEEBE

5505

FIFTY YEARS PRODUCING HONEST LEATHERS

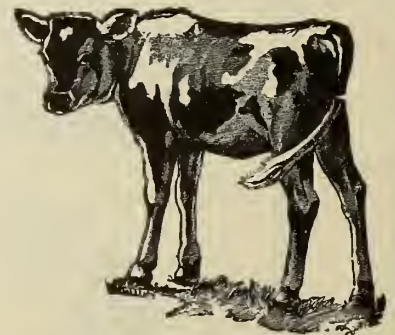
*There is only  
one VICI KID  
There never  
has been  
any other*



PATENT  
COLT  
KID  
SIDES



AYER TANNING CO.  
MANUFACTURERS OF  
CALF-KIP AND SIDES  
BOARDED AND SMOOTH  
BLACKS AND COLORS  
CALF LININGS  
ELK SIDES-SPLITS  
BAG LEATHER.



SHEEP SKINS

CHROME SOLE

COTTON FINDINGS

129 SOUTH STREET, BOSTON, MASS.

Mention "Shoe and Leather Journal" when writing an advertiser



# Great West "Coldproof" Felts

*A Quality Line That Builds Business*

The far-reaching reputation of Great West "Coldproof" Felts has been definitely established by their superior quality, strength and durability. From the making of the felt to the finishing of the shoe, our expert methods allow only the highest grade of material and skillful workmanship to go into this business-building product. For style, fit and ability to stand rough usage, as in their ability to satisfy customers, Great West "Coldproof" Felts have the lead.

Our stocks contain a complete range of Men's, Women's and Children's Felts for indoor and outdoor wear. If your Jobber cannot supply you write us for the address of a Jobber who can.

#### WE MAKE OUR OWN FELT

with machinery of our own invention—producing a warmer and longer wearing felt than any other known method.

---

**The Great West Felt Co. Limited**  
**Elmira, Ontario**



# Onyx & Georgina

Shoes for Women



*Corrective Fitting—Nature Shape*  
*Made in All Leathers, Oxford and Strap Effects*

*Best line on the market*  
*to retail \$8.00 to \$8.50*

*Blackford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*

# 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

## TO ADVERTISERS

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

## The Brightening Outlook

The past two months have been perhaps the most trying to the leather and shoe industries in the course of many years. They formed the climax to a year of difficult "sledding."

In conversation with a representative retailer with branch stores in different parts of Ontario his views were stated as follows "January and February are always slow months in the shoe business, and we expected this year that conditions would be considerably worse than usual. We have not found it so, to our great surprise and satisfaction. Everybody expected dire things from unemployment and here we are at practically the end of the winter without the ghastly spectacle of bread lines and soup kitchens, predicted last fall."

The fact that we are on the threshold of Spring, and no really serious situation has developed, gives ample ground not only for gratification but courage. There is not the least doubt but that from this time forward progress will be steady and sure.

One indication of improving conditions is the increased activity in real estate and building operations. In most of the cities and towns there has been a steady development along this line in the past two or three weeks, and all that is needed is a little warm weather to keep things moving.

Those who have made a careful study of these recurring cycles of prosperity and depression claim that the extreme limit of the downward trend is a year, and we have on this calculation quite reached the bottom of the slide.

With the shoe trade the "going in the mulberry trees" may already be observed. Retailers who are short of seasonable lines are becoming a little anxious, and are apparently beginning to fear a repetition of conditions that obtained in the Spring of 1920, when they could not get enough goods to meet the demand.

There is not the slightest doubt but that if March opens up well, with Easter only a little over a month ahead, there will be a very brisk demand for Spring footwear that will make the position of manufacturers who do not carry stocks a most difficult one.

Wise retailers like the wise virgins will see to it that their lamps are not only "trimmed and burning" but that the supply of oil does not fail.



# In The Market Place

## Business Conditions as Noted in Retail, Wholesale and Manufacturing Fields.

THEY say that a pessimist is a man who wears suspenders as well as a belt. The sale for belts this winter must have been phenomenal, and at least brought good cheer to the dealers in those articles. It is a long road through to the spring and summer, and February has provided at least its quota of the rough going. But we like to feel that we are at least in sight of the time when we can throw away our suspenders, and place our faith in the belt alone, as an indication of the arrival of shirt-waist weather, and a spirit of optimism. The picture of general conditions today presents so many different facets that it is not to be wondered that business men are uncertain as to the proper course to pursue. On the whole, however, it must be felt that there are more encouraging factors in evidence than otherwise. The disturbance of business conditions has not been a local affair, but of world-wide scope. And recovery likewise cannot come from local causes only, but must be more or less proportionate to world recovery. The barometers by which business progress may be judged, all point to improvement in general conditions, which may be affected temporarily or locally by setbacks of a more or less severe nature. Advances in standard securities, prices in basic markets, exchange rates, and building programmes all mean increased purchasing power, and increased trade for somebody. The spirit of caution pervades all buying operations, and nobody is prepared to commit himself very far in advance of immediate requirements. Logically, that can have but one result, that the time must come when goods are required, and required urgently, with the result not only of stimulated production, but of actual shortage, and lost sales to consumers for lack of goods.

The early part of February found a certain stimulation in the retail shoe business, particularly in smaller communities. But this was quickly succeeded by a period of decided quietness, which, while characteristic of that month, was more pronounced than usual. The snow which arrived during the last week stirred up sales of rubbers and located many holes in stocks, which resulted in hurry calls on jobbers and manufacturers. Some sales of high boots were also made as a result of the winter weather. But in general, the bulk of the business that has been passing has been on women's novelty shoes. Sales are still used as means of attracting some trade and moving goods, but there is a feeling that the public are becoming fed up on sales, and sceptical as to the actual values offered.

Probably at no time have conditions been more parallel in all branches of the trade. While it is quite to be expected that the retail end of the business should be quiet at this period, manufacturers should be uniformly busy getting out spring goods and receiving rush orders. This was the case until recently when a wave of caution swept over the country. As a result, manufacturers are for the most part slack, and retailers are holding back. The credit situation has been largely responsible for this condition, as manufacturers and wholesalers are scrutinizing accounts very closely, while the dealers who are really sound are very slow to place orders, except in small quantities. It is generally conceded

that the first two months of the year are the most difficult, and that those who carry through into March can figure on being through the toughest period. One would expect this to be the case also this year. Meanwhile the whole shoe trade, as is the case in other lines of business, find collections slow.

The conditions in wholesale and manufacturing fields are reflected by the leather markets, which are decidedly quiet, while the hide situation, both on this account and on account of quality of hides now offered, is also easier.

There is an undertone of apprehension, or rather of a certain type of optimism. So close has business been conducted over the past year, that very little impetus is required to start the wheels going. Stocks in all hands are low. A buying movement on the part of the consumer, such as must occur when spring opens up, will force a belated search for supplies in the form of shoes, leather and raw materials, which will result in a general scramble. It is difficult to visualize anything like substantial advances in prices in the face of general sentiment, but the old law of supply and demand has in no sense been abrogated, and many producers feel that they have been selling goods at cost or less about as long as they can stand it. So thoughtful dealers will cover their requirements to at least some extent. The thought has been expressed that it is unfortunate that no radical style innovations have appeared. The members of the trade were congratulating themselves on that fact, as they felt it would give everyone courage to carry on. But now there is a sentiment that if sufficient spice of new style had been added there would have been a certain amount of business passing that has not materialized. Just how sound the logic in this argument is, will remain a matter for argument.

American conditions are quite analogous to those found in Canada. Manufacturers and dealers in shoes at a price are doing business, while some manufacturers of very exclusive products are very busy. But the bread and butter business is conspicuous by its absence. Leather men, shoe manufacturers, wholesalers and dealers are all looking for a favorable break with spring weather. A good season for sport lines is anticipated, following the spring trade for Easter goods. Export trade is awakening slowly, but the improved position of foreign exchange ought to have an effect on the markets of this continent very shortly.

### GET THINKING RIGHT.

**Some people are so interested in the Business Depression that they haven't time to think about how they can help clear the road for better business—Get thinking business will pick up—Suggest to the pessimist that only optimism pays.**

# Where To Take Hold

*By Dr. Frank Crane*

The place to take hold is Here.

Right Here.

And the time to begin is Now.

Right Now.

If you don't know how to go at it right, go at it wrong, but go at it.

All the worth-while things of this life are difficult. Nothing's easy but slumping.

Most of the problems that affect your happiness are complicated.

And the way to perform a difficult and complicated task is to go to it somehow.

For you learn by trying.

Life is an Art, not a Science. It is mastered by experiment, and patience, and infinite beginnings again. Nobody in the world can learn just what to do before he does it; I mean in the way of living and getting along.

If you have to see a man, and dread the interview, because he is an impossible fellow and will make things as hard for you as he can, go right away and get it over with.

If your desk is cluttered with a dozen half-finished matters, clean it up now. Decide. Act.

If you owe money, pay it. If you cannot pay it, make the best arrangements you can with your creditor now. Don't evade and equivocate. Don't dawdle.

If you have a lesson to learn at school, and it looks formidable, and you don't see how you can possibly master it by tomorrow's class, go at it, learn a little of it now, get what you can of it, only don't wait for some miracle to happen.

If you have a bad habit that is throttling you, take hold now. You must conquer it some time, and every day you delay your fight your enemy grows stronger.

If you want to save money and get a little ahead, put a portion of what you have now in the savings-bank. Nothing is finished that was never begun.

If you really want to be charitable and help your fellowman, give of what you now possess.

If you are not helpful with a dollar only in your pocket, you would not be if you had a million.

Do it now.

What you are going to do some day may be a sickly dream. It's what you do to-day that means something.

The only theory that is of any value is the one that gets into your fingers right now.

The only creed that will save your soul is the one that flushes your heart and thought and speech and deed now.

The place to take hold is Here!



# What About Special Sales?

## Is the Special Sale Idea Overworked?—Some Comments.

IT is a recognized fact that twice a year it is advisable to look over stocks, select slow sellers, odd lines and sizes, or heavy lines, and put on a clearance sale of some kind. The time for this may be fixed as a regular proceeding, or it may be done as the spirit moves one. Stocks will inevitably mount up, no buyer is infallible as to styles, quantities or sizes. And in the regular mark up, account is generally taken of the fact that allowance must be made for disposal of some goods at or below cost. The past year, with continually falling prices, and with the public in the position, if not of strikers, at least of slackers, with respect to buying, has found dealers faced with the necessity of unloading, and getting some real cash.

Consequently, the "January Clearance Sales" extended themselves well through February, and a casual glance at the walls of our main city streets revealed a continuous series of banners, placards, window cards, and streamers. Here a clothing store, there a hat store, next a jewelry store, a fur house, with the regular sprinkling of shoe stores. All were endeavoring to entice the elusive dollar from the pocket of the passer-by. And all told the same story. Stocks were too heavy, a fortunate purchase had been made, a bankrupt stock was being unloaded, no profit sale, dollar sale, and so on through the repertoire, with an occasional store frankly confessing its need of ready money.

The inevitable result of such a display was to deaden the effect on the public. Undoubtedly goods were moved. And special methods probably brought results to some stores. But the question is raised as to whether such sales have any actual value. The opinion is expressed that, under existing circumstances, the public, who are looking for lower prices, are skeptical as to the actual values offered. It is also stated that the extra volume obtained during such a sale is at the expense of the succeeding weeks or months. Certainly the present quiet spell would seem to lend color to that argument.

On the other hand, there are people who do not buy until the occasion of special sales. If no store ever had special sales, these people would, of course, buy at regular prices. But it is not conceded that sales can be, or should be eliminated.

One retailer told us that the effect of the sales in his city in January was good, but that they were not effective in February. So far as regular clearance sales are concerned, however, this man believed they are absolutely necessary.

"One must keep his stock clear," he says. "If we can't sell to our regular trade we job them out."

A western dealer said:

"The other stores in town are having special big sales, but getting no business. The people are not buying and sales do not make them buy."

A leading Ontario retailer said that special sales in his district had not resulted in the movement of any volume of goods, and that he believed in sales provided they were held twice a year only.

A Maritime dealer says: "A few people in our district are running special sales, with indifferent

success. We have one sale a year and clean up. Aside from that we occasionally offer a few "Week-End Specials." We run one annual sale the last ten days in March, after the roads get passable, and clean up a lot of slow-moving lines, etc. We think it is a good advertisement for our business, as we cater to a substantial family trade, and do not push low prices continually, preferring to use the "quality" argument.

A Western Ontario retailer tells us that special sales in his district have not been particularly successful, except "Dollar Day." He continues: "Clearance sales are advisable once or twice a year, to clear out shelf warmers, and broken sizes. We would suggest once a year as preferable, as the public are being fed too much "sale" goods. As these goods usually wear six months, if sales are held twice a year, this prevents the merchant from getting regular profits during those periods. Our opinion is "Keep the public hungry and then you receive your regular profits."

An Eastern Ontario dealer claims that the special sales in his district were ineffective. He says: "To work hard and keep the goods the people want is about the best solution of the present business difficulty. Special sales, in my estimation, demoralize your stock, and also help to create in the minds of the public a feeling that prices are still coming lower. If goods are shown to a customer with a price quoted, I think it is better not to say that these shoes were formerly higher, as the case may be. Take your loss as a matter of course, without remarking that the price is much lower. I believe that is the best procedure under present conditions."

### SOME BULL!

We quote the following from the February issue of our esteemed contemporary "Footwear-in-Canada":—

*"Nous est-il permis de faire remarquer aux lecteurs du "Footwear"—plus particulièrement à ceux dont la langue maternelle est la française et qui peuvent ne pas posséder parfaitement la langue anglaise—que la circulation de ce numéro de février du "Footwear"—Notre numéro de la Province de Québec—est plus que double de celle de toutes les autres publications de cuir et chaussures de l'Amérique du Nord et qu'elle dépasse le total de la circulation payante de tous les journaux de l'industrie de la chaussure du monde entier!"*

For the benefit of the English speaking trade of Canada, and also for those of the number to whom it was directed who may not have grasped the extent of the territory covered, the following is a translation:

*"We may say to the readers of "Footwear"—more particularly to those whose mother tongue is French and who might not have a perfect knowledge of English—that the circulation of this February number of "Footwear"—our Province of Quebec number—is more than double that of all the other leather and shoe publications of North America, and that it exceeds the total paid circulation of all the journals of the shoe industry in the entire world!"*

Boston papers please copy!

# Rubber Footwear Notes

## Situation in Canada—New Prices—Prospects.

AS may be noted from the various announcements in this issue, we have with us another rubber season. Officially, March 1st, is supposed to usher in the new offerings of winter rubber footwear, and start the men out to the trade with new prices. A survey of the situation finds the average dealer with light stocks of rubbers, and in spite of the unseasonable winter—or lack of winter—the carry over should be small. For purchases during the last year have been of the hand-to-mouth variety, and every spell of real weather has caused a virtual avalanche of rush orders to fill up empty spaces. Possibly the sale of heavy goods for what might be called industrial purposes, has been the lightest proportionately, so that if any large stocks are carried over, they may be of those lines.

Using the opening prices of 1921 as a basis, a reduction of about fifteen per cent is noted in the new list. It will be remembered that last fall a general reduction of ten per cent was made, and on March 1st, 1922, is seen a further drop of slightly less than five per cent. Manufacturers frankly state that in view of general conditions, costs, etc., no drop was actually justified; but they felt that public sentiment demands concessions, and they have met that demand to the fullest extent possible. They further feel that rock bottom has been reached. Rubber shoes did not advance to the same extent as many other articles, so that similar reductions can hardly be looked for. They point out the fact that ten years ago rubber shoes of quality and finish decidedly inferior to those produced today, were selling only fifteen per cent lower than today. This notwithstanding the fact that labor, overhead and other costs are vastly higher today. It may be inferred that in those days the rubber manufacturing game was fairly lucrative, today none of the producers would be any too proud to exhibit their financial statements as examples of a get-rich-quick proposition.

To analyze the situation further, from a manufacturing standpoint, finest grades of plantation crude rubber are available at something under sixteen cents per pound, with demand poor. The tire situation has been shot to pieces by the business depression, and anything in the nature of a stimulated demand in that field would undoubtedly boost prices of crude rubber. Further, inasmuch as authoritative estimates place the cost of production at about twenty-five cents per pound, it is easy to see that rubber planters have an incentive to work for a higher price. Reduced costs may result from slightly cheaper fabrics and other materials, and general wage reductions in rubber mills, but it is felt that these will be more than offset by possible increases in the price of rubber, and increased unit cost due to lower output. The retailer can therefore see that the rubber man is able to make out an excellent case for himself, and it is difficult to find any flaws in his argument.

The new lists retain the regular date, April 30th, for early placing, with the regular discount of five



FIT-ALL FOOTHOLD  
Made in three sizes to fit almost any kind of a shoe by  
Gutta Percha and Rubber, Ltd.

per cent. The dating is November 1st, with two per cent ten days or net thirty days. Representations were made by the N. S. R. A. that an extension of a further thirty days should be made, bringing payments to December 31st, but the manufacturers were unable to make any further concession, as may be noted in another column of this issue.

The offerings for this season embody a number of new lines, which serve to round out the samples, and inject a bit of novelty. The bulk of the goods, however, consisting of the bread and butter lines, remain unchanged, except in so far as is demanded by new lasts.

The spirit of hesitation and holding back is abroad in the land. Though the season for tennis goods and outing shoes is already in sight, the volume of orders placed is such that, if the demand prophesied for sport shoes of both leather and canvas is realized, there will be a last minute scramble for goods, and many lost sales. Rubber men feel that retailers should at least place early their absolute requirements if they expect to be in business next fall. Prices are guaranteed against decline till November 30th, whether goods have been delivered or not at date of decline; a volume of placing orders facilitates the laying out of a manufacturing programme, and a volume of shoes going through the mills ensures employment for a certain number of hands; while lack of orders will force a shut down of a certain length of time which would disorganize production, raise costs, throw men out of employment, and reduce the purchasing power of the community to that extent.

The standard of quality is considerably higher than it was even a couple of years ago, and for that reason it is believed that importations from the United States will be less in 1922 than heretofore. One leading manufacturer says:

"We believe that the demand for tennis goods during 1922 will be satisfactory, as prices are now at about the right level. Last year, retailers thought that they were too high."



# Rubber Footwear

**Situation Analyzed by Mr. C. W. Barnes Before American Shoe Wholesalers.**

**D**ISCUSSING the situation with regard to rubber footwear, before the National Shoe Wholesalers' Association, Mr. C. W. Barnes, of the United States Rubber Company, said:—

"Rubber manufacturers, particularly footwear manufacturers, were of course aware that their prices had not gone up as high as many other commodities, but we really did not know just how our prices stood in relation to farm products and various classes of manufactured goods, and for the purpose of determining that, figures were obtained from the United States Bureau of Labor, in Washington, which keeps index figures of the prices, yearly, of a long list of commodities. The figures that I am using are those figures obtained from the Bureau of Labor, with the exception of rubber footwear. The rubber footwear figures are of course compiled from the price list. All the figures are average prices and are weighted, that is, due consideration given to the quantity of each article sold, as well as to the price at which it is sold.

"Rubber footwear prices reached their peak with the advance that took place on the 1st of January, 1920, and at that time they were 43 per cent higher than they were in 1913. The Bureau of Labor, to get a par figure for comparison, took average weighted prices for the calendar year 1913 and then made comparisons with these prices for the succeeding years and also for the preceding years, measuring up or down from the weighted average of 1913. The par figure for 1913 is, of course, 100. As I stated, rubber footwear prices were, when at their peak on the first of January, 1920, 143, or an advance of 43 per cent. over the par year of 1913, General commodity prices, as given by the Bureau at that time were 243 per cent. or an advance of 143 per cent.

"To go a little more into detail, cotton reached a peak in 1920 of 307, or an advance of 207 per cent; wheat 335, or an advance of 235; corn 240, an advance of 120; hogs 218, reaching the peak in 1919; cattle 205; all farm products, 234; building materials, 308;



WOMEN'S SEDAN

Velvet carriage boot, fur bound, with quilted lining, rubber sole and heel.  
By Ames Holden McCready, Ltd.

house furnishings, 337; clothing, 302, and, as I stated before, all commodities taken together were 243. I think that shows conclusively that rubber footwear prices did not go up to anything like the same extent that general commodities advanced.

"Probably shoe wholesalers have been very well aware of that fact, and I think a good many retail dealers, too, have been aware of it, although they don't always talk that way.

In December and in November, 1921, we heard rumors (and probably you heard them, too) that there would be a decrease in price of 20 or 25 per cent, or even 30 per cent, on the 1st of January. No such decreases as that in price were possible at that time because there had been no increase that would warrant it. For 1922 we estimate that our actual and estimated cost of materials will be about 22 per cent less than it was in 1913, which was the par year of 100. That is the estimated cost of all materials and includes rubber. Excluding rubber and taking fabrics alone, the actual and estimated cost for 1922 is 70 per cent greater than in 1913. There was a very heavy advance, too, as compared with 1913, in the other expenses, the other costs—labor, direct and indirect, freight, insurance, selling expense, and the general expenses of management.

"We think prices have come down, and yet fabrics are 70 per cent higher than they were in 1913. Of the fabrics that we use, cashmerette, of which a great deal is used in arctics and gaiters, cost in 1913, 52c., and we estimate the cost in 1922 will be 96c. Jersey cloth in 1913 cost 56c.; we estimate in 1922 that it will cost \$1.50. Fleeces for linings cost in 1913, 42c.; we estimate for 1922, 95c. Cottonettes cost in 1913, 39c.; the estimated cost for 1922 is 87c.

"With the uncertainty existing regarding prices and the general impression that prices are very high, there is of course a corresponding inclination on the part of the retail dealer to withhold his buying as long as he can. We deal in a commodity that has a seasonal use; the consuming season runs only for about four months, and it must be manufactured during a period of eleven or twelve months. It is, of course, impossible for manufacturers to go ahead and make a sufficient quantity of goods unless the retail dealer can be brought to place reasonable orders well in advance of his requirements; in other words, the manufacturers cannot go ahead and run stock to the extent it would be necessary if the retail dealers generally delayed placing their orders until very late in the season.

"A fair example of what happens in that case is the present demand for jersey cloth gaiters. Retail dealers did not anticipate any such demand as there has been this winter, and for that reason manufacturers of course did not make up a sufficient quantity of goods. By the 1st of November all the jersey cloth gaiters we had were fairly well made up and we were faced either with the situation of reducing our tickets or else piling the goods into stock. A greater anticipation of the present fad for wearing these gaiters and the larger placing of orders by the retail dealers early in the season would have at least decreased the present shortage on this grade of goods.

"I think we are going to run into the same situation in regard to fabric shoes—I mean rubber manufacturers' fabric shoes. Retail dealers have not placed their orders to the extent that at least we had hoped and to the extent that we believe is necessary, and unless they can be persuaded to do so before the

consuming season is at hand, there will not be goods enough made up to supply the demand that will arise at that time.

"There has been a great curtailment in the number of rubber boots and shoes manufactured during the calendar year, 1921; the rubber companies generally have decreased their tickets and have made less goods than they have at any time since 1912 or 1913. In spite of a poor consuming winter last winter, during the winter of 1920 and 1921, and somewhat unfavorable conditions this winter (although better than last winter), it seems to us that stocks must be fairly well liquidated and that they are not large anyway in the hands of the retailers, and I do not think, with certain exceptions, the wholesalers have any serious amount of stock on hand. Industries are starting up all over the country; at least, there are some indications of their starting up. I refer particularly to the mining of copper. The copper mines of the west are about to resume activities. We feel that the bottom has been touched and that we have every reason for looking for a better rubber footwear business in 1922 than we enjoyed in 1921.

#### RUBBER FOOTWEAR PRODUCTION.

At the annual meeting of the Rubber Association of Canada, it was decided to start to collect statistics on the production of rubber footwear. These figures will become more valuable after they have been collated for a period of years. We are indebted to the Rubber Association for the following figures of rubber footwear production which have been compiled from returns made to the Government of Canada

Census Bureau for the years 1919 and 1920 by all the companies of the Dominion engaged in the fabrication of rubber footwear.

As the schedules on the questionnaire of 1919 did not call for the separation of tennis footwear from other varieties, it is evident that many companies in that year included tennis sizes with their ordinary rubber footwear. Owing to this fact the 1919 size figures are somewhat misleading, although the figures of total production are correct.

A return of soles and heels was not asked for in 1919.

The figures for 1921 have not been compiled yet, but it might be anticipated that they will fall short of those of 1920. The number of rubber heels produced appears large, but in proportion to the number produced in the United States, it is relatively small. Manufacturers in Canada will therefore likely devote even more of their attention to this field.

#### RUBBERS.

A few words about rubbers would not be amiss, as most shoe merchants have come to realize that a good line of rubbers not only brings customers to the store but can be made a most profitable department if properly handled. It is not so essential that you carry a big stock as that you have a well selected stock. Buying rubbers intelligently is just as essential as buying the right lines of shoes, yet how many merchants give the subject the proper amount of thought? Many order blindly without proper attention to quality and style.

Many a store has built up a reputation on rub-

	1919		1920	
RUBBERS	Prs.	\$	Prs.	\$
Girls'	1,106,846	715,884	818,064	487,495
Misses'	1,020,039	814,510	893,920	581,346
Ladies'	3,963,660	3,524,386	3,296,463	2,678,508
Boys'	984,963	939,402	739,295	710,002
Youths'	731,301	448,469	509,401	402,449
Men's	2,805,176	3,176,920	3,528,974	4,260,095
RUBBER BOOTS				
Children's	108,664	246,652	22,137	253,967
Ladies'	109,138	268,135	97,445	244,450
Men's knee	356,063	1,285,453	330,384	1,588,893
"    hip	98,651	579,294	97,211	629,130
Boys' knee			5,953	25,003
GUM RUBBERS				
Shoes	923,155	2,468,667	932,911	2,406,556
Boots	574,418	1,414,405	300,002	984,236
OVERSHOES				
Children's	81,024	145,945	79,015	146,273
Ladies'	87,163	148,214	95,042	179,563
Men's	374,651	893,050	1,022,328	3,228,288
Total - - - - -	13,324,912	\$17,069,386	12,868,545	\$18,806,254
TENNIS				
Shoes-Children's			665,781	690,339
"    Ladies'			1,180,824	1,676,620
"    Men's			1,043,169	1,686,680
Boots-Children's			329,471	323,513
"    Ladies'			267,889	248,181
"    Men's			701,380	900,733
Tennis Totals	337,596	\$ 360,389	4,188,514	\$ 5,526,066
LUMBERMEN'S Shoes	301,952	242,409		
MISC. Footwear	120,538	\$ 169,389		
Total Footwear	13,886,998	\$17,841,573	17,057,059	\$24,332,320
SOLES & HEELS				
Full Soles			351,563	107,867
Half Soles			212,129	50,779
Heels (all kinds)			5,798,312	832,724
TOTAL				\$ 991,370



bers alone and customers will go a long way to get a properly fitted rubber. Some merchants look on the rubber business as more or less of a nuisance and there is where they are wrong. A customer has frequently been driven away from a store because they could not get the rubber they desired. And many persons have been attracted to stores because of the service they received when buying a pair of rubbers.

Too little attention is paid to properly fitting the customer. It were far better not to sell the customer at all than to sell a pair of rubbers which do not fit properly.

In the first place, a badly fitted rubber does not wear well and in the second place it does not look well. A rubber too small or too large or not fitted to the style of last will become an eyesore and may lose you a customer.

In the second place, it does not pay to sell cheap rubbers any more than it does to sell cheap shoes. They never look well and they will not give the service.

It is a good idea to try to sell the customer a pair of rubbers at the time you sell a pair of shoes. A little clever salesmanship can usually do this. Explain to the customer that this is the type and kind of rubber for the particular make of shoe which the customer has bought. Explain also in a nice way that every rubber will not look as well nor fit as well on this particular shoe. Tell them that if rubbers are worn during the bad weather that not only will their shoes give them better service but that they can save the price of the rubbers on their doctors' bills.

Keep your rubbers in clean, neat boxes and be sure they are kept in a dry, cool place. Rubber rots if kept too hot or too cold. Either extreme in temperature is bad, so watch where your rubbers are

stored. Many complaints about rubbers wearing out rapidly are due to this cause.

It is also a good idea to tell your customers not to put their rubbers too near the stove or the radiator and also not to leave them outdoors in bad weather and expect them to give good service. Tell them to take proper care of their rubbers and they can expect at least two seasons' wear out of them.

SHOES

### RETAILERS ASK RUBBER MEN FOR LONGER DATING.

On behalf of Canadian shoe retailers, President Ed. Stephens, of the National Shoe Retailers' Association, approached the rubber footwear manufacturers for an extension of the time in which to pay rubber accounts for placing orders. The retailers pointed out that to obtain discounts they must pay for rubbers in the fall, and tennis goods in the spring, about a month before any of the goods are sold.

The manufacturers took the stand that in February they are making goods to be sold in the fall, that they have to pay for labor and materials used, and that they carry the financial burden for ten months of the year, while the retailer has it for two months. They expressed the belief that if they assumed the financial burden for the entire twelve months the number of retailers would be considerably increased, as little or no capital would be required to start a retail footwear business. They allege that the result of such credit extension would be an increase in manufacturers' prices, and increased competition for existing shoe retailers, among whom there is severe enough competition already. The manufacturers asked the retailers therefore not to insist on the extension for which they had applied.

### 1920 FIGURES ON THE CANADIAN RUBBER INDUSTRY, PREPARED BY THE CENSUS BUREAU.

	No.	Value
Automobile tires manufactured	1,561,824	\$35,175,801
"    tubes    "	1,427,546	4,271,461
"    solid tires    "	21,444	729,857
Bicycle tires	241,890	428,979
Motor Cycle Tires	15,172	154,556
Rubber footwear of all kinds, prs.	17,057,059	\$40,760,654
"    belting    "    ft.	3,727,230	\$24,332,320
"    hose    "    ft.	4,067,694	3,101,412
Capital, Land, buildings, machinery, tools, materials, cash, accounts, etc.		1,882,518
Factory officers and employees	15,311	58,370,039
Salaries and wages of above,		16,222,087
Rubber used, lbs.	32,816,758	13,620,122
Cotton used,	11,587,719	19,491,367
Chemicals used,		2,548,471
Total materials used		41,838,200
Fuel used,		321,565
Average daily power used, h. p.	38,601	
Repairs		1,427,895
Rubber imported (crude, hard, scrap) (and reclaimed) lbs.	32,730,170	13,738,205
Pneumatic tires and tubes imported,		2,545,964
do    do    exported,		11,043,255
Footwear imported		328,453
do    exported		1,632,679
Total production of rubber goods for 1920		\$80,717,308

# Producing Plantation Rubber

## A Snapshot at Some of the Activities of the Rubber Plantation.

**T**HE average man has become so used to the idea of rubber as it is found in articles of every day use, that he forgets it is a product of comparatively recent development, and that between its original state and finished condition there are steps involving constant study and improvement. Up till ten years ago the bulk of the rubber used for manufacturing purposes came from the jungles of South America, Africa and other outlying districts. In recent years, however, development of rubber plantations has been so great that the biggest source of raw rubber is now the East Indies, where mass production has been applied to the problem.

Climate and labor conditions apparently combine to make the steamingly tropical island of Sumatra an ideal place for rubber production. Out there, at any rate, a large American rubber company operates a plantation covering 70 square miles and employing a force of 20,000 employees, male and female. There are no 8 or 10-hour days in Sumatra. To overcome the natural disinclination of the tropical native to perform manual labor, a system of "task" labor has been devised whereby the worker performs a specified amount and is then through for the day.

As most of the laborers are anxious to get finished, there is an air of hustle in the early morning hours. As a rule everyone is in the field by 5.30 or 6 o'clock, and by 11.30 the heaviest part of the work is done. Because of the tropical conditions the Dutch Government requires that an hour's rest be given the workers after 6 hours' toil. Tapping a rubber tree is an art that requires a delicate touch and a skillful hand. Contrary to general opinion the rubber is not the sap of the rubber tree, but it is fluid called "latex," found between the corky outer bark and the hard, thin inner tissue that encases the wood. Javanese women are among the best tappers—better than their own men and far superior to the Chinese coolies, who do most of the heavy work on



SHORT PULLOVER  
By Gutta Percha and Rubber, Ltd.



"RESISTO" GUM BOOT  
By Gutta Percha and Rubber Ltd.

Sumatra plantations.

### "Task" is 450 Trees Daily.

Tapping is done with a knife of razor-like fineness, whose blade is so thin that 20 incisions may be made side by side with a width of one inch. The best method of tapping is to make a diagonal cut a third of the way round a tree.

If too deep the cuts will injure the tree, if too shallow, no latex will flow. The latex does not flow through the tree like sap, but is found in cells. Trees that have been tapped long respond to a few days' rest.

The tapper's "task" is usually 450 trees and he or she is through with the work by noon. By 8.30 all the trees have been tapped and the work of collecting the latex from the cups begins. Each collector takes his latex to the shed to be weighed. In the afternoon, smaller jobs, such as weeding, cleaning utensils, and sharpening knives must be attended to. By 4 in the afternoon, even the slowest workers have finished their tasks.

### Chinks Shine at Heavy Work.

The Chinese shine in the heavy work of clearing the jungle and burning the brush, taking out stumps, making drainage ditches and planting the young rubber trees which is all usually contract work. After the ground has been worked over with a chankol, an adze-like tool, from 100 to 200 seedling trees are planted to the acre. The weed growth would flabbergast a Canadian farmer. The customary method of keeping down the weeds is to chankol the entire plantation once a month, an expensive operation. Some successful experiments have, however, been tried planting mimosa, a ground creeper which chokes down other weeds.

The laborers eat but two meals daily. Before starting work in the morning they grab a hasty snack. The first real meal comes at the rest period, and the big meal at night.



# Rubber Association Of Canada

Although a comparatively young organization, the work of the Rubber Association of Canada, as consolidated under the secretary and manager, Mr. A. B. Hannay, covers a wide field and is of value not only to the industry but to the country as a whole. A view of some of the activities is given by the following from the annual report of the manager:

In presenting his second Annual Report, your Manager at the opening desires to congratulate the various companies upon the success with which they have come through an exceedingly difficult business year. Decline of values in rubber and fabrics created grave problems for companies holding substantial quantities of materials or such as were heavily committed by contracts. Surprising strength has been shown by the manner in which Canadian rubber companies were able to absorb losses upon their materials and manufactured stocks, and also to adjust themselves to a decline in demand for their products, resulting chiefly from serious shrinkage in the purchasing power of the Canadian buying public. Confusion which developed in the great rubber industry of the United States complicated the Canadian problem. However, the strength, energy and resourcefulness of Canadian companies, and the excellent quality of their products, enabled them to remain in control of the domestic market and continue their substantial operations in the export field. The outlook for the future appears to warrant expectation of steady improvement for the Canadian rubber business, both at home and abroad.

"In anticipation of Tariff revision the Association gathered information designed to aid the Government in reaching sound conclusions upon Customs schedules. As the Government decided against a general revision of the Tariff last session of Parliament, it was not found necessary to file a case for the Rubber industry. The information of the Association upon this subject is being supplemented and



Mr. W. A. Eden Canadian Consolidated Rubber Co., Ltd.  
President Rubber Association of Canada

brought down to date. It will be available whenever the new administration undertakes the task of dealing with the tariff schedules.

"Few, if any, changes in the Tariff are expected to be brought down in the Budget of the approaching session of Parliament which opens early in March. Hon. Mr. Fielding has come back to the Finance portfolio, to find the Fielding Tariff of 1907 still in operation, as it was when he felt office in 1911, and he is unlikely to undertake his third general tariff revision without the same sort of an enquiry that preceded his two previous revisions. Therefore a Tariff enquiry may be expected sometime after the close of the approaching session and possibly, the Budget of 1923 may give effect to a new tariff.

"An application for readjustment of freight classification on tires was refused by the Canadian Freight Association. The Rubber Association therefore decided to make an appeal to the Dominion Railway Board. A great deal of care was given to the preparation of a case, many meetings of the Traffic Committee being held. The case was presented to the Railway Board by your Manager and was opposed by the Canadian Freight Association. The judgment of the Railway Commission was favorable to the Rubber Association. Tires moving in carloads were reduced one class and wire-bound bundles of tires in less than carlots were placed on the same footing as crated tires. This decision put the Canadian tire manufacturer on a freight equality with United States tire producers and resulted in a considerable freight economy. The decision supplements the rubber footwear freight classification previously obtained, and enables the mixing of tires, footwear and other rubber articles. Several of the companies have found that this mixing privilege is most useful in their shipping operations and leads to great saving in the freight costs of the shipper and to the reduction of operating expenses of the carriers.

"Consideration has been given to the employment situation and a number of rubber companies have arranged the direct exchange of information with neighboring companies for the purpose of equalizing conditions and benefiting both labor and themselves.

"Statistics of tire and tube production, inventory and sales have been gathered throughout the year and have given valuable guidance to companies in both production and sales programmes.

"Conference have been held with the Dominion Statistical Office and suggestions made for changes in Government questionnaires, designed to produce returns which will prove more useful to the rubber companies contributing the information. The Government officials have shown entire willingness to co-operate, as far as lay in their power.

"It is expected that arrangements may be completed for the compilation of Association figures upon Canadian footwear inventories, production and sales, similar to those now being compiled upon tires. Such figures are now gathered each year by the Federal Census Department but they are issued so late that they prove of little use to the rubber footwear manufacturer who desires to have a close survey of the footwear situation to assist him in planning future production.

"The Association office has received and passed on to interested members information upon applica-

(Continued on page 61)



# The Practical Side Of Retail Selling

By Harold F. Podhaski.

## PART II.

In the first article of this series I devoted my discussion mainly to the matter of lessening the labor turnover, describing methods that have been successfully employed by various merchants to accomplish this result. Naturally any plan you might employ that would have the result of lessening the labor turnover would, at the same time, serve to increase the efficiency of your selling organization. And, by the same process of reasoning, any plan employed to increase the efficiency of your salespeople also would have the result of lessening labor turnover. When the employee is satisfied with his work, his surroundings, his income, and with the treatment accorded him by his firm, it will all quite naturally have the effect of making a better employee out of him. It is one of the laws of human nature that we are more efficient in that work which we enjoy.

However, and here another law of human nature is involved, it matters not how capable an employee may be he is a very rare person indeed who is more interested in the welfare of the store that employs him than he may be in his own. The salesman who is really worth while is the one who is interested in both his own success and that of his firm as well. Therefore, when you offer the average salesman an opportunity to turn extra compensation for himself you provide him with an incentive that promotes his efficiency, and this, in turn, naturally increases the income of the store. You can safely assume that 95 per cent of your salespeople will respond to almost any method you may employ that will offer them an opportunity of earning additional compensation.

In this article, I will devote my discussion to plans and ideas of this nature that have been successfully employed by other merchants.

### **This Contest Increased Sales 30 Per Cent.**

Remarkable success in promoting the efficiency of its sales organization was obtained recently by a large store in Alabama, the plan used comprising a contest in which \$300 in cash prizes was awarded various salespeople who were ranked according to the customers' ideas as to their efficiency.

The plan itself is a decidedly unique one and so far as I am able to ascertain, is entirely original with this concern. As to results accomplished the idea serves a two-fold purpose in that it not only compensates the salespeople who really merit it, but gives public recognition to individual ability.

Announcing the inauguration of the contest in newspaper advertisements, the company stated that it planned to reward those among its salespeople who proved the most efficient, and requested that the public act as judge in naming those whom it deemed should be thus rewarded. The contest was to continue over a period of six months and at the end of that time the prizes were to be awarded, \$300 in all, apportioned as follows: First prize, \$100; second prize, \$50; third prize and fourth prize, \$25 each; and ten prizes of \$10 each.

The public was asked among other things to be fair and impartial in giving its decision, and not to base its selections upon personal friendship for the



VAKURE BOOT  
By Independent Rubber Co., Ltd.

individual salesperson. It was asked to judge according to merit, neatness and cleanliness of appearance, courtesy to customers, application to duty, knowledge of the merchandise, etc., etc. In order that there might be no difficulty in identifying the various salespeople they were required to make out a sales-slip for every purchase whether cash or credit, and write their names in a blank space provided for that purpose at the bottom of the slip. This record was given to customers with every purchase during the time the contest was in progress.

During the entire six month period some reference or other was made to the contest every day in the store's regular newspaper advertising, and once each month the standing of the various contestants was published.

First prize was awarded to the sales-clerk about whom the company received the largest number of letters of commendation during the time of the contest. Second prize went to the clerk about whom the second largest number of letters was received, etc.

The most surprising circumstance about this particular contest perhaps was in the large number of letters that were received. By continually referring to it in the store's advertising the matter was kept before the attention of the public, and it was really surprising how many people took enough interest in it to write letters of commendation for their favorite salespeople.

As to results the merchant can readily see where-in a contest of this nature would be really a worthwhile venture. Not only were the prizes offered sufficiently tempting to stimulate an interest on the part of the salespeople, but the matter of personal pride also served a definite purpose as public recognition was given to individual ability.

As a matter of fact comparing the cost of the plan with the final results that were accomplished, in this particular instance it proved one of the best investments that the store had ever made. It was estimated to have increased the gross volume of sales during the period by approximately 30 per cent.

(Continued on page 52)



You can show with pride to your customers  
**THE PACKARD** Goodyear **SHOE**  
 Welt

Made In  
**CUSHION SOLE and STRAIGHT WELT**  
 In  
 Children's, Misses', Youths', Boys' and Little Gents' Sizes  
 For **STYLE and WORKMANSHIP** they are unsurpassed

Our travellers are now on the road with a full range of samples

**GOODS ARE RIGHT  
 PRICES ARE RIGHT**

**L. H. PACKARD & CO., Limited**

Manufacturers of

**GOODYEAR WELT SHOES**

9 to 17 St. Antoine Street

-

**MONTREAL**



## Jobbers---

*These Shoes Will  
 Increase Your Turnover*

This new Two-Strap Model is one from our fine range of strong sellers. It is a highly popular last and pattern, and the design on the vamp can be changed if desired.

**In-Stock For  
 Immediate Shipment**

We have provided for the big demand for these shoes in Patent Leather, Brown Side and Velour Calf.

Reliable Values are so exceptionally good that they provide the trade attraction needed to swell your Spring Sales.

**The RELIABLE SHOE CO., Limited**  
 808C Papineau Ave. - - - - - Montreal

**JOS. LACASSE, Manager.**

# How Some Sales Were Put Across

By Ernest A. Dench.

## Prices at the Lowest Levels.

Prices of a number of articles have reached their bottomest levels. To convey to the public that further reductions were impossible, and that a rise was imminent, The Coulombe Shoecraft Shop, Quebec City, put in an effective window display. The trim was divided into two parts by means of streamers. The first streamer was headed "1920" with a feathered arrow pointing swiftly downwards to illustrate the sudden drop in prices. The streamer in the other half of the display started off with the figures "1921" with a feathered arrow that was placed neither up nor down. A question mark on the tip of the arrow caused people to stop and think. In the first half of the trim merchandise at 1920 prices were displayed, while the second half was given over to a display of goods at rockbottom prices for 1921. A card captioned, "New 1921 Rockbottom Prices," was visualized by covering the floor with a number of rocky mounds.

## The Secret Cost Code.

Maurice Pollack, Quebec City, upset all precedents by acquainting the public with the secret cost code in vogue at his store. This was the stunt that helped to put over a recent sale in all departments of the store. The secret cost code was given publicity not only in newspaper advertisements, but also by a tremendous banner that occupied the entire length of the store front. The goods in the show windows and inside the store bore their original price tags, with the sale price at the side. All the public had to do was to refer to the secret cost code in order to discover how close to cost the articles were being offered at. Such a stunt is not wise in normal times, but since the buyers' strike has swept the country, nothing is too drastic in order to win the confidence of the public.

## The Summer Atmosphere.

Stobers, Ltd., Montreal, provided appropriate atmosphere for their Summer Sale. Each of their show windows was decorated with a canoe cut out of paper. With blue lines underneath the craft to represent water. A paper pennant was fastened to the top of each canoe, the pennant heralding some special sale offering.

F. J. Payette, Montreal, calls attention to his Daily Specials by means of a bulletin board placed outside the store. The board is captioned: "F. J. Payette's Daily Specials." Then follows a list of the bargains for that particular day.

## Invading the Enemy's Camp.

The Au Bon Marche, Hull, Que., is a store that has to contend with the strenuous competition from the Ottawa stores at the other side of the river. Yet this has not stopped them from going after the patronage of Ottawa residents. During a recent Clearance Sale, extensive space was taken in the Ottawa dailies, telling how accessible the store was from the Capital city, and offering to pay the one-way carfare of Ottawa purchasers. Another inducement was to deliver all merchandise in Ottawa and vicinity free of charge. The slogan each announcement bore was "It Pays to Shop in Hull." It took considerable nerve to invade the enemy's camp, so to speak, but this

spirit should be demonstrated by every small town that is up against big city competition.

## Viewing the Side Windows.

Murphy-Gamble, Ltd., Ottawa, Ont., hit upon an effective method of getting people to view their windows off the main shopping thoroughfare—Sparks Street. Their store extends clear through to the next street with numerous side windows enroute. Many folk would not ordinarily take the trouble to walk over from Sparks Street, so the New Management Sale provided the right inducement. In each and every Sparks Street window appeared a large card, on which it was pointed out that many unadvertised bargains were to be found on display in the Queen Street windows. Apart from getting people to view the Queen Street displays, many customers took the short cut through the store—a trip that led to purchases in many cases.

## Clover Leaf Day.

The Dolly Imbrey Store, Ottawa, Ont., stimulated sales by A Clover Leaf Day. All goods were offered at the ordinary prices, but each purchase entitled the purchaser to a free article, the value and nature of which were governed by the amount of the purchase. Patrons were asked to keep all sale checks, as they would be redeemed for the free merchandise after the sale was over. This allowed the store to handle crowds to its capacity during the single day set aside from the event. At the same time folks returning to redeem their sale checks invariably made additional purchases.

## Novel Use for Billboard Signs.

The Adams Furniture Co., Toronto, Ont., broke away from the conventional sale window display. None of their windows contained a single piece of merchandise. The sole object of attraction in each show window was the clever reproduction of an outside sign board, complete even to the pillars at the ends. Not even the name of the sign company was missing. Each sign board, of course, referred in some way to the sale in progress. The floor in front of the sign was covered with artificial grass, carrying out the effect of the sign being placed on a vacant lot.

## Animal Animation.

The Lownes Dunlop Co., Toronto, Ont., do not believe that a "stunt" window is effective unless it is in some way tied up with the goods on display. With this idea in mind, they placed a cage with two live squirrels in the center of their display. The squirrels amused themselves—and the public too—by doing stunts on the revolving wheel. A card at the side of the cage read:

"Watch These Squirrels—

Away they go—And Away go these goods at half price."

The remainder of the display was devoted to the special sale merchandise.

## A Good News Sale.

McRobbins Shoe Store, Vancouver, B.C., had a Good News Sale, the meaning of which was conveyed by a copy of a telegram posted on each show window. The telegram was from a big manufacturer and stated that all shipments on certain lines would carry substantial price reductions. The affected lines formed the basis for the Good News Sale.

## The Right Selling Plan.

Clamans, Ltd., Vancouver, B.C., employ price tickets on all merchandise in the form of a guarantee. Each ticket bears the following one-line caption: "Sold Under Our Right-Selling Plan."



# 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



Quick

Sellers

Trade

Builders

These shoes are a wonderful aid in capturing the extensive trade that demands stylish well-made shoes at a moderate price. Our unusual values hold particularly strong appeal to-day. Featuring them for Spring Trade will get splendid results for you. A complete choice range of Fine McKays for Growing Girls, Misses and Children, as well as Boys', Youths' and Gents'.

TO VISIT OUR PLANT TAKE PAPINEAU AVENUE STREET CAR GOING NORTH AND GET OFF AT BELLECHASSE STREET.

# DOMINION SHOE, LIMITED

2298-2302 Chabot St.

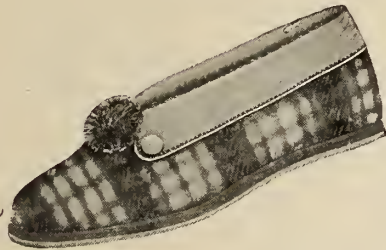
Montreal

*Mention "Shoe and Leather Journal" when writing an advertiser*

# Hartley & Co., (Waterfoot) Limited

Shoe and Slipper Manufacturers

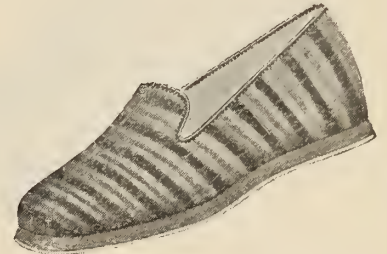
BACUP, Near Manchester, ENGLAND



No...B3—Women's Camel Hair Slipper,  
Rolled Top Silk Bound, Felt  
and Leather Sole.



No..B129—Misses', Children's and In-  
fants' Camel Hair Slippers,  
made with Ankle Strap, Felt  
and Leather Sole.



No. B4.—Men's Camel Hair Slip-  
per, Silk Bound, Felt and  
Leather Sole.

We manufacture one of the most popular lines of Camel Hair and Felt Slippers which is being handled by the Principal Jobbing Houses throughout Canada.

Be sure to see the complete range and note the strong selling features and exceptional values.

*Selling Agents for the  
Dominion of Canada*

## ROSS & SHAW

121 Wellington St. West

Toronto, 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 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

*Mention “Shoe and Leather Journal” when writing an advertiser*



# Dependable Shoes



The Hydro City travellers are now on their territories and will soon be calling on you. Wait for them. The shoe merchandise they are showing is certainly worth waiting to inspect. They're the Hydro City Solid All Leather Shoes—the assurance of satisfaction to your customers and of sales to you.

**Hydro City Shoe Manufacturers**  
Limited

SOLID ALL LEATHER SHOES  
Kitchener, Ont.

# SHANKS

## Made in Canada

Consult Us Now Regarding  
Your  
Shank Problems

McKay, Turns, and Welt Shanks, Fibre  
Steel and Combination

**The H. W. Steel Shank & Specialty Co.**  
LIMITED  
Preston, Ont.

# QUEBEC

Business is bound to improve. The patient who gets well permanently does not do so "All-of-a-sudden." It takes time. It takes confidence. He must think he is improving. Thinking RIGHT is the BEST DOCTOR of all ills—physical or Business.

Trade is by no means flourishing, but the low ebb has been reached, it has even been passed and with the chains on the RIGHT WHEELS of activity, we can make the grade.

Industrially and commercially Canada is better off than any other country, and business betterment is not likely to start in any other spot, than RIGHT in YOUR OWN STORE. Brighten up your windows—polish the glass—show your goods both in that window and to every person who offers the opportunity by all means get the feeling and saying of "Business is Better."

Right now in the dull time you should be preparing for the business that MUST come. Don't be caught in an unprepared condition. Don't think you are improving matters by letting your stock run down and the business-like appearance of your store lose its grip. Cutting expenditures to a point of inefficiency is not bettering your position. It is not economy to pull in all the old signs of advertising and activities. It costs more to start after new business when things "pick up." And business can't and won't pick up if we all quit, and take on appearance of a corpse. Remember the old saying "Dead Men Tell No Tales." It is the LIVE man who is telling his story right now harder than ever and as often as he gets the opportunity. Don't be a miser in keeping expenditures down to the last dollar. Business needs a stimulant NOW. It needs men of courage. A stick-to-the-ship type of sailor. It is even better to borrow money to keep up a good front than to become a skeleton of your former self by starving your business.



## THE PRACTICAL SIDE OF RETAIL SELLING.

(Continued from page 45)

Every merchant is well aware of the fact that much of his success depends upon the relationship existent between his store and its customers. To make that relationship invariably a friendly one is the duty of the retail salesman and we can readily see, therefore, that the success of the business lies almost entirely in the hands of its salespeople.

While there are exceptions of course to every rule, about nine out of ten people will respond to what I might term the "personal touch," and will go out of their way to patronize the store for which they may cherish a friendly feeling. This is somewhat in the nature of "call trade" but differs in that it is brought about by the selling organization as a whole, and not by the individual salesperson.

There is a store in Atlanta, Georgia, where this principle has been carried out with a remarkable degree of success, extra compensation being given the sales-clerks in the form of a bonus based on their total sales in order to stimulate their interest in the plan.

The principle of the idea is to have the clerks become personally acquainted with as many of the store's customers as possible. By this I do not mean, of course, a "social acquaintance", and can best express my meaning perhaps by referring to it as a "speaking acquaintance."

No doubt when a customer goes into a store for the purpose of making a purchase he, or she as the case may be, appreciates the compliment of being recognized by a salesperson and greeted by name. It shows that the trade of that customer is valued by the store and is an evidence of interest that undoubtedly has the effect of increasing sales.

The primary effort in this Atlanta store is to have the salespeople memorize as many faces and as many names of the store's customers as they can each day, and then to greet these customers personally by name when the opportunity is afforded. And not only are these clerks instructed to memorize names and faces, but the likes and dislikes of the customers as to merchandise, prices, etc.

The average merchant would doubtless be surprised at the constructive results he could obtain by inaugurating this plan in his own store. It is not difficult for the clerks to memorize names and faces this Atlanta store has learned since the plan has been in vogue, and where the proper incentive is provided so that the salespeople will take a reasonable degree of interest in the idea, in the space of a very few months hundreds of the store's regular customers become known to the clerks.

Suppose, for example, you have but ten salespeople and each one memorizes the names and faces of only two customers per day; that would be about 500 in one month, and you can readily see how this would reflect to the welfare of your business. It should really not be difficult for each clerk to memorize the names and faces of five or six customers per day, and by proper application to the practice they will not only benefit themselves but the business as well.

As has been previously pointed out at least 95 per cent of your salespeople will respond to almost any idea wherein the opportunity is offered them to earn extra compensation in addition to their regular salaries or bonuses. The plan I am going to describe

here is one of this nature, and I do not hesitate to pronounce it one of the most constructive ideas I have ever investigated in my years of experience in the retail field. It is a plan that provides adequate compensation for the salespeople and does so at little or no cost to the store.

There is one department in this store that is known as the "Flip-Flop Cash and Carry Department," owned and operated entirely by the retail sales-clerks. It has no rent to pay, no overhead expense, and always sells for cash. The profits are comparatively small but the turnover is rapid, and in the course of a month's time the department nets a fairly substantial sum. And remember, no overhead expense whatever has to be deducted from this amount, so if the department does a gross during the month of \$3,000, the difference between this sum and the wholesale cost of the merchandise represents the net profit.

Each day one or two of the regular sales-clerks devote all of their time to the operation of this department, taking their regular turns throughout the month. At the end of the month the total profit that the department netted represents the amount that is to be divided among the clerks of the store and is, of course, extra compensation over and above their regular salaries and bonuses. To divide this money up evenly—that is, give each clerk an equal amount—would be a mistake for in that case the clerk would be sure of a certain amount of added compensation each month regardless of what his sales record might have been. Therefore, the profits of the "Flip-Flop Cash and Carry Department" are divided up on a percentage basis according to gross sales.

This is perhaps best explained by citing a specific instance of how the method works out. We will presume that there are twenty salespeople and that their total gross sales for the month were \$20,000. Of this amount the clerk having the best record sold \$2,000; second best \$1,800, and so on down the line to the clerk who sold the least amount, which, we will presume, was \$500. Then let us suppose that the net profit for the month from the "Flip-Flop Cash and Carry Department" was \$1,000, this representing the amount that is to be divided up among the clerks in the form of extra compensation. The clerk with the best record for the month had gross sales of \$2,000, which represents 10 per cent of the total gross sales of all the clerks. Therefore, this salesman will receive 10 per cent of the \$1,000 which was the net profit of the "Flip-Flop Cash and Carry Department." The clerk with the second best record sold \$1,800, which is 9 per cent of the gross, and he will therefore receive 9 per cent of the \$1,000 as extra compensation. The clerk who sold only \$500 during the month, which is 2½ per cent of the gross sales, will therefore receive 2½ per cent of the \$1,000 as extra compensation.

The profits which the store nets from this department are substantial enough that divided among the clerks in the manner as above described it equals a sum worth working for. And naturally the result is increased sales and increased profits for the store.

Every day in the store's regular advertising in the newspapers some space is devoted to describing the special bargains offered in the "Flip-Flop Cash and Carry Department," which the buying public knows is owned and operated by the salespeople themselves. Usually the merchandise offered comprises various odds and ends

**QUEBEC TRADE FETE MR. & MRS. J. A. SCOTT.**

The Shoe and Leather trade organized a surprise party to honour Mr. and Mrs. J. A. Scott, on the occasion of the 25th anniversary of their marriage. The happy event took place Saturday, the 25th of February, and was a real success. The party consisted of 70 shoe and leather friends of Jimmy and Madam, a special car was on hand from Quebec to Breakyville. On arrival, Mr. and Mrs. J. A. Scott were presented with two addresses, one in English read by Mr. O. Goulet, and one in French by Mr. Fred. Marsh. Mr. J. A. Scott responded in his usually happy vein, and was quite affected by the surprise. Mrs. J. A. Scott spoke in pure French, which was very much appreciated. Miss Rae Scott made everybody happy by saying in both languages how much she appreciated the demonstration towards her father and mother. Mrs. and Miss Scott were presented with magnificent bouquets of roses. Mr. J. A. Scott was presented with an authentic bronze "Vox Patria," of great value, representing a French poilu in full attire. Mrs. Scott was presented with a lovely Geneva tea set mounted on silver. There were also a number of other valuable silver gifts. The party had arranged for a full dinner to be served at Mr. Scott's residence, and the idea was carried to a success. The unique feature of the occasion was the fact that Mr. and Mrs. Scott were received in their own residence.

The dinner was presided over by Mr. Luc Routier, who presented the toast to the King. Toast to Mr. and Mrs. J. A. Scott was presented by Monsignor Lageux and Mr. H. Gale. Mr. Cleophas Blouin made also a very appropriate speech. During the dinner the well known leather man Albert Cloutier,

as usual astonished everybody with his appropriate remarks. A special song composed on recent events on St. Valier Street was ably sung by MM. Mailly and Goulet, accompanied on the piano by our good friend S. P. Dugal, of Dugal & Matte. A humorous leather address was also read by Mr. Borne, and a special chain-charm and watch, in something resembling silver, was presented to friend Jimmy

**OWENS-ELMES' NEW REPRESENTATIVE.**

Mr. J. H. McGee, who was for eleven years with Rannard Shoe Ltd., of Winnipeg, has joined the staff of the Owens Elmes Mfg. Co. Ltd. Mr. McGee has a wide acquaintance in the shoe trade of Canada, and is a thorough shoeman, having latterly been buyer for Rannard's, and located at their Portage Avenue store. His service with Rannard's was continuous, except for a period in the Royal Air Force, in which he was a Lieutenant. He will cover Eastern Ontario, a few other Ontario points and Montreal, before leaving for a trip to the coast and the United States.



New factory of E.S.Morton & Co., last makers supplies, Brockton, Mass.

## You Cannot Go Wrong On SAMSON SHOES

Wherever there is a call for Sporting Footwear Samson Shoes will meet it better than any other. Our complete lines of Hockeys, Baseball, Football, Ski Boots, etc., are your one safe supply for sure selling Sporting Shoes.

### SAMSON STAPLES

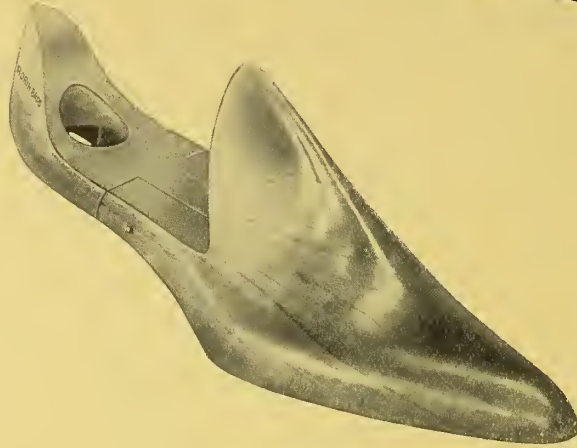
Continue to produce growing sales because they keep up their exceptionally high standard of VALUE. Complete your lines NOW for Spring.



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

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





### MANUFACTURERS!---We Can Supply You With BETTER FILLERS

The filler illustrated here is extremely light—and while made of the lightest wood possible is sufficiently strong to ensure serviceability. These wood fillers are decidedly superior to fibre fillers, correspond accurately to the Last, and fit the shoe perfectly. A trial order for ROBIN FILLERS will thoroughly satisfy you as to Quality and surprise you as to Price. A high grade, celluloid covered Filler upon which we are now working will be ready shortly. Watch for it.

## ROBIN BROTHERS

Montreal - Que.



Ask Your Wholesaler For  
"WILMAC LACES"

The Wilmac Label is the distinguishing mark of laces that excel in STRENGTH. The tags are guaranteed solid.

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.

**GIVE YOUR CUSTOMERS THE BEST  
BY SELLING THEM "WILMAC".**

# E. W. Mc MARTIN

45 ST ALEXANDER ST.

MONTREAL





## With The Shoe Manufacturers

A statement has been issued to the press by Mr. S. Roy Weaver, Manager of the Shoe Manufacturers' Association of Canada, as follows:—

"For the past two years the production of shoes in Canada has been below the normal requirements of the Canadian market by between three and four million pairs per year. Stocks have been greatly reduced and are now abnormally low. The public have not been buying the quantities of shoes usually required, but now are in need of footwear and purchasing in normal quantities cannot much longer be delayed.

"There are many indications that orders for shoes will increase to a very considerable extent in the near future," he said. "With Easter only a few weeks away, it is apparent that many retailers will be unable to obtain from their usual supply houses certain lines which are likely to be in good demand. Excessive or injudicious buying is not desired by any branch of the trade, but it is well that the present situation should be realized and that merchants should order without delay to cover their proper requirements during the next few months. Retailers buying directly from the makers must allow a reasonable time for such goods to be produced, while retailers buying from the wholesale trade should understand that wholesale stocks are low and that the supply houses also may be short of seasonal lines. No further price reductions are in sight."

The Shoe Manufacturers' Association of Canada has issued wall boards for distribution to retailers, the wording of which is as follows:—

### "Claims and Returned Footwear."

"Members of THE SHOE MANUFACTURERS' ASSOCIATION OF CANADA carefully inspect all footwear before it leaves their factories to ensure that it is in good condition. They cannot accept responsibility for damage which may result from subsequent accident or abuse.

"NO CLAIM will be considered unless the footwear in respect of which such claim is made is returned to the factory.

NO CLAIM will be allowed if the footwear has been worn, except in case of defects arising from faulty workmanship or other causes within the control of the manufacturer. If, upon examination, it is found that there have been such defects, the shoes will be repaired or credit allowed, at the option of the manufacturer. But no allowance will be made for more than the purchase price, less a reasonable deduction on account of the service which the footwear already shall have given.

NO ALLOWANCE will be made on patent leather and fabric footwear, except in case of defective workmanship in the manufacture of the shoes.

ISSUED BY THE SHOE MANUFACTURERS'  
ASSOCIATION OF CANADA

The following is a copy of a letter sent by the Shoe Manufacturers' Association of Canada to the United Farmers of Alberta:—

Mr. H. Higginbotham,  
Provincial Secretary,

United Farmers of Alberta,  
206-218 Loughheed Building,  
Calgary, Alberta.

Dear Sir:—Our attention has been called to a resolution recently adopted by the Carstairs Local, United Farmers of Alberta, requesting the Dominion Government to enact legislation requiring:

"That all leather footwear be plainly labelled stating the kind of leather used in the various parts thereof, including insoles and counters, also stating the process of tanning and giving common name of the animal from which the leather is obtained."

We note that the preamble of the resolution refers to footwear and certain other goods as being "sold under ambiguous names which are misleading to the public." Surely your members are mistaken in applying such statement to footwear. The principal leathers used in the manufacture of shoes are well known to the public and, for the most part, are readily distinguishable. The finer lines of shoes are made from calf or kid leathers, which are produced from calf and goat skins, respectively. Kangaroo skins also are employed for the manufacture of fine shoe leather. Patent leather is manufactured by application of a special varnish, usually to "side" leather. Medium grade shoes are made of leather from "extremes" or light cowhides, while "side" leather is produced from cowhides and is so named because of the fact that these hides are cut along the line of the back-bone into "sides." "Side" leather is used for work shoes and for heavy lines generally. For ordinary shoes, side leather is too heavy and has to be spilt. The leather with the grain or hair side is used for medium grade footwear and that with the flesh side ("split" leather) may be used for the manufacture of serviceable but cheap boots, although such footwear at the present time is not in much demand. Sheepskin leather is used for the uppers of certain low-price shoes and also sometimes for inside facings or linings for fine shoes. Glazed horse leather, made from horsehides, also is employed for the manufacture of some of the lower priced shoes.

You will appreciate that in every kind of leather there is a considerable range of selections. The lowest grade calf leather may be inferior to the highest grade "side" leather. Some kid leather may be less serviceable than glazed horse leather. From cowhides we get a splendid grade "side" leather and also the poorest quality "splits". Leather from some parts of the cowhide—the belly, for example—may be flanky and of very poor quality and yet under your resolution such low grade selection would be designated as produced from the hide of the cow, while the best quality "side" leather would be referred to in the same way. Your resolution does not take into consideration the wide range of selections and qualities in each kind of leather, and if your request were granted it would be an invitation to sell goods under labels which, while truthful, might be grossly misleading to the public.

The methods of tanning leather are distinguished principally by the use of vegetable or mineral tanning chemicals. These mean little to the average wearer of shoes, although the products of the two processes are readily distinguishable and we fail to see how any useful purpose could be served by a label, unless the latter set out the relative advantages and disadvantages of the two tanning methods. There are a large number of methods in use in treat-

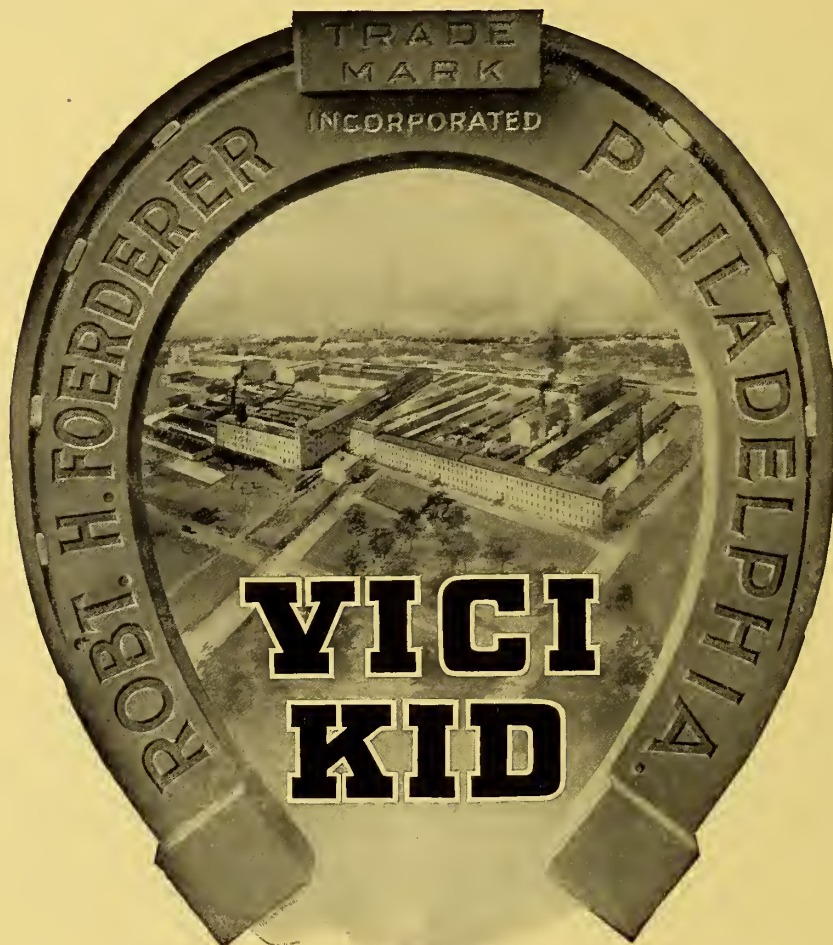


**ROBERT H. FOERDERER**

**PHILADELPHIA**

**INCORPORATED**

**PENN., U.S.A.**



*Mention "Shoe and Leather Journal" when writing an advertiser*

ing leather to obtain various finishes, such as glazing, pebbling, oil graining, etc., and it would be quite impracticable to refer to these on a label. A shoe may have a chemical tanned outsole, vegetable-tanned innersole, glazed kid upper with calf toecap, sheepskin trimmings, calfskin lining, felt box toe, fibre counters, and a heel composed of three lifts of side leather and three lifts of fibre. This only suggests the great range of combinations and from a statement such as the above it still would be difficult to gauge the quality or grade of the shoe. Moreover, the many combinations would necessitate the use of scores, if not hundreds of differently worded labels even in the same factory and to ensure correct labelling would entail much work and expense, which would have to be added to the price of the shoes. This added cost might be justified if such labels would afford any real protection to the buyer but we believe that they would be worse than useless. Moreover there are many practical difficulties to your plan which can not be dealt with in a letter such as this: some of them will occur to your own members as they consider this proposal more carefully.

You will remember that we wrote to you under date of December 7th, in reference to a resolution passed by the Nisbet Local, U. F. A., No. 925. In it we explained why fibre and other materials are used in many cases, instead of leather, for some parts of shoes. In case you may have sent on our original letter to the Nisbet Local, we enclose a copy and hope that you will be good enough to bring it to the attention of the directors of the United Farmers of Alberta because this is a matter upon which there is much misunderstanding, resulting in many cases in unwarranted criticism of the shoe manufacturers,

who are doing their utmost to give the most serviceable and best goods at the prices which their customer will pay.

No system of labels can protect the public against occasional disappointment at the quality of the products they purchase or even against misrepresentation on the part of some sellers. Even the purchasers of agricultural products sometimes suffer from similar disappointment or misrepresentation. But, as we stated in our letter of December 7th, the remedy is in the hands of the buyers themselves. "Either they may buy footwear bearing the name of reliable manufacturers, whose products they have found by experience to be satisfactory, or they may buy footwear from dealers in whose judgment they have confidence and upon whom they can depend to supply them with the very best footwear value at the prices which they are prepared to pay. It should always be kept in mind that the best goods usually are higher in price than boots of inferior quality. The price is not always a protection, but if purchasers will patronize merchants who understand footwear values and upon whose recommendations they can depend, they will be assured of honest goods at reasonable prices."

We should very much like to send copies of these letters to each of the members of your Board of Directors, and should be grateful if you would let us have their names and addresses as we consider that in fairness to the shoe manufacturers your resolutions should be fully answered.

Yours faithfully,

THE SHOE MANUFACTURERS'  
ASSOCIATION OF CANADA.  
S. ROY WEAVER, Manager.

*Peterboro*  
SHOE



Made  
To Satisfy

Since we began the manufacture of the Peterboro Shoe the same standard of High Quality has been strictly adhered to, and they have always satisfied customers in Appearance, Wear and Comfort. They will satisfy you in the sales and profits they produce.

Distributors for  
Maple Leaf Brand Rubbers  
Fleet Foot Outing Shoes

**B. F. Ackerman, Son & Co., Limited**  
PETERBORO, ONT. Western Branch, REGINA, SASK.  
MAKERS OF THE "PETERBORO" SHOE





## 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.  
Canadian Representative  
R. B. Bennett & Co. Room 32, 70 Lombard St.  
Toronto Phone Main 4016w

## 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.



## 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.

## 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.

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*

## Your Own Fault

It will be the dealer's fault if he loses sales through ill assorted stocks, or the lack of saleable lines, when the balmy days of spring start people on the hunt for smart attractive footwear.

Anyone who knows the condition of shoe stocks throughout the country and who also realizes the fact that people of all classes have for months been postponing their shoe purchases, until a more convenient season, will understand that just as soon as rubbers have to be discarded, men, women, and children will be on the market for new shoes.


The wholesale dealers whose announcements will be found on the following pages; have made preparations to meet this sudden demand, and all are in a position to serve the retail trade with not only the least possible delay but to the fullest extent in the character and style of goods required.

The firm represented are amongst the most reputable and enterprising in the Canadian trade, and their goods as well as prices will be found to meet fully the requirements of every class of trade.

The coming season promises to be one of universal interest from the standpoint of quick service, and everybody knows the advantage of getting goods just when he needs them most.

The SHOE AND LEATHER JOURNAL has every confidence in commending these firms to the consideration of retailers who wish to avail themselves of the advantages offered in the way of SALEABLE SHOES and RELIABLE SERVICE.





## *Be Ready to Capture Easter Trade*

One of your biggest problems during the next six weeks is going to be to satisfy Easter Shoppers.

The Robinson Stock, complete in all lines at all times, is full of the trade-compelling styles and values needed for this very purpose.

Do not lag behind in completing your lines. To make every sale possible, a choice selection and early displays are essential. Our service can keep you in constant readiness, with lines that will score big hits in popularity and SALES.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

**KITCHENER CORRESPONDENCE.**

Kitchener, Feb. 27, 1922

Interviews with shoe manufacturers of Kitchener elicited the information that mail and telegraph orders are coming in in sufficient frequency and over wide enough territory to lead to the conclusion that retailers are running short on stocks; that footwear which they had bought at peak prices has been pretty well passed on to the public; and that from now on manufacturers can confidently expect larger and more regular orders than has been their experience for the past year and a half, or more.

It is pointed out, however, by the manufacturers of the finer lines of shoes, especially ladies' lines, that the retailer is not yet placing orders for the Easter trade in any considerable degree. Every retailer experiences a large demand for the finer lines of shoes and slippers at Easter and by reference to their order books the makers conclude that stocks of these in the hands of the average shoe store are very short; and unless the merchant at once anticipates the Easter demand and places his orders, he will not be able to get delivery. The lines most in demand at that particular season are not staples, which the manufacturer puts into stock, but those which are made only as and when ordered. Moreover, they cannot be made up in a week or ten days, nor by every shoe operative, as such fine shoes require workmanship of the very highest skill and take a great deal of time

**MONTREAL RETAILERS MEET.**

The Montreal Retail Shoe dealers held a meeting on February 9th, at which they opposed the Early Closing Bill, which is now before the Quebec Legislature. They believe that compulsory closing of all shops at six o'clock would drive many customers to mail order houses. The Turn Over Tan was also discussed. Mr. Louis Adelstein, the president, was in the chair.

On the evening of March 9th, they are going to hold a dinner in the Place Viger Hotel. The committee have been very fortunate in making arrangements for an instructive and entertaining program. Mr. F. W. Stewart, president of the Canadian Manufacturers' Association, will give an address on "Salesmanship Under Existing Conditions." Mr. Stewart's unusual qualifications to speak along these lines of such a timely nature are well known to all members of the Association. Mr. J. O. Gareau, of the Mount Royal Departmental Store, will address the gathering in French, his subject being "Business Success." "How to obtain the Co-operation of Salesmen" is a subject of vital interest to retailers which will be dealt with in a talk by Mr. C. R. LaSalle.

**RUBBER ASSOCIATION OF CANADA.***(Continued from page 44)*

tions for financial subscriptions, upon requests for displays at fairs and exhibitions and upon a variety of advertising plans. It is believed that this exchange of information has resulted in considerable saving of time and money to Association Members.

"Consideration has been given to the highway improvement movement from which the tire industry should derive substantial benefit and a financial grant by tire companies has been recommended in aid of the work of the Canadian Good Roads Asso-

ciation, which has effectively specialized in highway improvement for all parts of the Dominion.

"The office of the Association is becoming a clearing house for information bearing upon the rubber industry and is daily called upon by members for a wide variety of information, especially upon such subjects as freights, customs and taxation.

"The present year will probably see the completion of a new classification of Canadian Freight Schedule. The work of revising the present freight classification, Number Sixteen, has been under way for some time, and the Association has been informed that the rubber items of the new Classification, Number Seventeen, are soon to be reached for discussion. Your capable Traffic Committee will be prepared to look after the interests of the Rubber Industry both before the Canadian Freight Association and afterward before the Railway Commission when called upon by the body which has been entrusted with this task.

"The Association is completing a statistical survey of the Canadian rubber industry for the past two years, in order to be in a position to discuss any legislation affecting its members that may be brought forward.

"In conclusion the Manager desires to express his thanks for the co-operation and support he has received in his work from all members of the Association, and his confident belief that this co-operation will be continued.

A. B. HANNAY,

Manager and Secretary.

**SHOE WHOLESALEERS HOLD MEETINGS.**

Following the formation of the Shoe Wholesalers' Association, of Canada, meetings are scheduled in Montreal on March 2nd, and in Quebec on March 3rd, at which the wholesalers in those districts are to discuss the situation and make definite plans of procedure.



Mr. Ralph Locke, President Shoe Wholesalers' Association of Canada



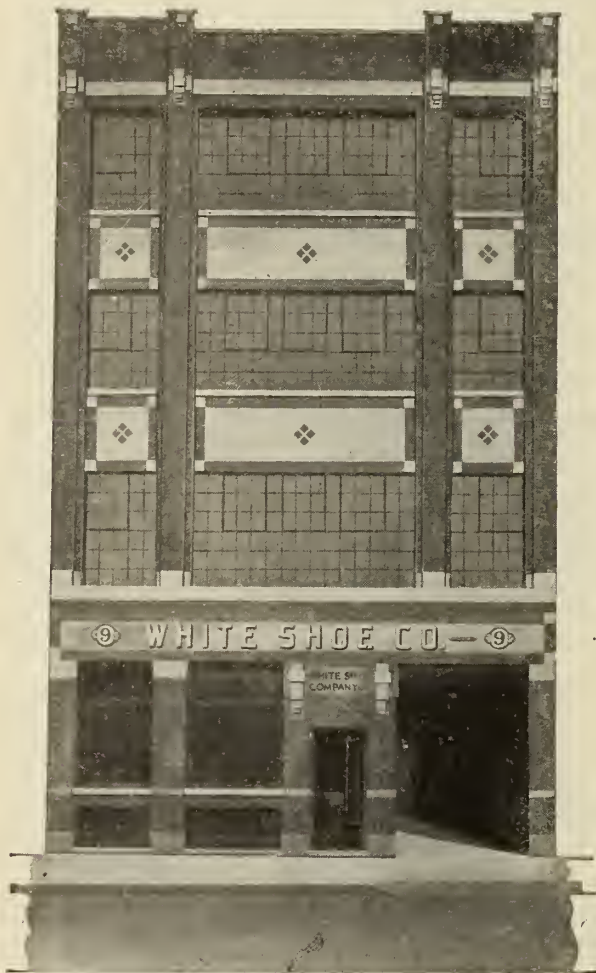
# WHITE

## SHOE COMPANY, LIMITED

### TORONTO.



W H O L E S A L E S H O E D I S T R I B U T O R S



## Independent Rubbers for 1922-23 Season

The Independent line of quality rubbers contains many new styles, styles to please all and sizes to fit all. With Independent you can meet any demand for up-to-date Rubber Footwear.

Order Independents extensively, you cannot go wrong on this money making line of health protectors. Do it now.



*You can rely on White's for Service*



## White Shoe Co., Limited

*Wholesale Shoe Distributors*

9 Wellington St. West. : Toronto





# AMONG THE SHOE MEN.



M. Catting & Co., shoe retailers, have been registered in Montreal.

E. W. Trotter, of Brandon, Man., is opening a new shoe store at 827 Princess Street. Mr. Trotter is an experienced shoeman, having been in the business for some years.

Mr. Peter Doig, sales manager for Tetrault Mfg. Co., Ltd., Montreal, was in Toronto last week.

Universal Boot Shop was registered in Montreal recently.

Mr. R. B. Griffith, of the R. B. Griffith Co., Hamilton, accompanied by his wife, attended the Mendelsohn Choir concert recently held in Toronto.

Mr. H. Frechette, of Canadian Footwear, Montreal, was showing samples at the Queen's, Toronto, recently.

Ames Holden, McCready, Limited, have opened a warehouse in Sherbrooke, Que., in the Bryant Building, opposite the railway station. They are carrying a full stock of all kinds of footwear in this warehouse. Mr. A.J. Labarge is in charge.

Mr. F. M. Morgan, formerly of the Ames Holden McCready, Limited, Regina branch, has been transferred to their branch in Winnipeg. Mr. Morgan has been succeeded at Regina by his assistant Mr. F. Garnett.

Mr. A. W. Thompson, formerly at the Ames Holden, McCready, Winnipeg branch, has been transferred to their Head Office in Montreal.

Mr. John J. Burke, salesmanager for Beardmore & Co., was in Quebec City recently on business in connection with this firm.

Mr. Norman McFarlane, of McFarlane Shoe, Limited, Montreal, visited Quebec City lately to take part in a curling match. It is understood that Mr. MacFarlane was very successful in his trip to the ancient capital.

Mr. Leslie Somers, formerly with John R. Evans has joined the staff of Fred Whitley & Co., Montreal. He will represent this firm as one of their salesmen.

Mr. Emile Gagnon, of Aird & Son, Reg., Montreal, was a recent visitor in Toronto, Hamilton and London, on business in the interests of his firm.

Mr. H. S. Campbell, of Fredericton, was in Montreal recently on business.

Mr. R. B. Gravin, of the White Shoe Co., Toronto, recently visited Montreal.

L. Leonard, shoe retailer, was recently registered in Montreal.

A change is announced in connection with the shoe business of S. Middleman, 2916 Dundas Street, West, Toronto.

The Strand Shoe Store is a recent registration in Montreal.

Mr. J. H. Johnston has opened a new store in Kerrisdale, B.C., situated at 2125 41st Ave. It has quite an attractive appearance.

The E. & M. Shoe Co., Limited, was recently incorporated at Vancouver, B.C., having a capital of \$10,000.00.

Thieves entered the Gillis Shoe Store of Pictou,

N.S. recently, and carried away some goods, the value of which is unknown. Entrance was gained by forcing the lock on the front door.

The death occurred recently of Mr. Robert Robson, a pioneer tanner of North York. The late Mr. Robson was born in Newmarket and was in his 76th year. Deceased was employed by the Davis Leather Co. His widow, two daughters and one son survive him.

Knechtel & Co., shoe retailers, of Woodstock, made a unique offer recently by stating that any pair of old shoes brought in to them would be worth \$1.00 on the price of new ones. Only one old pair could be applied on a new pair, but as many new pairs bought as desired, and a dollar allowed secured off the price of each, for every pair brought in. The offer combined business and charity as the old shoes, many of which were of some good yet, were turned over to a local charitable institution.

The Shoe and Leather Industry is well to the front in hockey circles in Toronto, as both the teams of A. R. Clarke & Co., are champions of their respective leagues, and the Corson Shoe Co. are champions of the league in which they played.

John Lennox & Co., Hamilton, are now sole distributors for the Province of Ontario of the Mount Royal Rubber Footwear Co., of Montreal.

Mr. Dave Sussman, Salesmanager for the Colonial Mfg., Co., Toronto, made a business trip to Winnipeg the week of February 27th.

The Graze Shoe Co., wholesalers and retailers, of Montreal, have dissolved and a new registration under the same style announced.

The Victory Shoe Store, of Kingston, which closed its doors for renovations has reopened under the name of The R. R. Shoe Co., and has been entirely rebuilt and renovated throughout. S. Robinson and L. Routbard are the proprietors.

Mr. H. B. McGee, of Perth Shoe Co., Perth Ontario, is showing the Perth lines at the King Edward, Toronto.

Mr. Jenner, of the Canadian Footwear Co. Ltd., Montreal, is at the King Edward, Toronto, showing the Canadian Footwear lines.

Fire, of unknown origin, which started in the Crystal Shoe Co., store, 250 Queen Street West, Toronto, recently did damage to the stock to the extent of \$1,000.00.

The big factory of the Thornton Rubber Co., Oshawa, was almost entirely destroyed by fire recently. The loss will be over \$50,000.00.

Mr. W. L. Francis, of Lachance & Tanguay, Quebec., was at the King Edward, Toronto, recently, showing samples.

The Cummings Shoe Market, 478 St. Catharine Street West, Montreal, was the scene of a big blaze recently. The damage is estimated at \$65,000.00 by Mr. B. Cummings, the manager, and he stated that the loss is about half covered by insurance. Five were slightly injured in the fire.

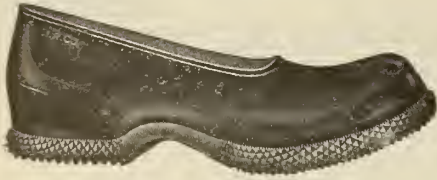


# J. A. McLAREN

SERVICE

30 Front Street West,

## Independent Worthy of Your



No. 3649 Men's Bright Finish, Heavy Gum Over, Net Lined. Rolled edge and heel.



No. 3651 Men's Plain Over, Net Lined. Brunswick Last.



No. 6137 Women's Elite, Croquet, Classic Last.



QUEEN



Fine Jersey High Cut, White Fleece Lined, Made in Black or Heather. Lasts—Classic, Society, Gem.

BOOTEES



No. 3064  
To be worn over thin socks.

HICKORY



No. 6154, Women's Black.  
No. 6158, Women's Tan.  
Extra Light Weight.  
Will fit any last.

MINER



No. 3331, Men's 15" High Duck  
12 eyelet, Fusion Lined.  
No. 3332, Men's 10" High.

Dealers everywhere find Independent Rubbers easy and profitable to sell. From the lightest feather-weight for "my ladye faire" to the strongest and most durable lines for those whose duties in the forest, the mine, on the farm or down by the sea, call for absolute trustworthiness in material and construction.

Our salesmen are on the road. Let them go into the Rubber question with you before you place your orders for 1922-1923 season.

Cheapness without Quality is a poor recommendation.

Cheapness and Quality are Poor Mixers; the two are not found together.

Mention "Shoe and Leather Journal" when writing an advertiser

# COMPANY, LIMITED

Toronto

## Rubbers Are Highest Consideration

Dealers can depend on our Rubber Service at all times to give prompt deliveries on all orders, small or large, with shipment on specified date.

Independent Rubbers will increase the sales in your Rubber Department and establish your store as a house of quality and satisfaction.

We carry the stock and give the service. Think it over.

With Independent Rubbers there goes hand-in-hand, Quality, Fair Price and Good Value—the three Graces—a great combination, all making for good team play and are sure winners.



FOOTHOLD  
3 in 1

No. 6154 Women's Foothold 3 in 1 croquet vamp, Foothold 3 in 1 fitting.



No. 6137 Women's Elite, Croquet, Regent Last.



No. 6137 Women's Elite, Light Croquet Gem Last.

ARCADIA



No. 3314 Men's Yale Light over self acting, Albany Last.

CURLER



No. 3118 Men's No. 3119 Men's 10" High, Cashmerette Felt Lined, Felt Insole.

NIPISSING



No. 2383, Men's Six Eyelet, Pure Gum, Duck Lined, (Made on special Last.)



No. 2017, Heavy Pure Gum, Duck Lined, Last W.

Mention "Shoe and Leather Journal" when writing an advertiser



# R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"



No. 1401

Last year retailers all over the country were short of white shoes, because, they waited too long to buy.



No. 1473

This year the outlook is for a bigger white business than ever before with less advance buying. The answer is—some one will be short.



No. 1452

WILL IT BE YOU?  
Cuts show four of our good numbers to be had in all grades of cloth.



No. 1456½

# R. B. GRIFFITH & CO.

HAMILTON, ONT.

### GOLOSHERS UNIVERSALLY POPULAR.

It has been generally supposed that the golosh habit was a "hick" style. If that is the case, then once again is brought home the fact that New York is the greatest "Hick Town" of them all. Witness the following from the New York Times:—

New York's flappers have two new fashions in footwear. One is the D'Artagnan overshoe and the other is the Winter sport shoe. The D'Artagnan overshoe is worn with stockings of shredded silk, which gives the much-to-be-desired bare leg effect. It is worn on the slightest excuse—a heavy fog, a slight rain, any sort of snowfall and any sort of evening function where formal dress is required. The Winter sport shoe is worn to school, on shopping tours, at matinees, and has nothing to do with sports.

If you are observant you will have noticed within the last few weeks that there has apparently been an increase of forgetfulness on the part of that portion of the feminine pedestrians in Broadway and Fifth Avenue which is classified as flapper. You will have noticed that they apparently had forgotten to buckle their overshoes and you will have noticed that they had taken to wearing overshoes without sufficient provocation on the part of the weather. If you are the parent of a flapper you will wonder at the sudden change of heart on her part which has led her to go to extremes in avoiding wet or even damp feet. Hitherto you have had little success in inducing her even to wear rubbers in a pouring rain and she insisted on wearing satin or suede slippers if the sidewalks were slushy or covered with snow. Now she dons her goloshes the first thing in the morning if the weather prediction is "unsettled." She comes home from school or from a shopping tour with the buckles unfastened and the long tops flapping against each other.

"Well, you are getting absent-minded," you say, "forgot to buckle your goloshes."

"Oh, no," she retorts, with the look of mingled pity, tolerance, scorn and resentment with which the true flapper receives any suggestion from her elders, "all the girls are wearing them that way now."

"Wherefore the reason?" you ask.

"Of course," she explains, "you couldn't be expected to know. You're still living in at least last year. But you have perhaps heard that there is a movie play, "The Three Musketeers," in which Douglas Fairbanks is the D'Artagnan. You may remember having seen in the long ago, illustrated editions of Mr. Dumas's novel showing D'Artagnan in his musketeer costume. And you may possibly remember that he wore boots, with turned down tops, which flopped as he walked. It is merely that we girls are following the style set by D'Artagnan. You feel so sort of swashbuckly when you walk along with your overshoe tops flopping round your legs. And then it does attract attention to you."

The Winter sport shoe now affected by the flapper was designed and built originally for men golfers. It is constructed of horsehide and leather strips and has a gray green hue. Its general appearance is that of a racing mud scow. Last summer it became the prevailing mode for "smart" men at the seashore and mountain and country resorts, being worn largely by those who still believe that "fore" is a mathematical term. With this footwear the proper apparel was knickerbockers and ribbed woolen stockings. If there ever was a shoe which increased the width, thickness, unshapeliness and general homeliness of the human

foot and gave it a semi-clubby effect it was this particular Oxford. But the flapper has taken it to her heart and it has become her favorite walking boot.

You remark, as you take daughter to lunch at the club that what was once considered inseparable from trimness and grace in feminine footwear has disappeared beneath the lines and bulk of a long-shoreman's brogan.

"Yes," she replies, "the only thing that doesn't change in these piping times of peace is the consistency of parents. It used to be 'no wonder you women have corns, the way you pinch your feet with those narrow shoes, two sizes too small for you. Why don't you wear sensible shoes, shoes that give the blood in your feet some chance to circulate and room for your feet to hold their natural position like Miss Jones,' naming the old maid office stenographer. Now when we are doing that very thing, wearing these sport shoes that are the most comfortable thing we ever have worn, the most sensible, you switch around and tell us we have destroyed our 'dainty feet.'"

With the sport shoes the flapper wears heavy woolen stockings of the gaudiest hues and designs. The nearer to exciting a riot, the more dogs they scare, the oftener necks are craned backward to view them, the more desirable these stockings become. The colors and designs most favored are those associated in the past with racetrack touts and jockeys, sporting gents of African ancestry and A. M. E. Zion Church picnics.

### A CRACK SHOT.

Most of us have a hobby or two to ride, and they come in mighty handy these days when distractions are needed. Mr. Jules R. Payan, of Duclos and Payan, has made quite a name for himself at trap-shooting. As a climax to a very successful season, Mr. Payan distinguished himself at the Grand Trunk Gun Club shoot, on Saturday, February 25th, by making a perfect score, breaking seventy-five birds out of seventy-five shot at. As no competitor can claim more than one prize, and Mr. Payan captured the first place in the three events, he chose a medal, which will be suitably engraved.



Mr. Jules Payan





# MOUNT ROYAL

## RUBBERS



FOR  
FALL DELIVERY

Our Salesmen are now out  
with Mount Royal  
Rubbers.



Hold your order until you  
have seen our line.



A Perfect Fit for Every Shoe

SOLE DISTRIBUTORS  
FOR ONTARIO

# JOHN LENNOX & CO.

*The Felt Slipper House of Canada*

Hamilton

--

Ontario

FOR RENT Modern Shoe Store, old established stand, in village of 1,000 in good farming locality in Eastern Ontario. Residence over shoe store, if desired. Apply Box 16 SHOE & LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED.—To hear from manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St., W., Toronto.

FOREMAN, thoroughly experienced in manufacturing light felt slippers wishes to connect with manufacturer or jobber, who is willing to go into this line. Apply, Box 25, SHOE & LEATHER JOURNAL, 545, King St. West, Toronto.

WANTED Shoe Machinery Salesman for Montreal and Toronto. Exceptional opportunity for right man, good future. Salary, commission and expenses. Apply, Box 26, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED.—First Class Retail Shoe Salesman and Stockkeeper. One capable of taking full charge of Ladies' Department. Must be thoroughly competent. Enclose references. United Shoe Stores, Limited, Saskatoon, Sask.

FOR SALE:— MODERN SHOE REPAIR SHOP, complete with 18 foot U.S.M.C. Finisher and Good-year Stitcher. Good location, splendid business. Elbow Shoe Repair Shop, 1120A, First St. West, Calgary, Alta.

WANTED:— YOUNG MARRIED MAN, AGE 25 years, desires position as hand shoe cutter. Men's shoes a specialty. Ten years' experience. Capable of taking charge of cutting room. Apply Albert Larroche, Tillsonburg, Ont.

WANTED:— YOUNG ENERGETIC SHOEMAN with retail experience in high class shoe store who wants to enter a Women's Shoe Factory in Toronto and train for a shoe traveller. Good future ahead. Single men only need apply. Apply Box 27, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

WANTED:— SALESMEN TO CARRY SMALL line of medium class English Shoes on commission for Territories east of the Great Lakes. First class references required. Apply Stevenson & Hoyland, 100 Powell Street, Vancouver, B.C.

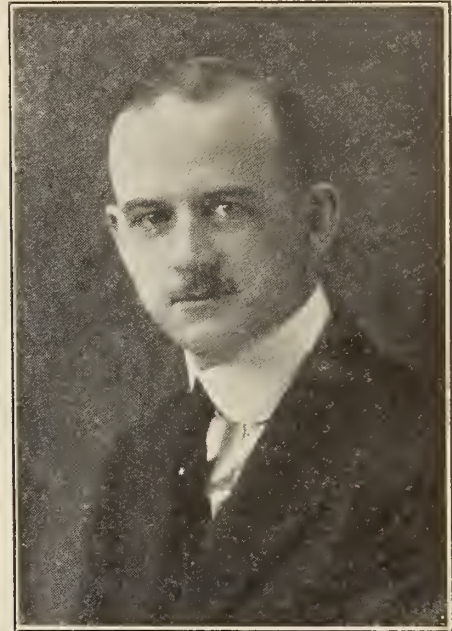
WANTED.—Going Concern wishes to get in touch with Factory Superintendent or Man conversant in making Children's McKay Footwear. Box 24, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co. Limited, Olive Mills, Bacup, England.

TRAVELLER wants a Side Line of Men's Fine Shoes for the Maritime Provinces. Covering the territory four times a year. Connection established. Apply, Box 23, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

## A GROSS INJUSTICE.

We feel rather badly that in an article dealing with the Korker Shoe Co., in our last issue, we forgot all about Tom Bennett's mustache. As a matter of fact, since the last time we printed his photograph, which was on the occasion of his wedding trip, he has added this adornment, and we were at particular pains to get a photograph which showed it. We had the photo, but by an error did not use it. Here it is now. Our apologies!



Mr. T. E. Bennett

## CORSON'S CHAMPS'.

The Corson Shoe Company's Hockey Team played the entire season without a single defeat in the Sterling Road Mercantile League for the Reed Cup. Mr. Reed, of the Standard Lithographing Company donated the cup for the best team in the league. Cowan's Coco Kids tied the Shoe Fellows once but on Friday, February 24th., at the Ideal Rink, West Toronto, a Play Off Game of 4 to 1 demonstrated that the Corsonites were there, and the Reed Cup now reposes at the Home of Regal Shoes.



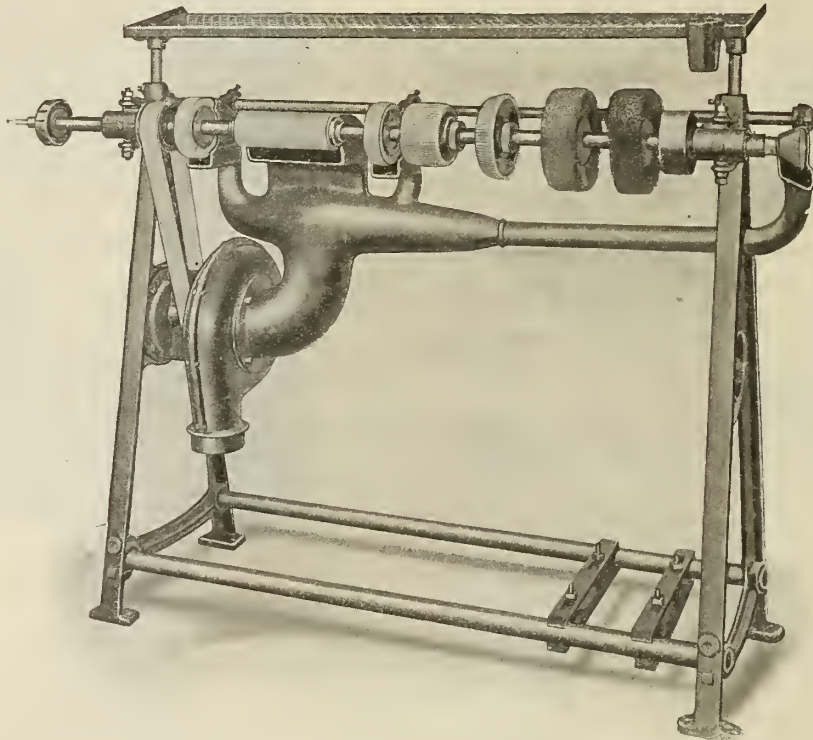


# FROM SMALL BEGINNINGS

Many Prominent Canadian Shoemen

HAVE BUILT THEIR BUSINESS AND CAREER FROM SOME SIMPLE

## Start At Shoe Repairing



6 Ft. Shoe Repairing Outfit-Model P.

Made In Our Montreal Factory

We Can Equip You For a Proper Start in Shoe Repairing  
Regardless of the size or location of your business

A Size and Style for Every Requirement--on Terms that You Can Afford  
Special Gasolene Outfits for those locations having no electric power

**NOW** is the time to install equipment to handle profitably this season's business  
Write for our catalogue and mention your requirements **TODAY**

### 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 Shoe Repair Man

## Putting It Across

### Some Elements of Successful Shoe Repairing.

ONE of the leading repairmen of the country, discussing the question of success in shoe repairing said:

"The trouble with a great many shoe repairers is that they have not yet got away from the idea of the old cobbler's shop. The day is passed when more than a bare living can be made by a man sitting at a bench, plugging all day, doing his work by hand.

"It is necessary, in order to put a shoe repairing business upon a modern, profitable basis, that modern equipment and facilities be installed in the shop. This is the only way to compete on even terms with similar business enterprises and to get one's share of the profitable results.

"In order to do this it is necessary that the shoemaker pick out the best line of shoe repairing machines he can get. A first-class shop needs a finisher, with motor, a stitcher, a nailer, jack, last, skiver, sole cutter, tap moulder, tempering pan, welt roller, fudging machines and heel reducer, heel chopper, high heel clamp, clincher last, turn last, nail dish, and your supplies, such as leather, nails, thread, scouring paper, ink, burnishing wax (hard, the harder the better), and a number of other things necessary to make up a modern shop.

"The main thing for a modern shop is the location; never mind the rent, that has no bearing, as a good location means high rent, and high rent means good business. See that the store is cleaned up well, painted and papered.

### Advertising an Asset.

"Then start your advertising. The success of advertising a shoe repair shop depends altogether upon how you advertise, what you say in your advertisement, and where it is placed in the paper. Unless you do this work well and your advertisements are attractive enough to command attention and win the approval of the readers they will fall short of results. Splurges do not count in advertising; a small space properly devoted and with the right kind of matter is more productive of results than a whole page filled with stuff which does not appeal properly.

"Whenever your advertising increases the relative cost of selling, it becomes vicious and harmful. When you make an investment, no doubt you will ask yourself, 'Will it pay?' There is no doubt about advertising being a paying investment. Just take note of the newspapers in which shoe repair shops advertise regularly. They would not advertise if it were not a paying investment.

### Do it Right.

"Every repair shop should be advertised in a vigorous and energetic manner so that the attention of the public is drawn to the many advantages of modern shoe repair methods. It is by constant effort at proper advertising that the greatest results

are obtained. Advertising of repair shops may be divided into window advertising, circular advertising and newspaper advertising.

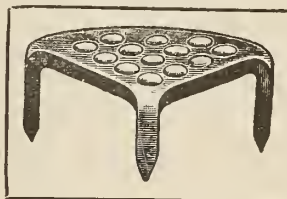
"Newspaper advertising is certainly the most efficient method; it is an investment, and if done right always results in increased trade. If you wish to obtain lots of repair work in your city or town, you can only expect to get it by proper and constant effort and the best means to accomplish this is by proper and efficient advertising.

"You, no doubt, can make an average profit in a repair shop even without advertising, but if you are aware of the splendid results that constant and proper advertising brings about, you will advertise liberally in the newspapers. Bear in mind that there are many people who realize the economy of repairing their old shoes; also bear in mind the fact that many people would have their old shoes repaired, provided you told them convincingly that they should do so, and the reason "Why."

### Some Examples.

Here are some samples of what can be done by advertising of an intensive nature:

The Famous Repair Shop, of Pontiac, Michigan, described in Shoe Repair Service, is managed by Mr. T. Sarson, a firm believer in the value of advertising. As a result his volume in 1920, was \$49,000. Five years ago Sarson and two employees took care of all



## THE "NATIONAL"---- A SUPERIOR SHOE PLATE THAT IS EASY TO DRIVE ON AND HARD TO WEAR OFF?

This plate is a national findings accessory. It is carried by live dealers everywhere. National both in name and sale, indeed international in sale.

Made in three convenient sizes from special cold rolled steel. May we send you samples?

**National Shoe Plate Mfg. Co.**  
160 North Wells Street  
Chicago, Illinois



the business that came to the shop. Today he gives employment to eight men, a boy, a young lady clerk and a driver.

He can trace a very large majority of his customers to his advertising. He uses street car advertising, and also direct by mail literature. When a slump comes along, he increases his advertising, and makes his copy stronger.

J. B. Phipps, of Omaha, is probably one of the heaviest advertisers in the game. He took his nerve in both hands and used full page and two page spreads in newspapers. He claims it brought him results in proportion. Of course, in his advertising he makes every word count. And his copy is prepared along the best possible lines, with no hit-or-miss ideas. He followed his big spreads with smaller space. The net result of his efforts was that he built his business up to the point where he has over twenty employees and gets business not only from his own city, but by parcel post from a considerable area outside.

### **TORONTO SHOE REPAIRERS TO HOLD BANQUET.**

The regular meeting of the Toronto Shoe Repairers' Association was held on Thursday evening, February 23rd at the usual meeting place, Forresers' Hall. The meeting was well attended as has been every meeting so far this year. At this meeting the new price list was given to the members. The coming banquet was the main subject discussed at this meeting and it was decided to hold this on Wednesday, March 22nd, at the King Edward Hotel. This is the sixth annual banquet of the Association and it is expected to be a large and representative gathering. Every member of the Shoe Repair and Allied Trades and members of kindred associations are cordially invited to attend and will be assured of a hearty welcome. It was decided to begin the banquet at 8.00 and close at 11.00, so as to allow every visitor time in which to catch his car. Tickets for the banquet may be obtained from the officers and executive of the Association and also from the various findings houses.

### **HAND WORK MEANS WASTE.**

There is no greater example of wasted labor than that afforded by the man who persists in following hand methods in the shoe trade when so many machines are at hand to do that very work. Of course there are not many shoe workers or shoemakers today who are foolish enough to try to compete with the machine, but we find one now and then and especially in the repair end of the work.

Of course there is such a thing as having a hand system in small shops where there is hardly enough work to warrant the buying of machines. It is of little use paying out good money for a machine unless one can find something for that machine to do. And what is said of one machine will apply to all others.

Take a shoe repairer who is seen sewing on a half sole by hand and one may get an idea of the great waste that is involved in the hand system. The average time consumed in sewing one tap of this kind is something like fifteen minutes. To sew a pair takes about a half hour and when we consider that the machine for that work will get over a pair in a minute or so we begin to realize the loss that

is going on under the hand method of sewing a half sole.

All this goes to prove that the repairing of shoes will be done upon a large scale in the near future. The small shop cannot afford to operate machines because there is not work enough to pay for them. And if the small shop is unable to take the machines into its service the big shops must, so that the one man repair plant is doomed in the future as surely as was the small shop on new work.

It takes some little capital to equip a repair plant with the best machines. And there is no use making this outlay if the work brought in amounts to a few dollars a day only. A good volume of work is necessary to make the whole pay, and this is a fact that most repairers know before they enter the business in the first place.—Shoe Topics.

### **LONDON REPAIRMEN MEET.**

The first annual banquet of the London, Ont., shoe repair men was held in the dining hall of M. Chivas, confectioner, Thursday, February 9th, and turned out to be a very successful affair. About 50 members were present, among them being representatives from Brantford, St. Thomas and the various rubber concerns from Toronto.

Mr. Pettit, one of the Brantford party, addressed the members on the high cost of production and stated that the shoemakers could not see their way clear just yet to lower their prices to any extent.

He spoke of the time when the shoe-makers worked from early morning till late at night for a small remuneration and he was of the opinion that the shoemaking craft was on equal terms with that of the carpenter, bricklayer and others who were getting high wages. He concluded with saying that the average wage being earned by the shoemakers would not exceed 35 to 40 cents an hour.

Several other members approved of the speaker's views and outlined facts whereby the public would receive satisfaction in the way of price and material and the repairmen themselves would benefit in that they would know that the public were satisfied.

Vice-President T. Harding presided in the absence of the president.

### **VANCOUVER NOTES.**

The shoe trade during the past two weeks has been very unsteady, the climatic conditions of frost and snow having made sales slow up, extra advertising and clearance sales have been extensively resorted to.

Mr. Evans, for many years manager for James Rea Shoe Store, has sold out his interest in the firm. Mr. Rea, Junior, is taking over his duties.

Mr. T. Parker, who for several years was shoe clerk with Woodward's Departmental Store, and later was several years in the same capacity with P. Paris, shoe department, was run down and instantly killed by a passing auto. The deceased was proceeding to business and in stepping off the side walk did not notice the approaching car which struck him with such force as to break his back. The impact broke the buffer, also indented the radiator. The occupants of the car, who were colored people, upon being taken into custody, were found to be in a state of intoxication.

Mr. Edwards and his youngest son have taken



over the stand of the Western Repairing on Granville Street. This same store was several years ago operated by another son of Mr. Edwards.

Mr. J. F. Thompson has opened a repair stand on Robson Street. Mr. Thompson was overseas with the C.E.F., having joined up with the regiment in Moose Jaw.

A surprise party was sprung upon Mr. G. F. Pearson at his residence, on the occasion of his birthday and he was the recipient of several useful presents.

The new Trade License Fees in the city have caused a lot of bitter comment, nearly all fees having been advanced 100 per cent. With the shoe repairers and to those who sell a few rubbers, it's a great hardship. All repairers have to pay a tax of \$10.00 and those selling shoes \$20.00 extra, both the large and small stores alike. A druggist has to pay \$75.00, while a departmental store pays only \$100.00.

#### NEW TRAVELLER FOR D. R. FEETHAM.

Mr. Bert R. Grosskurth, who has for many years been representing the Slater Shoe Co., is now with D. R. Feetham, wholesaler, 55 Bay St., Toronto, and is



Mr. Bert R. Grosskurth

showing their line exclusively in Western Ontario. Mr. Grosskurth has a thorough knowledge of the shoe business, and D. R. Feetham is pleased to have been able to secure the services of a man with his ability.

#### AIN'T WE GOT FUN.

The Corson Shoe Company held their Dance and Euchre in the Davis Assembly Hall, Toronto, on Monday, Feb. 20th. Over 150 attended and prizes were given for both dancing and the Euchre. Mr.

A. E. Jones, of the Regal Shoe Store, Montreal, was there in full bloom—saying it was an evening well spent. He ought to know. A day or so later, The Shoe and Leather dropped in on Mr. Corson, and, among other things, was talking to him about the party. It is pleasant to listen to a man praise his workers, and is a sure sign of harmony, by the close co-operation that must result in better goods and greater production. Mr. Corson went on to tell of the enjoyable evening he had spent "among" his employees. You would think you were listening to a "Daddy" talking about his first born, the way he praised the clean-cut, intelligent bunch of workers he had.

#### A TRIBUTE TO TRAVELING SALESMEN.

We hate to fool you, but we're going to.

You expect us to get funny about traveling men. We won't.

Traveling men, a fellow's mother, his church denomination—these aren't funny subjects.

Traveling men are soldiers of commerce, trading their lives for their living.

Not only that—they trade their lives for their family's and their employers' living.

Traveling men wander from place to place in cold and heat and discomfort, put up with (and for) bad accommodations, and don't kick much.

And whenever one of them sights a hotel where the proprietor treats him halfway white and smiles at him and tries to have the grub clean—just tries, that's all—and really cares whether the traveling man is comfortable in his room—then you ought to hear the boosting that traveling man gives that hotel.

You'd think he was paid wages for it.

But he's not.

When the lay traveler gets all balled up in his railroad connections and does not know what to do, the travelling man pulls out his railroad guide or a bit of his own clear memory, and tells the lost one how to head in or make a short cut.

He will take chances on missing a train himself to do this.

There are pinheads in this world who think traveling salesmen are fresh guys who live for the sake of flirting, gambling, etc.

These pinheads need another guess.

Most of the traveling men we know have sons and daughters, and nearly all of them have wives of their own.

And if those wives are as square with traveling hubby as we know hubby is in nine cases out of ten cases with wife, when they are separated, the lack of virtue in this country is sadly overestimated.

Once in a while there is a traveling man who is all that the pinhead thinks they all are; but he is an exception, and he doesn't hold his job very long.

If we wanted a square deal—wanted to be sure of it, and of genuine Christian, unselfish charity thrown in, we should never hesitate to submit our case to a jury of traveling men.

—Indianapolis Star.

# J. HARDY SMITH & SONS

HIDE and LEATHER  
FACTORS

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

Belgrave Gate, Leicester, Eng.



**“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

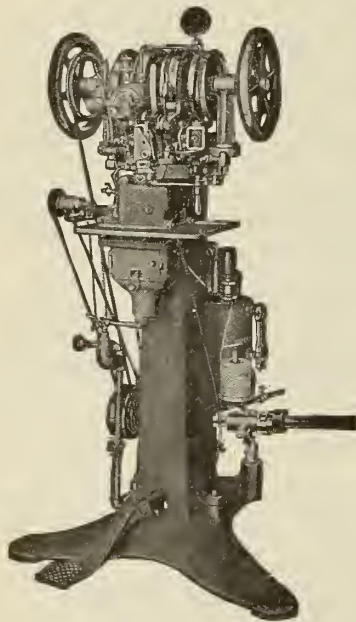


**“BEST-ON”**  
Heel Lining Repairers  
Perfect fitting  
Cemented and Stitched

BEST-ON

**The Silverite Co.**  
Boston, Mass. U.S.A.

## Landis Outfits are Money Makers



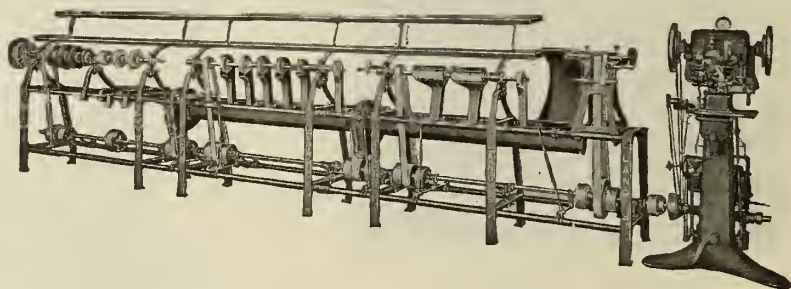
*Landis No. 12 Shoe Stitcher  
Sold Outright. No Royalty.*

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

*We have many models of Stitchers and Finishers. Write for complete Catalogue with prices and terms.*

## Landis Machine Company

No. 1515 25th St. ST. LOUIS, 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.**  
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**

## 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



## 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.

New York

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



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

## 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.





### 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

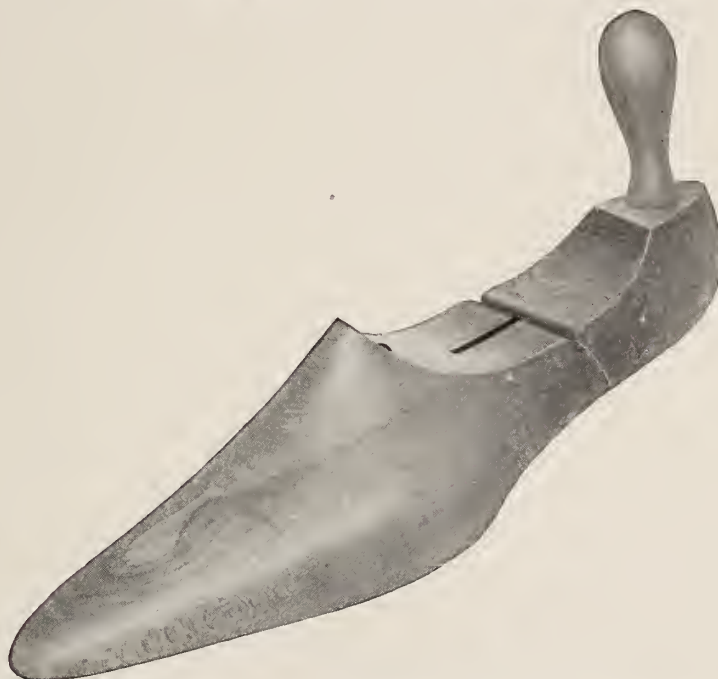
"We deliver what you buy"

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# SHOES TREES

ARE NOT A LUXURY — NOR AN EXPENSE  
THEY ARE A NECESSITY



OUR LATEST BROGUE MODEL—A TREE OF BEAUTY AND GRACEFUL LINES



STYLE 50    STYLE 51    STYLE 52    STYLE 60    STYLE 61    STYLE 62  
Men's Styles made C and D wide    Women's Styles made B and C wide

## A SPLENDID TYPE VENTILATED HARDWOOD TREE

A complete assortment of stylish models that accurately fit and reform the shoe  
Include Good Shoe Trees in your Trims and Displays—and add to your revenue  
Ask your jobber to show you samples—or write us for 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



# A Real \$5.00 RETAIL Proposition

## Order By Mail Now



No. 1433. One Strap made in Black or Brown Kid or Calf or Patent, Single Sole, 12/8 Heel, Last 205, B. to E. McKay Sewn ..... \$3.20



No. 1439. Two Strap made in Black or Brown Kid or Calf or Patent, Single Sole, 12/8 Heel, Last 205, B. to E. McKay Sewn ..... \$3.20



No. 1466. Sally Sandal made in Brown or Black Calf or Patent, Single Sole, 12/8 Heel, 205 last B. to E. McKay Sewn ..... \$3.20



No. 1425. Oxford made in Black or Brown Kid or Calf or Patent, Single Sole, 12/8 Heel, Last 205, B. to E. McKay Sewn ..... \$3.20



No. 1429. Oxford made in Brown or Black Calf or Kid or Patent, Slip Sole, 13/8 Heel, Last 185, B. to E. McKay Sewn ..... \$3.20

Any of the above lines can be made on our Growing Girls medium pointed toe Last No. 210, carrying 7/8 Low Heel, B. to E., same price.

ALL IMMEDIATE ORDERS WILL BE SHIPPED WITHIN THREE WEEKS FROM RECEIPT OF SAME.

# 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  
McHALE  
LIMITED  
LONDON  
CANADA**

**ACTON PUBLISHING COMPANY, LIMITED**

MONTREAL





Use  
**Trent Valley Oak**  
 OR  
**Royal Oak**  
**Sole Leather**  
 FOR  
**Uniform Quality**  
**Constant Reliability**  
 AND  
**Highest Value**

Manufactured By  
**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



## Counter Attacks

When a counter gives in to the attacks of wear and exposure the whole shoe fails. A D. & P. FIBRE COUNTER is the stronghold of defence in a shoe. To its protection many of the best shoes on the market owe their long life and their extra value.

The new lines with which you are going to attack trade conditions during the coming season need D. & P. COUNTERS to defend their Shapeliness, Comfort and Fit.

## 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



# *Rubbers* *---that are Guaranteed*

Every merchant realizes at once the value of offering his customers a guaranteed product. Ames Holden Rubbers are guaranteed. This is a big factor in creating sales, as undoubtedly many of your customers have had unpleasant experiences with rubbers that have not given value in wear.

All Ames Holden Rubber Footwear bears this guarantee:

“Every pair of Ames Holden Rubbers is guaranteed to outwear any pair of similar shoes of any other make, sold at the same price and worn under the same conditions.”

Stock Ames Holden Rubbers and make this guarantee your means to sales. Ames Holden Rubbers are better Rubbers—they have to be to enable us to attach this guarantee to every pair.

Order today from our nearest sales warehouse.

“COMPARE



THE WEAR”

## *Ames Holden McCready Limited*

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.

## Nufortean Brown

as a lighter shade of brown has made a hit with manufacturers from coast to coast.

They appreciate its exacting tone and correct lightness.

They are delighted with its richness.

## Have You Tried It?

The wearing quality is most excellent and in cutting it is most economical.

You have used Davis Leathers before to-day, and know that for quality and value they are second to none. Order to-day.

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO





*Mention "Shoe and Leather Journal" when writing an advertiser*



For  
Spring

The  
"Dress-up"  
Season

These new Bell Styles, ideally harmonizing with the "dress up" spirit of Springtime, will bring the particular woman buyer to your store when selecting the footwear portion of her Easter costume.

The vogue of the low heeled shoe is of such a decided popularity that the model here shown is of exceptional interest, with its shapely last and its pleasing pattern made tastefully snappy with attractive perforations and cut-outs.

Prompt action in ordering is necessary if you have not provided for these sales-creating Styles in your Easter and Spring 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*



**ROBERT H. FOERDERER**  
PHILADELPHIA INCORPORATED PENN., U.S.A.



*Mention "Shoe and Leather Journal" when writing an advertiser*

# *Onyx & Georgina*

*Shoes for Women*



One Strap "Mayfair" Pump

*made in*

Patent, Brown Calf, Grey Buck,  
White Buck, Real Buck, and White Cloth.

Best line in the Market

*to retail*

\$8.00 to \$10.00

*"Famed for Beauty, Built for Duty"*

*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*





# Lawrence Leathers ARE Reliable Leathers

LAWRENCE LEATHERS deliver  
that service which the consumer  
has a right to expect.

Nubuck                      Weilda Calf  
Duro Calf                  Gun Metal Calf  
Black Diamond Chrome Patent

## A. C. Lawrence Leather Company

161 South St., Boston, Mass.

New York - Philadelphia - Chicago - St. Louis  
Cincinnati - Rochester - Milwaukee

*La Duchesse*

## *For The Majority*

Extravagant spenders in footwear always were in the minority. To-day they are fewer than ever. LA DUCHESSE SHOES do not have to be satisfied with a cold reception from the extravagant few but they gain unlimited popularity with the tasteful and value-seeking MANY.

That is why Jobbers are finding it an absolute necessity to keep well stocked with LA DUCHESSE LINES, and with the Spring Season coming all should take care to be particularly well supplied.

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

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





## *Your Unpreparedness Is Our Opportunity*

There are few dealers who placed orders for Spring Lines sufficiently that they are now able to look upon COMPLETE stocks, with Spring selling about to start.

A few of your lines short here and there is all the opportunity needed for Robinson Service to prove its value to you. A few popular styles and good strong values wanted to add an extra appealing touch to your stock makes our constant preparedness serve the purpose for which it is intended.

All through the Spring Season you will have cause enough to remember and make use of our big stock and quick deliveries.

**James Robinson Company**  
Limited

184 McGill St.

Montreal



These  
Staples  
Lead  
All Over  
Canada



## COMPARED TO COTE'S

Dealers like to test shoes by comparison in selling, and most dealers will tell you that most shoe sales fall short, "compared to Cote's".

Just now old experienced dealers who know well the Yamaska Standards of Value are relying on these shoes to see them through the present period of extremely careful buying. Dealers unacquainted with our lines could not do better than to test them out now **BY COMPARISON.**

Your margin of profit is not narrowed by any middlemen's costs because Yamaska Brand Shoes are supplied to you direct from the Factory.

Yamaska  
Staples  
for  
Value!

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





## Black Beauty Chrome Patent Sides

Our Dominion Wide Reputation for the production of the Highest Grade Leathers, backed by fifty-seven years of careful study, experience and workmanship has made our line very popular with manufacturers and retailers everywhere.



# GLOBE



## *Springtime Is New Shoe Time For Children*

Springtime, of all seasons, the children must be fitted out with nice new shoes. Why not feature the line which in reaping these IMMEDIATE SALES also secures FUTURE TRADE. "BABY PILLOW WELT" and GLOBE "PILLOW WELT" SHOES, modelled in accordance with nature's laws of foot growth and made to give lasting wear, are the Juvenile lines that base sound trade on real customer satisfaction.

"PILLOW WELT" is the ONLY genuine Goodyear Welt made with a Pillow Insole.

If these shoes are not in your stock for Spring Selling send in your request for a traveller to call with the complete lines.

## **GLOBE SHOE, LIMITED**

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



Does Your Business  
Need More **PEP?**  
If It Does Feature **TET-**  
rault Welts

A man's business, like the man himself, sometimes gets a little laggy, when all that is needed is a little bracer to stir up vitality.

Under the stimulus of TETRAULT VALUE, good shoe quality at a popular price, old trade is revived, new trade is created, and sales that have been lagging behind go ahead with a spurt.

You Need Tetrault's for Spring

If you haven't got them, or if you haven't ENOUGH, see your wholesaler about them NOW. They are the trade stimulant that doesn't wear off.

**TETRAULT SHOE MFG., CO.**

Limited

Montreal

-:-

Quebec

Largest Makers of Boots and Shoes in Canada

# MASTERS



Master Shoemakers become such by an unflinching adherence to an ideal that takes as much regard to choice material as to skill of workmanship. In the Footwear of Master Shoemakers are to be found Bennett Counters, because the master ideal in the production of both is identical.

## BENNETT LIMITED

Makers of Shoe Supplies  
CHAMBLY CANTON, QUE.

*Made in Canada by the Largest Shoe Fibre  
Makers in the British Empire*





# Independent Rubbers



Now is the time to order Independent Rubbers for the 1922-23 Season. Our wholesale distributors cover the Dominion and their travellers will shortly call on you with our entire range which includes many new and snappy styles.



Be ready for them. You will find rubbers in the Independent Range to meet all requirements.



## Independent Wholesalers

- Amherst Boot & Shoe Co., Limited - Halifax, N.S.
- Amherst Boot & Shoe Co., Limited - Amherst, N.S.
- Brown, Rochette, Limited - Québec, Que.
- James Robinson Co., Limited - Montreal, Que.
- J. A. McLaren Co., Limited - Toronto, Ont.
- White Shoe Co., Limited - Toronto, Ont.
- C. Weaver - Trenton, Ont.
- The London Shoe Co., Limited - London, Ont.
- T. Long & Brother, Limited - Collingwood, Ont.
- The Independent Rubber Co., Ltd. - Winnipeg, Man.
- Amherst Central Shoe Co. Limited - Regina, Sask.
- Dowers Limited - Edmonton, Alta.
- The J. Leckie Co., Limited - Vancouver, B.C.



**Independent Rubber Company, Limited**  
 Merritton - - - - - Ontario



# SUEDE KANGAROO

## *All the Up-to-Date Shades*

Beautiful in appearance  
With a finer nap  
A softer, silkier feel  
Stronger and more durable  
No higher in cost  
Retailers should demand it

## *These Are Ideal Combinations*

*Color Cards upon request*



*"Pigeon Grey"* Suede  
Kangaroo Top, Glazed  
Black Kangaroo Vamp



*"Lark"* Suede Kangaroo Quarter  
Patent Leather Vamp



*Also manufacture a large variety of other  
leathers for all purposes*

## RICHARD YOUNG COMPANY

36 and 38 SPRUCE STREET, NEW YORK, N. Y.

*See further information on other side of this page*



# OUR PEABODY TANNERY

OTHERS AT

BROOKLYN, N. Y., GLOVERSVILLE, N. Y.,  
WILMINGTON, DEL.



## RICHARD YOUNG COMPANY

Nos. 36 and 38 SPRUCE STREET

NEW YORK, U. S. A.

Branches:—54 South Street, Boston, Massachusetts  
53 South Main Street, Gloversville, New York  
169 North Franklin Street, Chicago, Illinois  
232 East Eighth Street, Cincinnati, Ohio  
Sydney, N. S. W., Australia

*Please note the other side of this sheet*

*Mention "Shoe and Leather Journal" when writing an advertiser*

# Stock the Line You Know

The Leader in the Past and  
Standard for the Future, is--

## “Maltese Cross” Rubbers

It is no experiment to bank your season's sales on this reliable line of Rubbers. Finish, Fit and Style, just what will sell fast. Our salesmen are out with their samples. You will want to see them.

### Gutta Percha & Rubber Co.,

Head Offices and Factory - Toronto

Branches in all Principal Cities of Canada





# Style Is Sales Nourishment

Shoemaking thrives only when it is constantly fed with new styles. Healthy sales are to be found with those lines that are kept in the pink of condition with original and fashionable models.

Manufacturers are finding in UNITED LAST AND PATTERN SERVICE an ever ready source of Style Ideas. Our designers are specialists who know the way of combining the artistic with the practical in style creation.

We are so organized that your requirements get INDIVIDUAL attention. We are so extensively and completely equipped mechanically that whether your needs in Lasts or Fillers be large or small you get speedy delivery.

**CONSULT US NOW ABOUT THE STYLE FEATURES  
FOR YOUR NEW FALL SAMPLES.**

**UNITED LAST CO., LIMITED**  
**MONTREAL                      CANADA**

Toronto Office 64 Wellington Street West

**IN STOCK**

**“Frank W. Slater’s Strider Shoe”**

**Men’s and Women’s Oxfords**

**READY FOR IMMEDIATE SHIPMENT**



**Last 60**

6023 Men’s Black Vici Kid Oxford, C. 5-10, \$5.75  
6022 Men’s Havana Brown Kid Oxford, C. 5-10, \$6.75



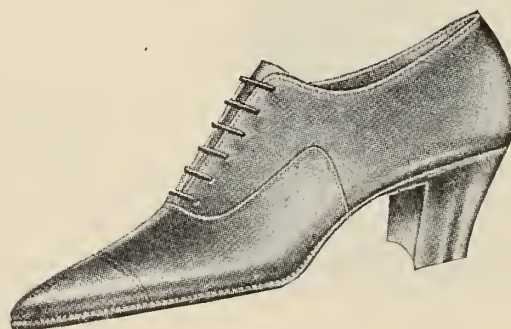
**Last 406**

5009, Wos. Black Kid Oxford C. D. E. \$4.50  
Sizes 2½-7, 14/8 Heel



**Last 60**

6074, Men’s Lotus Brown Calf Oxford C. D. 5-9½, \$4.85



**Last 406**

5014, Royal Purple Oxford, C. D. E. \$4.60  
Sizes 2½-7, 14/8 Opera Heel

By Every Standard of Comparison  
**STRIDER SHOES ARE BETTER**

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

**EAGLE SHOE CO., Limited**  
**587 BEAUDRY ST. MONTREAL**





## Here They Are!

Lion Brand Shoe Polishes, Dressing and Dyes are safest for leather because they are carefully made of selected ingredients. They will not damage or in any way injure leather. They sell well because they give absolute satisfaction.

The popularity of Suede shoes makes our Suede Powder, in all shades, a particularly strong seller.

### White Cake Cleaner " Liquid "

For Cleaning White Canvas Shoes



Lion Brand Black Oil Dye produces a permanent black on all leathers. Positively will not rub off.

Carried by Shoe Wholesale and Finding Houses

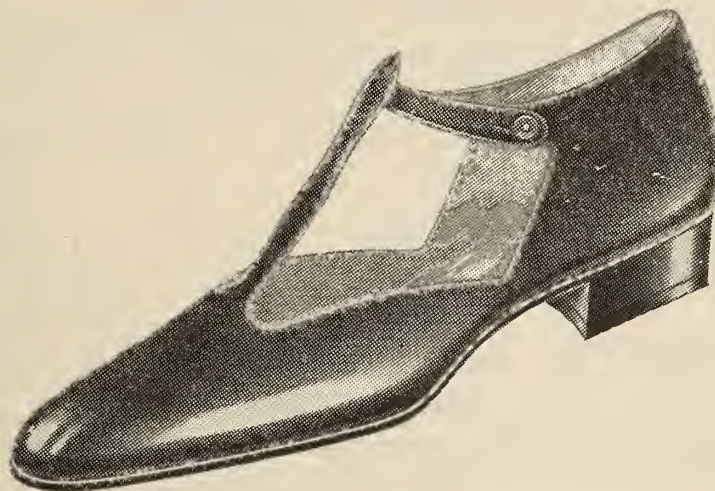
*The LION POLISH CO., Limited*

525 King Street West - TORONTO, ONTARIO



Lion Brand, Brown Oil Dye produces a rich and even Mahogany Brown. Will not rub off.

## Trim and Smart Slippers that Sell



## A New Sport Sandal

The Leader in this Season's Styles

A creation of our own designers that has met with instant favor. They are just what smart dressers have been looking for. While conservative in design, this slipper has plenty of exclusive style. We advise dealers to place orders immediately.

*Leathers—Patent, Brown Calf, Black Calf, Brown with Sand Suede trim, Patent with Grey Suede trim.*

*Heels—Low covered heels—and also high French heels. Round toes. All sizes and widths.*

**Owens-Elmes Mfg. Co., Limited**  
Toronto, Ontario

Operating the only factory in Canada making strictly bench-turned shoes





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

H. O. McDOWELL

H. N. LINCOLN

# International Supply Co.

*The Largest Shoe Factory Supply House in Canada*  
**IMPORTERS** **JOBBERs**  
**Shoe Machinery, Findings and Factory Supplies**

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass	M. H. Merriam & Co., Boston, Mass.
Lacing Hooks and Hook Setting Machines.	Binding, Staying, etc.
Armour Sand Paper Works, Chicago, Ill.	Puritan Mfg. Co., Boston, Mass.
Crystolon Paper and Cloth for Buffing and Scouring.	Wax Thread Sewing Machines,
Boston Leather Stain Co., Boston, Mass.	Poole Process for Goodyear Insoles.
Inks, Stains, Waxes, etc., Cyclone Bleach.	Safety Utility Economy Co., Boston, Mass.
The Ceroxylon Co., Boston, Mass.	Electric Heating Equipment.
Ceroxylon, the Perfect Liquid Wax.	The S. M. Supplies Co.
The Louis G. Freeman Co., Cincinnati, O.	Factory Supplies. Needles, etc.
Shoe machinery.	J. Spaulding & Sons Co., N. Rochester, N.H.
E. L. Glennon Machine Co., Lynn, Mass.	Guaranteed Fibre Counters, Fibre Innersoling.
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Hazen, Brown Co., Brockton, Mass	Shoe Laces.
Waterproof Box Toe Gum, Rubber Cement.	United Stay Co., Cambridge, Mass.
Markhem Machine Co., Boston, Mass.	Leather and Imitation Leather Facing, Welting,
Marking and Embossing Machines, Compounds, Inks etc.	etc.

We carry three large stocks in order that we may serve you promptly.  
You will do well to avail yourself of these stocks.

## Quality Goods

## Right Prices

Main Office—154 Notre Dame Street West, Montreal.  
Branches:—37 Foundry Street S., KITCHENER 566 St. Valier Street, QUEBEC

The Records of the United Shoe Machinery Co. show that our production was increased 52<sup>0</sup>% in 1921 over 1920

This Speaks volumes for the Sales  
pulling Qualities of Murray Shoes

*London Lady*  
*Derby*  
*and*  
*Murray Made*

From the figures available it is generally acknowledged that the 1921 shoe production was 25% below what it should have been.

Our 52% increase in sales in face of this information proves that Murray Shoes are firmly established in the trade and among the general public.

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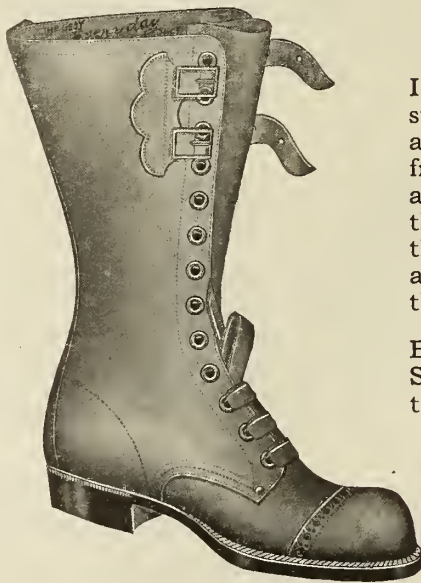
MURRAY SHOE CO., Limited

LONDON - CANADA



# SISMAN

*Service-and what it means to you*



It is necessary for you to keep your stocks completely up-to-date if you are to meet the continual demand from dealers for "Best Everyday" and "Aurora" Shoes. Dealers find that Sisman Shoes do not stay on their shelves long, that Sisman Shoes are steady sellers therefore offering the dealer quick turnover.

Be sure you have a complete range of Sisman Shoes in all sizes and widths to fill your orders.

*Ask Your Jobber For Sisman Shoes*

## The T. Sisman Shoe Company

LIMITED

THE "BEST EVERYDAY" SHOEMAKERS  
Aurora, Ont., and Newmarket

Salesrooms,  
Manchester Bldg. Toronto  
J. S. ASHWORTH, Representative

# 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

## TO ADVERTISERS

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

## Seeing It Through

When the great war began it was freely predicted that it would be over in five months. The wish was naturally father to the thought, although from the very stupendousness of the conflict it was taken for granted that it could not last more than a brief period.

The antagonism and unbelief aroused by Lord Kitchener's statement that the struggle would cover at least three years, are still fresh in our minds, as well as our astonished hopelessness as the three dragged along into four and five.

But we learned the great lesson of patient endurance and dogged faith. The outlook was dark, and again and again hope seemed but a flickering candle flame, but we battled on, as well as hoped on, until the dawn came.

We have been passing through as crucial a period in trade lately as we did nationally between nineteen fifteen and nineteen eighteen. Business for the past year has practically been fighting with its "back to the wall."

But there are not only glimmerings of daylight on the horizon but the promise of a sunrise that will "grow more and more unto the perfect day." It is quite safe to say that within the next three months the worst of the conflict will be over, and the business world, on this continent at least, will be on its way to more or less permanent prosperity.

The warm weather of early March has already afforded abundant indications of the fact that as soon as winter gives place to spring there will be a revival not only of the demand for household and personal requirements but a limbering up in other directions. The need for house accommodation, office and factory facilities all involve increased employment not only in the building trades but in others that depend upon them for their development.

The most encouraging feature of the present situation, however, has been the continuance of the upward trend in the price of farm products. With the farmer added to the artisan as buyer there ought to be no further doubt as to the future of retail selling.

The warm breath of spring is already starting flagging business circulation, and within a month there will be a different story to tell in all parts of the country.



# In the Market Place

## Business Conditions as Noted in Retail, Wholesale and Manufacturing Fields.

WHILE it is not too late to expect an odd cold snap, with some of the blustery weather for which March is noted, we can feel that winter is more than in the lap of spring, and golfing season will soon displace the hockey craze. The longer days, warmer sunshine, and balmy weather of which we have had a taste make even the tired business man's fancy turn to thoughts of a rosier hue. General conditions, for all their set backs and disappointing features, show progress in the right direction. There is no question but that people must have roofs to cover them, food to eat, and clothes to adorn them. The feeling is gaining ground in the minds of the general public that the oft repeated statement that prices can go no lower for the present at least, is a statement of fact. Newspaper howls as to profiteers, together with advertising that casts insinuations as to the honesty of every one but the advertiser, are becoming more infrequent. The orgy of sales through January and February did at least two things, it moved some stocks, and taught the public that whereas shoes of certain types or styles could be obtained at slaughter prices, quality goods and regular lines must still be merchandised at prices that allowed dealers to live.

Unemployment, and slack times mean empty purses or restricted expenditures. But the people still have money to spend for things they actually require. They are scrutinizing all purchases closely, but are not so insistent or unreasonable in demands for lower prices as a few months ago. And that the great masses have money to spend is shown by continued attendance at all sorts of places of amusement. Back of all the hard times talk is a psychology that tends to emphasize the conditions. We have the spectacle of manufacturers and wholesalers in all lines of business holding up shipments to houses to whom a few months ago any quantity of goods would have been shipped. It is quite natural that nearly every one should feel the pinch of the last year or so, and be hard put to it to finance. So that when any concern is reported to be in difficulties, the spread of rumors, and pressure from creditors is all that is necessary to push it over the brink. Business is to quite an extent a game of chance, built as it is on credits. But the tendency these days is to say "Let the other fellow take the chance. I'm going to climb out from under if I can." And, as the

old story says "Everybody loses!"

While retail trade was generally quiet during the early part of March, it is agreeably surprising to note the number of dealers who report increased business, some as against February, others over the same period a year ago. This is the more so, on account of the unusually strenuous efforts to liquidate stocks that characterised the first two months of the year. From a general survey it would appear as if Ontario and Eastern Provinces are in better shape than the Western Provinces. The statement is made and how true it may be is only known by those concerned that the eastern dealers took most of their losses a year ago, whereas the west are just following suit now. In addition, of course, western trade is more closely bound up with agricultural conditions than is the east.

Inquiry to all parts of the country elicited the uniform statement that people will require new shoes for spring, but that retail stocks are adequate to take care of any buying demand that might arise. Against that, however, can be placed the fact that a few days

of really mild spring weather found manufacturers and wholesalers deluged with telephone and wire calls for rush shipments of shoes which were either in process of manufacture or unobtainable. City stores found a constant stream of shoppers and buyers who were seeking something new to suit bright, warm weather. It only takes a few weeks of that sort of thing to put new heart into the shoe game.

Sales are fairly evenly divided between oxfords and straps, with a leaning towards the latter. One, two and three strap lines are all moving, with a pronounced call for the low heel one strap with round toe. Leathers are black or

tan calf, gunmetal, black or brown kid, and plenty of patent. Suede is moving in some centres, but is slow in others. Combinations of patent and grey are looked on with favor, as are also two tones in calf. Straight tips divide honors with wing tips, and imitation ball straps are also seen in good numbers. The apron saddle is seen in the newer models, and will develop more widely as sport season comes along. Sandals of various types find ready sale in the novelty stores, in patent or kid with or without trimmings. Men's shoes are still moving slowly, but there is an indication of a gathering volume. Sales are divided between blacks and browns, oxfords and high shoes. In oxfords, the brogue style predominates, but in high shoes the tendency is towards a quiet, plain effect, and fairly straight last.

Indications point to a big white season. City retailers already have enquiries for canvas shoes, though one would almost call that "rushing it."

### THE ONLY SHOE PUBLICATION.

The association of our name with the issuance of other shoe publications leads us to state once for all that the **SHOE AND LEATHER JOURNAL** has no connection whatever, directly or indirectly with any other shoe or leather trade paper in Canada.

For thirty-five years we have endeavored to give our very best in material, character and service with the result, we believe, that the **SHOE AND LEATHER JOURNAL** stands higher to-day than ever, in the esteem and confidence of the trade.

Our primary ambition is to maintain that measure of progress and development we have steadily shown from decade to decade, and our highest reward will be the continued support of those we aim to serve.

ACTON PUBLISHING CO. LIMITED



President.

# Stray Shots From Solomon

If some men would bestow the attention on their business that they devote to side shows, and speculative ventures they WANDERING would not have to renew their DESIRE. notes. Far fields look green to those who are not fond of steady effort. Some people delude themselves into the belief that they are doing something worth while when they take out their pencils and figure out what they might have made if they had bought "Lightening Preferred" when it was at 38. It is a dangerous vice that keeps a man from putting his mind on real things. For every man who makes a fortune by taking fliers at stocks or jumps at mining shares you can find a thousand who have seen their money swallowed in the pot without any result beyond the fuller understanding of the words "better is the sight of the eyes than the wandering of the desire." Give your business the full benefit of your brain and muscle. If it does not respond or you can find something that will make a more adequate return for your honest toil, change, but this dabbling in outside interests is fatal in more respects than the loss of money. We will never have better times until people realize that "money gotten by greed is vanity."

\* \* \* \*

A man may stand up so straight that there is a serious danger of falling backwards. There is a good deal of difference between a straight back and a stiff neck. When you find a fellow who shows a tendency to parade his uprightness you are safe in wondering whether his righteousness is straight-backed or bull-necked. "Be not righteous overmuch neither make thyself overwise." The world respects goodness but will not stand for the kind that parades its merits on a sandwich board. Put on the sign "I am good" and every man, woman and child wants to know what is really underneath the placard. You can't fool people. They get the slant on a man better than any preacher or prejudiced friend. There isn't a thing in the world today that is more revered than common honesty. There is nothing more cordially hated than snivelling "cant." When a man is straight and true he does not need to "tell the world." The real man does not go around splitting hairs and drawing distinctions that would take some of the first century pharisees or fourth century theologians to understand.

Be a good listener, but don't forget that the height of good listening is to know what to let in one ear and out of the other. It is not what you hear THE DEAF EAR: but how you hear that matters, although some of us would be a good deal better off mentally as well as morally if we took better heed to what we heard. Nevertheless, if we paid attention to half what we hear life would be a prolonged nightmare. "Take no heed unto all words that are spoken lest thou hear thy servant curse thee." Many an eavesdropper has got an earful that has lasted a lifetime by listening in on a conversation or paying attention to gossip. Apart from the fact that eavesdroppers never hear any good of themselves, this habit of trouble chasing if it gets hold of a man will finish him. There are people who become so sensitive to the opinion of others that their lives are filled with resentment and bitterness. The man or woman who has learned the art of "forgetting" is on the highway to happiness and success. To "take no heed" calls for a courage in which many good and wise people find themselves lacking.

\* \* \* \*

There are a lot of people in this world who spend their time trying to help the Almighty to straighten out kinks, whether in nature or government, but who are now and then let down with a thud. We know that God made man upright but that he sought out many inventions. We have all had a hand in putting twists into that which the Creator made straight, and may well confess in this respect that we are "miserable offenders." But there has been through all the ages folk like Eliphaz the Temanite, Bildad the Shuhite and Zophar the Naamathite who can hand the Almighty pointers on running the universe, when they are not apologizing for his mistakes. They can straighten out the Pentateuch to fit the "Darwinian Theory" or anything else, or they can "explain" the "Virgin Birth" and "Resurrection" to suit the strongest of intellectually proud "Critics." Four thousand years ago there were apologists for the Almighty to whom Solomon directed the words, "Consider the work of God for who can make straight that which He hath made crooked?"

*Solomon*



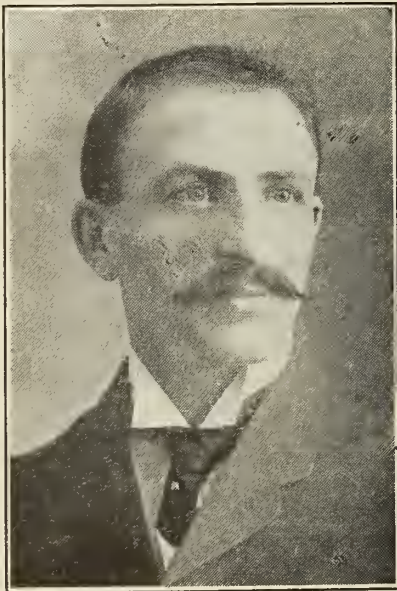
# Meeting of Montreal Shoe Retailers

**Large Gathering of Shoemen and Friends Discuss Conditions.**

Nearly two hundred shoe retailers and their friends gathered at the Place Viger Hotel, on March 9th, for dinner, after which a highly interesting and profitable evening was spent. The affair was conducted by the Shoe Section of the Montreal Retail Merchants' Association. Mr. Louis Adelstein, President of the Section, acted as Chairman, while the committee in charge consisted of Messrs. A. Daoust, A. de Montigny, E. J. Laurendeau, M. Gold, C. R. La Salle, J. Beaudin, T. Dusseault, A. La Salle, H. Gibbins, Geo. Gales, R. H. MacLean, S. E. Wygant and A. E. Jones.

The success of the evening gives promise that similar meetings to follow will be equally well attended.

Following the dinner Mr. Adelstein, in a brief speech outlined some of the work which the Association had performed in the interest of the trade. He also hoped they would be able to have a similar gathering every three months, at which prominent men would address them. He then introduced Mr. F. W. Stewart, of the Canadian Manufacturers' Association, who spoke on "Salesmanship Under Existing Conditions." At the close of the address, Mr. Geo. G. Gales moved a vote of thanks.



Mr. Louis Adelstein

Mr. Stewart was followed by Alderman J. O. Gareau, proprietor of the Mount Royal Department Store, who spoke in French, on "Success in Business." Mr. John Watson moved a vote of thanks to Mr. Gareau for his address.

Mr. C. R. La Salle, of F. X. La Salle & Fils, then gave an address on "How to secure the Cooperation of Your Selling Staff."

Interspersed through the program were musical selections, which brightened the business like air of the meeting. This part of the program was under the direction of Mr. Hercule Lavoie, a well-known artist.

## Salesmanship Under Existing Conditions.

Mr. Stewart began his address by reviewing existing trade conditions and pointing out the features that called for special knowledge and careful handling on the part of retailers. The more important factors that contributed most to the problems of present day merchandising he said to be decreased sales, high overhead expenses, lack of stability in values, uncertainty of prices and the attitude of people towards the retail merchants and manufacturers. All these things brought about a state of trade that made merchandising conditions to-day the most difficult and trying we have yet had. It made it absolutely necessary that every retailer dig down deep into the details of his own business and spare no effort to increase sales and decrease expenses.

In discussing the decreasing of expenses, Mr. Stewart showed that little was to be hoped for in the way of lower rents, reduced wages or lower advertising. As advertising rates were not likely to be reduced, if the merchant tried to lower costs by buying less space he would likely have a corresponding decrease in sales. Taxes, light, heat, insurance and other items may show slight changes. The total percentage of reduction generally would be very small. The dealer had the choice of reducing his own drawings and taking increased responsibilities.

The main factors which will solve the situation are—decreasing expenses wherever possible, better buying, greater efficiency, bigger sales. Better buying would mean buying only absolute needs, eliminating styles and sizes which are not absolutely essential, and taking utmost care to see that values are the best that can be had. Greater efficiency would require the discovery of ways and means for the selling staff to make its work more effective—to make two sales where they made only one before. Clerks should be taught and thoroughly impressed with the necessity of politeness, the advantages of enthusiasm and the power of suggestion in selling. The results to be obtained by polite attention and courtesy were dealt with very thoroughly. Customers must be given the impression that their patronage is appreciated. Implant the desire to trade with you in the minds of the people. When making the sale to-day prepare the way for the sale to-morrow. See that salesmen know their stocks thoroughly, so that the average time required for each sale may be reduced. Keep record of the number of sales, as well as the amount of each salesman. In many cases it will be found that the low priced salesman is giving you the greatest number of unit sales, as well as volume. Create and encourage an incentive and desire to help build up business. Eliminate indifference. Authoritative statistics showed that the percentage of sales lost by retail clerks through indifference was very high. Train your clerks to quickly judge the last which will best fit the foot of the customer. Bigger sales depended on the right class of clerks, the right kind of service, the right kind of buying.

The effectiveness of special window trims and attractive window and counter cards was also pointed out, and in making use of same take advantage of holidays, special occasions, season, weather, etc.

Mr. Stewart dwelt upon the importance of stocking and featuring branded lines and goods made in Canada. He also went into the question of what dealers have to contend with in the matter of bankrupt stocks purchased at 30c. to 50c. on the dollar.

In taking up the matter of profits Mr. Stewart



spoke of the lack of knowledge of many merchants regarding figuring expenses and profits. Volume of sales do not count if expenses are more than the difference between the invoice price and amount received. In urging dealers to get down to a sound basis in figuring costs and profits he said that sales at a profit meant prosperity, sales at a loss disaster, and gave the injunction to, chase profits, not sales.



Mr. F. W. Stewart

In drawing his instructive discourse to a close, Mr. Stewart said that a real salesman under existing conditions must be blessed with diplomatic ability; must create an atmosphere of confidence in the customer of the store; must be full of courage to cope with the conditions as they are; must have faith in himself and the merchandising he is selling; and must have confidence in his ability to sell twice the number of units as compared with the previous year.

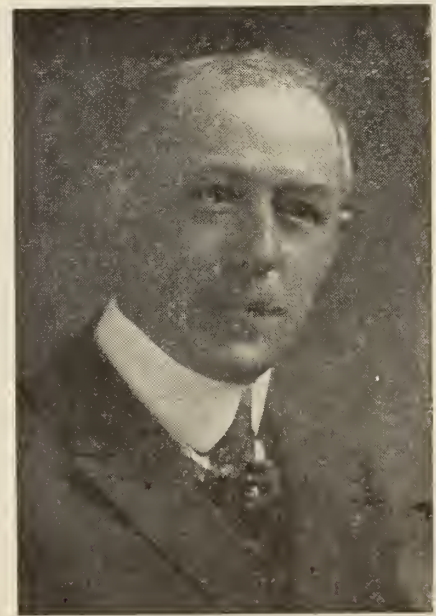
#### Success in Business.

Mr. Gareau prefaced his remarks by expressing pleasure at the inauguration of these dinner-talks which he felt could not help but be strongly instrumental in assuring the success of the Association, not only because of the instruction and ideas derived from them but because of the spirit of co-operation which they fostered among members of the Association. He divided his address into three parts—the young man as a clerk—the novice in business—the wisdom of the merchant in his success—thereby tracing the road of progress for the merchant from the beginning of his earliest employment until he is firmly established in his business career.

For the young man beginning his career in business, taking his first position as clerk, it is absolutely necessary that he fully realize that to be successful he must be sober, devoted to his work, and have a mind open to all suggestions and advice of men of experience. As a means of advancement there is no substitute for steady habits and conscientious work, and taking advantage of the advice and experience of others was the secret of many a man's steady rise. The returns which the clerk received for his services are not represented only in his salary, but he acquires a knowledge and wisdom which will greatly increase his chances of success when he starts in business for himself.

When the young man has gained the experience qualifying him to establish and run a business of his own, it is not necessary that he have a large amount of money to commence. Starting in a small way and basing his business on good solid foundations will generally bring success. There are those who have commenced with a few hundred dollars and who are to-day at the head of large establishments which are the envy of a number of merchants. If the beginner has maintained through his term of clerkship an irreproachable conduct he will benefit from the advantages of his conduct in strength of character and ability to cope with the many and various problems of carrying on a successful business.

After the young man has, through perseverance and close application, succeeded in getting his business well established and in good running order, and has built up a stable and prosperous trade, let him not be over hasty in enjoying the fruits of his success. Numbers of young men on finding themselves at the head of large and paying establishments immediately launch themselves into luxuries far in excess of their means, thereby showing a lack of care for what they have achieved in the past and a lack of forethought for the future. Mr. Gareau above all advises the young successful merchant not to launch himself into hazardous speculations which turn out always to the disadvantage of those who go into them blindly. The steady pursuit of his own merchandising affairs is in the long run sure to show far more gratifying results than participation in uncertain get-rich-quick propositions. The man who can look upon a healthy trade that he has established should not enter upon any ventures that will cause him to throw away the results of his achievement or weaken his position in the business world. Let him continue to devote himself to his business, which will bring him more in success and well being than anything else.



Mr. C. R. La Salle

#### How to Secure the Co-operation of Your Selling Staff.

Mr. La Salle said:—

"One of the arduous problems of the present time is to find a solid basis for co-operation among the members of the same organization.

"Speaking of co-operation, generally, is it not true



that it is the very essence of life? Take, for instance, a family in which the various members do not support one another. What happens? The lack of co-operation causes the family to disintegrate—misery and often even worse calamities are the result.

"I will go further and state that the culminating point of co-operation is FRIENDSHIP. Yes, we will help one another more and better when we are better friends the one to another.

"Consequently, a means of being friendly must be found, since friendship is the first step towards a sincere and loyal co-operation.

"Every business man worthy of the name will readily admit that no matter how capable he may be, he cannot attain success without the sincere and loyal help of his employees. It is therefore evident that he must, before all, assure himself of their es-



Ald. J. O. Gareau

teem by treating them with respect, courtesy, and justice. He must also endeavour to assure, among the members of his staff, a spirit of sympathetic accord, all friction being fatal to co-operation.

"It is a recognized fact that success in business depends logically upon the co-operation which exists between business men and their employees.

"I am of the opinion that a good way of assuring this spirit is to hold monthly meetings of all employees. At these meetings are fully discussed all the problems relative to service to customers that are difficult to please, complaints relative to quality or style of goods, and all other difficulties which the employee encounters during the course of his day's work.

"Every case should be taken up and all employees be invited to make a suggestion for the improvement of the business or the firm's methods. Such topics as merchandise, advertising, sales methods, etc., should also be studied at these meetings.

"It is probable that most valuable suggestions will be offered, even by minor employees. The old French saying 'On a souvent besoin d'un plus petit que soi' is fundamentally true.

"If, at these meetings, some impractical suggestion is made, the employee making it should not be rebuked but he should be sympathetically informed

why his suggestion cannot be used, so that the knowledge thus absorbed by him may lead him to make more practical suggestions the next time opportunity offers.

"It would unquestionably be a good policy to offer some form of compensation for accepted suggestions that would lead to profitable results. Such a policy would prompt employees to use their BRAINS for the benefit of the firm, as much as they use their arms and feet.

"From whatever point of view you study the problem, it is evident that a regular monthly meeting is a powerful means of fostering a spirit of co-operation, and that both employer and employees develop mentally through it. The cordiality reigning at such meetings would stimulate enthusiasm, which is necessary to good business. Incidentally, I may add that employers would find it advantageous to give some tangible form of recompense to their employees who co-operate in the development of the business.

"Before concluding, I wish to speak of a very important part of co-operation—that of turning over a customer to another clerk to complete a sale. The clerk who realizes, even before the "hard-to-please" customer does so himself, that for some reason or other he cannot interest the prospective buyer, is a wise and tactful man. Experience proves that it often happens a "hard-to-please" client must be passed on from one clerk to another two or three times before he is satisfied. This does not necessarily mean that the clerk who concludes the sale is a better salesman than his fellow-clerks, but simply that the customer prefers his methods to those of his colleagues.

"Of course, the passing of a customer from one clerk to another must be made before all styles have been shown—the clerk passing the client on, must leave some material for his colleague to work with, and bring the sale to a successful close.

"This is one point where experienced and intelligent salesmen can co-operate in order to satisfy the clientele and contribute to the success of the business that employs them."

## STANDARDIZED SHOES.

Automobile manufacturers have for years used the prestige of the parts makers as selling arguments for the finished product. The fact that a car contained Timken Axles, or Hyatt Bearings, or a Continental Motor has been played up in advertising copy and selling arguments ever since the makers of those parts began to gain a reputation in the public mind. To a certain extent, the same method has been followed in other fields, where the manufacturers of materials have advertised them to the public. In the shoe trade, for example, there have been a number of campaigns for different leathers, and other materials, not to mention the advertising of accessories such as fibre soles and rubber heels. Many shoe manufacturers have taken advantage of this by featuring the fact that certain of their shoes contained Vode Kid Leather, Red-lin-in Linings, Neolin Soles, or O'Sullivan Heels. Now comes, however, a Boston jobbing house, Timson Bros., Inc., featuring a shoe made from standard materials throughout, and offering it to the public with a complete list of specifications.

## Showcards for April Selling

WITH April, spring selling of new goods should be strongly featured. Let special sales be forgotten for the time and do everything to push new styles and new goods. Easter will always be a great help in featuring new lines. More attention is now paid to procuring shoes to match dresses and suits than was customary some years ago. This fact should be a strong inducement to make displays of these lines as attractive as possible that good business may result.

For window displays there are many little emblems of Easter that may be used to good advantage. But one may not be confined to the small sizes, for a large egg will make a very attractive centre piece for the window display. These eggs may be purchased from window dressers' supply houses or may be made in the store. However the shape of an egg is such that it is quite difficult to make, so if one may be purchased it will be better, for it will be much less work and worry. Rabbits, too, may be used if desired, and a large one of paper mache or some other light material will make a good centre piece for a display. In showing the various models for the Easter season it is not advisable to crowd the window, as a better effect may be had with fewer pairs. Purple ribbons may be used with telling effect in window displays.

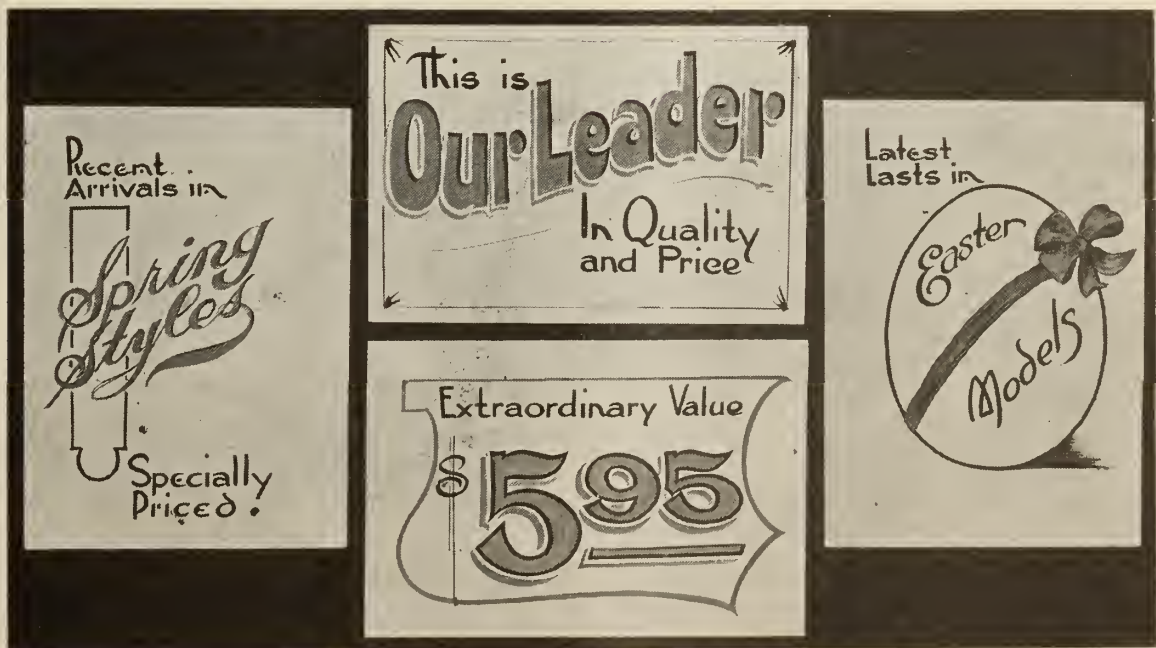
Those who have not done so earlier should have a "Spring Opening" early in the month. This can be arranged for one or more evenings at which no goods will be sold. It should be well advertised and if music is provided it will greatly add to the interest and pleasure of the event. People like to talk when music is being played on such occasions. If your store is large enough an orchestra should be employed. Smaller stores may use a piano, vocalists or a good phonograph. Do not think that because your store may be small you cannot have an opening. You may be surprised how well you can conduct one even in small premises.

The cards we have designed for April selling are not difficult to make, and these or smaller ones should be used freely. The Easter card is particularly easy to make and very attractive. It should be made on a colored card, such as grey or light buff. You can cut the outline of an egg by folding a piece of paper once and drawing the curve of one side of the egg and cutting the double paper. When opened the two sides will be the same. You may not get the top and bottom a neat curve the first cutting but these may be trimmed after. Lay this pattern on the card and trace around it and then outline it with color. The ribbon should be in purple. If you do not want to paint it on the card take a piece of ribbon and cut slits in the card at the edge of the egg and pull it through and tie it in a neat bow. This will look better than a painted ribbon and can be done with less trouble. The lettering may be done in black or in purple. As there is very little shading in this design it will not be difficult to execute.

The other panel shaped card is not difficult to make and will look well when done in bright colors. The panel design on the card should be done in yellow and the large script lettering in red and shaped with black on the top and right sides of all the strokes. The small lettering will look well if done in black. This card is for displays of new spring goods. If it is done on grey stock it will look well also.

Every store should have something it can feature as a special, both in quality and price. For such featuring a staple line will probably be best. This could be carried as an all year round special and advertised and displayed frequently. For a display of such a shoe the "Our Leader" card will help. This card should not be less than half sheet in size unless the windows are particularly small. If the large letters are made of some bright color like red or yellow they will stand out well and be attractive. The letters used are odd shaped, care being needed to keep the lower part of the curved strokes larger than the other parts of the letters. The design shown is in bright red, the top and right sides of each stroke are stiped with black and the letters shaded with grey. The small lettering is done in black.

The \$5.95 card is for a special value you may have. This should not refer to reduced prices,





# Turnover and Profits

## The Effect of Turnover on Net Profits Shown by Actual Example.

THESE days when manufacturers and merchants are looking for methods that will stimulate business and build up profits, the words "overhead" and "turnover" are becoming familiar to men who formerly had but a hazy idea of their significance. Both are words that used to mean some mysterious thing about which only accountants or those far advanced in the field of finance could talk with any degree of intelligence. But during the last year we have become familiar with a lot of new things and new words. So that any one of us now feels competent to take out words such as those mentioned above, roll them under his tongue, and fondle them. Pretty soon we'll be able to use them in our business.

But turning to "turnover," about which much has been said and written. Recent figures have shown how it affects the success of the retail shoe business. Here is an example taken from another line of business, but which shows very graphically how difference in turnover affects net profits.

W. W. Thompson & Co., cost experts, of Chicago, replied to an inquiry from a client in Minnesota, who set forth two specific cases which he desired compared. On the face of things, they were not materially different in equipment and trade volume, but when stripped of unnecessary detail the two compared as follows:

Company A in one year sells goods on thirty days' time costing \$2,000,000, with an average of thirty days' sales on the books at a gross profit of 12 per cent on the selling price, with an expense of 10 per cent on the selling price, and turns its stock two times per year.

Company B, in one year sells goods on thirty days' time costing \$2,000,000, with an average of thirty days' sales on the books, at a gross profit of 12 per cent on the selling price, with an expense, which if based on a stock turnover of two times per year, would be 10 per cent on the selling price. However, this company turns its stock twelve times per year.

Out of these facts the following questions were asked:

1. What will the net profit of both companies be?
2. What will be the rate of earnings on the stockholders' investment in each company?
3. What causes the difference and why?

In clarifying the situation for comparison the accountants drew a balance sheet and started with the idea that both companies have capital stock of \$500,000 and surplus account of \$279,834.40. But since A turns his capital twice a year as against twelve times for B, it deduces that A's inventory at a given time is \$1,000,000, while B's is only \$166,666.67, yet doing business of the same volume with \$833,333.34 less investment.

"In order to carry \$1,000,000 inventory," it says, "Company A is forced to borrow \$500,000. In addition it owes \$85,000 for unpaid bills. As a result it has a cash balance in the bank of but \$35,500. Company B, carrying but \$166,666.67 inventory, does not have to borrow one cent. It has a cash balance in the bank of \$293,108.33, and consequently pays all bills immediately upon receipt of goods, therefore

owing nothing for merchandise.

"The sales and cost of sales for both companies being exactly alike, it follows that the gross profit must be exactly alike, viz., \$272,727.27 or 12 per cent of selling price. Turning our attention then to the cost of doing business you will note that all classes of expense, except turnover expense, are alike for both companies. Company A, paying 6 per cent interest on borrowed money of \$500,000, has an expense of \$30,000 per year which Company B does not have. Company A, with six times the inventory Company B carries, pays six times as much insurance, the difference being \$6,250. As a result, taking these two items only, Company A has \$36,250 more expense than Company B.

"The total expense for Company A, being 10 per cent of sales (as the problem requires) is \$227,272.73, while Company B, because of the saving in interest and insurance has a total expense of \$191,022.73. The results are clearly set forth in the following condensed table:

	Company A	Company B
Sales .....	\$2,272,727.27	\$2,272,727.27
Gross profit .....	272,727.27	272,727.27
Per cent profit .....	12	12
Expense .....	227,272.73	191,022.73
Per cent expense .....	10	8.40
Net profit .....	45,454.54	81,704.54
Per cent net profit .....	2	3.60

"We are not taking up the saving in warehouse space and expense that most surely would follow in the case of Company B because of the small stock which is one-sixth of Company A. As we have assumed that the capital stock in both companies is alike, the rate of earnings is set out in the following:

	Capital Stock	for Year	Yield
Company A .....	\$500,000.00	\$45,454.54	9.09 p.c.
Company B .....	500,000.00	81,704.54	16.33 p.c.

"Referring to cash in bank, we find that Company B has \$293,108.33 on hand—obviously more cash than will ever be needed to safely conduct the business. Let us then see what the effect would be should Company B declare dividends aggregating \$250,000 and for the purpose of showing what the rate of earnings is on the combined capital and surplus the following table is presented:

	Capital and Surplus	Earnings	P.C. to Total Investment
Company A . . .	\$825,288.94	\$45,454.54	5.50 p.c.
Company B . . .	611,538.94	81,704.54	13.35 p.c.

"Here then is a true picture of the effect turnover has, for even with dividends of \$250,000 Company B still has \$43,108.33 cash on hand—\$37,608.33 more than Company A. A great deal has been written about turnover. At conventions and conferences this important factor has been under consideration. It does make a tremendous difference in the cost of doing business and in net profit when turnover is speeded up. The concern with the fast turnover is always in an advantageous position.

1. It is in position to take advantage of distress stocks and special items.
2. It is never in great danger because of declining markets.

The working capital is released either for the purpose of increasing volume, expanding the business or for starting branch houses."

# A Glance At Spring Shoes

## City Stores Have Wide Range for Spring Buyers.

A survey of the style situation in large city stores discloses a range of design, pattern, and material which allows the widest latitude in the choice of seasonable footwear. Dainty footwear of all types imaginable is offered, while the other extreme, equally fashionable presents a vision of sturdiness or mannishness, that is quite as attractive from the standpoint of grace as well as utility. The situation is fairly well covered by the following snapshot at some of the many smart city shops of Canada.

The present season's display of footwear offers a large choice of footwear in different leathers and designs. Tan and black walking oxfords in semi-brogue and plain styles are decidedly in popular demand, while the patent leather styles are also prominent. Medium and low heels are the vogue for the coming season, the ultra-high heel, which was so uncomfortable for walking, having greatly disappeared from the showcases.

While black and tan oxfords are to be worn for the immediate season, the various sport shoes are to be donned as the spring advances. These are made in grey leather and patent combination, black and white, tan and white, and other range of contrasts also are obtainable.

With the brown and black oxfords low cut sport spats may be worn. The popularity of patent leather shoes is still maintained, and a large selection of these is displayed. These shoes, which are worn on moderately smart occasions are mostly in combination effects of patent and grey with the medium heel. Novelty is introduced with the new designs. Hand-turned shoes after the sandal model in patent leather is in the ascendant, while satin pumps, rather plain, but some beaded with pretty designs, also enjoy popularity. Some models have one strap, while, others have two and three.

For practical every day wear the tan shoes, some plain, and others semi-brogues, are decidedly attractive, while shoes in black kid or satin are shown in models suitable for any occasion. A patent leather shoe designed after the sandal model has a high-cut back, the shoe being decorated with insertion of yellow leather, which gives a very attractive appearance. White kid shoes with the moderate heel and one strap, and others in buckskin with two straps are offered for dressy occasions.

Spats are given an amount of smart decoration with brown or black leather binding, or cut leather at the cuff. These are especially to be recommended for use with oxfords.

### Sport Shoes.

Recently the younger women have taken to the so-called golf oxfords in combinations of smoked calf with dark Russian calf instep saddles with leather and rubber soles and plain toes. This style is worn with woollen hose. In regular oxfords, plain and brogue patterns are sold freely in light and dark colors, and buckles are used extensively, some with

three and four in the place of eyelets. Patent colt oxfords are also very popular and straps with cut-outs at front in patent are also favored.

Gun metal oxfords in plain and wing tips, with low cut heels, are in demand. Grey and black suede are used in oxfords of the better grade, and the same leathers are also featured in light welts in one and two-strap patterns. Black kid oxfords on narrow toes with both low and high heels are being displayed. The popular taste seeming to favor that blacks are best in high cuts, with glazed kid in front; patent button with Louis heels being next in popularity.

Apart from weather conditions, low cuts still set the pace in women's shoes. The only apparent feature noticeable is that in really cold weather the Oxford patterns are demanded. For the spring months, however, the low cut with straps are the choice.

### Straps the Fashion.

Strap patterns predominate in the new models. Every conceivable style of strap is being shown—narrow and wide straps are both being used in the button and buckle patterns. Spanish Baby Louis and Boxwood are the most popular heels at the moment, the latter varying in height from eight-eighths to one and three-quarter inches. Cut-outs again play an important factor in spring footwear, and are as frequently found in the quarter as in the vamp.

The trend for spring wear is essentially the same as last year. Straight heel strap effects of patent leather, patent and biege or grey suede combinations, black kid, calf and suede seem the most appreciated. High French heels are far from obscure, the favorites to-day being patent leather, black satin and black kid Louis and Spanish heels models in strap and fancy patterns. Bizarre effects are abundant. Some shops display patent leather Russian boots with a turned down collar inlaid with grey suede, and also a number of Cossack models. Importations of strap effects richly embossed and inlaid are also shown. In ornaments, small rhinestone buttons and slides, as well as cut steel slides, in small designs are shown. The white season is opening with plain white oxfords and strap effects overpowering a modest display of black and white combinations. In sport effects grey oxfords and strap effects with patent or gun metal trimmings are shown. Rubber-soled oxfords with spring heels are giving indications of great popularity.

### MR. L. C. VAN GEEL EXTENDS HIS ACTIVITIES.

A new name appears in the roster of the Canadian Shoe Manufacturers with the formation of Canadian Boys' Shoes Ltd., Simcoe, Ontario. This company, of which Mr. L. C. Van Geel is general manager, will operate the plant formerly known as the Allied Shoe Company. With a capacity of 400 pairs per day, they will manufacture a line of men's youths' and boys' standard screw and nailed solid staple shoes.

Mr. Van Geel is well known to the trade as general manager of the Tillsonburg Shoe Co. Ltd. This plant has been operating full time during the last year, and have had a successful season, the manufacturing activities being under the supervision of the superintendent, Mr. Edward Leonard.



# Color and Shoes

Address by Mr. John C. McKeon Before  
the Textile Color Card Association.

I would like to say that color is scientifically described as other than a material existence. It is also termed a sensation. This is with apologies to femininity, as it involves the question as to whether a color is IN or ON a woman's cheeks.

Color, therefore, is anything definite or tangible, varying with the brilliancy of the light, emanating from it to the eye when the eye is normal.

Colors vary in hue, also in luminosity and in purity, and the claim is frequently made that the hue determines the name of a color, and the purity or absence of admixture determining its richness.

Ruskin defines art as "making beautiful things useful and useful things beautiful." Art in footwear is the combination of color and pattern.

An encyclopedia definition of shoes indicates a foot covering, not merely to do with the caprices of fashion and the influence of traditional custom and habits, but in a large measure to the conditions of climate, daily life and occupation of wearer.

From a sane, conclusive standpoint, therefore, it must be obvious that foot covering sufficient for health among tropical sands is unsuitable for the rigors of a Greenland winter.

The congruity of the encyclopediac definition during the past ten years has been decidedly disturbed, as evident in the most severe sections of the country from a winter viewpoint, in the general use of the most delicately constructed satin slippers, protected during blizzard weather by the use of goloshes. So frequent and general has been this use in various sections, that the method of wearing goloshes, whether closed tight, whether opened to the first buckle or opened to the second buckle, or opened to bring about the widest, most conspicuous and noisy flap, indicates a golosh language of its own; one way in my opinion giving evidence of real humor, putting these various forms of golosh wear into a set of conclusions, or to be more definite, "say it with goloshes."

We are probably all cognizant of the fact that in our efforts to stimulate business, regardless of the industry involved, be it shoes or textiles, knitting mills or the more extreme of modistes, the age of consistency does not exist.

We are assuredly living in an inconsistent period with the world all upside down, and the United States of America and Great Britain actually the bankers in separate, no limit poker games, holding all the money and the sporting side of the proposition being very dull.

Whatever else may be said of this period or condition, it has been far from mentally dull, and for those of us, also regardless of the industry, who have endeavored to "give her the gas on the uphill grade" it has been exciting, where for others it has been an excruciating tax on the nerves, and there have been times when the situations, if not exactly dramatic, have been decidedly tense.

To return to the question of color before considering the influence of the age, let us go back to the origin of footwear as it involved color, or to the Roman Empire.

Patricians in those days wore shoes of black leather. Red leather was reserved for senators, and to

indicate how artificial those early days were, the long boot or buskin was used with an extremely heavy sole to add to the stature of the wearer and appropriated largely to the tragedian.

Any general use of color in footwear, as nearly as can be determined, followed the general changes of the early ages, largely influenced by the Crusades, when the populace of a medieval period, to an extent was brought into contact with two civilizations, larger and more advanced than their own, notably the Greek and Saracenic, and it is beyond all question that they were mightily impressed with the wealth and comparative refinement of the Orient. Therefore, as developed the period which historians describe as the Renaissance, there came a change from a condition, regulated by tradition, into a joyous freedom and unfettered spontaneity, influencing letters, architecture, painting, sculpture, jewelry, domestic comforts and furnishings, and style of dress; this latter item particularly involving great wealth of ornamentation and all character of raiment, freely interspersed with the tone of Oriental luxury; sandals and slippers very much in vogue, and foot covering with elaborate embroidery of gold and colored silks.

It would be entirely too time consuming to go through the various periods of history, indicating the rise and fall in the demand for colors, either applicable to shoes or anything else, and after all what we are interested in, are contemporary conditions as they influence our judgment in adopting a policy, applicable to the present or to the future; in other words, giving ourselves something of credit for a reasonable amount of vision—like the Englishman who wears his monocle so he won't see too much at once.

What should be our plan of campaign to keep alive, that in the way of style or color of garment or raiment that will most stimulate activity?

Industrial inactivity is our serious menace as of today, and in most commercial walks is the result of what must be termed panic, largely due to unprecedented recession of values.

Statistics show us that our nation has gone through serious panics. Eighteen fourteen, eighteen seventy-four, eighteen ninety-four, nineteen four and others, carefully compiled figures show that the recession in values during the second half of the year nineteen twenty was six times as great as any other recession period in our history.

Improvement in sterling exchange may eventually help matters to some extent in providing exporting possibilities. This, however, is problematical, and even at that will not solve the question of Great Britain and this country, in the handling commercially of Central Europe, so that of necessity the only safe basis of calculation is that the country must live within itself, and efficiency accomplished, even though it involves temporary unemployment, or a reduction of the weekly earnings of labor and the complete elimination of profit for the manufacturer, wholesaler and retailer, all with the idea of reversing the order of things and bringing supply on a level with demand, or demand slightly in excess of supply.

It has long been recognized as an absolute fact that the buying of the public in a declining market is of a purely necessitous nature. The antithesis of this situation is also true that the public will buy in the face of broadly rising prices. Once start the markets upward, and the public demand will enter



as one of the most important factors.

This is possible of accomplishment, in my humble opinion, only through balance of supply and demand and the element of stimulation. This stimulation is not necessarily economic, except that it answers a very worthy purpose. Neither does it accomplish conservation, as the element of new things as they are introduced presupposes the premature discarding of articles simply as a result of their being out of the style trend. It is out of my province to state or forecast whether or not this is a healthy condition. It suffices to say, however, that regardless of the reasons for combining the color question with footwear, and I might add many other articles of wearing apparel, it is an age of novelties, and stimulation to a considerable extent be accomplished by the frequent advent of new things.

Memory fails when it comes to the latter-day origin of colors except that twenty-five years ago New England tanners making what is known as Wiolda Calf, this more widely recognized in the feminine mind as suede, featured thirty colors with not more than four or five at any one time being notably active.

The shoe industry, therefore, from a standpoint of color drifted along for many years in this sluggish use of color, during which period kid leathers in blacks and colors forming the greater proportion of shoes, worn by women were imported to almost a ninety per cent extent, where better quality material was needed, from France.

A remarkable evolution took place in this respect particularly applicable to black leathers through the invention of what is known as the patent tannage process, so that for the past twenty years, excluding the post-war period, American production has been so great and has so appealed to the world at large, that I might hazard the statement that ten times as much American kid is exported as has been imported, and if I may be pardoned for my reference to my native city, the greater part of good leather in this class is made in Philadelphia and vicinity.

We all at times wonder what style, as it applies to pattern or color in any type of garment actually is. I have heard it called a hunch, but I believe there are very few of us who can really describe or determine what actually brings about in any definite way a style trend or tendency.

We are all more or less inclined to drift in creating something that is just a little bit different from what is, or trailing along with the general scheme of things. Bernard Shaw, I think, was asked the question at one time, "Why do men sometimes love other men's wives?" and his reply was, "Did you ever know a horse thief to steal a wild horse?"

You will all agree with me that we have a very interesting example of failure of tradition in Paris of the past fall, where the decree of "les couturieres" was completely ignored as it applied to the longer skirts and the madame or mademoiselle who appeared in public so garbed either gave the appearance of being frumpy or freakish; this occasionally relieved, however, by the very well figured woman, adopting the one side length or drape, leaving the other side what I would term vented, so as to give an interesting view of at least one ankle and near ankle.

On the other hand, towards the end of the year

1912 in this country, or the beginning of 1913 from some source or other, sprung talk of novelty footwear, and though the activity of Combe et Fils, known as the Grison Plant of Saint Denis, France, the still greater activity of several progressive American tanners of both kid leather and suede leather, an enormous amount of business developed on boots and low shoes of colored kid and suede; this demand continuing regardless of advancing prices made necessary through the period of the war, and bidding fair to continue into a lengthy future, even involving the extreme of colors in spring boots of 8½ to 10 inches in height, until an ultra temperature of ice water was spilt on the parade by the government's maximum price ruling just prior to the signing of the armistice. There has been no real revival of this period of novelty footwear as it applies to colors up to the present time.

During that period a considerable amount of inconsistency was observed, as it applied to matching or harmony applicable to the matching up of hosiery with footwear, or hosiery and footwear with habits or gowns.

Today the situation in this respect is widely reversed. Blacks in footwear frequently presuppose gray in hosiery; blues in hosiery presupposing tans in footwear, and so on in an incongruous fashion where any degree of contrast can be accomplished.

The economic wave of non-receptive attitude of the buying public has killed colors in boots and the further advent of woolen stockings coupled with this economy has in a great measure disturbed the use of boots in their entirety, ignoring the possibility of ankle enlargement through the constant use of low effects.

One man tells me the other day that he thinks the boot has as much chance of revival as a livery stable in Detroit. But he has a great respect for horses, notwithstanding the fact that he thinks Henry Ford makes a better horse than the Lord ever made.

This is also a period where frequently exists the great temptation to fit in with the scheme of things downward, to ignore the maintenance of quality standards, which in my opinion is a very great mistake, as I am firmly convinced in my own mind that a solvent concern adopting a policy of sane merchandising, carefully avoiding influence from panicky talk and influence from loss of volume, has no cause for worry. A reasonable bulwark of solvency will permit a few years' drifting, and it is a definite reflection upon the fair name of our country and the fair name of many of our industries to disturb quality standards that have existed for a multitude of years, simply for the purpose of fitting in with a temporary attitude of the buying public based upon nothing but false impression.

One optomist briefly puts it this way: Things are very much better because we are losing money slower than we used to.

It may be of little interest to comment upon the element of fit, particularly applicable to shoes made of colored leathers, as it is so seriously considered by American production.

Widths are usually from triple A to D, and sizes from two to eight, sometimes nine, which gives you some idea wherein an enormous variety of lasts and patterns are involved, as also half sizes in every in-

(Continued on page 47)



# Policies That Brought Success

**Large Manufacturer of Shoes Outlines Some Methods and Ideals.**

**I**N a recent article in *Printer's Ink*, Mr. Milton S. Florsheim, of the Florsheim Shoe Co., revealed some of the policies, methods and ideals that have brought, and should bring, success to a manufacturer. He said:

"We went into the recent business depression without changing our practice in any essential respect, and to date we have not shut down our plants or offices for a single day, even for stock-taking. Furthermore, in spite of reductions in prices, the dollars-and-cents volume of our business has been the largest in our history.

"We definitely placed advertising among the established policies of the business. Our advertising policy throughout has been one, not of opportunism, not of doing merely the thing that seemed to promise favorably at the instant, but of doing that which in our experience is going to build a business that will be larger and more profitable ten years from now than it is today. In other words, we believe in a policy of steady, persistent, well-founded growth, and we look upon advertising as one of the instruments of such growth.

"We have advertised continuously for the last twenty years. We do not use large space. But we keep saying over and over again the relatively few things that we want people to know.

"Advertising, we have found, is a quick and sure test of the merit of a product. It brings buyers; but it does not bring them back if they were disappointed the first time. On the contrary, it merely reminds them that they were disappointed! That is why a poor product cannot stand very much advertising; and it is also why some poor products have been turned into good products after the start of advertising.

"Even before we began to advertise, we fixed on the policy of making the best shoe we could, at the lowest price possible. We have continued that policy also. We set our standard; then we began trying to make shoes of that standard at the lowest possible cost. Whenever we have been able to lower our overhead and manufacturing costs sufficiently to warrant it, we have reduced our prices correspondingly. We are satisfied with a small rate of profit, finding that the best way to secure a large volume of profit.

"Our central idea is not opportunism. In every aspect of our business we avoid seeking the immediate profit if there is any risk, by doing so, of sacrificing the permanence of our good-will. We try to ask ourselves, always: What will be best for the business in the long run?

## Careful Selection of Dealers.

"We select our dealers with that thought in our minds. Under no circumstances will we go into a town and sell our shoes to the first merchant who is willing to buy, if he does not happen to be one whom we consider a representative merchant. We will wait, if necessary, for several years, getting no business at all from that town, rather than sell to him. And we will take a \$2,000 yearly business from a man who is representative, if that is all he can sell for us

at the start, in preference to an initial yearly business of, say, \$5,000 from the man we do not want.

"What do we mean by a representative merchant?

"Briefly, he is not an opportunist. The kind of dealer we want is one who is in business to stay and to grow, and for those very reasons he is one who does a clean, honorable, progressive business. He must of course be financially sound; otherwise he is not likely to be permanent. Then, too, he must believe in advertising, and he must be an advertiser; without advertising he will hardly get the volume of business that he should, either for himself or for us. He must not profiteer; we limit our own profits in order to get our product in the hands of customers at a fair price, and we cannot allow our efforts to be hampered by a dealer's refusal to follow an equally intelligent policy.

"These are some of the ways in which we judge whether a merchant is representative. We go into his qualifications very carefully indeed. The salesman is not the only one to judge of his fitness. We get one direct line on every prospective dealer through credit investigations. But we go farther than that. We have a special department, known as the promotion department, and part of its function is to determine whether prospective dealers are the kind of merchants we want to take on.

"Sometimes, when we are in doubt, we go so far as to make special personal investigations. Two men devote their entire time going about the country on this and related work. They do not sell or attempt to sell. They are essentially service men, able to trim windows and to do other jobs of that kind for merchants on request; but a principal part of their work is to make sure, either before or after we select dealers, that they are the right sort.

"This emphasis on getting the right dealers may seem extreme. And of course with all our care we make some mistakes. But with the information gathered from these various sources—through the salesmen, the credit department, and the promotion department, with its special investigators—we are able to select dealers who on the whole and in the long run are best fitted to handle our product. The permanent returns justify the original care in selection.

"The same general policy is reflected in our methods of dealing with our salesmen. We have something like forty-five men all told, and our policy with them, as with the dealers, is to build for the future even more than for the present.

"It is hard to say whether we get our best salesmen by training them ourselves or by hiring them from the outside. We do frequently take young men through the various departments of the business and then let them sell. But, no matter whether we train a man or hire him with previous experience, we insist that he spend some time inside before he begins to sell. He must understand and sympathize fully with the spirit behind our policies.

"If we hired him one morning and sent him off with a sample trunk the next evening, hoping that by some hook or crook he might get some orders, we believe that we would inevitably injure ourselves so seriously that we would be a long time recovering in the territory he visited. Our theory with the salesmen is that, while they must get the immediate business, they must also do all the things that are necessary to build a great volume of good-will, so that they and their successors may continue to sell



goods for us in an ever-increasing volume as long as we remain in business.

"It follows from all I have said that we do not feel satisfied to pay salesmen on any basis that might emphasize our desire for immediate sales in large volume. We pay them straight salaries, large enough in every case so that they can maintain themselves and their families in comfort without worry. They receive in addition a percentage on all the business coming in from their territories above a certain amount. That makes it to their interest, as well as to ours to build up a permanent business.

"I might go on at length, showing how the central idea in all our policies is worked out in various departments. That would take a lot of space; but I want to mention, in particular, collections. It is very easy, I have found, to make money in the front of the house and throw it away in the kitchen. The collection and credit departments in some concerns may justly be likened to a wasteful kitchen. I suppose ill-will can be caused there more easily than anywhere else.

"Firmness in collections, I believe, is always justified; "sharp-shooting", in my opinion, is never justified, as the policy of a concern that intends to stay in business. By "sharp-shooting" I mean collecting by means of threats that are only bluffs, and coercion in any needless form.

"A clever lawyer, to be sure, may scare the money out of some slow-paying customers. But at the same time, most likely, he turns the debtor into an enemy. Even if we do not want a man for a customer, we do not want him to be our enemy. Enemies talk, and usually they do not tell the truth; they tear down what we try laboriously to build through advertising and square-dealing. Furthermore, we do not believe that a concern's real policies can be concealed from customers. If those policies include the practice of squeezing customers who are in trouble, it will get around in time, through some wholly unsuspected channel, to customers who are not in trouble; and they will be less friendly."

### THIRTY-THREE YEARS IN STRATFORD.

The following from The Stratford Herald concerns an old timer in the Ontario shoe trade:

"Yes, sir. I'm enjoying life. Why shouldn't I? Eh?—Taking care of soles for thirty-three years. Eh?"

A chuckle and a nudge accompanied these cheery words, which were welcomed indeed by the weary scribe who dropped into the shoe shop of Mr. John B. Badour, after passing through a siege of monotonous "Nothing doings."

Mr. Badour, happy as a lark, launched out today on the thirty-fourth year of a successful shoe business, carried on since 1889 on the old familiar stand at the corner of Downie and Shakespeare streets. Here is a record of which perhaps few Stratford merchants can boast.

#### Sound Philosophy.

"Treat 'em right, and they'll come back to you." Mr. Badour referred to tramps when he said it, but nevertheless perhaps it is a philosophy which has made "Badour's" a household phrase in many homes. Mr. Badour tells of the first sale he made in his shop. A little girl wanted a pair of laces. They were eagerly produced by the willing young cobbler. "Five cents" said he. "But I only have four," quivered the little mouth. Mr. Badour lost a copper on his first

sale, but he won a little lassie's heart and laid a foundation of a comfortable trade. What he lacks in riches he holds in good will.

Mr. Badour was a real old-fashioned cobbler. He used to make boots. He started as a shoe-repairer, but it was only about three years until he started a retail shoe business. With the development of modern merchandising, of course, Mr. Badour ultimately gave up the manufacture of boots.

### HAMILTON BOOSTS HOME INDUSTRIES.

In the recent Made in Hamilton Week, Hamilton Clothing and Shoe Manufacturers combined to demonstrate that every article of men's apparel was made in their own city. A young man was engaged and outfitted from shoes to cap, with Made in Hamilton goods; during the week he called on business houses and left a card on which was his name and the names of the manufacturers whose products he was wearing. In the local papers large space was used in which photos of this young man appeared and the names of the manufacturers. One of the advertisements—reduced in size—read as follows:



**MR. ALLAN BETHUNE**

Representing

**MADE IN HAMILTON WEEK**

**Every article of clothing from shoes to cap, worn by Mr. Bethune is a Hamilton Made Product.**

Clothing—The W. E. Sanford Mfg. Co.

Underwear—Zimmerman Reliance Co.

Shirt—The Van Allen Co. Ltd.

Collar—The Van Allen Co. Ltd.

Necktie—The Van Allen Co., Ltd.

Shoes—The John McPherson Co. Ltd.

Socks—Zimmerman Reliance Ltd.

Cap—The Superior Cap Co. Ltd.

You too can be well dressed in Hamilton Made Clothes.

### SUNSHINE.

It is astonishing what a difference a little warmth and sunshine makes on business and on the outlook. Why not try the effect of some personal sunshine in your own business?





# Pointers on panthers

# The Heel of Quality

Panther Sure Step Heels occupy an important and enviable position in good shoemaking.

The experience of leading manufacturers has proven that they are undoubtedly **THE SUPERIOR HEEL**.

In Service they unfailingly **LIVE UP** to their reputation and in Selling are **BACKED UP** by our **guarantee**.

...The Quality of the finest shoe is improved when it is equipped with a Panther Heel. They make walking **MORE COMFORTABLE** and **REDUCE SLIPPING TO A MINIMUM**. They are long wearing-representing **THE GREATEST MEASURE OF VALUE**.

When making up your lines for the coming Season it will pay you to feature Panther Heels in preference to any other.

Repairmen, too, are reaping a bigger trade, and holding it, through supplying their customers with Panther Heels.

ALL GOOD FINDING JOBBERS CARRY THEM

## PANTHER RUBBER CO., LIMITED

OFFICES and FACTORY

Sherbrooke

-

Quebec

**IMPERIAL BRAND**  
**OVERGAITERS**  
 and  
**LEGGINGS**

**SUPERIOR IN STYLE and  
 WORKMANSHIP**

**A Complete Line of  
 Staples and Novelties.**

**Our Travellers Are Now On The Road.**

**GOODS ARE RIGHT.**

**PRICES ARE RIGHT.**

**L. H. Packard & Co.**  
 Limited

**15 St. Antoine St.**

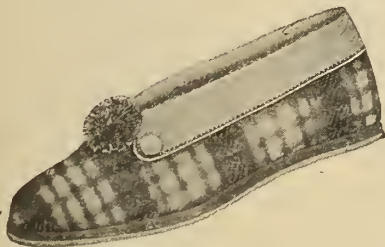
**Montreal**



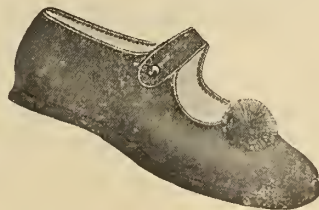
**Hartley & Co., (Waterfoot) Limited**

Shoe and Slipper Manufacturers

**BACUP, Near Manchester, ENGLAND**



No..B3—Women's Camel Hair Slipper,  
 Rolled Top Silk Bound, Felt  
 and Leather Sole.



No..B129—Misses', Children's and In-  
 fants' Camel Hair Slippers,  
 made with Ankle Strap, Felt  
 and Leather Sole.



No. B4.—Men's Camel Hair Slip-  
 per, Silk Bound, Felt and  
 Leather Sole.

**We manufacture one of the most popular lines of Camel Hair and Felt Slippers which is being handled by the Principal Jobbing Houses throughout Canada.**

**Be sure to see the complete range and note the strong selling features and exceptional values.**

*Selling Agents for the  
 Dominion of Canada*

**ROSS & SHAW**

**121 Wellington St. West**

**Toronto, Ont.**





## 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.

# QUEBEC

## The Early Robin

Even in old Quebec the gentle zephyrs of Spring are making themselves felt, and, while the Early Robin this year may not as yet have made his warblings very insistent this far east, there has been enough sunshine, song and **sales** in the past two weeks to satisfy everybody that it only needs the optimism of the "red breast" or some other red blooded preacher of faith to start business moving in real earnest.

Orders are coming in and in many cases with the inevitable insistence that was predicted by those who recall the impasse of 1920. Most of them are of course marked "P.D.Q." with a forgetfulness of conditions that always characterizes the Spring freshet.

Quebec is, however, "sur le champ," and will see to it that service is added to shoe making and leather quality in the Quebec product as usual. At the same time it is in order to suggest that the jobber as well as the retailer do not postpone anticipating his needs until customers are clamoring at the doors.

Quebec was never in better shape than to-day to meet the demands upon her ability and capacity in shoe production. But neither service nor satisfaction can result where all these demands are concentrated upon a few days. The wise shoe buyer will just now look AHEAD.

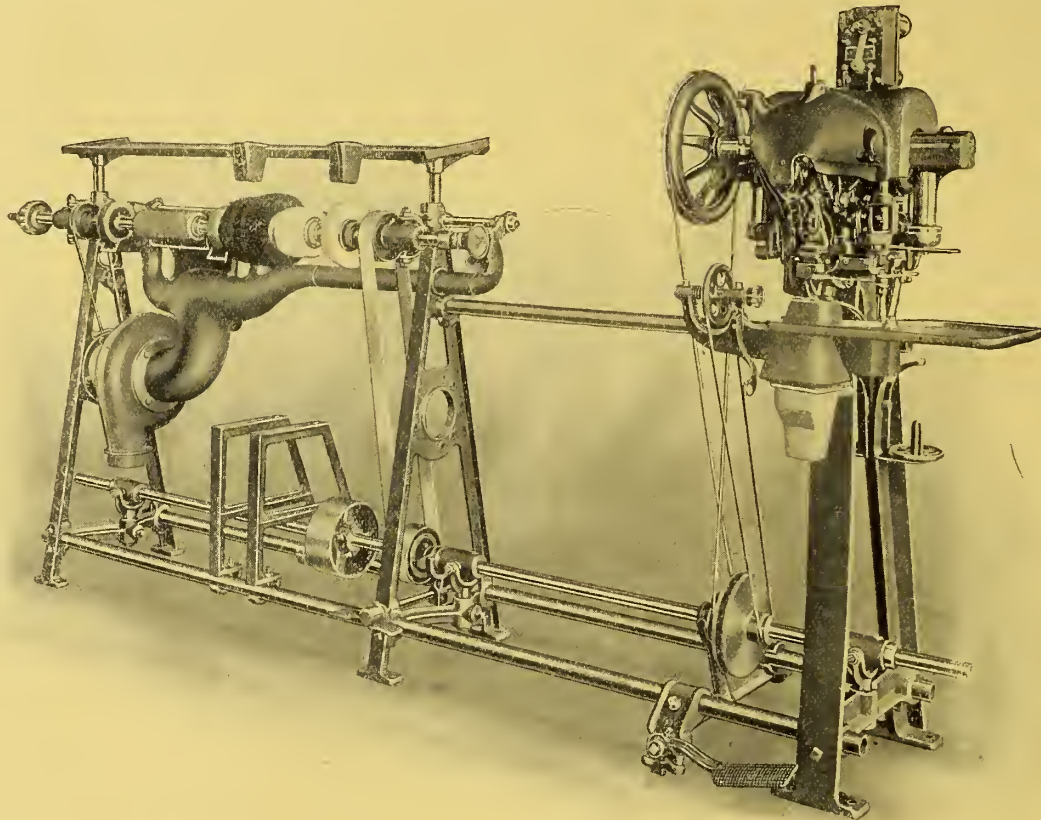
You are going to be SHORT no matter what you DO.



# REPLACEMENTS

NOW FORM A LARGE PORTION OF OUR REGULAR BUSINESS

IT IS SIGNIFICANT THAT SO MANY  
EXPERIENCED SHOE REPAIR MEN  
WHEN MAKING CHANGES TO THEIR EQUIPMENT  
SPECIFY GOODYEAR SHOE REPAIRING OUTFITS



10 ft. Goodyear Shoe Repairing Outfit, Model P.

Made in our Montreal Factory

**A Practical Economical Equipment for the Shop of Limited Space**

There is a size and style exactly suited to your requirements

Installed on terms that you can afford

**Gasoline Engine Equipments for those locations having no electric power**

PREPARE to secure the utmost from this season's business by  
having the proper equipment. Arrange for that installation 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

**COLOR AND SHOES.***(Continued from page 39)*

stance, what an accumulation and total expense trails along with the daily conduct of high grade shoe manufacturing.

There are very few nations large producers of shoes other than the United States and Germany; perhaps considering its size we should involve Switzerland. Great Britain is made up of a multitude of smaller plants, catering to the home country and colonies, but by comparison with our own specific and intricate detail, the average British or Australian woman pays very little attention to fit, and dealers in these nations stock sometimes but D and E and never more than C D and E, and sizes five to nine, so that the custom of the British woman in making a change of footwear is most facile and unique, inasmuch as she will kick off her oxford and in replacing her pump or her strap slipper will frequently not even involve the slight formality of seating herself for the purpose.

France is a nation producing, as you know, wonderful colors in many things. It also produces wonderful colors in shoe leathers, but largely for use by other nations. As an example the population of the United States, estimated at one hundred million, has for comparison a total production of footwear yearly of three hundred million pairs. France, as we know, is not only an artistic nation, but it is an agricultural nation to the extreme of employing at least one half of her entire population, not male understand, but entire population, in agriculture; the total population estimated with the addition of Alsace and Lorraine as thirty-seven million, producing for men and

women, in blacks and colors of all kinds, but thirty million pairs of shoes.

India, due to climatic conditions, but with a population of two hundred forty four million, produces about one thousand dozen pairs of shoes a day, or about three hundred thousand dozen a year, and due to climatic conditions that is all they need.

I might conclude by stating that high grade manufacturers of the United States, as well as all manufacturers of women's shoes, are most thoroughly interested in the color problem, although there is no doubt that the production of color, while in fabrics is simple and economical, in the handling of natural products such as calf or kid skins or flesh or grain finish is most trying and discouraging, inasmuch as the adoption of a color at all out of the ordinary frequently pre-supposes the experiment with hundreds of different shades before any practical or substantial or acceptable tone is arrived at.

It is unfortunate that conditions of the times do not permit the tanner of colors in leather to keep on with his experimental work, as no doubt many of these difficulties involving different variety would eventually be overcome, but we are unfortunately in an age when the color game is difficult, confined to a few standard shades such as fawns, greys and browns, and a constant tendency towards varying or changing with the season or otherwise from one shade to another.

I should like to express at this time a little appreciation for myself and associates of the untiring efforts and patience of Mrs. Rorke in endeavoring to make the Textile Color Card Association of advantage to the allied industries of shoes and leather.

## *SAMSON VALUES PULL TRADE*

The problem of bringing buyers to your store is largely solved when you show our exceptional values in Staple Shoes. Repeat sales are the lifeblood of trade and Samson Shoemaking wins the permanent confidence of every wearer.

### *Samson Sporting Shoes*

Recognized by satisfied dealers from Coast to Coast as the line without an equal on the market. The COMPLETE and most highly specialized line of Hockey, Football, Baseball and Ski Boots.



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



## Mr. Wholesaler: For Spring and Easter Selling

We are showing One and Two Strap Pumps in Colored and Black Calf, Black and Brown Kid, and Patent Leather, that can be sold

**FOR \$3.00**

Here is a line that offers an opportunity for some good business and warrants your inspection of these attractive shoes.

Made by

## Lachance & Tanguay

70 BIGAQUETTE AVE.

QUEBEC

P. Q.

# Why I Sell Canadian Shoes

## A Traveller's Views on the Subject.

Last year a contest was held and a prize offered by the Shoe Manufacturers' Association for an essay on "Why I Sell Canadian Shoes." At that time we published the winning answers. But others were decidedly worthy of mention and publication, and among them was one by Mr. J. G. Settle, which we reproduce here.

"As good fortune shone upon me and placed me on this part of the globe, proud am I of my heritage and the privileges of the land of my birth. It therefore, behooves me to show my appreciation and patriotism, and in what better way than this?—boost Canada and her products! We all know one of Canada's greatest products is shoes — made-in-Canada shoes for the Canadian people. Now, as a Canadian and a salesman, my whole time, thought and energy are devoted to the propogandism of Canadian-made shoes. By so doing it is conducive to the general promotion and expansion of all branches of this industry.

"The very soul of shoemaking is instilled into our craft and Canadian shoemen are bubbling with the knowledge of how to produce the best shoes at the best value for the best people—the Canadians. This knowledge is one of Canada's premier assets. The very finest shoes are made within our own portals under the skilled hand of labor piloted by resourceful manufacturers and able financiers. With all assurance I can boldly assert our products measure up to the standard of the imported article in workmanship, materials and styles and are fully adapted for our climate and country and are specially designed to suit the varied fancies of the cosmopolitan people of this vast and productive Canada of ours. Armed with these essential details and stimulated by the knowledge that Canadian manufacturers are producing the very best merchandise in shoes, it is with the greatest satisfaction I know I am offering the trade a commodity par excellence and with assuredness can solicit orders for made-in-Canada shoes and am supported by the fact buyers demand this excellent class of footwear.

In selling made-in-Canada shoes there is ample opportunity of sincerely boosting Canadian-made products for it is a well known fact every essential part, backed by the unquestionable honor and guarantee of those engaged in making each particular accessory, is made within our boundaries—in Canada. In short no essential detail in shoemaking has been forgotten and each differentiated part can be procured at home. With confidence in Canadian-made shoes reinforced by the true and honest conviction of steadfast and skilled labor—the bulwark of the industry—the manufacturer, retailer, traveller and consumer of Canadian-made shoes justly appreciate and are duly proud of this well organized and aggressive industry which sits up and maintains the high standard of shoemaking.

"All admiration is called forth by the patriotism displayed in every branch of Canadian shoemaking—by the tenacity and courage of the peoples devoting every effort to the improving and the creating of home products for home consumption and consequently every imported shoe is a brake on the wheels

of Canadian Commerce and progress.

"Again, to me the selling of Canadian shoes is a most congenial occupation and all its variations are surrounded by a pleasant atmosphere. A good fellowship exists between the traveller and buyer, who is ever on the qui vive and realizes the prominent position Canadian footwear holds on the Canadian public. Thus his welcome is sincere and his authority is reciprocated by the traveller who is ever anxious to promote the retailer's interests. It is most opportune in this country a shoe traveller is in intimate relations with his House. Much appreciated by the representative and unselfish on the part of the manufacturer is the "get-together" system to discuss in a congenial way the vicissitudes of styles—modes-de-Canadienne—etc., which all in all make our Canadian production the more perfect and our "all-pull-together" efforts the passe partout of the individual success of the salesman.

"In conclusion, I take pride in selling made-in-Canada shoes because I am most optimistic of the future of our country; its welfare is ever paramount and consequently Canadian shoes must be for the Canadian people and I deem it my privilege and above all my duty to expound the true merits of made-in-Canada shoes so deservedly earned by Canadian shoemakers."


## MR. P. J. MILBURN.

As representative for three of the leading Ontario leather houses, Mr. P. J. Milburn is a well known figure in shoe and leather circles in Eastern Canada. At present Mr. Milburn is located at 252 Notre Dame Street, Montreal, where he represents Davis Leather Co., Ltd., of Newmarket, A. Davis & Son, of Kingston, and Clarke & Clarke, Ltd., of Toronto. Prior to establishing his own business he was on the road for seventeen years in Eastern Canada for Marlatt & Armstrong, of Oakville. His thorough knowledge of the French language, as well as his business ability and a faculty for making friends, makes him one of the most popular members of the shoe and leather fraternity.



Mr. P. J. Milburn





## LUC ROUTIER

You will have little trouble satisfying value-seeking buyers if you have our line ready to show them. They are **RAPID SELLERS** and the shoemaking **STANDS THE WEAR**. How about your Spring needs?

**McKAYS and S. SCREW**  
For **MEN, BOYS and YOUTHS**

**LUC ROUTIER**  
56 Colomb, QUEBEC

### WITH THE SHOE MANUFACTURERS.

The Shoe Manufacturers' Association of Canada has issued Shoe Industry Facts Number 4, entitled "Prices of Hides and Shoes." It consists of an extract from the statement made by Mr. Joseph Daoust, President of the above Association, on the occasion of their Annual Meeting, which was reported in the February 1st number of the Shoe and Leather Journal.

Manufacturer Collects from Retailer.

A recent court judgment in a suit instituted by one of the Canadian Shoe Manufacturing Companies against a retail account, is of general interest and is regarded by the manufacturers as a precedent, which is likely to have an important bearing on other disputes arising from the cancellation of orders and return of goods. The Shoe Manufacturers' Association of Canada has considered this decision to be of such interest and importance that a detailed report has been prepared and sent to each member of the Association. The circumstances were as follows:—

A traveller representing the manufacturing company booked the order for shipment February 1, 1920. The order was taken in the usual course of business and was not signed by the purchaser. As a result of labor difficulties, etc., at this time the boots were not shipped until 20 days after the date specified and reached the purchaser late in February. Shortly after receipt of the shipment, the purchaser wrote to the manufacturer, advising that the boots were being returned, alleging that they were not up to sample, and stating also that the purchaser has sufficient of these lines on hand. The seller replied on March 8 that, unless the purchaser remitted the amount of the freight, action would be taken upon arrival of the goods.

When the boots reached the station at the original point of shipment, freight collect, the manufacturer learned that the shipment was not in good condition after transportation both ways, and refused the goods. On March 15, the manufacturer wrote cancelling the offer of March 8 and demanding immediate settlement. Later in March, the manufacturing company drew on the purchaser for the amount of the account, but the draft was returned unaccepted. The manufacturer then turned the matter over to a solicitor, who, on April 19, repudiated cancellation and claimed payment for the full amount. The purchaser later remitted the freight charges to the railway agent at the original point of shipment, and the defence was based partly on the claim that the manufacturer had agreed to return of the shipment and that the condition, viz., payment of the freight, had been met.

After evidence for examination of discovery, the Judge requested the manufacturer to send back the original shipment so that he could compare the goods with the sample. The plaintiff refused to do so, on the ground that the goods belonged to the purchaser.

The whole case may be summarized thus:—

1. Goods were ordered from the manufacturer and the order was not signed, although the amount exceeded \$40.

2. Goods were made up as ordered and shipped within a reasonable time. (although 20 days after the date specified).



## 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.

Canadian Representative

R. B. Bennett & Co.  
Toronto

Room 32, 70 Lombard St.  
Phone Main 4016w

# LIQUID FLEXO

*Pays 500 % In Dividends*

By reducing the cost of handling the shoes.

LIQUID FLEXO is a scientific preparation for the tempering of sole leather; it reduces the number of broken and torn channels; produces a better setstitch; gives perfect results in rounding and moulding; a better buffed and finished bottom.

LIQUID FLEXO neutralizes the sulphuric acid in the leather, and prevents rotting of the stitches and it facilitates the entire shoemaking operation.

LIQUID FLEXO Reduces Seconds to a minimum. A dollar's worth of Flexo gives five dollars' worth of results.

Write for special terms for the Canadian trade.

**B. V. F. Manufacturing Co.**  
215 ENDICOTT ST. BOSTON, MASS.

**Frederick Craven**  
**Representative Canadian Division**

3. Seller indicated willingness to take shipment back on condition that purchaser paid the freight, but withdrew offer before purchaser agreed to it.

4. Purchaser refused to accept delivery and made claim for cancellation, alleging that goods were not up to sample.

5. Court found customer at fault and gave judgment in favor of the manufacturer for original claim and costs.

The purchaser who attempted to cancel this order unfairly was required to pay the full invoice price, approximately two-thirds of the plaintiff's court costs, all defendant's costs, eighteen months railway storage, and freight three ways. These items totalled considerably more than twice the amount of the original invoice.

## JOHN SLOCUM JACKSON.

It is seldom a man retires from business with a record of thirty-nine years' continuous service, as does Mr. John Slocum Jackson, Treasurer of the Richard Young Company, who tendered his resignation on February 1, to live in California, where his only child, a married daughter, resides.

That our readers may appreciate the high esteem in which he was held, we take pleasure in printing copy of the beautifully engrossed Resolutions that were presented by the Board of Directors to him at a private dinner held in his honor.

"At a meeting of the Board of Directors of the Richard Young Company, held on the first day of February, 1922, the following minute was unanimously adopted:

In accepting the resignation of Mr. John Slocum

Jackson as Treasurer of this Company, the Directors desire to place on record their high appreciation of the services he has so faithfully, conscientiously and efficiently rendered, in safeguarding the finances and interests of the Company since it was incorporated in 1898;

That they further desire to express their regret that his plans for the future necessitated his retirement, but are pleased that the ties which have bound us in such close, intimate and friendly relationship are not severed, that they on the contrary are cemented by lasting bonds of memory, respect and esteem;

And further express the hope that in the future he may enjoy good health, happiness, prosperity and contentment in full measure.

Richard Young, William Nelson Cromwell, James M. Montgomery, Fred A. Chilton, Fred E. Foster, Arthur D. Bowne, Harold V. Chipman, Joseph J. Gill, John J. Riley.  
New York, February 20, 1922."

## RETAILER ADDRESSES UNIVERSITY MEN.

Mr. L. Lockett, of Lockett's Shoe Store, Kingston, Ontario, addressed the members of the Commerce Club, of Queen's University, on Friday, February 10th. His subject was: "The Problems of Retailing." The members expressed their appreciation of Mr. Lockett's address, and were exceedingly interested in the complete stock system which he uses and which he explained to them. It will be remembered that the Shoe and Leather Journal was privileged to describe this system in the April 15th, issue of 1921.



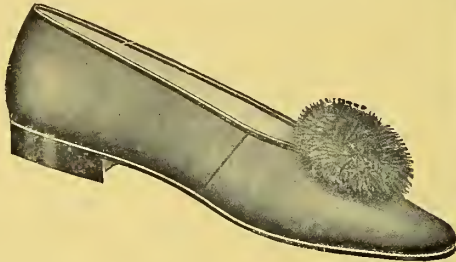


Boudoir  
Slippers

Leather  
and Felt

All Colors

Men's, Boys' and Youths'  
Canvas Boots, Leather Foxings



Jobbing Trade a Specialty, Close Prices

**B. & M. SHOE & SLIPPER CO., Ltd.**  
126-128 GARDEN AVE. - TORONTO

### MR. W. A. LANE MOVES TO KITCHENER.

Mr. W. A. Lane, formerly of the Citadel Leather Co., Limited, Montreal, has opened an office and warehouse at 6 Queen St. North, Kitchener, Ont. He will act as Ontario representative for Paul Galibert, Montreal, and will carry exclusively a complete stock of this firm's Empire Glazed Kid, and will also stock a full general line of upper leathers.



Mr. W. A. Lane

Mr. Lane's policy will be a direct instock proposition, carrying at all times a full supply of the lines he represents. Ontario manufacturers will thereby have a close-at-hand headquarters giving a reliable supply service in upper leathers.

It was as representative for Mr. Paul Galibert that Mr. Lane first made his acquaintance with the Canadian Trade on coming here from the United States some years ago. He continued in this position for some four or five years, and in resuming the connection now he is taking up a line with which he is perfectly familiar in a territory in which both the line and representative are equally well and favorably known.

### VANCOUVER NOTES.

Almost every type of weather conceivable has been experienced in this city during the last two weeks. Between eight and nine inches of snow fell in the early part, during one morning, and after several days of balmy spring weather, snow and sleet again appeared. This prolonged the winter, when the trade were looking forward to the early showing of spring footwear. However, consolation may be had from the fact that stocks of winter footwear and rubber goods are lower at this time of the season than they have been for several years.

Clearance sales continue, and some exceptional values are being offered. One house is reputed to have cleared out two thousand pairs of ladies' glazed kid shoes at about 95 cents per pair in one morning. At the same time the man indulged in a tan side welted bal, with leather insoles and rubber heels at \$3.95. It is a long time since such values have been offered in Vancouver.



## 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.**

**New York**

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



# Ralston's Polishes

*Built on Consumer Satisfaction*

Ralston's Polishes will meet the requirements of every customer, they cover the cleaning and polishing needs of all footwear. The Ralston Quality is due to a careful combination of processes and materials, with a result that satisfies all users. Every customer who enters your store is a prospect for Ralston's Polishes—well displayed means sales made, and the first sale means more to follow.

We also carry a complete range of findings.



No. 8  
The above line comes in Black, Brown, Tan and Oxblood



## ROBT. RALSTON & CO., Limited

HAMILTON



ONTARIO



### THE BUSINESS QUIZ. (No. 7)

- Question No. 1**—What is known as an “odd lot” of stock?
- Question No. 2**—What is the process that constitutes the component parts of a sale?
- Question No. 3**—What is known as the Eighteen Fixed Business Expenses?
- Question No. 4**—Is resale price determined by Manufacturing Cost or Selling Costs and why?
- Question No. 5**—What is it necessary to know about the goods in any line or calling before they can be properly and profitably sold?
- Question No. 6**—What is known as the Elements of Attraction?

### ANSWER TO BUSINESS QUIZ (No. 7)

- Answer No. 1**—When a trader buys or sells less than 100 shares of stock at one transaction it is called an “odd lot.” A 100 share lot is known as a “board lot.”
- Answer No. 2**—The component parts of a sale consist of (a) Definite offer to transfer title; (b) Acceptance of the offer; (c) Delivery of the merchandise; (d) Acceptance of the goods; (e) Payment of the price.
- Answer No. 3**—The Eighteen Fixed Expenses in business are (1) Taxes; (2) Insurance; (3) Fuel, Light and Water; (4) Rent; (5) Salaries; (6) Clerk Hire (include self); (7) Advertising; (8)

Express, Telephone, Telegraph; (9) Office Supplies; (10) Drayage (paid others); (11) Repairs; (12) Depreciation; (13) Delivery Equipment; (14) Shrinkage; (15) Donations; (16) Bad debts; (17) Interest on Investment; (18) Loss by Theft.

- Answer No. 4**—Price is not determined by production costs but by selling costs. If the production expenses or costs ascend this is added to selling cost for it is only from the actual sale of goods is it possible to cover increase cost of production.
- Answer No. 5**—Before goods can be profitably or properly sold you must know, (a) Use of the article or goods offered; (b) What need it fills; (c) What it is made of and the process; (d) Quality and Price; (e) Its competition.
- Answer No. 6**—The elements of attraction consist the theory that 87 per cent of people buy goods by sight, 7 per cent by sound, 3½ per cent by smell, 1½ by taste, and 1 per cent by sense of touch.

### MINER CATALOGUE CALENDAR.

The Miner Rubber Company have just issued their Third Annual Catalogue Calendar, which, as usual, shows imagination and care in design. As a means for keeping their catalogue constantly available for reference, the idea is unique. The design on the calendar shows gnomes or fairies gathering latex for manufacture of rubber, while others carry away the finished rubber goods.



*“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



# AMONG THE SHOE MEN.



An exhibition of "Made In Canada" goods was recently held at Almy's Limited, Montreal. Mayor Martin, of Montreal, although, being up the whole night at the fire which destroyed their City Hall, was on hand and opened the doors to the public with a golden key. Brief speeches by the Mayor and Mr. J. D. Chesney, general manager of the store, followed, outlining the purpose of the exhibition. Among those exhibiting were Ames Holden McCready, Regina Shoe Co., Miner Rubber Co., and Dominion Rubber System, Ltd.

Letters patent have been issued to The Canadian Boys' Shoes Ltd., Simcoe, Ont. Authorized capital stock \$25,000.

Alterations were made recently on the Elliott Shoe Store, Smithers, B.C. This is the second enlargement to the premises made necessary through the growth of business.

Pococks Shoe Store, 296 Portage Ave., Winnipeg, have sold out.

Eaton's Shoe Market Reg., Montreal, suffered a loss by fire recently.

Incorporation was recently granted Natural Tread Shoes, of Canada, Ltd., Belleville, Ont. Authorized capital \$1,000,000.

Mr. N. J. Bourdeau has opened a permanent sample room in the Cosgrave Bldg., 167 Yonge St., Toronto. Mr. Bourdeau represents the Galt Shoe Mfg. Co. Ltd., of Galt, Ont., and is also sole representative for the city of Toronto for J. S. Townsend, Hamilton, Ont.

Service Boot Shops is a recent registration in Montreal.

E. W. Reess & Co. recently bought the shoe and dry goods business of Heughan and Co., London, Ont.

Mr. Chas. A. Blachford, of the Blachford Shoe Mfg. Co. Ltd., Toronto, was on a trip to Montreal and New York recently.

The death occurred recently of Mr. Wm. Speight, of Maple, Ont. Deceased was in his 86th year, and a native of Bingley, Yorkshire, coming to Canada in 1870. For the past 50 years he conducted a boot and shoe business. One son and two daughters survive him.

The Bootery was recently registered in Montreal.

Machinery has been arriving during the past few weeks for the Gourlay Shoe Co., which recently located in Collingwood, Ont. Mr. S. A. Gourlay, the manager, will make his residence there.

Mr. W. J. Heaven, of the Anglo-Canadian Leather Co., Toronto, has been confined to his home with La Grippe, but is expected to be back at business next week.

Mr. Geo. A. Blachford, of the Blachford Shoe Mfg. Co. Ltd., Toronto, was a visitor to Boston recently.

In our last issue we announced M. Cattiny & Co. as having registered in Montreal, whereas it should have read Lachine, Que. Sorry!

Mr. Topp, of Coulters & Johnston, Ltd., Port Arthur, Ont., has been on a two-week trip, visiting Toronto, Montreal, and Boston, in the interests of his firm.

Mr. S. Arthur Bell, of the Blachford Shoe Mfg. Co. Ltd., Toronto, is planning for his trip to Western Canada, and expects to be leaving for his territory in a few days. Mr. Bell will work right through to the Coast this season.

Mr. L. C. Jones, formerly connected with the upper pattern department of the United Last Co., Montreal, has again resumed his position. Mr. Jones, for the past two years, has been in the employ of a large American shoe plant.

Mr. Fred Argall, of Three Rivers, Que., came up to Montreal to attend the banquet given by the Shoe Retailers recently.

The United Last Co., of Montreal, report that they are so busy they are working day and night.

The retail merchants of Three Rivers, Que., are organizing an Association, and when this is completed they expect to have a Retail Shoe Section formed as well.

Mr. Harry Gibbins, of Montreal, spent some time in Toronto, Galt, and London, recently in the interest of the firm.

The Silver Footwear Co., Toronto, in addition to their present line of spats and slippers are starting a new department where they will manufacture a line of Children's, Boys', Youths', Girls' and Misses' McKay Sewn shoes. The machinery is now being installed and samples will be ready in the near future.

Mr. Jolley, of James Jolley & Sons, Ltd., Hamilton, Ont., was in Toronto recently on business.

Mr. W. Branscombe, Jr., of Picton, Ont., was up in Toronto on business last week.

Mr. Ansley, of the Perth Shoe Co., Ltd., Perth, Ont., made a flying trip to Montreal last week.

Mr. J. D. McKay, of Westville, N.S., suffered a loss by fire recently.

Mr. Howard Blachford, of H. & C. Blachford, Toronto, and Secretary of the National Shoe Retailers' Association of Canada, is convalescing after a major operation and has not returned to active work yet but has been down at the store looking things over and expects to get back in harness very shortly.

Mr. W. Sisman, of the T. Sisman Shoe Co. Ltd., Aurora, Ont., was in Toronto recently on business in the interests of his firm.

Mr. John Affleck, of Winnipeg, has been visiting in the east and looking over the markets for the past few weeks.

Mr. L. C. Van Geel, manager of the Tillsonburg Shoe Co. Ltd., Tillsonburg, Ont., was calling on the Toronto trade last week. Mr. Van Geel says business is good and they are operating their factory fifty-five hours a week.

Mr. Valentine, of Valentine & Martin Ltd., Waterloo, Ont., was visiting Toronto on business recently.

Mr. J. E. Paré, of Dupont & Frere, Montreal, was a business visitor to Toronto recently.





THERE IS NOTHING  
MIRACULOUS IN THE  
PRODUCTION OF  
"ROYAL KID" KNOWN  
FOR ITS UNIFORM-  
ITY. THIS REPUTA-  
TION HAS BEEN  
EARNED BY CLOSE  
PERSONAL ATTEN-  
TION 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.

### UNVULCANIZED SOLES.

Sport shoes with soles cut from unvulcanized plantation crepe rubber have been introduced in England. A showing of the new type of sole at the rubber exhibition last summer popularized the idea, and boot and shoe manufacturers are now preparing to make sport shoes with the new soles readily available for the trade. It is reported that Englishmen playing tennis on Far Eastern rubber plantations discovered that they got much better wear from crepe rubber soles than they did from that which had been put through the vulcanizing process.

Shoes soled with the raw crepe rubber are said to present a most attractive appearance, as the rubber is of a bright golden color with corrugated surfaces. Only blanket crepe, which is close knit and gristly, is deemed suitable for the raw rubber sole. They are exceptionally resilient since they contain many times as much rubber as the ordinary vulcanized rubber sole. Shoes equipped with the new type of sole have not proved thus far to be as cheap as shoes with the standard vulcanized sole, but it is the opinion of the promoters of the project that, as soon as the new soles are made in quantity, they can be sold at a price not much higher than a good grade of standard shoes.

The development of this sole comes probably as one of the many attempts to increase suddenly the uses of raw rubber. The future of a fad of this nature is, to say the least, extremely doubtful, as the value of rubber soles, heels, tires, etc., depends as much on the durability given by the processes of compounding and vulcanization, as on the resiliency given by the rubber content.

### BETTER PATTERNS.

"Better Patterns" is the title of a very clever and entertaining magazinelet which The Wiechman Pattern Co., Cincinnati, is now sending to the trade monthly. Although the publication is new, favorable comments have been received from half the States of the union, and complimentary letters have come to Mr. Weichman's office from points as remote as England.



The publishing of the house organ commemorates the tenth anniversary of The Wiechman Pattern Co., of which Harry A. Wiechman is President. Previous to his organization of the corporation, he engaged in pattern making in various parts of the country, particularly in the Eastern shops, where he acquired valuable experience which has stood him in good stead since.



# The Shoe Repair Man

## Working Together

### Association Work Has Shown Benefits of Co-operation.

**T**HERE is no question that where associations of shoe repairers have been formed, the trade, and consequently the community in general, received valuable advantages. There is much to be said from the standpoint of community spirit alone; the fact that men who had been strangers, competitors, and to all intents and purposes, bitter enemies, are gathered into an organization that puts them on the basis of friendly competitors, justifies the existence of such bodies.

The formation of associations in neighboring towns and cities also permits of exchange of visits and information. In this respect, much can be expected from the Ontario Federation when its machinery is oiled and commences to function. Inter-association visits are quite the regular thing now. For instance, the Brantford men recently staged a party at which they entertained a number of the members of the Hamilton Association. The London repairmen were addressed by a Brantford repairman at a recent meeting. The Toronto association expects a number of the Hamilton men at their banquet, while the Hamilton men postponed their banquet in order that they might visit Toronto, and in turn entertain Toronto men a week later. The associations in the Western Provinces are doing similar work in their own spheres, but the longer distances prevent interchange of visitors to the same extent. It is to be hoped that eventually a Dominion Federation will serve to emphasize the community of interest in all parts of the Dominion, and to draw the farthest points together in concerted action and uniform policy.

Perhaps the greatest service the associations have performed is along the line of introducing the repairman to his neighbor, and showing him that the other was not such a bad fellow after all. He found that they had similar problems, and that they could be of mutual assistance in solving those problems. The question of price was naturally among the first to be tackled, and the improved status of the repair trade during recent years is largely due to the efforts of the associations to educate repairmen as to the necessity of adequate compensation for services rendered. Trade practices, closing regulations, and activities along similar lines are legitimate functions of trade associations.

But there is one field that as yet has hardly been scratched by the various associations. That is concerted positive action with a view to development or increase in business. And the time is ripe for such action. Individual repairmen spend no inconsiderable sums in various methods of advertising, which brings direct and cumulative results. But it is only the exceptional repair establishment that can spread itself to an extent sufficient to make a real display in the local newspapers whether they be in

small or large centres.

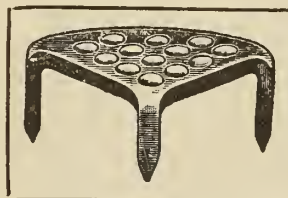
What the repairmen must do these days is to focus the attention of the public on the question of shoe repairs. Circulars, attractive windows, small newspaper advertisements all have a certain value, confined to restricted neighborhood or field. But much could be done in the way of propaganda by co-operative effort in the way of advertising to educate the public and persuade them of the necessity and economy of timely repairs to their shoes. This educational advertising has proven fruitful in other fields, and has even been tried out in the shoe repair trade.

One instance may be quoted where the repairmen in Fresno, California, followed this plan. Their advertisement read:

### DEPENDABLE SHOE REPAIRING.

"These shops are equipped to take care of your shoe wants, neatly, quickly, and efficiently, using only the best leather and findings the market affords. Shoes repaired while you wait."

A series of ads. designed to create a demand, if worked out carefully and thoughtfully, would stimulate the demand which would effect not only those who actually participated in the expense, but the trade at large. And in these days anything that serves to build business, permanent business, is well worth while.



What is a little thing  
to look for and a big thing  
to find?

The "NATIONAL" Shoe  
Plate, of course!

This plate is a national findings accessory. It is carried by live dealers everywhere. National both in name and sale, indeed international in sale.

Made in three convenient sizes from special cold rolled steel. May we send you samples?

National Shoe Plate Mfg. Co.

160 North Wells Street  
Chicago, Illinois



### VANCOUVER REPAIR NOTES.

The shoe repairers have been taking into consideration the new low prices of ready made boots and to bring their work into line have issued a new price list reducing all prices generally. The following are a few of the principal items:

Men's full soles and heels (Leather) .....	\$3.25
Men's half soles and heels (Leather sewn)....	2.15
Men's half soles and rubber heels (sewn).....	2.00
Men's half soles only (Sewn or nailed).....	1.75
Mens' leather heels 60c. Rubber heels .....	.50
Ladies' sole & heel, leather or rubber (Sewn)..	1.75
Ladies' sole & heel, leather or rubber (Nailed)..	1.75
Ladies' sole only (Sewn) .....	1.40
Ladies' sole only (Nailed) .....	1.25
Ladies' heels, Leather 35c. Rubber .....	.50

Boy's, youths' and children's work are the same as previously, as also various other items of repairing.

Great excitement has been running through the whole of the repair trade on this cost by the competition or, as the repair man terms it, cut rate war between the various manufacturers of rubber heels. Never in the history of the trade in these parts have standard quality heels been known at such low prices. The why and wherefore of the war no one seems to know, and the shoe makers do not worry so long as the supply holds out.

The war fever has also caught hold of some of the repair men. One repairer advertised 500 pairs of rubber heels put on free, without any obligations. Several others put on rubber heels free with every pair of boots soled; while another using this particular heel as a call bird, is putting on ladies' at 25 cents and men's at 35 cents per pair.

This only starts a panic which is likely to spread. It is rumored that this low price of heels, ladies' at \$1.00 per dozen, and men's at \$1.35 per dozen, will not last long, and prices will go back to normal shortly.

Messrs. Cook & Sopp have taken over the business of Mr. J. W. Nevill on Nicola Street. Mr. J. W. Nevill has sailed for New Zealand but will stop off for a time at the Fiji Islands. After a short stay down south, he intends returning to his native town Portsmouth, England.

Mr. H. P. Cork has taken over the stand of Mr. Runce, on Commercial Drive.

Mr. W. Lott has opened a repair stand on Robson Street.

Mr. Baldwin, of the U. S. M. C. is paying one of his usual visits to the coast in the interest of his firm.

### AUSTRALIAN ARRANGEMENTS.

Shoe repairmen in Canada feel that they have troubles enough to contend with in the shape of cut-rate competition, and an over-supply of repair shops. In Australia the repairmen have not only their own agreements to make, but also have to co-operate with what is known as the Sewers' Association. We would gather that the Australians have realized that this is an age of specialization, and have divided the trade into two sections, Repairers and Sole Sewers. There is nothing to prevent a repairman from belonging to both bodies, but there are many repairmen who do no sewing and on the other hand many who do nothing but sewing.

Recently, Melbourne circles were all stirred up

by a dispute between repairmen and sewers over the fact that a new sole sewing establishment had been set up close to one which already belonged to the Association. A rule existed whereby no sewer was supposed to locate within half a mile of another member of the Association. The sewers looked to the repairmen to back them up in their fight. From all accounts questions of price-cutting and slack trade are just as live in Australia as in this country.

One practice that the Canadian repairmen might take up is the annual shut-down. In Australia this occurs at Christmas time, which is, of course, mid-summer. There would appear to be no reason why a similar holiday could not be introduced in the Canadian field, which would permit of vacation trips, picnics, conventions, and other activities. If it were uniformly established, no trade would be lost.

### HAMILTON REPAIRMEN TO HOLD BANQUET.

The Third Annual Banquet of the Hamilton Shoe Repairers' Association, is to be held on Wednesday evening, March 29th, at seven o'clock, in the A.O.F. Hall, 126½ James Street North.

Originally the date was set for March 22nd, but as the Toronto Association had also selected that date, the Hamilton men postponed their dinner for a week in order to permit of an exchange of guests.

### SERVICE AND NEATNESS COUNT.

A few pointers on the public attitude towards the repair shop from an exchange may not come amiss:

The lady hesitated, then passed on. Turning to her friend she said: "I just couldn't go in, for there were three or four men smoking and talking. Entrance seemed too much like intrusion."

Shortly after she walked into a newly-opened repair shop. As the place in question had been the subject of debate on the part of some bootmen, who maintained the district was already overdone in that direction, the lady's remarks led the writer to take more critical notice of the place than otherwise would have been the case.

The shop bore an attractive sign, and an air of general carefulness. Just for a test, a repair job was left. The result was satisfactory, but not so far ahead of neighboring establishments to deserve comment. The service was good—politeness, but no waste of words. Subsequent visits showed that a standard of neatness was maintained. One point impressed the caller—there was never a crowd of "hangers on." The result was that women, and others, entered with confidence.

So the trade grew. At the outset, a few pieces of leather, tins of blacking and laces, constituted the window display. Later, a small range of footwear was added. Development was steady and continuous until, at the end of 1921, the establishment was leading, in point of turnover, all the rivals that had been running for several years before the opening of the place for which—according to wiseacres—there was "no hope." The start they enjoyed was of little value to them, for they had not solidified their position by a progressive standard of service.

While so many repairers continue to give sanctuary to idlers who sit and talk by the hour together, there will always be room, and room for hope, for the establishments whose proprietors attend strictly to business. The success of city establishments,



where neat appointments are featured, indicates that customers in the main place a high value on appearance. Many suburban repairers actually do better work, and finish it quite rapidly enough—"to be called for the same evening"—but the appearance of the premises belies their efficiency. The success of the modern repair shop, and of the best boot stores, proves two points conclusively—the benefit of advertising and the value of appearances. For neatly-kept premises advertise to the prospective customer efficiency on the part of the proprietor.

### THIRD ANNUAL COMMERCIAL FAIR AT BRUSSELS.

In view of the opening in the near future of the third annual commercial fair of Brussels, which will be held between the 3rd and 19th April next, it may not be without interest to recall the success of the two previous fairs.

Both the first and the second fairs were visited by numerous foreign buyers and an active publicity has now given the fair world wide renown.

### MAJOR FREDERICK CRAVEN ENTERS BUSINESS AS CANADIAN AGENT FOR "LIQUID FLEXO."

Major Frederick Craven, for eleven years connected with His Majesty's army in India and Egypt, is now in business in the United States. The Major, who was invalided out of the service after the conclusion of the recent war, has the Canadian Agency of the B.V.F. MFG. CO., an Anglo-American concern located at 215 Endicott St., Boston, Mass., doing business in the United States, manufacturing the famous Liquid Leather Temper, "Flexo."

"Flexo" has a large sale in the United States, South America, and some of the British Colonies, and there is no reason, says the Major, why there should not be a big demand for so useful an article in the Canadian shoe making trade." Before he took the Agency, he thoroughly investigated "LIQUID FLEXO" and found it, from his point of view, an indispensable adjunct to the shoe factory.

In order to place the Canadian buyer in no unfavorable position as regard prices, Major Craven offers to deliver "Flexo" in Canada free of duty, war tax, freight, and accept all discounts at par for the remainder of the present year, after which he expects to establish a factory in Canada.

### THE A. R. CLARKE CHAMPIONS.

A. R. Clarke & Co., Ltd., Toronto, have finished

a most successful season of hockey, both their teams being champions of their respective leagues. Their No. 1 team led the Toronto and York Industrial League which gave them the right to hold the Good-year and Austin Trophies. Clarke Team No. 2 in



A. R. Clarke Team No. 1

the Toronto Hockey League won the championship and the right to be the first holders of the beautiful Geo. W. Cruise Trophy. They also won the T. A. H. A. honors which gives them possession of the Spaulding Trophy, emblematic of the commercial title of Toronto. Mr. "Griff" Clarke is so well known



A. R. Clarke Team No. 2

as a sportsman and a supporter of amateur athletics of all kinds, that it is gratifying to note the success achieved by the representatives of his own establishment.

# 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



## CLASSIFIED ADVERTISEMENTS

WANTED.—Salesman to carry our line in Eastern Ontario. Greb Shoe Co. Ltd., Kitchener, Ont.

WANTED.—Position as Salesman of Shoe Department, by well appearing young married man, with nine years' experience in first class shoe store. Capable of taking charge in any department. Can furnish best of references. Box 29, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

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.

WANTED.—Position as Salesman for Maritime Provinces. Wholesale and Retail Experience. References furnished if required. Apply Box 28, SHOE & LEATHER JOURNAL, 545, King St. West Toronto.

WANTED.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario, and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoeman would like position in city or small town. Can handle men's furnishings. Used to good class trade. 15 years' experience. Box 30, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—To hear from Manufacturers requiring the services of a capable Salesman in the Maritime Provinces. Reliable man with good connection. Apply, Box 14, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

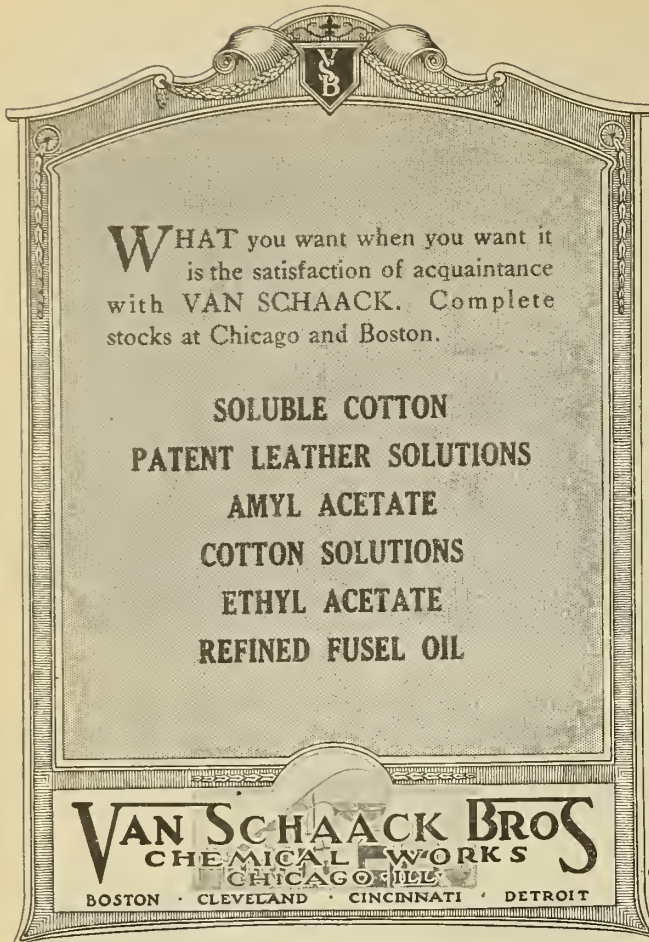
FOREMAN, thoroughly experienced in manufacturing light felt slippers wishes to connect with manufacturer or jobber, who is willing to go into this line. Apply, Box 25, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—First Class Retail Shoe Salesman and Stockkeeper. One capable of taking full charge of Ladies' Department. Must be thoroughly competent. Enclose references. United Shoe Stores, Limited, Saskatoon, Sask.

WANTED.—Young Married Man, age 25 years, desires position as hand shoe cutter. Men's shoes a specialty. Ten years' experience. Capable of taking charge of cutting room. Apply Albert Laroche, Tillsonburg, Ont.

WANTED Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co. Limited, Olive Mills, Bacup, England.

TRAVELLER wants a Side Line of Men's Fine Shoes for the Maritime Provinces. Covering the territory four times a year. Connection established. Apply, Box 23, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.



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

Made From **O. K. FIBRE COUNTERS** Fibre Board by

Highly Standardized Methods; Rigidly Inspected; Expert Supervision

There is embodied in every O. K. FIBRE COUNTER only high quality raw material; there is thrown around it, after it has been made by highly standardized methods, the protection of a rigid inspection; there is expert supervision of all phases of its manufacture and it is made by one of the leading counter experts of the country.

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Main Offices and Factory  
307 Fourth Street, Chelsea, Mass.  
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**Morton Double Bottom Flange Tubes for Lasts**

Made in all sizes, straight and flange

"The strongest Last Tube in the World"

Round Top

**E. S. Morton & Co**

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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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553 St. Valier Street, Quebec City  
**RICHARD FRERES, Agent**

**Edwards & Edwards Limited**

TANNERS OF  
**SHEEPSKINS**

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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.**

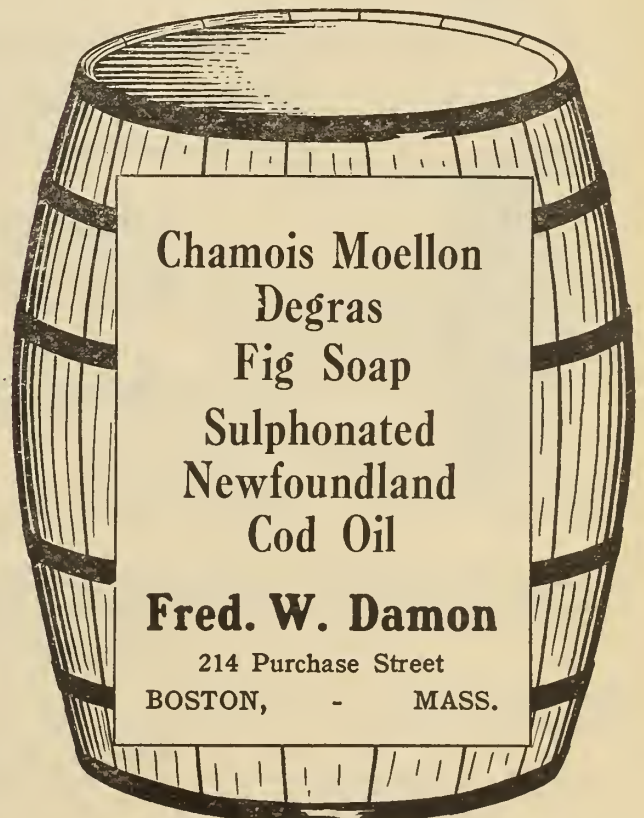


*Cabinette*  
**Wooden Heels**  
*for*  
**Ladies' Shoes**

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Manufactured by  
**CANADA CABINETTE HEELS**  
Limited

2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959



**Chamois Moellon**  
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**Fig Soap**  
**Sulphonated**  
**Newfoundland**  
**Cod Oil**

**Fred. W. Damon**

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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  
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#### SCHMOLL FILS & CO.

International Hide Merchants

PARIS HAVANA BASLE



NEW YORK CHICAGO

"We deliver what you buy"

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Men's Style 50



Women's Style 60



Men's Style 51



Women's Style 61



Our Latest Beauty—The New Brogue—Styles 52 and 62

## A PROFITABLE LINE OF SHOE TREES

IN STYLISH MODELS

That Accurately Fit and Reshape the Shoe

Ventilated Bottom—Extension Feature

Well finished and packed in individual cartons

Men's Style 52



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### STANDARDIZED

Men's Models C and D wide—Women's Models B and C wide

Ready to ship from stock

Include Shoe Trees in your Spring Showing

Stimulate Sales

Increase Profits

*Send a sample order or write for prices*

## UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

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90 Adelaide Street W.

KITCHENER

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QUEBEC

28 Demers Street



**CLARKE'S PATENT**



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Clarke's Patent Leather is synonymous with Quality and Service. It is the right leather for you to use in shoes calling for Patent Leather, it gives them that snappy appearance of appeal and the durability to satisfy in wear.

Dependable since 1853.

Retailers: Specify the use of Clarke's Patent Leather in your next order.

**A. R. Clarke & Company, Limited**  
**Toronto**

Branches at Montreal and Quebec  
Largest Producers of Patent Leather in the British Empire

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**I**N keeping with the increasing demand for sport footwear of high standard, we are offering a style, that combines quality and snap, for the consideration of merchants catering to the trade seeking the latest, and yet not extreme.



Made in Men's, Boys' and Youth's Smoked Elk Golf Oxford, Tan Elk Top, Sport Last, Plain Toe, with Leather Chrome Soles and Rubber Heels or Rubber Soles and Heels.

*Order Early for Holiday Selling*

THE CORSON SHOE MANUFACTURING CO.

LIMITED

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ACTON PUBLISHING COMPANY, LIMITED  
TORONTO MONTREAL



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FIFTY YEARS PRODUCING HONEST LEATHERS

*There is only  
one VICI KID  
There never  
has been  
any other*



PATENT  
COLT  
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AYER TANNING CO.  
MANUFACTURERS OF  
CALF-KIP AND SIDES  
BOARDED AND SMOOTH  
BLACKS AND COLORS  
CALF LININGS  
ELK SIDES-SPLITS  
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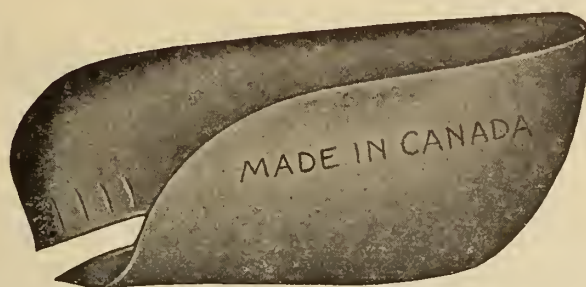
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CHROME SOLE

COTTON FINDINGS

129 SOUTH STREET, BOSTON, MASS.

Mention "Shoe and Leather Journal" when writing an advertiser



## Build Your Shoe On a D. & P.

When you build your shoes on D. & P. FIBRE COUNTERS you are building their reputation on the rock of satisfactory service.

There is no shifting of value or varying of quality in D. & P. COUNTERS. They are ALL good,—as good as the best methods of counter making and the use of only the best material can make them. They are the foundation of shoe quality.

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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



# Rubbers ---that are Guaranteed

Every merchant realizes at once the value of offering his customers a guaranteed product. Ames Holden Rubbers are guaranteed. This is a big factor in creating sales, as undoubtedly many of your customers have had unpleasant experiences with rubbers that have not given value in wear.

All Ames Holden Rubber Footwear bears this guarantee:

“Every pair of Ames Holden Rubbers is guaranteed to outwear any pair of similar shoes of any other make, sold at the same price and worn under the same conditions.”

Stock Ames Holden Rubbers and make this guarantee your means to sales. Ames Holden Rubbers are better Rubbers—they have to be to enable us to attach this guarantee to every pair.

Order today from our nearest sales warehouse.

“COMPARE



THE WEAR”

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HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.

## Nufortean Brown

has many excellent points that have gained it great popularity.

It is popular because:-

It is a lighter shade of Brown.

It is just the right tone.

It is perfect in its lightness.

It is beautiful in its richness.

It is economical in cutting.

Its wearing quality is second to none.

It is dependable.

## Have You Tried It?

It's a Davis Leather, therefore it's the best.

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO



## When a Customer Asks You To Show Him "Some Rubbers"

You naturally want to show the best line made. That is why you should always keep sorted up on all styles and sizes of

# Maltese Cross RUBBERS

Travellers are now taking orders for next season and if a call has not yet been made on all dealers, it is because more time is required to cover the field.

**Gutta Percha & Rubber, Limited**  
**Head Offices and Factory, Toronto**

Branches in Leading Cities of Canada.



## Their Lure is Beauty Their Hold Is Quality

Trade obtained through Bell Style is easily **RE-TAINED** through Bell Quality.

Those who follow the lure of the beautiful will be admirers of the snappy model here shown. Those whose appreciation goes only where worth while quality is given, will centre their continued favor on the store where such value-giving shoes are obtained.

To assure the effectiveness of your window displays in winning Spring Trade, see that they feature the new Bell Styles.

### 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



## For the Sake of Your Sales

Let to-day's strict demands for Value bring to you no temptation to offer inferior shoes.

For the sake of sales you must offer popular values, but for the sake of future trade you must give sound quality.

YAMASKA BRAND SHOES are the shoes for to-day and to-morrow—the shoes with all the popular features, backed up by good shoemaking that reaps immediate sales and draws the sales to come.

Our direct-to-the-dealer supply service eliminates the middle man and always gives you worth while advantages in your buying.

Yamaska  
Staples  
for  
Value!



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





*Mention "Shoe and Leather Journal" when writing an advertiser*

*La Duchesse*



## Value Supreme

Our strongest claim to your confidence in our lines is that La Duchesse values are never outclassed. When you see how strongly our styles are favored by the most particular and the moderate price at which such shoes can be sold, you will realize how certain is your reward of extra trade from featuring them.

Most Jobbers are meeting their biggest demand to-day with LA DUCHESSÉ SHOES.

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

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





**Known from Coast  
to Coast!**

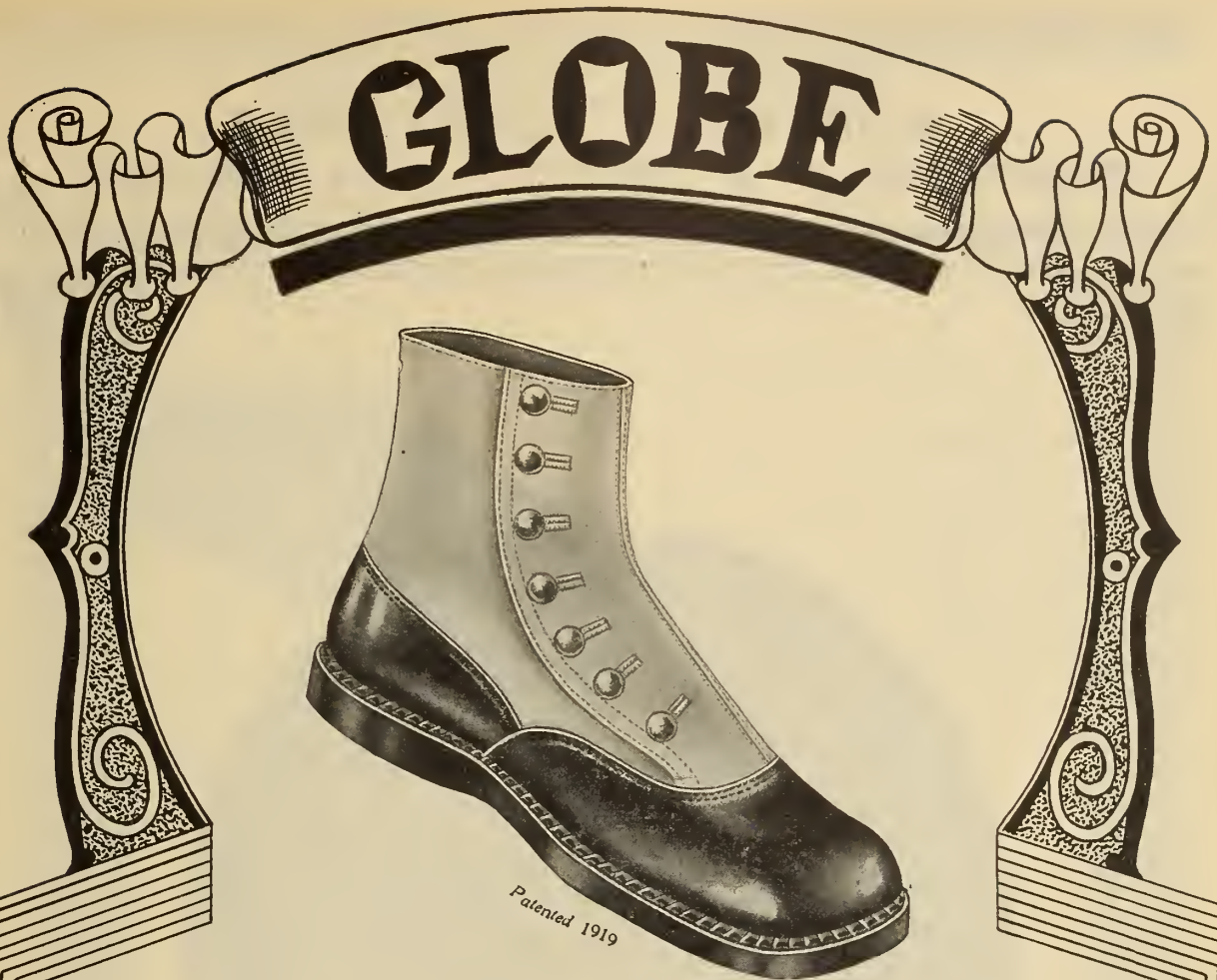
Tan Chrome Sides  
 Mahogany Chrome Sides  
 Royal Purple Chrome Sides  
 Elks—various colors  
 White Buck  
 Black Beauty Patent  
 Dull Chrome Sides  
 Bright Boarded Sides  
 Retan Storm Sides  
 Chrome Tongue Splits.

**The Robson Leather Co., Limited**

**Oshawa**

**Montreal**

**Quebec**



**THE ONLY  
GENUINE**

Goodyear Welt Made  
With A Pillow Insole

GLOBE "PILLOW WELT" and "BABY PILLOW WELT" SHOES are BETTER because the Pillow Welt Feature MAKES them better. It is exclusively our own, protected by patent. It is a talking point that means extra sales. It is an improvement that means extra satisfaction.

These shoes of correct fit, comfort and long wear are a necessity in your Juvenile Department. Feature them NOW for Spring Trade.

A salesman will call with entire line whenever requested.

**GLOBE SHOE, LIMITED**

TERREBONNE . . . QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU

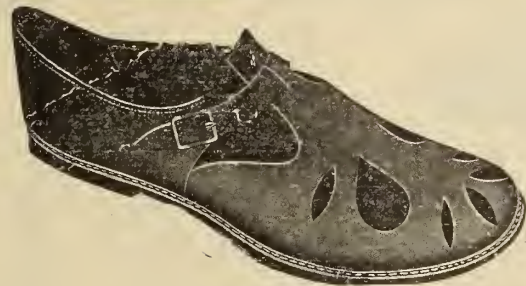


**ROBERT H. FOERDERER**  
PHILADELPHIA                      INCORPORATED                      PENN., U.S.A.



*Mention "Shoe and Leather Journal" when writing an advertiser*

# Big Summer Sellers NON-RIP SANDALS



Barefoot Sandals will be more in demand than ever this Summer. Order NOW, while stocks are complete.

Infant's Brown 3-7½	.....	\$ .80
Child's 8-10½	.....	.95
Misses' 11-2	.....	1.10
Women's 2½-7	.....	1.40
Men's 5-11	.....	1.65
Infants' Patent 3-7½	.....	1.10
Child's " 8-10½	.....	1.25
Misses' " 11-2	.....	1.40

2% 30 Days



Anticipate your requirements by ordering  
NOW while our stocks are complete.

---

## PHILIP JACOBI

Shoe Store Supplies

5 EAST WELLINGTON STREET

--

TORONTO, ONTARIO



# Your Color Choice

**Whites**

**Havanas**

**Golden Brown**

**Champagne**

**Camel**

STANDARD KID, in those colors which are prevalent for the warmer seasons, make it possible for the manufacturer to produce shoes of style and substance at costs that are favourable.

Let us demonstrate the qualities of STANDARD KID.

Samples on request.

**THE STANDARD KID CO.**

Boston, Mass.

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





Mary Jane Ankle Strap, Turn, all Patent  
Leather with Silk Bow.  
Sizes:—2-5, 4-7½, 8-10½, 11-2.



One Strap, Turn, all Patent Leather with  
Heavy Turn Sole.  
Sizes:—8-10½ and 11-2.



Two Strap, Turn, all Patent Leather with  
Heavy Turn Sole.  
Sizes:—8-10½ and 11-2.

# Three Easter Favorites

Ready For Shipment  
To - Day

Our in stock circulars describe over sixty other lines that we are now carrying to fill immediate orders.

*Get In Touch With Us To-day*

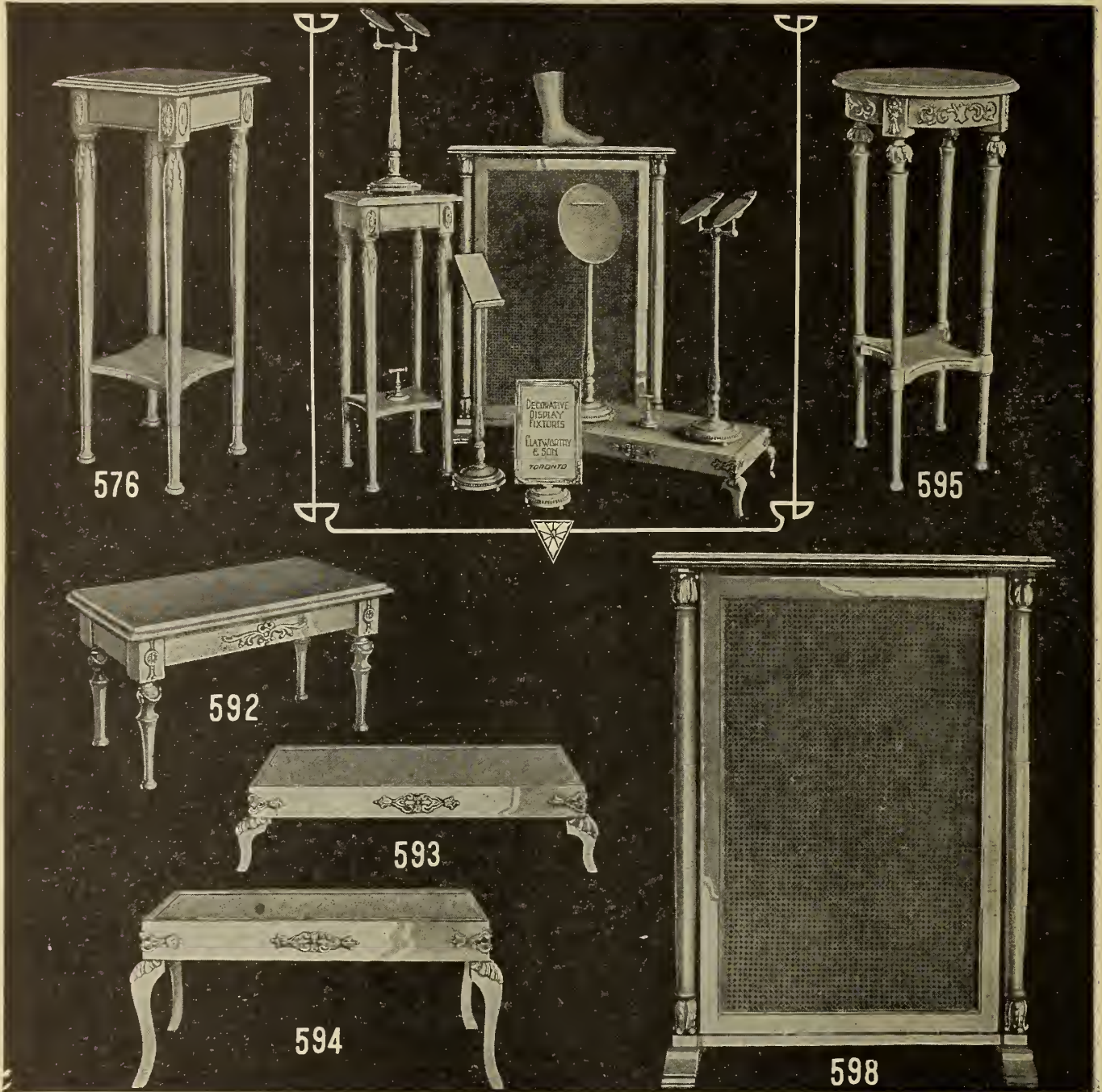
GETTY & SCOTT, LIMITED  
GALT, ONTARIO.

*Mention "Shoe and Leather Journal" when writing an advertiser*



# CLATWORTHY DISPLAY FIXTURES

## Sell MORE Shoes



To make your store windows get the attention of all passers-by, display your shoes with the use of these artistic fixtures. Their smart appearance lends character to your store. Supplied in all the period designs, finished in Old Ivory or Roman Gold. Order a selection now and add to the attractiveness of your store for the Summer season. New illustrated catalogue sent on request.

A complete range of plushes and materials for window draperies in a choice selection of shades.

## CLATWORTHY & SON, LIMITED

**TORONTO**  
 MONTREAL, E. O. Barette & Co., 301 St. James St.  
 QUEBEC, Nap. Debigare, 205 Des Fossés St.

REPRESENTATIVES:  
 VANCOUVER, M. E. Hatt & Co., 318 Homer St.  
 WINNIPEG, S. J. Barley, General Delivery.

**CANADA**

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**IN STOCK**

**“Frank W. Slater’s Strider Shoe”**

**Men’s and Women’s Oxfords**

**READY FOR IMMEDIATE SHIPMENT**



Last 60

6023 Men's Black Vici Kid Oxford, C. 5-10, \$5.65  
6022 Men's Havana Brown Kid Oxford, C. 5-10, \$6.75



Last 406

5009, Wos. Black Kid Oxford, C. D. E. \$4.60  
Sizes 2½-7, 14/8 Heel.



Last 60

6074, Men's Lotus Brown Calf Oxford C. D. 5-9½, \$4.85



Last 406

5014, Royal Purple Oxford, C. D. E. \$4.60  
Sizes 2½-7, 14/8 Opera Heel

By Every Standard of Comparison  
**STRIDER SHOES ARE BETTER**

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

**EAGLE SHOE CO., Limited**  
**587 BEAUDRY ST. MONTREAL**



# Business is what you make it



We have proven in the past year, to our own satisfaction that Talbot shoes make business good and good business.

Our salesmen are out with new lasts, men's and women's. Business getters every one.

See them.

## Talbot Shoe Co., Limited

St. Thomas

-:-

Ontario



Order  
Independent  
Rubbers  
Now, from the  
following:---



Independent Wholesalers

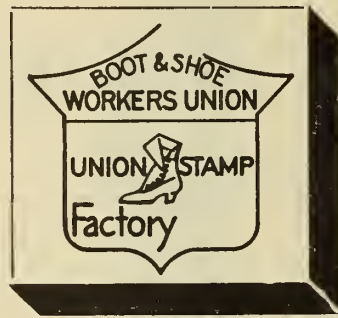
- Amherst Boot & Shoe Co., Limited - Halifax, N.S.
- Amherst Boot & Shoe Co., Limited - Amherst, N.S.
- Brown, Rochette, Limited - - - Quebec, Que
- James Robinson Co., Limited - - - Montreal, Que
- J. A. McLaren Co., Limited - - - Toronto, Ont
- White Shoe Co., Limited - - - Toronto, Ont
- C. Weaver - - - - - Trenton, Ont.
- The London Shoe Co., Limited - - - London, Ont.
- T. Long & Trotter, Limited - - - Collingwood, Ont.
- The Independent Rubber Co., Ltd. - - - Winnipeg, Man.
- Amherst Central Shoe Co. Limited - Regina, Sask.
- Dowers Limited - - - - - Edmonton, Alta.
- The J. Leckie Co., Limited - - - Vancouver, B.C.



Independent Rubber Company, Limited  
Merritton - - - - - Ontario



# *The Value of This Stamp*



This stamp is just what millions of people are looking for in a shoe.

The Boot and Shoe Workers' Union, along with the American Federation of Labor, numbers 4,000,000 members. These men and their families wear shoes that have the Union Stamp upon them.

Their trade is yours, Mr. Retailer, if you will sell footwear Union members recognize as made by fellow craftsmen.

*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, Gen'l Pres't

CHAS. L. BAINE, Gen'l Sec'y-Treas.

FEATURE UNION STAMP ADVERTISING  
IN YOUR LOCAL PAPERS



In-Stock  
A Real Live \$6.00 Retail Proposition



No. 5008  
Black Kid \$4.00

*All of  
Good Reliable  
Goodyear Welt  
Construction.*



No. 959  
Black Kid \$4.00

Feature these lines for your  
Easter and Spring trade. You  
cannot get better values.



No. 5007  
Black Kid \$3.90

*Packed ready to ship  
in 12 or 24 pair lots  
regularly sized. C.  
and D. widths. Order  
filled the same day as  
received.*



No. 5009  
Black Kid \$4.00

**ORDER NOW**

**Perth Shoe Company Limited**

Perth, Ontario

Largest Manufacturers in Canada of Women's Fine Welts Exclusively.



# THE "Perfect Fit"

## FELT AND BROADCLOTH SPATS AND OVERGAITERS

Have you placed your 1922 order for "Perfect Fit" Felt and Broadcloth Spats and Overgaiters?

Made in all heights and colors, with ample styles to meet all needs.

Our line of soft soled felt and leather Boudoir Slippers in all colors is proving a steady sellers.



STYLE NO. 500

## Our New Line of "Perfect" Shoes

For Children, Boys, Youths, Girls' and Misses' will do much to increase your sales. A sturdy, well made line of McKAYS will be fashioned on well fitting lasts.

Dependable in quality and comfort.

Samples will be ready shortly for the inspection of the shoe wholesalers.

Do not place orders until you have inspected these salesmakers.

---

# The Silver Footwear Company

105-107 Front St. East

Toronto

Represented by

Quebec and Maratime 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.



## Best For Your Customers Best For You

When you take real good upper Leather and real good sole Leather and properly sew all parts together as strongly in proportion as you would harness, then you must have the best kind of shoe you can possibly get for the Husky stirring boy who is always on the go, and seems at all times to be hunting for a new way to wear out his shoes. Of course even Tred-Rite Shoes will wear out on that Boy but we know they will please that Boy's Parents in the length of time they

wear and they will come back and say "Another Pair of those good Tred-Rite Shoes."

Tred-Rite Shoes for Children, Misses, Growing Girls and Boys, offer everything to be desired in up-to-date footwear.

The Tred-Rite name stands for thoroughness in shoe making.

Write now for samples and complete particulars of this easy selling.

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# The Tred-Rite Shoe Co. Limited

Otterville

-:-

Ontario



*Invictus*  
THE BEST GOOD SHOE

## Be an Invictus Dealer

Six hundred of the best merchants in Canada are satisfied that Invictus is "the best good shoe." The list is constantly increasing.

If you are a leading dealer in a town where we are not represented write for our agency.



### Illustration:

E342/120—Men's Br. Will. Oxf.,  
Heavy single sole: Bing Last.

**Price: \$6.55**

Less 5% for 24 pr.  
lots of not more than  
two widths. No order  
for less than six pairs.

GEO. A. SLATER, LIMITED  
MONTREAL

*Mention "Shoe and Leather Journal" when writing an advertiser*

# 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

## TO ADVERTISERS

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

## Standing Up To It

**M**OST retail enterprises, and for that matter others, come to grief by drifting. Some craft do tolerably in summer seas, and fair weather, but when the rollers try the steering gear, and heavy seas test their planking, they are found wanting.

Many of these drifters have been wallowing in the heavy seas of the past few months, and not a few of them have gone down because they got into the trough and those in charge could not head them into the storm.

Why do some men succeed where others fail? Why does one retailer in a town report business fair and the man down the street declare it is "rotten"? You will seldom find the reason in the difference of location, and less seldom is it a matter of capital or the proprietor's industry, but usually it lies in management.

The concerns that have stood the stress of the past few months are those that prepared for it when the cloud was little bigger than a man's hand. They made a real attempt last year to get their stocks down to bed rock, and they have kept up a policy of retrenchment and safe buying ever since. They trimmed ship and held her nose up to the gale.

Present conditions after all are but a demonstration of the truism: "Whatsoever a man soweth, that shall he also reap." The antagonistic attitude of the public today towards the retailer is not a senseless whim, nor is the "buyers' strike" the result of depleted purses. Both are the outcome of lack of confidence bred by the price soaring, to put it mildly, of two years ago.

It is going to take quite a time to convince people that somewhere between the raw hide and the shoes in the window there is not a nigger in the fence. Suspicion dies hard.

In the meantime the retailer who is honest with himself and his customers has little to fear, and much to hope for if he works like a nailer and puts brains into his methods. People have to be fed, clothed and cared for, and the money will be forthcoming at the proper time in spite of all the wailing about hard times.

The man who stands up to his job, keeps a sharp lookout ahead and a firm hand on the tiller, need have no fear now that the business craft is heading for open water.



# The State Of Trade

**Business Gradually Improving—March Shows Substantial Gain—People Still Looking for Lower Prices—Stocks Not Apparently Depleted.**

**A** CAREFUL survey of the trade made during the past month would seem to indicate a hopeful turn of affairs as far as the shoe trade is concerned. There is a good deal of pessimism still in the air however, which will doubtless disappear as soon as spring weather starts buying.

As far as manufacturers are concerned any movement from now on will not help them much with regard to this season's trade. They are already getting quite a few hurry up calls that will not be much use to them or the retail trade either for Easter. This year on account of Easter being so late, dealers postponed ordering what they thought they would need till February, instead of January as last year. This will barely give time for goods to be delivered by the beginning of April and no doubt many customers will be disappointed. Those who did not order until early in March will not get their goods till late in April and no doubt there will be wigs on the green. But there you are. By the time this reaches the trade we will have a chance to know how many have burned their fingers by not ordering in time.

## As To Retail Conditions

About the middle of March the Shoe and Leather Journal sent out an enquiry to some of the foremost retailers in Canada asking for information as to present and future conditions. With replies in from all parts of the country we are able to summarize them into a fairly succinct review of the situation. The general opinion seems to be that January and February were the most trying months for many years, but as some state, it might have been worse.

The general opinion seems to be that March has shown substantial improvement upon February notwithstanding the fact that special midwinter sales were in progress in most of the localities. The improvement in March is attributed to the advent of a little warm weather at the beginning and the presence of snow and slush between.

As to women's shoes, while some say that oxfords are selling more than straps, the general opinion is that it is about fifty-fifty. One feature noted by some retailers is the tendency towards blacks and especially patents, which promise to loom large in Spring business. The feeling seems to be that with warm weather there will be a very strong movement in oxfords.

Some dealers say that there are indications that sport goods will have an early sale this year, and that already there is a good demand for ball strap effects in combinations of ivory and white with brown and patent. It is thought that the fad will increase with the advent of warm weather. Smoked "horse" "Elk" and similar lines are making a strong bid but dealers are afraid of them.

Men's lines are moving better especially in high cuts of the brogue pattern. There is also a good sale for oxfords in the same class. It is too early as yet to record any movement in the finer grades of men's shoes. Blacks are selling better and there is a marked demand for the blucher cut in both high and low shoes. The favorite shades are medium dark browns. The favorite toe is the modified French. All those asked seem to think that their particular community is short of footwear and will come to the market as soon as they have to dis-

card rubbers and spats. But they are almost as unanimous in claiming that retail stocks are adequate. It is noticeable that in almost every place where there are factories that lack of employment is blamed for the slackness of trade, but the opinion seems universal that people still harbor resentment at what they consider the high price of footwear in comparison with raw stock. Almost every dealer refers to this deep seated antagonism in buyers. It shows that the newspaper campaign against the shoe trade three years ago has left an impression that it is going to be very difficult to eradicate. The majority of people still think they are being robbed by shoe dealers.

Manufacturers are fairly busy working on spring orders but are not booked as far ahead as at this time last year. Wholesalers and manufacturers are watching credits closely, and show a preference towards retaining shoes in their warehouses rather than to ship them to doubtful accounts. This phase should pass shortly, as confidence is gradually restored. Restricted operations in manufacturing hold back leather markets, which are decidedly quiet. Some volume of goods is going through, but it represents immediate business only, and does not give any indication of future prospects. Tanners operations, however, have also been curtailed, so that all along the line stocks are so clean, that any rush of business would find itself reflected immediately in all branches of the trade.

## Some Individual Comments

An Eastern Ontario Retailer says: "People today seem to think that prices should be a lot cheaper than they are. They do not seem to realize that there has already been a cut of from two to three dollars a pair in certain lines of shoes: but as most of the people know the conditions regarding hides and leather, they imagine that shoes can be sold at the old prices.

## A Western Ontario Dealer writes

Undoubtedly general conditions will improve as the season goes on and before the year is well on trade will be above normal. Our business here showed a satisfactory gain for both January and February and we expect to put on an increase for each month.

## A Prominent Nova Scotia Shoe Man says

People in our community will certainly require new shoes for spring. Unfortunately weekly wage-earners are practically unemployed in this vicinity, and as they are our heaviest buyers, buying will be restricted very largely. Yes, retail stocks in our vicinity are in splendid shape and are quite adequate to take care of a strongly stimulated demand, should such arise.

## SHOE CONDITIONS IN ENGLAND.

Business in the shoe trade is picking up in Great Britain according to recent reports. Export business is beginning to develop again and indications seem to be most encouraging in this respect. A recent review of the situation says that local trade is heading towards normal. Manufacturers are presenting their new season's samples which show a tendency to imitate in men's lines the best custom work. The lines are smart but not ornate and run very largely into tans. In women's lines the tendency is away from the strap and multiple straps of last season, towards oxfords and more particularly towards patent leather in low cuts. Reports of the big retail concerns' operations for 1921 show that a satisfactory business was done. Freeman Hardy, Willis Limited, with 476 branches show a profit of about \$800,000. while another concern The True Form Boot Co. show a balance to the good of about \$600,000 or about \$125,000 more than last year.

# The Comeback

*By Dr. Frank Crane*

I find that the way I am treated in the day's work depends upon the state of mind I bring into it.

If I enter a circle of men whom I take to be superior to me, I am likely to be snubbed. If I impute to them the feeling that I am inferior I will not fail to be inferior.

If I am self-confident, I awaken confidence.

If I cringe, I make others want to step on me.

If I am cheerful, cheerfulness is handed me by others.

If I am grouchy and snappy, they will bite me.

People go at me about the way I go at them.

There is a law in physics to the effect that action is equal to reaction. The ball rebounds from the wall with precisely the force with which it was thrown against the wall.

And if I approach a man with politeness, I usually receive politeness.

I get from this world a smile for a smile, a kick for a kick, love for love and hate for hate.

Of course there are exceptions to this rule. But if there were no rules there would be no exceptions.

And the difference between the man who knows how to play a game and wins regularly—any game, including poker, business, and the game of life—and the man who steadily loses is that the wise man sticks to the rules and the law of averages, and the "fool has a hunch" and stakes his all on the exceptions.

A good definition of a fool is one who thinks that this time doesn't count.

My tablets, therefore! Meet it is I set it down that I am getting what is coming to me.

This is a world of law. Chance is only to be found in the dictionary. In the bright lexicon of fact there's no such word.

If I am petulant, unrestful, irritable, unsatisfied, wretched, and bored—I know the crop, and might have expected the harvest when I sowed that seed of self-indulgence, lack of will, moral cowardice, and general selfishness.

If I am lonely, it was I who drove hearts away.

If I am bitter, it was I who skimmed the sugar-bowl.

If I am persecuted, it was I who brought it on by my cantankerousness.

The loving are beloved.

The generous are helped.

The considerate are considered.

The bully by and by is bullied, the smasher smashed.

And the end of the hog is the slaughter house.

There are no victims of fate. The hero always rises above tragedy. The noble soul is never more serene than when all creation thinks it has downed him.



# Paying Retail Shoe Clerks

## Some Reasons Why Commission Basis is Best.

**S**PEAKING of the relative merits of straight salary or commission in the payment of salespeople in the shoe store. Mr. P. F. Gerard, store manager of "Hagan's O-Blast," says, straight salary has some advantages, but as a proponent of the first, virtues; second, incentive; third, standard of compensation; fourth, mutuality; fifth, possibilities; sixth, control; seventh, visible results, and scientific methods, that the commission plan offers I submit these seven mentioned points for your consideration.

First—This plan permits owners and managers to recognize the service of the worthy salesmen, who give their conscientious service for the success of the business. It draws out the natural but dormant initiatives in them. It provides a goal for each and every individual who seeks promotion earned by his own efforts set by his ambition. It recognizes value received of a standard fixed by agreement. It gives joy to the good and faithful and successful salesman. It eliminates the thoughts of waiting for some one to die to advance. It is humane in the fact that it leads but does not drive. It persuades without force. It places before its employer all there is in the most important personnel of the shoe business, the salesmen. It keeps them conscious of their many actions which may drive them away from their goal. It makes them keen and honorable. It makes them appreciative because they are a component part of the business.

Second—In all individual salesmen lies dormant or subconscious incentives to higher and nobler things in life. These incentives are sleeping in soft beds provided by straight salaries. The business men have provided an alarm to awaken them. This alarm is the commission plan. Shall it be used? Yes. Because many who now are working under this plan will not go back without protest. It has provided added comforts to the worthy, able, producing element of the business. It not only brings out dormant incentives but creates new ones, and necessity being the mother of invention, it works wonders in time of stress.

Third—No economic law has established the rate for service performed by a shoe salesman, consequently you can by the commission plan completely analyze the cost per pair or per dollar for each individual salesman within a fraction of a cent, and provide many data of positive information which will alleviate from your minds those pains caused by uncertainties such as the straight salary plan usually gives. The groping in the dark method of the straight salary is unscientific because it is based on anticipations too many times unrealized. The commission plan will create a standard in time based on observation's just analysis which will benefit all concerned.

Fourth—This plan once established on fair grounds to all concerned after consideration of a-ccomplishments of the interested parties have been analyzed will provide a mutual understanding for better conditions in our business than will exist in the general run of stores on a flat salary plan. Now, for one dollar a week difference one is induced to leave an employer after having spent much on his training and education in his own individual way, and general policies, and he cannot avoid it. With a commission plan a man will not be apt to change without seriously considering all his chances of advancement and his financial loss by the change. It will stabilize help and establish the salesman more firmly in the concern of his employer.

He will create a personal following worthy of his ability, and make him a worthy member of any community, and a better citizen.

Fifth—In small stores it will lead to better methods of stock control and store system, because the salesman will demand it to help himself procure more sales. One man said to me, "I am doing more business a year now with one employee, paying him 9 per cent commission, and he is keeping the stock and windows in better condition, all to make more sales, and he is saving me about 2¼ per cent on the sales he makes, as when I had two salaried men, at 11 per cent." This demonstrates the fact that small stores have higher selling costs when all is considered than larger stores and the Harvard Bureau will substantiate this argument by their reports. The commission plan, will, no doubt, lower the cost of selling to a point where considerable waste will be eliminated. It will provide visualized ideas of merchandising at a lower or positive cost than the flat salary plan.

Sixth—Like the stock control system you can at a glance see the producing and non-producing salesman. You can easily eliminate the drag or slow salesman. You can control the main item of expense which can make you a success or a failure as you will have constantly before you actual cost per dollar. You can adjust your markups to a fair basis, consistent with volume, and you can feel sure that the selling cost will not swamp you. It will put your salesforce as flexible as your buying or stock control system. In times of depression, no sales, no pay, as well as in good times more sales more pay. A safe and sane method for all progressive merchants.

Seventh—Our business success is within our grasp if we utilize all the knowledge at hand to make it such, and the commission plan of remuneration for service to salesmen is the product of some of the best minds.

## AMERICANS TO PROTECT HIDES LEATHER AND SHOES.

The following information is of close interest to the Canadian shoe and leather trades. The new tariff of the United States was originally intended to include a duty of fifteen per cent on hides, while leather and shoes were to be free. But the clamor raised by various interests was so great that while the so-called "Agricultural Bloc" would not relinquish their duty on hides, they put a compensation duty on leather and shoes. The following news note covers the situation at time of writing:—

Following the adoption of a rate of 15 per cent ad valorem on cattle hides, the Senate Finance Committee has agreed upon a rate of 10 per cent ad valorem on boots and shoes. Sole and belting leather will take a rate of 15 per cent and harness leather 20 per cent. Calf and veal leather has been made dutiable at 15 per cent and patent and enameled leather 5c. per square foot and 25 per cent ad valorem, when made of cattle hides, and 5c. per square foot and 15 per cent ad valorem when made of other than cattle hides.

Chamois skin and calf leather will be subject to a rate of 20 per cent; upper leather when made of cattle hides, 25 per cent, and other upper leather 15 per cent; while leather cut into shoe uppers, vamps, soles and other forms for conversion into manufactured articles will be subject to a rate of 10 per cent ad valorem in addition to the duty imposed upon leather of the same character as that from which they are cut.

Other leather such as case, bag, strap, upholstery and fancy, not specially provided for, when made of cattle hides, will be subject to a rate of 26 per cent, and of 15 per cent when made of other than cattle hides. Leather shoe laces will be dutiable at 10 cents per gross pairs and 10 per cent ad valorem.



# Fashion Notes From Leading Shoe Centres

## New York Notes

**T**RADER has been rather slow on account of the unfavorable weather. Nevertheless, there has been quite a movement in shoes, especially in sport goods. While a good many of the latter are being purchased by "birds of passage" to the south, there has been a large "flapper" demand for this class of goods for local use, especially for spring heeled, rubber soled, smoked horse and elk low cuts in the saddle style. The result has been that quite a few cheap lines in this class have been put on the market, which is hurting regular trade. The popular line in the better grade seems to sell about \$8.00. A favorite is white or ivory smoked horse with inch heels. Grey with patent saddle and grey ooze or suede welted shoes, broad strapped with nickle buckle are selling well. Seventy per cent of the sales are in low heels. Another popular line is a new sandal in light tan smoked horse with calf trimmings, fastened with a wide strap, having a plain round toe vamp. The sandal effects are being used for more dressy shoes, and as already stated the low heel has the call, the more conservative buyers favoring the 1 1/4" variety. In the more dressy shoes the 2" Spanish heel is the most popular. There seems to be quite an increase in beige and in black patent combinations.

## Boston Bits

Business here has been rather disappointing for the past two weeks, on account of the weather, which has been of a very wintry character. Special Sales of course still hold the centre of the stage, although there is a little more indication of the trade getting down to steady business. There is a big call for sport goods, and jobbers have difficulty in supplying the demand. It is claimed that goloshes are largely responsible for the fad, as the latter may be easily removed and the sport shoes lend themselves to the general fashion of using sport stockings and skirts. Russian boots are making a hit in Boston, although the price thus far would indicate that they will never be taken up by the majority of young women especially those who have to make their own living. Some of those shown have patent leather vamp and cuff, with

leg of grey ooze, and grey ooze cut-outs on the cuffs. They retail at \$45.00 a pair. Some less expensive lines in mat calf combination with ooze have been seen on the street worn with sport skirts.

It looks as though the golosh habit, were going to reach a furore next year, and there is talk now of changes in same with this in view. It would not be surprising to find some of these made to imitate the Russian boot, with a cuff on the top and perhaps a small bell to tinkle, as the wearer walks along. In this way the old nursery rhyme will be fulfilled and the young lady will have bells on her legs, if not on her toes, so that she may make music wherever she goes.

## Philadelphia Pointers

There has been a radical change in conditions in Philadelphia, the conservatism of which separates it from places like New York or even Boston. Business during the past month has been perfunctory, and largely confined to clearing sales. The few days, however, of bright weather gave an impetus to regular trade that was quite appreciated. Very little change is expected in shoe styles, especially in women's lines during the next few weeks. Retailers here claim that there will be a great call for strap effects, particularly in patents, which will be a distinguishing feature from last year, when so many colors were in demand. The feeling here is that smoked horse will not last, although quite a few samples are shown of this combination of white, ivory and patent. Dealers are making every preparation for eastern trade, which they expect to be much larger than usual on account of its lateness.

## St. Louis

The big demand here at present seems to be for straps and oxfords in patent. There is not much call for the grey or other colors, although smoked horse and smoked elk sport shoes are selling very well. The manufacturers here claim that they are practically swamped with orders for patent goods of the low cut type, and are almost every day compelled to write to retailers refusing to increase same. The season here is of course a little ahead of eastern cities, and spring business has opened up fairly well. There is quite a flurry in men's goods and quite an effort to increase sales through new styles, which this season promise to be very attractive.

Some Parisian Novelties





# Getting After Easter Trade

**Making the Most of the Opportunity—  
Nothing Like Direct Touch—People  
will Buy if Appeal Goes Home—Some  
Direct Mail Suggestions.**

**T**HE majority of buyers today are like a sullen trout. They go up, nose the bait and shy off. The good fisherman does not give up when the fish do not rise to his lure. He changes the bait or his position and simply plays the game.

For some reason, which is not worth while just now discussing, there is a disposition to dodge the question of buying shoes, and the thing for the dealer to do who wants to sell his goods is to try fresh tactics. It is well, of course, to use the display windows and store decorations as fully as possible, and it is necessary to use advertising space more or less, but if ever there was a time in the year when direct contact ought to be in order it is right at this moment.

There is that peculiar characteristic about each of us, we like to be considered worth talking to, and a spoken word or a brief letter will often do more than all the brass bands and flowers in creation. As we have said the present time is most opportune for playing up this "human interest" idea.

It is a time when the purchase of shoes should not be left to haphazard buying. The whole family will need shoeing just now, and for that reason Easter should be a much better selling season than Christmas.

Tell the head of the family or his better half that you are prepared to reshoe the whole family with proper footwear at prices that will interest them. Put the



American Actress Wears Nine Inch Heels

emphasis particularly on children's trade, and tell them how you are equipped to meet their requirements in this particular line.

You can give them a few style hints in both women's and men's lines, tell them what is going to be worn for spring and summer and explain to them that they will never have a better opportunity for procuring what they want so economically.

If you would like to go into an explanation of conditions, telling your customers why you think a sound foundation in shoe prices has been reached, you might have a paragraph on the subject, although in the majority of cases it would pay to leave this subject alone.

The whole tone of the letter should be personal and friendly beginning with greetings and expressing hopes for the brightening of the future with the dawn of Spring. The rest of the space may be devoted to a friendly invitation to the customer to call and bring his family and friends to look over the array of spring goods. It should not be necessary to mention prices, but suggestions might be offered as to the classes of goods that might be considered adaptable. The letter head could be decorated with an Easter Lily or other suitable ornament.

Whatever you do avoid putting too much into the letter or having it stilted or smothered with too much persuasive effort or shop talk. The more like a direct intimate friendly letter it can be made the more likely it will be to fulfil its object which should be to arouse interest and bring about a visit to the store. Green or purple ink could be used for the letter.

It should preferably be in typewriter type directed to the individual and signed by yourself. It will be well worth while putting on the extra two cents postage to have it go as an ordinary letter, and not as a circular. It will lose more than half its value if it is sent out loose, and some one in the store is allowed to scribble on the address and stick a one cent stamp on it. We attach a suggestion for the letter.

## ADAM'S SHOE SHOP

Cor. Second & Main St.  
ST. ANNS.

March 31st., 1922

Mr. J. B. Wilson,  
Burk's Corners,  
Ontario.

Dear Mr. Wilson:—

We desire to extend to you and yours our kindest Easter Greetings. May the joy and brightness of this season, following as it does the dull, dreary period of winter, bring renewed vigor, happiness and prosperity to all.

In keeping with nature which puts on her most beautiful garments, we all incline towards change from sombre apparel and dingy footwear to that more in keeping with the gladness and brightness of the season.

It is natural for grown-ups as well as the younger folk that they should desire to blossom forth, and in a literal sense, put their best foot forward. We have made due preparation for this natural and praiseworthy tendency as you will notice from a glimpse at our windows or a peep in the store.

We have a complete array of attractive new goods that will meet all tastes, and suit all pockets. We would consider it an honor, as well as a pleasure to have you drop into the store at your earliest convenience, and see our stock for yourself.

Yours very truly,



# The Easter Window

**Using the Easter Spirit to Promote Sales—Public Expects Special Decorative Effects at Easter—Use Your Window to Advantage**

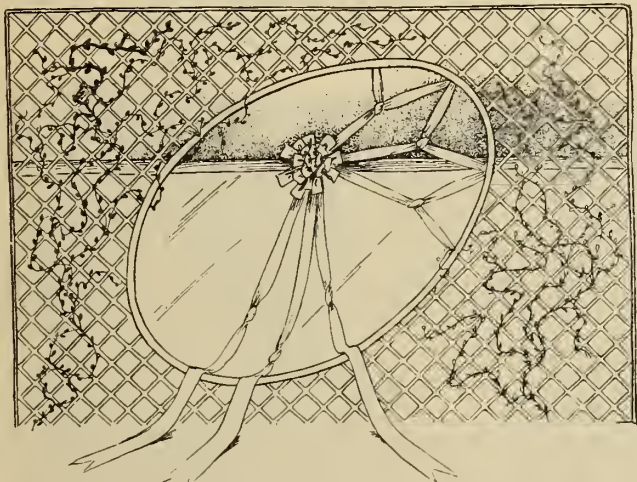
**E**ASTER lends itself more readily to decorative effort than almost any other season, not excepting Christmas. There are so many simple, homely associations connected with the festival that it is possible to take practically any of them and turn them to account.

## Spring the Open Sesame

There is first of all the idea of spring itself, and with this the possibilities of flowers, especially such as are associated with the early season. Easter lilies, daffodils, tulips, palms, violets and a host of other simple pleasing decorative accessories will at once occur to the window decorator without an effort. The festival is so inseparably associated with flowers that they can hardly be left out of consideration.

Then there is the "Resurrection" thought which may be represented in various ways by such decorative schemes as "Gates Ajar" which may be worked up admirably in either fancy backgrounds or lattice work. But such effects are, as a rule, beyond the average window decorator and in preference the Easter egg, rabbits, and other easily obtainable accessories may be used. Some excellent results have been obtained by having a brood of young chicks with their mother in a corner of the window fenced in with lattice work. Even grown up people are captivated by living objects, and we all know how children delight in them.

It does not call for a wonderful amount of skill or a great amount of work to develop a really taking Easter window. Make up your mind what line you are going to follow and plan from that viewpoint. If you are going to use the Easter egg idea make up your mind whether you want a single large one for a centre piece, or a number placed artistically at different points. The



An Easter Lattice Effect

large individual egg with an artificial chicken emerging or with a white jack rabbit or doll peeping out from its ragged edges, has a good effect. But there must be a proper back ground to set off the centrepiece as well as to afford a proper display for goods.

In Easter decorations avoid harsh effects such as incongruous backgrounds, and flashy colors. The colors most suitable for Easter decorations are white, light green, yellow, purple, pink and gold. These will be found sufficient for all purposes. Avoid strong reds, blues, and similar effects. Ribbons make splendid ad-

juncts to display in most lines and are mostly used to stretch from the decorative centrepiece, such as an egg, to the corners of the window or to goods shown. Some wonderful effects in backgrounds may be obtained by paneling in colors in suitable combination, worked up with cheesecloth or other suitable materials.

We give herewith a couple of suggestions for window backgrounds which will work up to advantage as outlined, or may be altered to suit circumstances. The lattice background, or rather top ground, is easily made and should be set forward several feet from the mirror background. The lattice should be in white with green smilax for decorations, and either pink or green ribbons in several tones running from the mirrors to the egg shaped opening in the lattice. The window between the lattice and back should be properly decorated with palms, easter lilies



A Simple Background

and so forth. The goods may be set out to advantage amidst these attractive surroundings, but the window must not be crowded or the effect will be lost.

## A Simple Easter Background

The other illustration on this page demonstrates how an effective background may be developed from simple materials. The easter egg is cut from wall-board colored with muresco or felt as desired, the decorations being in gold. The Easter lilies are made from crepe paper several times the natural size, but no doubt regular flowers themselves could be used being replaced when necessary, but more of them would have to be used. Daintily colored tartelon or cheese cloth may be used for the background with either purple or green ribbon the top or wide crepe paper or other material in either color held in shape by wire. Any enterprising young man can put this whole thing in shape in a day or so. Where hardwood or mirror backgrounds are used the scheme may be easily adapted.



The Gaiter Boot



## Our Ad. Critique

**Comments on Current Shoe Ads.—The West Has it on the East in Bright Advertising—Retailer's Efforts Spoiled by Poor Typesetting.**

IN the advertisements submitted on another page, we have the West and Extreme East represented, and they illustrate the difference between old and new Canada in more ways than one. Some good advertising comes from the Maritime Provinces, but there is much that could easily be improved. The fault is not with the advertiser as a rule but with the printer who does not give the service he should either in the kind of type or the style of the layout. These days printers whether in advertising or direct-by-mail efforts should be prepared to put brains into their product.

### The Rannard Ad

Number one on the sheet comes from Winnipeg, and is an outstanding example of good bright matter well put together and correctly displayed. One of the features of the ad. is an appealing cut and another is the original design of the name. It is a good thing for a concern to adopt some heading or name device that will always identify it with the matter in its ads. The use of the high cut in this ad. evidences a clever effort to clear up lines of this class in connection with the sale. The wording under the cut is good and the body type is all clear cut and readable. Prices might have been a little stronger, but the ad. stands a good chance of being read carefully through.

### Poorly Set Ads

Numbers two and three are examples of wretched typographical effort, in which the typesetter has used the first stuff that has come to his hand. A retailer has a right to refuse to pay for matter set up in so obviously careless a way. In both cases cuts provided opportunity for fairly decent display, although it may be pointed out that neither of those used is really first class. The outline cut used in the Campbell ad. is rather crude, and is not likely to start anybody longing for that particular shoe. The cut of the Hartt shoe is too fine in screen,

and is therefore all "balled up" with ink. Nothing but line cuts or coarse screen half tones should be used for newspaper work. Both of these ads. fall down in the matter of tasty display. The first is too general and does not quote prices, the second is rather crowded and confusing.

### The Dack Ad

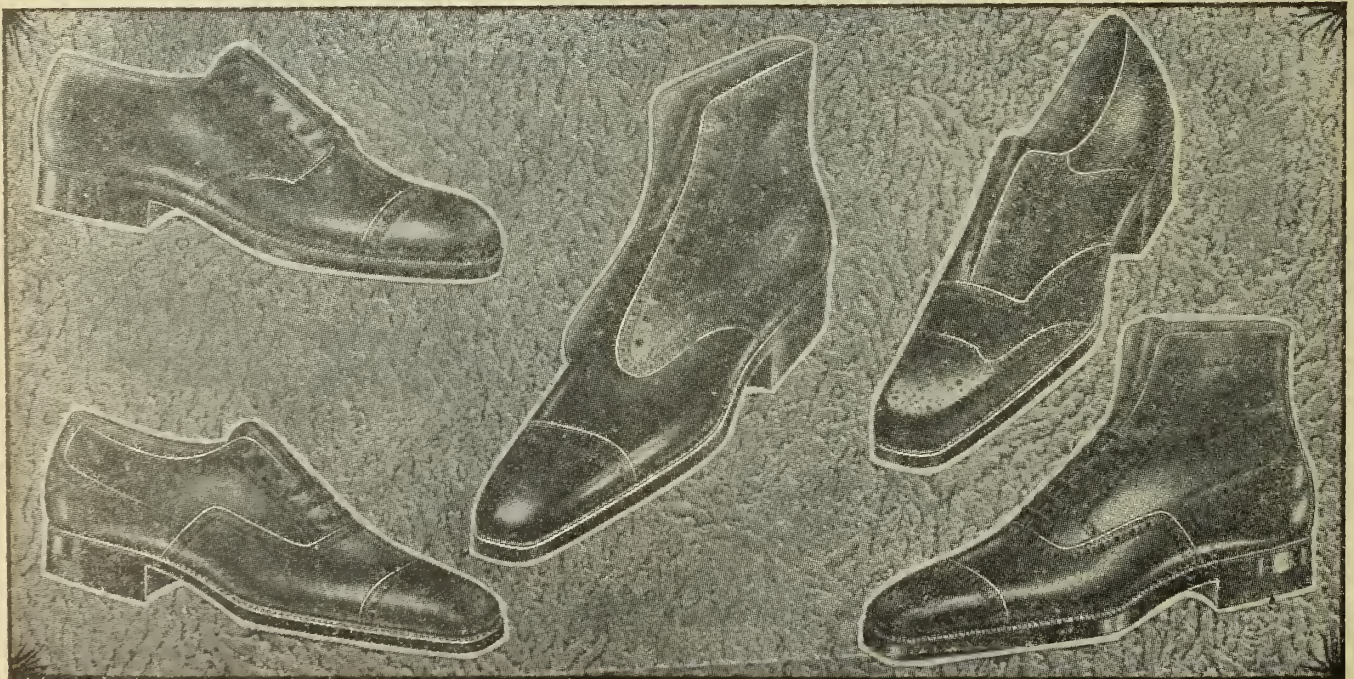
This ad. is from a Winnipeg paper and follows the style used by this well known Toronto concern in its local advertising. There is always a danger of taking too much for granted in an advertisement. This one is attractive and outstanding, but are the Winnipeg people likely to be as familiar with the character of Dack shoes as they are in Toronto or even in Ontario? There is plenty of room in the ad. for a word or two about this particular shoe and why it has held the confidence of its "custom" wearers for many years. The cut of the leg and shoe is good as far as attracting attention goes but has the fault of all illustrations made from photographs, it does not do full justice to the shoe.

### The Haining Ad

Here is another wasted effort due to the stupidity of the compositor who has just thrown the matter together. A paper that will hash an ad. like this does not deserve to get advertising to set. In a sense this may be encouraged by the attitude of the advertiser who does not take enough interest in the proper use of his space. In this instance it may be pointed out that the wording is too general. The cut is splendid and quite timely but the statement "all kinds of leathers, all styles and all prices" leaves the reader where she was before she saw the ad. The cut may pique her curiosity but is this enough? Why not use ad. space to say something definite about the goods?

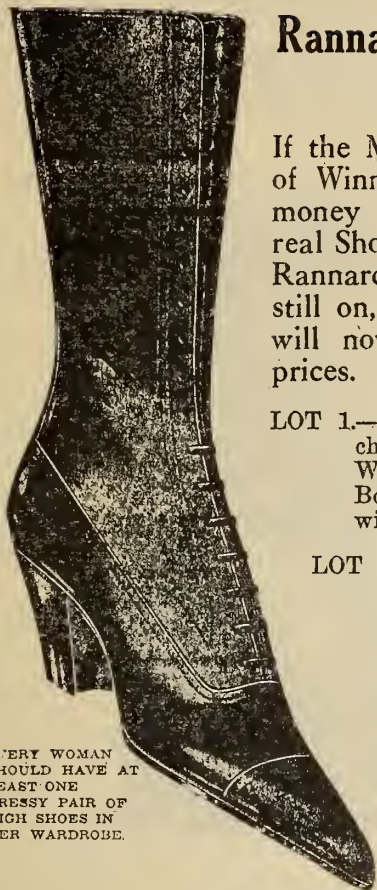
### Rather Crowded

The Pocock ad. is well conceived and fairly well set but is altogether too crowded. It should have had half as much space again. The cut is fine and the prices are bound to claim attention, but a little more chance for display would have increased the interest and given opportunity for putting the name of the concern in decent type at the top. This ad. however, is worth a dozen of those that do not say anything.



Outstanding American Men's Styles





EVERY WOMAN SHOULD HAVE AT LEAST ONE DRESSY PAIR OF HIGH SHOES IN HER WARDROBE.

## Rannard's Shoe Sale Will Soon Be Over!

If the Men, Women and Children of Winnipeg really care to save money and at the same time get real Shoe Values, now is the time. Rannard's (Three Stores) Sale is still on, but after it is over Shoes will not be obtainable at these prices.

LOT 1.—At \$3.85, \$4.85, you get your choice of several hundred pairs Women's Good Quality Lace Boots, all leathers, all sizes, all widths.

LOT 2.—At \$5.85, very choice high-grade Women's Boots, made by the best manufacturers, including our "Knox New York." You have a big selection to choose from. Leathers — Black and Tan Calf, Black and Brown Kid, Two-tone Field Mouse. Every pair has welted soles, and they were formerly sold by us at \$12, \$14, \$15, \$18, \$20. Now \$5.85. Sizes 2 to 8. Widths AAA to C.

All the Shoes in this Sale are our own stock, bearing our own name. We can't replace them, now, at anything like these prices. Our idea is to give you real values. Every pair guaranteed to satisfy.

MAIL ORDERS FILLED—ADD 15c FOR POSTAGE.

# Rannard's

## Men's Brogue Oxfords



Beautiful brown calf leathers, special brogue last. Extra quality oak tanned soles. We would like to have you look them over

**H. S. CAMPBELL**  
SHOEMAN

Extra Special Values in Men's and Women's Hosiery, 45c, 65c, 95c

Special Prices

HARTT SHOES FOR EASTER



Ladies' Tan, two-buckle Oxfords \$8.75  
Ladies' Black two-strap, button Oxfords .....  
Men's Brogue Boots.....\$10.50  
Quality unsurpassed. Prices defy competition.  
Ladies' Rubbers, all sizes, best quality.  
Men's Spring Suits, Overcoats and Neckwear.  
Fine Shirts (latest patterns), \$1.50 to \$2.25.  
We carry the Mayhue Hats for men. All shades, \$4.00 to \$4.60.

**J. R. MONTEITH**  
NORTH DEVON N. B.

**DACK'S BROGUE OXFORD**

Write at Once For Style Book

*Dack's*  
**SHOES For MEN**  
Wear longer and look better

*Dacks Limited.* 319 Fort St. Winnipeg



## New Spring Shoes

ARRIVING DAILY

All kinds of leathers. All styles. All prices

Haining's Shoe Shop  
QUEEN ST.



## Pocock's Stock

Still Being Cleared Out at Bankrupt Prices

### WOMEN'S STRAP SLIPPERS

Black and tan strap slippers for women, in all sizes. Special **\$3.95**

### WOMEN'S BOOTS

Lace boots, in black and tan all sizes; extra good values **\$4.85**

### MEN'S SLATER BOOTS

Men's high-grade Slater shoes, Goodyear welts. All sizes Special **\$5.85**

### BOYS' BOOTS

Boys' black and tan calf lace boots A real good shoe **\$2.95**

### BOYS' LACE BOOTS

Black and tan lace boots; sizes 8 to 10½. Special value at **\$2.25**



## Styles In Men's Shoes

**Not Much Change—Broader Toes, and Heels and Welts—Heavier Leathers for Fall—Still Sticking to Conservative Shapes and Colors.**

**T**HERE is a tendency in men's shoes for the coming season towards somewhat fuller toes. The high thick variety with a long slope or recede seems to be the most stylish. The French medium square toe with a feather edge across the front seems to be much in evidence.

The English custom last with rather more swing and fullness at the ball is prominent in the better class of plain lines, which are found in black and wine cordovan, as well as in some of the coarser leathers.

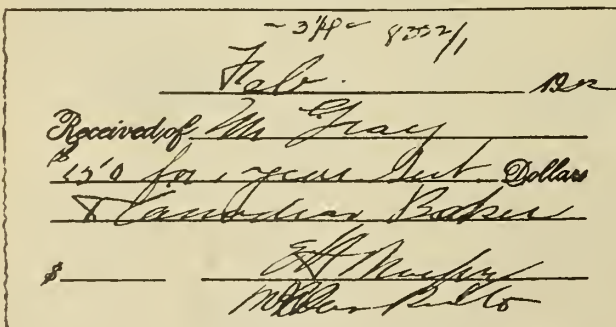
Heels are low and flanged, principally six eights and seven eighths, and welt edges are much wider than last season, large wheels being used instead of the fine fudge in black shoes.

### Materials and Styles

There really seem to be more Oxfords than high shoes, due no doubt to their prevalence during the past season when they were worn with spats. The blucher cut with the round throat promises to outrival the laced shoe in both high and low cut. The brogue effect is still to the fore and is found in various forms, particularly with the square and full throat wing tips. Fancy tips and perforations are still a feature in this class which is running to heavier leathers than last season, what is called Norwegian grain taking the place of Scotch. Lines are shown however, in boarded leathers and various styles and weights. Some lines are being shown in lighter shades of tan but they are looked upon as risky. A feature is the fancy stitching in colors such as orange and yellow, as well as black and tan. Nevertheless, this and extravagant decorations seen on some lines will meet with considerable doubt on the part of buyers. Bals in whole-fox and with saddle or apron effects are shown in some localities.

### SUBSCRIPTION FRAUDS.

Subscribers are again warned not to pay money to agents claiming to represent this journal who have not proper credentials, and who do not carry PROPER PRINTED RECEIPTS with the name of this Company printed in TYPE. Receipts such as the attached are absolutely FRAUDULENT. Reward offered for information as to this or other dishonest collectors representing themselves as our agents.



(This is a Fake)

All receipts given by our representatives are on our regular printed forms. None other acknowledged.

ACTON PUBLISHING COMPANY LTD.  
TORONTO.

## CATERING TO THE MASSES.

About six years ago Mr. L. M. Barnett established his shoe store on Market Square, in Hamilton, Ontario, believing that he had a location which would attract city and country trade of people who were looking for shoes at modest prices, but of sound quality. Basing his business on the principle of a



Mr. L. M. Barnett

fair deal, courtesy to everyone, service in every detail and full value for every dollar, Mr. Barnett has built up a trade which ranks very high in volume among Ontario shoe stores. His right hand "man" is his daughter, who looks after the women's end of the business, and has made a host of friends. Altogether he has six clerks, with additional help for Saturdays. He handles a general line of shoes, but



specializes on medium class goods. The store is twenty-nine feet in width and ninety-five feet in depth, and with reserve stocks the establishment occupies three storeys and basement.



# Stock-Turn In Shoe Stores

**Importance of Figuring Properly—  
Cutting Out Shelf Warmers and End  
Sizes A Three Form System of Stock  
Records.**

**By Richard Lennihan, Assistant Director, Harvard  
Bureau of Business Research.**

ONE of the largest individual wastes occurring in retail shoe stores today is due to the proprietor's failure to realize the importance of a quick turn-over of his stock.

The demands upon a shoe retailer's stock are complicated by the diversity of sizes and widths and of grades and styles. Fashion through the introduction of "millinery" or "novelties" in the shoe business has led to a demand for rapidly changing styles, especially in women's shoes, and unworn, perfectly fitting shoes for which the style has passed, although adequate for utilitarian purposes, become less valuable because they are less fashionable. Such complications in the retail shoe business make the wants of the customer more individual and more highly specialized, and in order to satisfy the same group of customers a great variety of merchandise must be carried. Because of this the average retailer has carried increased stock, has secured a lower stock-turn, and has been confronted with increased interest charges, and increased losses from depreciation. The elimination of such undesirable developments may to some degree be avoided if the retailer in adjusting his stock to the various wants of his customers gives careful attention to the methods of purchasing.

## Rapid Stock-Turn Decreases Expense

In analyzing the reports from 397 retail shoe stores on the cost of doing business in 1920, the Bureau found that total expense was substantially higher in the stores that turned their stock slowly than in the stores that had a rapid rate of stock-turn. In the shoe stores in which the rate of stock-turn was less than 1.5 times a year in 1920 the expense for total interest was 4.4 per cent of net sales, and total expense was 28.8 per cent. In the stores, on the other hand, that had a rate of stock-turn of 2.5 times a year or more, total interest in 1920 was only 2.1 per cent of net sales, and total expense 24.3 per cent. These figures for 1920 indicate practically the same results as those shown in all the previous research of the Bureau in the retail shoe trade for the preceding ten years.

The average rate of stock-turn in 1920 was two times a year; in previous years it generally had been slightly under twice a year. Nevertheless, all the investigations have indicated that a rate of stock-turn of at least 2.5 times a year is readily obtainable in the average shoe store. This conclusion is substantiated by the results shown by a group of particularly aggressive stores that have high rates of stock-turn.

A shoe retailer who claims that life is too short to keep stock records often outlives his business, because a reliable stock-keeping system is one of the means that can be used to aid in maintaining a well-balanced stock and in securing a high rate of stock-turn. Such a stock-keeping system, when used properly, indicates the sizes and widths of shoes that should be purchased for the type of trade to which the individual store caters. It furnishes this information not only for fill-in orders during the season, but is primarily to be utilized in laying out the buying plans at the opening of a new season in order to avoid

ordering an excessive supply of sizes and widths that are not adapted to the trade of the particular store. A reliable stock-keeping system, of course, will not entirely supplant sound business judgment, but it will provide facts on the basis of which judgment can be more adequately formed.

## Left-Overs Absorb Profits

"Left overs," and "end sizes" absorb profits more rapidly than is generally realized as an example of a retail shoe business shows:

60 pairs of shoes bought at \$4.25 a pair.....	\$255
Sold at \$6.00 a pair.....	360
Gross Profit.....	\$105 29.2%
Operating Expense.....	25.0%
Net Profit.....	4.2%

Though these figures are seemingly satisfactory, they accord with facts only when all the shoes are sold at the original mark-up. What generally happens is something like the following:

60 pairs of shoes bought at \$4.25 a pair.....	\$255
45 pairs of shoes sold at \$6.00 a pair.....	270
15 pairs of shoes sold at \$5.00 a pair.....	75
Gross Profit.....	\$ 90 26%
Operating Expense.....	25%
Net Profit.....	1%

Slightly over three-quarters of the net profit has been lost in mark-downs due to left-overs, end sizes, and style change. Such losses, however, can be reduced by the use of a reliable stock-keeping system and fortunately for the shoe retailer the high average unit of value permits the expense of maintaining a stock-keeping system.

The Bureau has investigated the question of stock-keeping records for retail shoe stores and has published its findings in bulletin form. The purpose of the system of stock-keeping that is described in this bulletin is to enable the individual shoe retailer, whose stock problems are complicated by the diversity of sizes and widths and of grades and styles, to adjust his purchases and his stock according to trade requirements of his customers whom he serves regularly. Actual tests have shown that this system is just as applicable in a store with a small volume of sales as in a store with a large volume. It has been in successful operation in stores with an annual volume of \$10,000 as well as in stores with sales of more than \$125,000 a year.

## Rigid Limits on Size Ordering

To take a concrete example, one shoe merchant who had been co-operating with the Bureau had been unable to make a profit in his store over a period of several years. He had a low rate of stock-turn and high expenses. He also found it necessary each season to take a substantial loss by marking down surplus stocks of merchandise for disposal at clearance sales. He put this stock-keeping system into use and regulated his purchases and stock in accordance with the results shown on these records. He learned from week to week just which styles were moving and which were stagnant. This enabled him to place his fill-in orders intelligently and to apply extra sales effort to the slow-moving stock before the end of the season was reached. He found that there was only infrequent demand among his clientele for the extreme end sizes and narrow widths. Consequently he established rigid limits to the sizes and widths beyond which he would not permit himself to give any orders on the season's range or in placing fill-in orders. He found that he d i

(Continued on page 49)



# April Meanderings

"Have you the book called 'Who's Who and What's What?' by Jerome K. Jerome?" asked a customer of the proprietor of a little WHO IS WHO? second hand book shop. "I tink so" replied the latter as he began to run his finger over the shelves. Unsuccessful in his search, he called to his son in the back of the shop. "Ikey have we dot book called Vich is vich und vot is vot by Jerome K. Jerome?" "Mebbe I guess ve hav" replied the junior partner, who took part in the search. Their joint efforts, however, seemed unavailing when Ikey, with a puzzled expression, said "Mister, we don't haf 'Vich is vich und vot is vot py Jerome K. Jerome, may be it is 'Vich it is and vot it ain't, No?"

After a little further delving into the shelves, Ikey had an inspiration and said: "Mister, maybe you wants 'Who he is and vot he has" by Dun und Bradstreets."

\* \* \*

A well known Anglican divine was sitting in the hot room of a Turnish Bath House recently and the absence of his WHERE HE CAME FROM. canonicals no doubt made him look more or less like other people. A man in a chair near him, who had been eyeing him from time to time remarked hesitatingly: "I seem to have seen you before somewhere, but I can't think where in hell it was." "No doubt" replied the clergyman with a quiet smile. A moment or two later his perplexed neighbor turned to him again and said rather bruskiy, "Well who the devil are you anyway? I seem to have seen you before." The clergyman responded quietly, "Friend, what part of hell did you say you came from?"

\* \* \*

A funeral took place in a town out West last fall, and by some mischance the preacher failed to turn up to read the burial BOOSTING HIS TOWN. service at the grave. The undertaker, after a wait of about ten minutes, apologized for the absence of the clergyman and said that if any of the friends of the departed had a word to say before the body was lowered, it would be appreciated. After a moment's pause one of those present stepped up and remarked that he did not know much about the deceased, but if anyone would like him to say a few words upon the merits of Calgary as a progressive western city, he would be glad to oblige them.

An "out-of-worker" applied to a farmer for a job at the suggestion of the government employment agency. After a careful examination as to his qualifications, he was told to go to work and that he could depend upon having a steady job. At the end of the second day of constant toil that kept him on the go from five in the morning until half past nine at night, he went to his employer and complained. "Say boss, you told me you were going to give me a steady job. It is only ten o'clock and there is nothing ahead of me now but sleep, I'm going to quit."

\* \* \*

An Irishman in one of the regiments at the front line in France went to his captain one night, after being told they THE WRONG MOTION. were expected to go over the top somewhere about daylight, and asked him what it meant. "Well, Pat" said the officer, "When you get the word of command you just climb out of the trench, go over the top and make straight for the boches." "Sure, yer honor, an' won't I be pumped full of holes or stuck in the stomach before I get ten feet?" enquired Pat. "Not a bit of it. You just zig-zag and before you know it you will be through them in possession of their trenches." They went over and next day Pat, amongst many more was taken back to the field hospital. The captain was going through when he came upon him swathed in bandages. "Hello, Pat," said he, "So here you are! How did it happen?" "Sure, yer honor, I must have zigged this morn' when I should have zagged."

\* \* \*

The little Scottish inn was crowded and when the "carrier" from Echle Fechan drew up and sought accommodation A DIFFERENT STORY. for the night there was not a bed unoccupied. "Gang up Janet and ask Donald Tamson if he will mak' room for Jamie," said the landlord to the buxom bar maid. So Janet mounting the stairs rapped on Donald's door somewhat timidly.

"Are ye asleep, Mister Tamson?" she enquired in a hoarse whisper.

"Is that you Janet? Come in!" was the response in a similar lay.

In a somewhat louder tone, Janet gave her message. "The carrier frae Echle Fechan has come, Mister Tamson, and the Maister wishes to ken if ye'll be gude enouch to tak' him intil bed wi' ye the nicht."

"Tell the Maister," thundered Donald in disgust, "that the carrier frae Echle Fechan can gae to the De'il!"

# *Onyx & Georgina*

*Shoes for Women*



One Strap "Mayfair" Pump

*made in*

Patent, Brown Calf, Grey Buck,  
White Buck, Real Buck, and White Cloth.

Best line in the Market

*to retail*

\$8.00 to \$10.00

*"Famed for Beauty, Built for Duty"*

*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*





## A New One-- And A SELLER

Dealers everywhere are pronouncing our line a LEADER for popular appeal, and this new production will be heartily welcomed as a seller nnsortogther.

With values that defy comparison these shoes will create big trade for every "Dominion" Dealer during the Spring Season. Order YOURS now and feature them strongly.

A complete range of 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



*"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



**IMPERIAL** BRAND  
**OVERGAITERS**  
 and  
**LEGGINGS**

**SUPERIOR IN STYLE and  
 WORKMANSHIP**

**A Complete Line of  
 Staples and Novelties.**

**Our Travellers Are Now On The Road  
 for Fall. Don't place your order until  
 you have seen the Packard Line.**

**L. H. Packard & Co.  
 Limited**

**15 St. Antoine St.**

**Montreal**



**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**





## EASY SELLING SHOES

In Stock  
For Immediate Shipment

Impossible to get better values than are offered in these stylish well-made shoes.

A choice selection in Patent Leather, Brown Side and Velour Calf. Model here shown is a winner. Design on vamp can be changed if desired.

**JOBBERS----** Hold your customers and win new ones by offering better values. Reliable shoes MAKE Trade.

A NEW LINE ADDED—SEE OUR NEW SANDAL IN PATENT LEATHER

The **RELIABLE SHOE CO., Limited**  
808C Papineau Ave. - - - - - Montreal

JOS. LACASSE, Manager.

*Peterboro*  
SHOE



## They Will Satisfy

For quality and service you can make no mistake in recommending and selling the Peterboro Shoe to your customers. They will satisfy them, and build goodwill for your store.

Try them NOW.

A well assorted stock for immediate shipment.

Distributors for  
Maple-Leaf Brand Rubbers  
Fleet Foot Outing Shoes

**B. F. Ackerman, Son & Co., Limited**  
PETERBORO, ONT. Western Branch, REGINA, SASK.

MAKERS OF THE "PETERBORO" SHOE

# QUEBEC

## Quebec And Service

It has sometimes been hinted that Quebec's geographical position militates against its distributing facilities, but a look at the map will convince any fair minded person that the reverse is the case.

There is only six hours' difference in railway travel between Montreal and Quebec, and this puts the Ancient Capital in quite as close touch with all western points as any city in Central Canada.

As for the "Maritimes", the City of Quebec is the most directly in touch with the centres of business of the lower provinces than any other point in Central Canada. It is the "Hub" for maritime trade.

The concentration of shoe manufacturing in practically a single district in Quebec makes for advantage in every way to shoe manufacturing. The accessibility of help, supplies and other concomitants of efficient modern production must mean much towards not only thorough and satisfactory workmanship but economical results.

But it is the spirit of co-operation, characterizing the Quebec shoe trade, which is the great asset, carrying with it as it does advantage to buyers as well as to those engaged in producing various classes of shoes. The Quebec shoe trade is like a big family, each member of which is ready and willing to work with his neighbor for the good of all.

Make it a point when visiting the various shoe centres to spend enough time in Quebec City to satisfy yourself that it is the logical centre of the shoe industry of Canada.

In style conception, methods of production and in facility for distribution Quebec will always maintain its premier place as the natural home of high grade staple, medium and fine shoes.

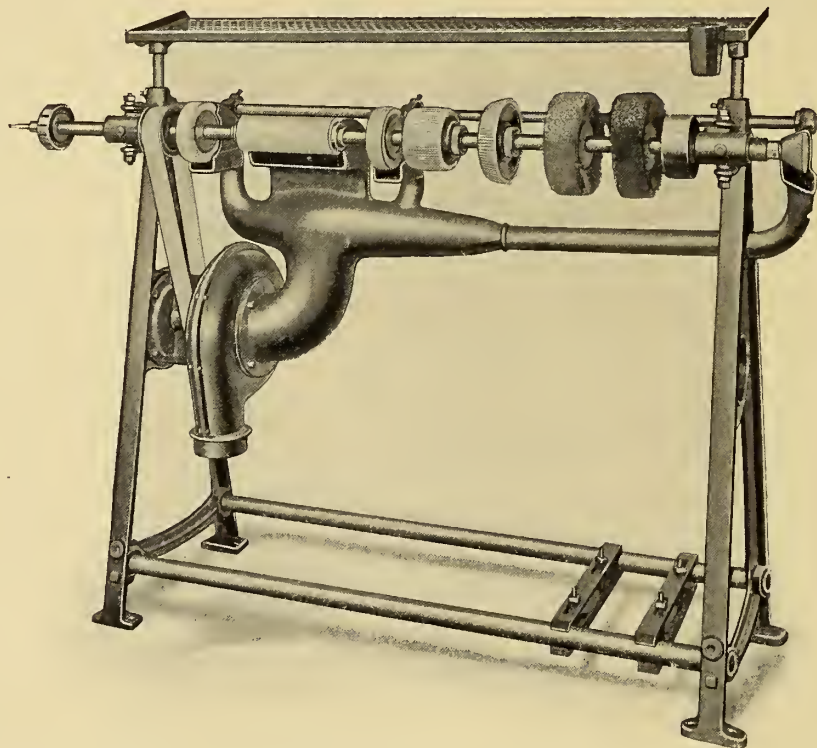


# FROM SMALL BEGINNINGS

Many Prominent Canadian Shoemen

HAVE BUILT THEIR BUSINESS AND CAREER FROM SOME SIMPLE

## Start At Shoe Repairing



6 Ft. Shoe Repairing Outfit-Model P.

Made In Our Montreal Factory

We Can Equip You For a Proper Start in Shoe Repairing

Regardless of the size or location of your business

A Size and Style for Every Requirement---on Terms that You Can Afford  
Special Gasolene Outfits for those locations having no electric power

**NOW** is the time to install equipment to handle profitably this season's business  
Write for our catalogue and mention your requirements **TODAY**

**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

# TANNERS OF QUEBEC CITY

## SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.  
 Beardmore & Co., 553 St. Valier.  
 Blouin, Pierre Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Breithaupt Leather Co., 491 St. Valier.  
 Clement, Edgar, Ltd., 179 Arago.  
 Dugal, P. and Matte, Enr., 206 Fleury.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160, 3rd St. Limoilou.

## Patent

Borne, Lucien, 491 St. Valier.  
 Cantin, Wilfrid, 45 Marie de l'Incarnation.  
 Clement, Oscar, 224 St. Helene.  
 Dugal & Matte, 206 Fleury.  
 Falardeau, C., 9 Caron.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Calf

## UPPER LEATHER

Clement, Oscar, 224 St. Helene.  
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Sheep

Borne, Lucien, 491 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Turgeon, Elie, 423 St. Valier.

## Horse

Borne, Lucien, 491 St. Valier.  
 Clement, Oscar, 234 St. Helene.  
 Racine, A., 631 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Side

Blouin, Pierre, Colomb and Nelson.  
 Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Fortier, N., 515 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Shee, E. A., 15 Belleau.

## Kid

Blouin, Pierre, Reg., Colomb and Nelson.  
 Borne, Lucien, 491 St. Valier.  
 Citadel Leather Co., 566 St. Valier.  
 Quebec Glove Leather Mfg., 3rd St. Limoilou.  
 Richard Freres, 553 St. Valier.  
 Scott, J. A., 566 St. Valier.

## Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.  
 Clement, Edgar, Ltd., 179 Arago.  
 Clement, Oscar, 224 St. Helene.  
 Dugal, P. & Matte, Enr., 206 Fleury.  
 Fortier, N., 515 St. Valier.  
 Laliberte, J., 501 St. Valier.  
 Richard Freres, 553 St. Valier.  
 Thavierge, Jos., 160-3rd St. Limoilou.

## Kip

Blais, W., 307 St. Helene.  
 Clement, Edgar, Ltd., 179 Arago.

## It's Their EXTRA Value

that accounts for the continued popularity of Samson Staples with shoe dealers everywhere. Samson shoemaking puts into a shoe those sterling qualities of fit and long wear that build permanent trade on customer satisfaction. A line YOU should feature for Spring.

## For Your Sporting Department

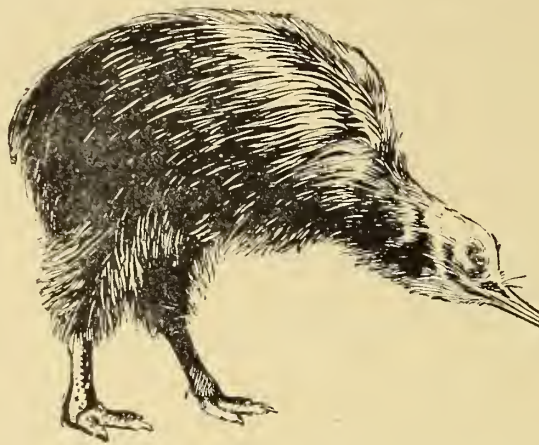
Samson Football, Baseball, Hockey and Ski Boots, etc., have no equals in the estimation of experienced dealers and wearers. They will make your sporting department PAY.



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

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





**“Kiwi”**  
KEE WEE

The  
Quality Boot Polish



Kiwi, the quality polish is made of the purest ingredients possessing unrivalled qualities for polishing shoes. To put a patent leather finish on the dullest leather is the work of a moment.

Kiwi is unsurpassed for brilliancy, is absolutely waterproof, a perfect dressing and

preservative for a shoe. Our stain polish removes stains and fading from leather, a point much appreciated by your customers. 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.

**STRAP SHOES - NOVELTIES** In Suede - Patent - Smoke  
Horse and Elk - Kid - Calf - Canvas - Buck - etc. Being Worn This Season

**A Griffin Preparation For Every Material In Stock**  
Immediate Service From **TORONTO** and **MONTREAL** Warehouses

Quick Turnover

Large Profit

Satisfied Customers

**We Strongly Advise Placing Your Order Today**

**Griffin Leather Insurance Products** Are Being Advertised Internationally to the Buying Public

**“Griffin” Name Stands for Supreme Quality Sold and Endorsed by the Finest Shoe Retailers In Canada**

**CANADIAN SHOES - FINDINGS - NOVELTY Co.**

2 Trinity Square, Toronto

153 Peel St., Montreal



# AMONG THE SHOE MEN.



Taylor's Boot Shop is the name of a new firm to commence business in Toronto. They are located at 2948 Dundas st., West.

A new shoe store was recently opened at 12 Simcoe st. N., Oshawa, Ont., under the proprietorship of Mr. Errol Bruton. Mr. Bruton comes from Port Arthur, Ont., where he was with Gavins Shoe Store for 14 years, serving in the capacity of manager for 7 years.

Mrs. Jennie Sweet, shoes, etc., Hamilton is selling out. Robt Ralston & Co., Ltd., Hamilton, Ont., are now represented in Quebec and Maritime Provinces by Mr. W. H. Hinton, a experienced shoe polish and findings salesman. Mr. Hinton reports present business as being excellent and every indication of business improving during the coming season.

Regent Shoe Store is the name of a new firm to open for business in Oshawa, Ont. It is located in the Regent Theatre Bldg. Mrs. V. Laughton is the proprietress. Mr. R. B. Griffith, shoe wholesaler, Hamilton, Ont., accompanied by Mrs. Griffith was a visitor in Toronto last week.

Fit-U Shoe Stores have opened a branch store at 2224 Bloor st., W., Toronto. Mr. A. H. Ockford is in charge.

A change is announced in connection with the shoe retail business of Mr. E. J. Dunbrook, Kitchener, Ont.

Unic Footwear, wholesalers, have been registered in Montreal.

The damage to the stock of boots and shoes by the recent fire at Wallace Bros., Halifax, N. S. has been adjusted at \$36,000.

Mr. W. G. Miller a native of Fredericton, N. B. has opened an up-to-date retail shoe store in Amherst, N. S. Mr. Miller was formerly manager of the retail department of the Amherst Boot & Shoe Co., and subsequently managed the Hartt Boot & Shoe Co.'s. retail store in Montreal.

Mr. Lewis David of David's Shoe Store, New Glasgow, N. S. has been on a business trip to Montreal, Toronto and Hamilton.

The Vogue Shoe Shop, Edmonton, Alta. have issued a very attractive calendar which is distinctly Canadian in design.

A new shoe shop known as the Royal Shoe Store was recently opened on Centre Ave., Calgary, Alta. Medium grade shoes will be carried. Mr. W. P. Black formerly of Hood & Irvine, Ltd., Calgary, is in charge.

Mr. D. Sussman, salesman of the Colonial Mfg. Co., Toronto, is on a business trip extending from Montreal to Prince Edward Island, visiting the principal cities of Quebec, New Brunswick and Nova Scotia. Mr. Sussman is showing a full line of Colonial spats for the coming season. Mr. Sussman goes abroad in a few weeks on his annual buying trip and expects to be absent for some weeks.

Ames, Holden McCready, Ltd., have opened a permanent sample room at Room 166 Queen's Hotel, Toronto where a full line of A.H.M. samples will be shown, with Mr. F. P. Bent in charge. Mr. Bent is an old employee of Ames, Holden McCready, Ltd., in Winnipeg coming to Toronto several months ago.

Mr. J. H. McGee representing Owens-Elmes Mfg. Co., Ltd. Toronto, on his return from his initial trip

with the Owens-Elmes line calling on the trade in the principal cities from Toronto to Montreal, reported a most successful trip. Mr. McGee is now on a trip west extending to the principal cities of Canada and United States on the Pacific Coast.

Mr. Wilfred Gagnon of Aird & Son, Montreal was up in Toronto on a business trip recently.

Mr. H. N. Watson, dealer in dry goods and shoes, London, Ont., is discontinuing business temporarily.

Mr. John McEntyre of Montreal was a business visitor to Toronto recently.

W. H. Bartlett & Son, shoe merchants of Brampton, Ont., have just completed interior changes in their store; the repair department has been moved to the first floor giving them increased floor space. A travelling goods department has been added, and a complete stock of leather goods are carried. Their foot ease department is one that has given them good returns. The town of Brampton is located on a main line of railways twenty miles from Toronto, little competition coming from that source. They carry a large stock of men's and women's fine shoes also a large stock of staples, being in a farming centre a large stock of work boots is carried.

Mr. W. A. Lane representing Paul Galibert in Kitchener, was in Toronto on a little business trip recently.

Mr. Clayton Corson of the Corson Shoe Mfg., Co., Ltd., Toronto was in Montreal last week.

One of Quebec City's prominent shoe manufacturers in the person of Mr. J. M. Stobo is receiving the sympathy of his many friends in the trade on the death of his brother the Rev. Edward John Stobo, D. D. which took place in Toronto on March 22nd. The funeral was held on Saturday March 25th. from the residence of the Mother of the deceased 1 Aberdeen St. Quebec to Mount Hermon Cemetery. The Funeral service was conducted by the Rev. F. H. Wentworth, Pastor of the Baptist Church assisted by the Rev. A. T. Love, pastor of St. Andrews Church and the Rev. N. McLaren, Secretary of the Quebec Bible Society. Rev. Mr. Stobo was highly esteemed in Quebec and tribute to his memory was fittingly expressed by the Rev. Mr. Wentworth. The late Mr. Stobo is known to a large circle of readers who followed his department in the Toronto "Mail and Empire" entitled "Meditations of the Quiet Hour."

Mr. A. L. Dupont of Dupont & Freres, Montreal, accompanied by Madame Dupont left on Monday the 27th for a business trip to the Canadian West. It is their intention after leaving Vancouver to proceed to San Francisco and Los Angeles, on a pleasure trip.

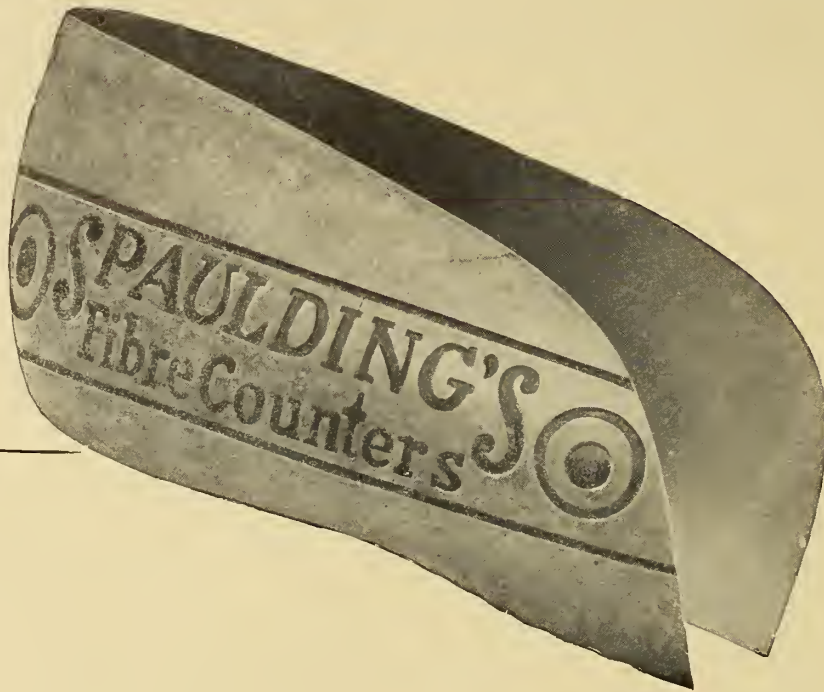
Mr. E. Laforest formerly connected with the Home Shoe Co., has now joined the staff of the Dominion Shoe Limited of Montreal.

Mr. Jules Payan of Duclos & Payan, Montreal, spent a few days in Quebec City recently in the interests of his firm.

Mr. C. A. Jaslow manager of the Panther Rubber Co. Sherbrooke Que., has just returned from an extensive business trip to the Maritime Provinces.

The next regular meeting of the Montreal Shoe Retailers' Association will be held the evening of Thursday, April 20th.





*Spaulding's Fibre Counters have an international reputation for superior fitting qualities.*

*However much the contour of your lasts vary, there is a Spaulding Counter properly shaped to conform to the last. Not only for fit, but for quality and uniformity Spaulding Counters measure up to the highest standard of Counter perfection.*

## J. SPAULDING & SONS CO., Inc.

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

*Boston Office*  
203-B ALBANY BUILDING

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City.  
V. Champigny, Montreal.

(Continued from page 37)

lose an occasional sale for an extreme size, but the loss of such sales was far less than the loss that he would have incurred if he had attempted to carry a stock to meet such sporadic demand. He established somewhat different style and width limits on his staple goods from those that were applied to the fancy goods, but for both classes of merchandise he fixed a definite policy. The result of the use of these stock-keeping methods was to increase his rate of stock-turn, decrease his expenses, and put his store permanently on a profit making basis. The volume of left-over merchandise on which reductions had to be taken at the end of the season was small. Thus his inventory became cleaned and worth far more nearly a hundred cents on a dollar than it had been in previous years.

The size and width range to which the merchant referred to above restricted his purchases would not have been applicable to the trade of numerous other stores in the same city. One other store, for example, was catering to a type of trade that required a substantial volume of narrow widths and small sizes, facts which also could be learned from records of sales and stock. This second merchant consequently established size and width limits to include narrow widths and small sizes in a fixed proportion to other sizes and widths.

#### The Bureau's System

For each individual merchant the most useful stock-keeping system is one that will show him clearly how he should adjust his purchases and his stock to meet the requirements of his individual trade, requirements which be far different from those of other stores that are located not far away.

Before this system was first published, in 1916, a careful survey was made of many systems of stock-keeping in use in retail shoe stores, and the problem was studied at first-hand in a group of representative stores. After this system was first drafted it was tried out in these stores and on the basis of this experience modifications were made. When the preparation of this revised edition was undertaken in the fall of 1921, the Bureau decided to re-examine the entire system and to make further tests in actual operation. As a result of these further tests, however, no changes in the system were found necessary. The results of the Bureau's study of stock-keeping problems in shoe stores, which have extended intermittently over a period of more than seven years, are embodied in this system. There may, of course, occasionally be conditions to which this particular system does not apply in detail. It does, however, apply to the average business and it should be relatively simple to adjust the form to suit the needs of almost any retail shoe store.

#### Sales Summary, Size-up and Consolidation.

This system includes three forms—the Sales Summary Sheet, the Size-up Sheet, and the Consolidation Sheet. On the Sales Summary Sheet (Form 7a) by means of a daily tally a record is kept for each stock number of the number of pairs of shoes that are sold and the number of pairs returned. On each sheet is entered, without reference to size and width, the sales and returns of 100 stock numbers for four weeks. This record shows how rapidly each style is being sold. On the Size-up Sheet (Form 7b) the number of pairs of shoes on hand is entered for each size and width, one sheet being used for each stock number. Spaces are also provided on the Size-up Sheet for the number of pairs on order and the number of pairs due for each size and width, although many shoe merchants may not find it necessary for their purposes to make all these entries. The number of pairs on hand is determined by actual count; the figures for the number of pairs on order and for the number of pairs due are obtained from the Order Record. On the Con-



## ONE OF OUR LEADERS FOR 1922

Front Laced Spat

Lacing Assures Perfect Calf Fit

See our line and prices before placing

## Colonial Mfg. Co.

366 Adelaide W., Toronto.

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





## 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.**

**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. B. Bennett & Co. Room 32, 70 Lombard St.  
Toronto Phone Main 4016w

consolidation Sheet (Form 7c) there are three divisions, the Order Record, the Record of Receipts, and the Summary Stock Record. The Consolidation Sheet is the chief guide for determining the sizes and widths that should be bought to meet the requirements of the patrons of an individual store. One Consolidation Sheet is used for each stock-number. The entries on the Order Record show the number of pairs of each size and width to be ordered, as determined for each order by reference to the Sales Summary Sheet and the Size-up Sheet. The Record of Receipts provides a record of orders and invoices of goods purchased. The Stock Record gives a monthly summary of goods received, sales, and returns, thus bringing together in compact form month by month a record of the year's experience for each stock number.

Frequently we find shoe retailers who are figuring their stock-turn incorrectly. These merchants are dividing their net sales by the average inventory and believe the answer is giving them the correct figure for stock-turn. For example, a merchant who purchased \$50,000 worth of shoes and sold this purchase during the year for \$75,000.00 would divide his sales by his purchase and believe he was getting a stock-turn of one and one-half times. As a matter of fact he was only moving his stock once and he was incorrectly figuring stock-turn because he was using sales instead of cost of goods sold in determining his turnover. In all of the Bureau's studies the following method is used to figure stock-turns: Divide the cost of merchandise sold during the year by the average of the inventory of merchandise carried at the beginning of the year and at the end of the year. If it were possible to have average monthly figures for stock on hand a more accurate figure for stock-turn could be obtained. This information the shoe trade is not in a position to give at the present moment and for general purposes the method used gives a reliable figure for making comparisons.

### THE CLASSIC DANCE.

Thirteen years ago the Sick Benefit Society of Getty & Scott, Limited, Galt, Ontario, gave its first annual dance. On March 17th of this year they held the most successful event in their history nearly a thousand guests being present.

The affair was held in the Armouries which was beautifully decorated for the occasion with bunting balloons and pennants. A feature was a balloon dance, when a number of gaily colored balloons were scattered amongst the dancers from a canopy in the centre of the building. Music was furnished by the Adanac orchestra, and refreshments were served shortly after midnight, the dancing continuing till early morning.

### The Scott-McHale Line

Mr. W. B. Fryer, sales manager of Scott-McHale Ltd., has been showing their line at the King Edward Hotel, Toronto. He is most enthusiastic as to the merits of their product, which in style, finish and workmanship he is willing to stack up against the best produced in America. The samples cover all the outstanding features of patterns and leather, in oxfords and high shoes. He is featuring their "Pippin" last and their line of "Tailor-Made" shoes. The moderately square toe, and rounded toes in black, mahogany or various shades of tan, brogue effects in oxfords and high shoes, together with plain shoes for more conservative tastes, are all included. For summer he shows a wide range of sport oxfords, with leather or rubber soles and heels embodying the apron saddle, in combinations of smoked elk and brown, white buck with black or brown trimmings and also in scotch grain and two-tone effects.

## Spring and Summer Selling

It is hard to give an adequate estimate of what will sell, as localities vary so much. Here is a condensed statement made by an expert shoe buyer at a Middle States Convention of Shoe retailers held recently at Cleveland:

Sport Oxfords will be the "big bet" in cities at least until May 1st. In outlying districts the movement may not be as great. As one Cleveland dealer tersely put it: "Sport Oxfords, patents and satins will after Easter; then black and white followed by a big white season."

Tan oxfords with patents and satins in single wide-strap varieties promise to hold good in smaller places till the white season comes.

Smoked horse in combinations with patent, grey and tan seem to sell well, but dealers are afraid of the line, although they say that it will have a great run for golf, which will be more popular this year than ever. Sport sandals will also have a good call.

There are three outstanding claims worth retailers' consideration. This will be a big season for sports shoes, patents will be more in demand than for a long time past, and the white season will be the biggest on record.



# SUMMER SELLERS



All of the many lines that the Shoe Dealer needs for Summer Selling are ready and waiting at McLaren's. The new season is brightening up trade, and the live merchant with the saleable lines will see increased turnover and profits.

Our newest lines for Men and Women offer up-to-date shoes including all the highly popular models in strap effects—the shoe the public are buying.

We are showing a fine line of Women's One Strap, One Buckle in Patent Leather, Mahogany Calf, and Gun Metal Calf, in Cuban and Low Heels.

Don't miss seeing these when our salesman calls. We will be glad to send sample pairs on request. We have all these lines in Goodyear Welts as well as McKay Sewn.



None of the seasonable lines are more important than "Speed King" Outing and Tennis Shoes. Be ready to serve your customers, both old and young, with this popular, reliable line.

Saleable goods at sound values, shipped at a moment's notice—these are features of our service that make ordering and selling easy.

**J. A. McLaren** Company  
Limited

36 FRONT STREET W.

—:—

TORONTO

# Making Money Out Of Findings

**It Can be Done—Why it is Not Done—  
It Needs Proper Attention—It calls for  
Constant Effort—Go to It.**

**Y**OU have never made a proper success of your findings department. Have you ever sat down and asked yourself the question, why? If not it will pay you to have an executive session with yourself on the subject. You will discover the reason if you are anxious to really find out.

## Half Hearted Methods.

In the first place you have never really taken the interest in that particular department that you do in others. You have not put in enough stock to give it a fair chance. When people visit your store two or three times without getting what they want in shoes you begin to sit up and take notice. You would never let your shoe stock run down like you do your findings. It is just as disappointing to a customer to find you do not carry a proper polish or certain sized lace as it is to ask for a two strap slipper and find you have nothing but one straps. Give the department a chance by having your stock sufficiently comprehensive to supply the needs of your trade and keep it up just as you do your shoe sizes.

## Back in a Corner

A findings department should be placed in a prominent position in the store, at the very front if possible, so that customers on entering or leaving may have the benefit of its suggestion. But it should not be left to the tender mercies of the "silent salesman". Every clerk should be instructed when making a shoe sale to ask the customer if anything is wanted in the way of dressings, laces, polish or other accessories. The suggestion can be made when the parcel is being done up and will result in sales that amount to quite a sum at the end of the month. Some stores have some particular salesman give attention to this department but as a rule it is better to have everybody who handles a customer put in a word. The shoes themselves will usually suggest the need of some little thing.

## Interesting Salespeople

The smallness of findings' sales is usually the big hindrance to the development of volume. It is not a bad plan to arrange for some extra inducement to encourage those in the store to take an interest. A percentage added to salary would help them to remember that the findings stock as well as shoes needs to be kept constantly on the move. In some cases prizes for the largest volume of findings' sales have been known to be most helpful. The little rivalry created resulting in substantial increases in turnover.

## Wake up Yourself

But unless the proprietor becomes thoroughly interested in the success of the department it will never become much of a money maker. Put a little ginger into your methods of display and sales. Talk up the department yourself. Figure out what your turnover ought to be and the profit it would add to your regular business. Enthusiasm is the prime essential in making any enterprise go and those who have put a fair amount into findings claim that the return is well worth the investment. If you have not thus far tried putting yourself enthusiastically into the game make the effort.

## A Findings' Day

Findings do not as a rule get the attention in display and advertising which they should. Once in a

while devote space in the paper as well as the window towards popularizing some of the lines you carry. Some dealers have used a small line like buttonhooks in the way as an advertising leader. One concern makes it a point to prepare in advance some little gift out of the findings stock to be given to children on the day that school opens. At all events let people know you carry findings, if you really do so, and make an honest effort to turn over enough to make it pay. Otherwise it would be better for you to wipe out the department altogether. Easter is coming, you will have a good opportunity to do something to arouse interest.

---

## CLASSIFIED ADVERTISEMENTS

---

WANTED.—Salesman to carry our line in Eastern Ontario. Greb Shoe Co. Ltd., Kitchener, Ont.

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.

WANTED.—Position as Salesman for Maritime Provinces. Wholesale and Retail Experience. References furnished if required. Apply Box 28, SHOE & LEATHER JOURNAL, 545, King St. West Toronto.

WANTED.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario, and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoeman would like position in city or small town. Can handle men's furnishings. Used to good class trade. 15 years' experience. Box 30, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co. Limited, Olive Mills, Bacup, England.

WANTED to hear from Boot and Shoe Manufacturer requiring the services of an Experienced Salesman for the Maritime Provinces. Know the trade thoroughly and have good connection. Box 32 SHOE & LEATHER JOURNAL, 545 King St. W. Toronto.

AGGRESSIVE Shoe Salesman, 27, backed by seven years' successful experience, both languages, established connections with best wholesalers and retailers in Ontario, including Toronto, and Maritime Provinces, is open for another line. If you need a man and consistently resultful work means big things for the future, let's get in communication now. Box 31, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.



# WHITE

## SHOE COMPANY, LIMITED

### TORONTO.



W H O L E S A L E   S H O E   D I S T R I B U T O R S

## White News

Get ready for Easter.

We can give immediate shipment.

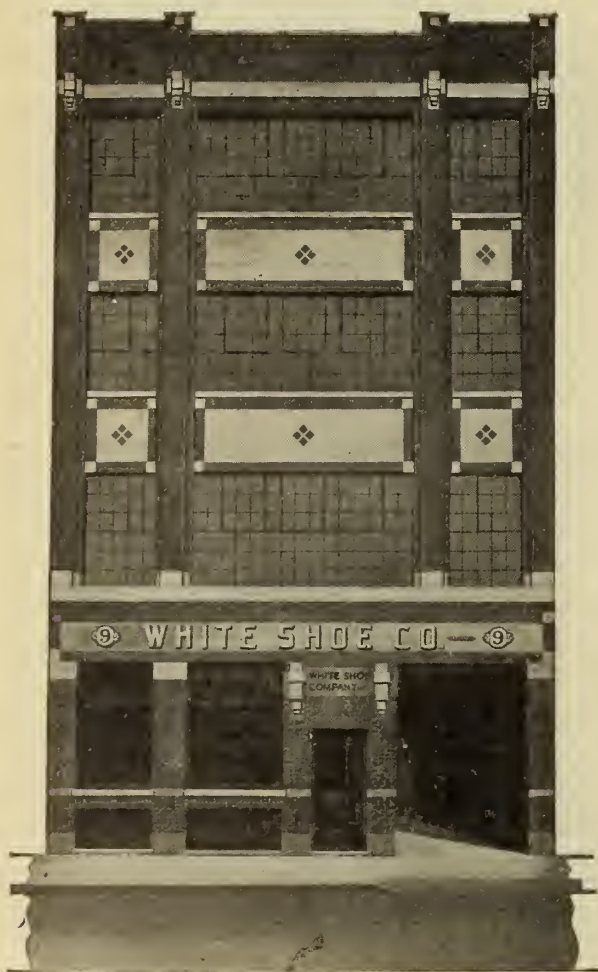
We have all the latest in Strap effects  
Oxfords, etc.

Our travellers are now showing samples on  
their respective territories.

We can supply full variety of footwear from  
fine lines to heavy staples.

Complete stock Speed King Outing Shoes.

Buyers to the city are invited to call.



## WHITE SHOE CO., Limited

*Wholesale Shoe Distributors*

9 Wellington Street, West - TORONTO



### STANDARD COLORS.

Not the least of the many problems that vex the shoe trade from tanner to consumer is that of color. In the effort to produce something "just a little different" that would take the fancy of the public, leather manufacturers of their own volition, or under pressure from shoe manufacturers have evolved a series of colors and shades that covers the whole spectrum. As a result, the program of manufacturing presents a problem, the solution of which involves many gambling features. From time to time weak efforts are made to eliminate or at least reduce the difficulties involved in the choice of colors, but the trade winds up in the same old "status quo ante." It is like the weather, every one is talking about it, but nothing is done.

One of the leading Canadian manufacturers of high grade shoes drew our attention to a movement on foot in France, which he feels is at least along the right lines.

A serious attempt is being made in France to limit colours in footwear in the summer season of this year. M. Paul Maurey, President of the Syndicat Général de l'Industrie de la Chaussure de France and other leading shoe manufacturers have fixed upon a very limited number of colours and agreed to offer these, and no others, to their customers. Apart from black, three shades or colours for women, and only one for men, were selected. Associations of the leather, hosiery, ribbon and cognate industries were informed of the decision in the hope that uniformity in shades for articles of apparel would be reached. This "happy idea," it is announced, has been welcomed far and wide. Following the example of Paris boot manufacturers, associations at Bordeaux, Limoges, Nîmes, Nantes, Nancy, Lyons, Marseilles, Mouy and Beauvais have sent in their adhesion to the scheme.

The shades selected are Nos. 40, 125 and 138 of the colour card of the Maison Combe for women, and No. 118 for men.

If, as is generally understood, style movements originate in France, similar action may be looked for on this continent. At present co-operation between shoe men, leather manufacturers, and textile manufacturers is growing closer every year, particularly in the matter of color. It is openly stated that the real money has been made by leather manufacturers who confine their lines to staple colors, rather than by those who gambled on passing fancy of the public.

Economic considerations make standardization of colors of prime importance to the shoe and leather industries at the moment, and it is to be hoped that the Canadian trade which is now thoroughly organized will see to it that this country is not at the tail end of the procession.

### KITCHENER NOTES.

**R**EPORTS from all sources indicate that this district in common with other shoe centres feels the force of not only the usual slackness at this time of the year but the general depression that has been in existence for the past two or three months. Nevertheless the tone is hopeful and everybody is looking forward to better things as soon as real spring weather opens up. One thing that illustrates the growth of Kitchener and Waterloo county as a shoe and leather centre is the gradual development of agency business in this city. It will not be long until most of the large leather and supply concerns are represented in this district.

The Breithaupt Leather Company has received a substantial order from England, which encourages the hope that the former large overseas trade which this concern formerly enjoyed may soon be resumed. The exchange situation has made it impossible to do foreign

trade profitably, but coupled with the order above mentioned was the assurance by the customer that as soon as the exchange rate was favorably stabilized they would resume business on a large scale. This is encouraging from the fact that the Breithaupt Company's trade in per-war times was about forty per cent with England.

Thos. H. Lane, general manager of the shoe manufacturing department of the Ames-Holden-McCready business at Montreal was a visitor in Kitchener last week. This is the first time he had been here since the A.H.M. people started on making leather footwear at their Kitchener plants.

A leather man well and favorably known throughout the Ontario trade has located in Kitchener in the person of W. A. Lane, who has opened a sales and distributing office on north Queen street. Mr. Lane came to Canada from Philadelphia twelve years ago. For some years he represented Paul Galibert and built up an extensive trade. Later with J. A. Scott, of Montreal and Quebec, he formed the Citadel Leather Company, of which he was Vice President and Sales Manager. When, early in the present year Mr. Lane decided to start out for himself he immediately decided upon Kitchener for a location. He had been coming here for many years and making prolonged stays, which invariably brought satisfactory orders. Not only does Mr. Lane regard Kitchener and Waterloo (with Preston and Galt adjoining) as one of the foremost shoe and leather centres of Canada, but it is central and convenient for reaching any part of Ontario, for either order taking or shipping goods. Mr. Lane has opened up a nice office right in the business centre of the city and he has fitted up an excellent stock and show room; where he will carry a large and varied assortment of upper leathers, in which line he will deal exclusively.

Early in the New Year the Ames-Holden-McCready Company decided to manufacture leather shoes at their felt shoe and slipper factory here. The latter is a seasonable industry and for a few months there is little or nothing doing in the manufacturing or in the selling line. Within the short few weeks since January the A.H.M. concern have reached the quantity production stage on their leather shoes and are now producing six hundred pairs per day; which they are soon to increase to one thousand pairs; and eventually to double the latter figure. Under the management of Harvey Graber, who came with the A.H.M. people in 1920, the new factory has made steady progress. The felt footwear line was quickly established and goods of the finest quality find a market from coast to coast. When the manufacture of children's leather shoes and slippers was decided upon the whole of the Rieder block, on King street, was taken over and converted for manufacturing purposes. The most modern machinery is installed and every known process for saving of labor and facilitating output is employed. Upwards of one hundred hands are now employed, which is being steadily added to, and the factory is working fifty five hours per week. The plant is so laid out and machines installed that the transition from leather to felt production can quickly be arranged; although doubtless it will finally eventuate in the Company establishing two separate and complete plants.

At the rear of the shoe manufacturing plant is the felt making factory. Here all the felts used by the A.H.M. concern in their slippers and shoes, as well as that required in their rubber industry, here and elsewhere, is made. Recently they are manufacturing commercial felts in all grades, from that used by the saddlery trade to the finer lines demanded in art and decorative work. Though on the market for this trade for only a short time already goods are being shipped to every province of Canada





## The Spring Sorting Problem

Your sales during the next two months will be largely governed by the way your Spring Sorting is handled.

If experience counts for anything, and honest effort to serve, there is one House a little better able than any other to look after this for you, and that is ROBINSON'S.

We have been guided by the peculiar conditions of the time in preparing for this season's demands, and the big stock we have ready, the strong selling lines and the values we are offering means Spring Sorting handled in a way that brings EXTRA TRADE and PROFIT to you.

Send along your rush orders and get the right goods at the right prices.

**James Robinson Company**  
Limited

184 McGill St.

Montreal



The trade will be glad to learn that Mr. Harry McKellar is once more out and about. Although he has to use a stick, he says he is feeling almost like his old self again. He is planning to have some of his distant territory cared for in some other way for a time at least.

Dealing with the position of the jobber during the coming year, a prominent American wholesaler says:—

Roughly speaking, our expenses are 50 per cent greater than they were in 1916, while our volume in dollars is about the same. It seems quite impossible under existing conditions to make any substantial decrease in fixed charges owing to various reasons that are not within our power to change or control.

#### HONOR FOR JOHN D. PALMER.

Mr. John D. Palmer, president of the Hartt Boot and Shoe Co., Ltd. of Fredericton, N.B., has been honored by his fellow citizens in being chosen leader of the conservative party for New Brunswick. The choice was made by a large convention, at which every county in the province was represented. Mr. Palmer is not a member of the legislature, so for the present the house leadership will continue to rest with Mr. C. D. Richards.



Mr. J. D. Palmer

#### HARTTS ARE TRUMPS.

The commercial Hockey League of Fredericton, N. B. includes among others, teams from Hartt Boot & Shoe Co., Ltd., Palmer McLellan, Ltd. and John Palmer Company.

In Series "A" the Hartt team defeated the John Palmer team, the final game resulting in a 1-0 score after an exciting contest before a large crowd.

Palmer McLellan team having won series "B" played off with Hartts for the league championship, with which goes the Chestnut Trophy, on Saturday March 20th, and when the smoke cleared away, the Hartt team were on the upper side of a seven to one score.

After the game Mr. John D. Palmer entertained the team at supper, when addresses, congratulations, and bouquets were exchanged.

Mr. Palmer congratulated the team upon their fine showing in winning the championship under adverse circumstances and declared he was proud of them from the bottom of his heart. The same kind of teamplay

that brought success in sports, he said, must be manifested in industry to bring about 100 per cent. efficiency, and he was especially glad to find that the team representing the Hartt Boot & Shoe Co. winners of the Chestnut Trophy and the championship of the Commercial Hockey League. Capt. Titus told of the great encouragement the team had had from Mr. Palmer and the management of the Hartt Boot & Shoe Co., without which, and the consistent support of all the players, victory would have been impossible; the veteran goaler was loudly cheered, as his stellar work in the net was a deciding factor in the final games. Toasts to the King, the champions, the Commercial League and the Hartt Boot & Shoe Co., Ltd. were honored.

#### CHANGE IN ORGANIZATION.

Among the important Canadian business changes recently announced is the re-organization of Scott-Chamberlain Limited, London, and the change of the name to Scott-McHale, Limited. Mr. J. J. McHale, the new member of the firm, has been superintendent of the Company for some time. He is a man well-known in the shoe world, and considered one of the bright lights in that business to-day.

Mr. McHale is a born and bred shoeman. Away back in the early 60's, there was a McHale engaged in making shoes in the same London, Ontario, that is now the home of the Scott-McHale Company. This was Mr. McHale's grandfather. His father too was in the shoe business, in Montreal, Chicago and St. Louis, moving to the latter place after the big Chicago fire of 1870 when his plant was completely wiped out. J. J. McHale came to London after having been for fifteen years with the Brown Shoe Company of St. Louis, five years as foreman and ten years as superintendent.



Mr. J. J. McHale

Mr. McHale knows shoes from every angle. He is an expert in styles and designs and has already introduced new styles that have placed the shoes of his firm in a very high position in the trade to-day. He is a young man, vigorous, ambitious and with ideas. He knows men, and he knows how to handle them for the best production. Those who know Mr. McHale, and have seen what he has accomplished, are optimistic for the future of Scott-McHale Limited—great things are expected of him and the firm with which he is associated.



# R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"



No. 1061

Black, tan or white  
leather trim, Rubber  
heel, M. S.



No. 1401

Polar Kloth H. T.

The "white" season is with us. Already there has been a large sale. Cuts show a few of our "in stock" lines. Have you seen our new "Flapper last", one broad strap, 8/8 heel buckle? Write or wire for samples and prices.



No. 1452

Polar Kloth H. T.



No. 1456 1/2

Buckle or button  
Lakeport H. T.

# R. B. GRIFFITH & CO.

HAMILTON, ONT.

## Rubber Notes

**B**USINESS as far as "placing" orders are concerned has not been up to the mark. The companies have all been doing more or less business, and the weather prevailing during the past month has helped sorting; but from what can be learned both jobbers and dealers are holding off on fall buying. This is not due to any lack of confidence in rubber shoe conditions, but to the general disposition at present to put off purchases of shoes of any kind. Retailers are not in the mood to buy for present requirements, and cannot be got to consider, as a rule, anticipating their needs six months ahead. It is felt that as soon as a general movement in retail spring business occurs there will be a change in this tendency as far as the rubber shoe trade is concerned.

### Big Sports Season.

There are already indications that however dealers may regard the purchase of regular lines of rubbers, there is going to be a big rush for white goods in the course of the next few weeks. Retailers say the demand for this class of goods promises to start earlier than usual and to take on such proportions as to make this season one of the largest in white rubber as well as other lines that has been known in the history of the trade. It is too early to say much yet, but the feeling prevails that as dealers have bought cautiously and stocks are based upon an ordinary demand, should a rush take place, there will not be stock available for needs as manufacturers have not made special preparation for such a situation.

### The Golosh Craze.

There is hardly any doubt but that the fad taken up by women this year so largely will hold good for another season, although it is thought that the Russian boot will give it a run for its money. The trouble with the latter is that it is too expensive for ordinary wearers, and this should afford rubber shoe manufacturers an opportunity to dodge in somewhere between the high buckle arctic and the low open Russian boot. Evidently the desire is for something quickly pulled over the low shoes that women have come to wear during the winter season, and if something can be gotten out that will give them this it will have a great run.

### Raw Rubber Demoralized.

Reports come from overseas that plantation rubber is again on the rampage, prices quoted being the lowest in the history of the business. It seems a far cry to the days when the raw product was up to nearly two dollars and a half a pound, and stayed around the two dollar mark for a considerable period. It was thought that it was fairly secure on the dollar basis before the war and the strange thing is that it is the one product which in spite of the vicissitudes of transportation and the tremendous uses to which rubber was put during the war, has gone steadily down until it would seem that it can hardly pay to cultivate the rubber plantation.

### C.S.F. Well Represented.

The Canadian Shoe Findings Novelty Company of Toronto and Montreal are now covering Canada very thoroughly by means of their representatives, as follows:—

Toronto, Mr. MacChesney; Western Ontario, Mr. C. Porter; Montreal, warehouse, Mr. Blumenthal, manager; Quebec City and Maritime Provinces, United Sales Agencies Reg., shipping through Montreal warehouse; Manitoba and Saskatchewan, Mr. A. P. Thomas and Mr. R. S. Carrick; Alberta, Mr. Geo. Hostetter; Northern Ontario, Mr. Wallace.

These men have been on the ground for many years and will doubtless be welcomed by the trade with the C.S.F. line.

### WEDDING OF MONTREAL LEATHER MAN.

The wedding of one of Montreal's popular leather men took place at Westmount, Que., on Tuesday March 21st., when Mr. Gordon S. Hubbell was married to Miss Edna Alice Hadley, daughter of Mr. Henry Hadley of Westmount, Que. The ceremony was performed by the Rev. Dr. Henderson. Mr. Hubbell and his bride have the congratulations and best wishes of countless friends, and from no quarter are these wishes more numerous or sincere than from the trade of which Mr. Hubbell is an esteemed member, well known as representative of the Collis Leather Co. Limited, Aurora, Ont., and the L. S. Agoos Co., Boston, Mass.

### CORRECTED RESOLUTIONS

The following are corrected resolutions adopted at the recent convention of the Shoe Manufacturers' Association of Canada. The words "beginning with order for delivery in the spring of 1923" were left out in each case when the resolutions were previously printed in this paper.

**THEREFORE BE IT RESOLVED** that the Association recommends to all its members that, beginning with orders for delivery in the Spring of 1923, the price quoted for their shoes for the Canadian trade should include the regular shipping cases without extra charge and that the members present at this third annual meeting of The Shoe Manufacturers' Association of Canada pledge their respective companies to conform to the policy so recommended.

**WHEREFORE BE IT RESOLVED** that this Association recommend to all its members that, beginning with orders for delivery in the Spring of 1923, the selling price of their lace shoes should include a suitable pair of laces with every pair of shoes, without separate charge for such laces, and further that the members present at this meeting pledge their respective companies to conform to the practice so recommended.

## 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.





We can make prompt shipments from complete stocks of Valentine & Martin's specialties.

## FOR EASTER SELLING

One and two straps in black, tan and patent in stock.

Service, Quality and Value guaranteed.



**JOHN LENNOX & COMPANY**

*The Slipper House of Canada*

Hamilton,

Ont.

# The Shoe Repair Man

## Cashing In On Lower Prices

**T**HE constant pressure on the part of the public for lower prices in shoe repairs, as well as other commodities, together with ridiculously low prices offered by some repairmen, which the public are always anxious to advertise to competing repairers puts the shoe repairman between the devil and the deep sea.

He feels that, on the one hand, he is not making any too much money on his regular basis of prices, and, on the other hand, that the low price competitor is doing one or both of two things. He is turning out a cheap job, skimping on material and workmanship, probably losing money on it at that. Obviously, a proposition like that cannot last indefinitely, but in the meantime, while it lasts there is the deuce to pay.

What then, is the conscientious repairman to do? Shall he hold his prices firm, talk quality, and try to keep his customers? Or shall he endeavor to cut into the other fellow's game? These are problems that are worrying repairmen all over the continent.

Some men have found it sufficient, when their price is questioned, to offer to meet the lower price, at the same time indicating that it involves poorer workmanship and material. In the majority of cases the customer is satisfied to pay the higher price for the satisfactory job. Out of that has grown the suggestion for a regular scale of prices, based on quality. So that the customer can choose the price and the job. And to date this system has about an equal number for and against it.

The "quality" man does not feel that it is fair to himself to put anything but his best into any job he turns out. On the other hand, all the leather produced is not top quality, and the off grades must find some use, at a price commensurate with their value. So that the adoption of a graded scale not only allows the customer to get what he is willing to pay for, but helps equalize the distribution of the various grades of leather.

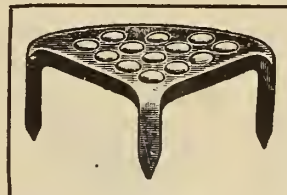
Then, too, there are some shoes which do not justify the use of the most expensive sole leather. In justice to the shoe and its owner, is it fair to use top grade leather in that case?

In practice it is found advisable to use a regular scale of prices; for instance, by what is known as the "Three Grade Plan," three prices are quoted, the difference between A and B and B and C grades being 25 cents for whole soles, and 15 cents for half soles.

One repairman says:—"We feel safe in saying that if all shoe repair shops would display the three grade price list where every customer may see, it will be found that the cut throat shoe repairer will either be forced out of business or compelled to join the association, thus eliminating the unfair worker and at the same time gaining a new member for the association. When a customer bringing his shoes to us for half soles and heels, tells us what the shoe maker in the next block will do the work for, we smilingly agree with him and show him the different grades of leather used in the work; almost invariably he decides on No. 1 grade; there is where we have made a satisfied customer and saved him from the price cutter."

Another says:—"We have tried it out in practice for many months and have found it very satisfactory and a great stimulus to our business. In fact, we feel that it has been the one thing that has kept our business on a paying basis through the very critical depression that is making itself felt at the present time. Some months ago we found that many customers were complaining that our prices were too high and quoting our competitors' low prices which were forty and fifty cents lower than ours, so we hit upon the plan of having lower prices to offer them and at the same time keep our good paying customers who wanted the highest class of work done. Our plan at first was for just two classes of work but we soon discovered that there had to be a happy medium between the two extremes, so we added the medium grade of work."

"The bottoms of each grade of work are finished a little differently. The first grade bottom finish is in full natural leather polished on bottom roll. Second grade is stained in shank to ball and third grade has entire bottom stained thus enabling us to give each customer a good-looking, well-finished job, no matter which grade he selects, and at the same time each grade is distinguished by its finish. Careful investigation has proven that 56% of our work is first grade, 16% of the medium grade and 28% of the third grade."



## What is easy to drive on and hard to wear off?

The "NATIONAL" Shoe Plate, of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples. Write us to-day. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**  
160 North Wells Street  
Chicago, Illinois



On the other side of the question one repairman says:— "Theoretically this plan by which you maintain three grades of leather, charging three different prices to correspond, and so meeting three different grades of pocket-books, is unquestionably sound. Furthermore, there can be no doubt that it conforms to the principle of good business methods. Practically all merchandising business is carried on that basis:—take your choice and pay accordingly.

"In practice the principle falls through. Chiefly I am inclined to believe because the analogy,—shoe repairing and general merchandise—is not a true one. The merchant buys his cotton or his silk goods at different prices, adds his percentage of profit and sells accordingly. His profit is the same whatever the price charged. Your shoe repairer pays a different price for his leather only, leaving his cost of labor, his overhead, materials, etc., the same as before. It is practically impossible for him to make the accurate reductions which the merchant can readily do.

"As to the best and I presume the only real argument that can be brought in favor of this plan:—that, thereby, close competition can be met. That I think is true. You can meet the close competitor but not at a profit to yourself and at the risk of losing your reputation for high-class work. It is bound to follow that if you put on a pair of soles from belly, let us say, which cannot last more than two weeks, the customer will forget the price he paid, especially since it was so little less than what he would have paid for a first-class job and remember only the poor work. The result is inevitable. He will think that shoe repairing is not worth while."

And Another says:—"It will never be satisfactory. In fact, it will be more harmful to the trade than anything it has had for a long, long time.

First, it will be an opening for a bunch of cutters that are always in hard luck-street and can never pay anyone.

Secondly, it will be misleading the public and the public will be disgusted with the trade in general as cheap shoes have dropped down fifty per cent and likely to drop more. Therefore, the public will go back into the old rut of wearing their shoes as long as they can and throw them away so, therefore it will

make much less repairing to be done.

Repairers all over Canada are meeting the situation in various ways. We should be glad to have some of their experiences and ideas on this live subject.


### TORONTO SHOE REPAIRERS' ASSOCIATION BANQUET.

One of the most successful events in the history of the organization was the Sixth Annual Banquet of the Toronto Shoe Repairers' Association held at the King Edward Hotel on Wednesday Evening, March 22nd. Over a hundred members and guests sat down to a sumptuous repast after which the evening was given over to speeches and jollity.



Mr. A. Butterworth

After the toast to the King had been duly honored, President Butterworth addressed a few well chosen remarks to the audience dwelling upon the growth and development of the Association, and what it had accomplish-



Make all your orders for Laces read

**"Wilmac"**

An absolute assurance of SUPERIOR STRENGTH in Laces is the Wilmac Label. The guaranteed solid tag is a real selling feature.

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.

*Selling "WILMAC" means lace satisfaction for your customers.*

# E. W. M. MARTIN

45 ST ALEXANDER ST. MONTREAL

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*



ed for the trade. At the conclusion of the President's address solos were given by Messrs. Geo E. Lockwood and Joe Williams both being well received and heartily applauded.

Mr. S. Burnett then introduced the toast "The Wholesale Trade" and in fitting terms referred to the friendly co-operation the Association had enjoyed from the manufacturers and jobbers from the very commencement of its history. Responses were made by Mr W. A. Moore of Beardmore & Co. W. H. Alderson of the Gutta Percha & Rubber Limited, and H. S. King of King Brothers.

A solo was then rendered by Mr. Irwin Johnson in good style.

Mr. Walter Burnill then proposed the toast of the Trade Press in his usual good style making one of his characteristic speeches. Responses were made by Messrs. A. Turner and S. Yarker who voiced the willingness of the press at all times to further the legitimate aims of the organization.

After another song by Mr. Joe Williams, Mr. Warren T. Fegan, ex-president of the National Shoe Retailers' Association of Canada introduced the toast of the Toronto Shoe Repairers' Association. Mr. Fegan who made a most excellent speech outlined the benefits of organization and what it had wrought for the retail shoe trade as well as the shoe repairers of Canada. He promised the utmost co-operation in promoting harmony between the various branches of the shoe trade. Mr. C. F. Robertson responded in very happy terms making reference not only to what had been accomplished in Toronto but elsewhere, amongst the shoe repair trade of the country.

After songs by Messrs. Williams, Lockwood and Johnston the gathering broke up with Auld Lang Syne.

**HAMILTON REPAIR BANQUET.**

The Hamilton Shoemakers' and Repairers' Association held their third annual banquet at the A.E.F. Hall on Wednesday evening, March 29th, 1922, at 7 p.m. The attendance was about fifty. Messrs. Butterworth, Burnett and Burnill from Toronto, and Mr. Pettit, from Brantford, were among the out of town visitors.

The President, Mr. Thos. Grayson, gave welcome to visitors and proposed the toast to the King, following which instrumental selections were given.

Mr. A. Miller proposed the toast to the visiting shoe repairers and said a few words as to Association membership. This toast was responded to by Messrs. A. Butterworth, W. Burnill, S. Burnett, of Toronto, and Mr. Pettit, of Brantford.

Mr. Butterworth spoke briefly indicating the pleasure it was for him to attend their banquet. He

**LIQUID FLEXO**

*Pays 500% In Dividends*

By reducing the cost of handling the shoes.

LIQUID FLEXO is a scientific preparation for the tempering of sole leather; it reduces the number of broken and torn channels; produces a better setstitch; gives perfect results in rounding and moulding; a better buffed and finished bottom.

LIQUID FLEXO neutralizes the sulphuric acid in the leather, and prevents rotting of the stitches and it facilitates the entire shoemaking operation.

LIQUID FLEXO Reduces Seconds to a minimum. A dollar's worth of Flexo gives five dollars' worth of results.

Write for special terms for the Canadian trade.

B. V. F.  
Manufacturing Co.  
215 ENDICOTT ST.  
BOSTON, MASS.

Frederick Craven  
Representative  
Canadian Division

**High-Grade WOOD HEELS**



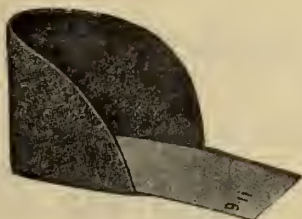
All Styles  
Prompt Service  
Standard Quality  
Canadian Trade a Specialty

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

**"Silverite" The House of Reliable Shoe Findings**

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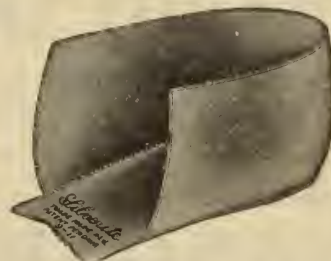


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Heel Lining Repairers  
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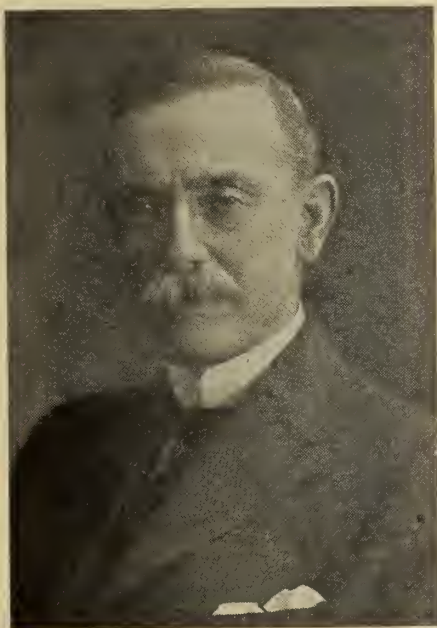
Branch: 54 South Street, BOSTON, MASS.

went on to say how well the Toronto Association had progressed through such affairs as this, and only hoped that he could attend other meetings with the Hamilton Association.

Mr. Burnill, of Toronto, gave an interesting address tracing the progress of the shoemakers and repairers during the last ten years. He thus closed with a song which he sang himself, while the rest joined in the chorus.

Mr. Burnett, on account of lack of time, spoke very briefly.

Mr. Pettit, of Brantford, gave a brief address but one containing valuable information to the Association. He pointed out how since February, he had attended many meetings of Associations throughout Western Ontario, at which he had gathered much useful information. He had noticed that shoe repairers in the smaller towns were very much interested in Associations.



Mr. Thos. Grayson

The toast to the Trade Press was proposed by Mr. F. H. Revell in a very witty address, and regretted that the Hamilton Shoe Repairers were not supporting this end as they should. He thought that the shoe repairer who did not take a trade paper was a dead one, and a back number. This toast was responded to by Mr. A. G. Duggan, of Shoe and Leather Journal, Mr. N. Paterson, of Harness and Shoe Repair Journal, and Mr. W. Turner, of Footwear. Community singing was then started and a jolly crowd gathered and joined in the singing of many popular songs.

The secretary, Mr. Wilton, was then called on for a brief address at the conclusion of which he had three articles he wished to raffle for the benefit of the Association funds. Considerable amusement was obtained from the proceedings which followed, and when the smoke cleared away the following gentlemen were found in possession of the prizes: 1st prize, a Skiver, went to Mr. J. MacAngis; 2nd prize, a box of cigars, went to Mr. W. Clifford; the 3rd prize, a Leather cutter, went to Mr. Paterson, of Harness & Shoe Repair Journal, who suggested that this be auctioned off for Association members, and the highest bidder receive the prize. Mr. Generose

Chioccola was the fortunate man and paid \$8.00.

The toast to the wholesale trade was proposed by Mr. A. Charlesworth, who thanked the wholesale trade for their loyal support. Responses were made by Messrs. Wallace, Angus and Mathers.

Récitations were given by Mr. Thos. Grayson and Mr. F. Tebbs, and a song was given by Mr. Wilman. Throughout the evening the Williams Orchestra made a merry time for the gathering, while the music for the community singing was supplied by Mr. W. Jarvis at the piano.

## VANCOUVER NOTES

Wintery weather with an occasional burst of sunshine has continued during the last two weeks, and with Easter close upon us it does not look promising for a big trade in new spring wear.

All around business is keeping steady although the volume of cash handled is not so great as of late years. Values have dropped, and big efforts are being made to reduce and clear stocks, and sales all over the city are being staged.

Mr. T. Morrison has removed his shoe store from the 2100 Block 4th. Ave. to Alma Rd. and 4th. Ave., a much better location for the class of business he is catering to.

Shoe repairers are passing through a trying time. The new price list just published is not being observed to the letter by many. Some are staying with the old list in which prices were higher and others prefer to work below it. As one instance men's boots are being advertised soled (hand sewn) at \$1.25 while the list calls for \$1.80.

Quite a few businesses are in the market for sale. Sickness and removal from the district being the primary cause.

Mr. T. Birch who has just arrived from the Midlands of England has taken over the store of Mr. Hercules, Alma Rd.

Mr. H. Wilson whose stand was required by the owner for his own business is building a new store in the same vicinity and hopes to have it opened shortly.

Mr. S. J. Raine has taken over the stand of Mr. A. Webb, Dunsmuir St. Mr. Webb proposes to follow up poultry farming.

What is no doubt the highest rental paid for a shoe repairing stand in the Dominion can be claimed by the Standard Repairing on Robson St. The owner has just received notice that his rent from April 1st. will be \$1000.00 per month. Presumably landlords think shoe repairing must be a gold mine.

Influenza and sickness is prevalent amongst a large circle of the trade.

## PLANNING FOR SHOE REPAIRERS' CONVENTION

In response to a notice sent out by the President of the Ontario Federation of Shoe Repairing Associations all the councillors of the Federation met in conclave on March 7th., 1922, in room 10, S.O.E. Hall, Hamilton, except councillors from Peterboro, Port Arthur and Oshawa. Mr. Thorn of London being very ill, Mr. Rogers same place came as his deputy.

The meeting was called to order at 3.15 P.M. by the President Mr. F. H. Revell.

After discussing ways and means, and the aims and purposes of the coming Convention, it was moved and seconded that all members of existing associations included in this federation together with any bona-fide master shoe repairers who are not members of any organization shall be eligible for membership. It was moved



and seconded that the financial report of the first convention duly audited and found correct by the auditors be adopted as read and filed. It was moved and seconded that each association be requested to voluntarily advance \$5.00 or more for the preliminary expenses of the federation. It was moved and seconded that a committee be appointed to register each member at the convention, and that each member pay a fee of \$3.00, said fee entitles him to a ticket to the banquet and a badge which admits him to all meetings of the Federation.

It was moved and seconded that revenue derived from the sale of advertisements in program go towards the expenses of the Federation and that arrangements be left in the hands of Hamilton Executive members of the Federation. It was decided that the President and Secretary be instructed to obtain the co-operation of the wholesale houses, and the trade press, to further the interests of the Federation. The meeting adjourned at 5.55 P.M.

#### Western Repair Notes.

The following correspondence from Mr. Walter Waet, Secretary of the Western Canadian Leather and Shoe Findings Association is of interest:— March came in like a lamb throughout Western Canada and with the continued Spring-like weather, there has been a most decided increase in practically all lines of business. Shoe repairers' stocks have been reduced to a minimum and with the thawing out of old Winter, came a steady demand for many lines of Findings; and as the repairman is only stocking immediate requirements, a continued healthy flow of business is anticipated.

A spin through the farming communities here assures the City man that future satisfactory business will continue from now on, as the outstanding perceptible feature is the splendid bull-dog grim determination on the part of the farmers who have suffered reverses in the past, to make it go this year. Confidence and optimism prevail and this feeling is producing a steady and increasing volume of business.

One small repair business reports an increase during the last three weeks of approximately 25% in sales over any week during the last six months and I think this is a fair guide as to the trend of future business in the West.

There is yet much to be done in some quarters towards bringing about improvements and elevating conditions in the shoe repair business in order to bring this trade in line with other trades of no greater value or importance and this is the principal subject under consideration by the Western Canadian Leather & Shoe Finders' Association at the present time.

#### Repair Notes

Mr. H. Hopkins, shoe repairer, Toronto has moved from his old stand at 2224 Queen St., W. to 2222A right next door. He moved in last week. It is a new store and modern in every respect for a shoe repair shop.

Mr. Jas. Young has bought the shoe repairing business of Mr. Wm. Turner on Buell St., Brockville, Ont. United Shoe Repair Shop, Ltd. Montreal, is selling out.

We are in receipt of the new catalogue of the Universal Shoe Machinery Limited, Montreal. This is a handsome book of fifty two pages and heavy cover, describing in detail, stitchers, clincher-sluggers, finishing outfits, skate-grinders, skivers, leather-cutters, heel reducers and supplies. Details of manufacture, and of the various parts and accessories are given.

#### John Guinane.

Mr. John Guinane, a well-known shoe merchant of Toronto, died at his residence, 2 Laxton avenue, on March 17th., after a fortnight's illness. Deceased was born in Toronto and educated at St. Michael's College. He began business with his father, the late William Guinane, who had established a retail shoe store at 214 Yonge street now included in the Eaton block, 50 years ago. About ten years ago the business was removed to 9 King street west, and about a year ago there was a removal to the present location at 269 Yonge street. Deceased is survived by his widow, four sons, William, Walter, Alexander, and Joseph; two daughters, Irma and Isabella, and a brother, Dr. Joachim Guinane, all of Toronto.

#### Death of Kitchener Traveller

The sudden death of George P. Zeigler at the Kitchener Hospital on Wednesday, March 23rd., was a shock to his many friends in the Trade, and particularly those on the North



Shore and Central Ontario where "George" had represented The Chas. Ahrens Shoe Company of Kitchener for the past eight years. Heart felt sympathies are extended to Mrs. Zeigler and family in their bereavement.

Mr. Ed. Wettlaufer of Chas. A. Ahrens Limited, Kitchener Ontario is on his way to the coast calling en route upon the trade with his firm's latest offerings.

#### BRITISH TRADE NOTES.

Both imports into and exports from the United Kingdom of leather and leather manufactures in 1921, as reported to the Department of Commerce by the Consulate General in London, experienced severe setbacks compared with 1920, and in neither case did they amount to the value in 1913.

Imports fell by £11,778,605 contrasted with 1920 and by £2,963,872 with the pre-war year, and aggregated £8,666,549.

Great Britain's exports of leather for 1921 amounted to £4,760,506, a severe setback as compared with 1920, when the exports were £11,664,914, but more nearly on a par with 1913 when total exports amounted to £5,278,640. The principal shrinkage was in exports of dressed leather, including patent, varnished, japanned and enameled, which were only 40 per cent of those of 1920 and 50 per cent of 1913.

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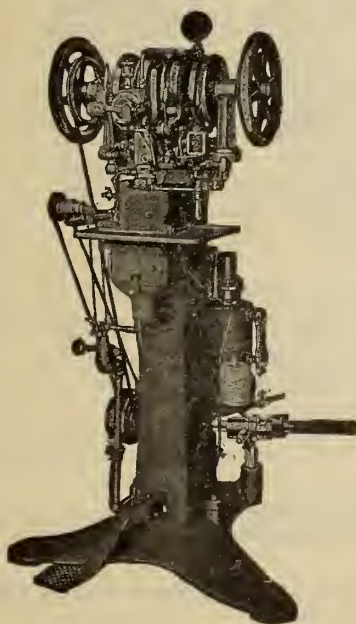
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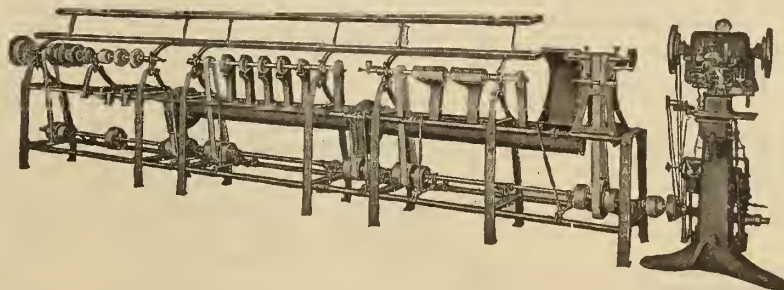
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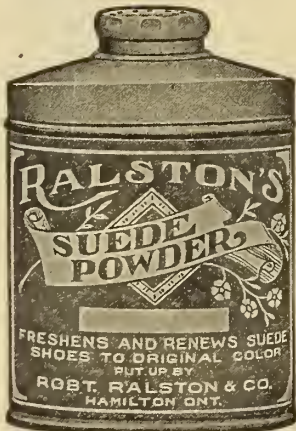
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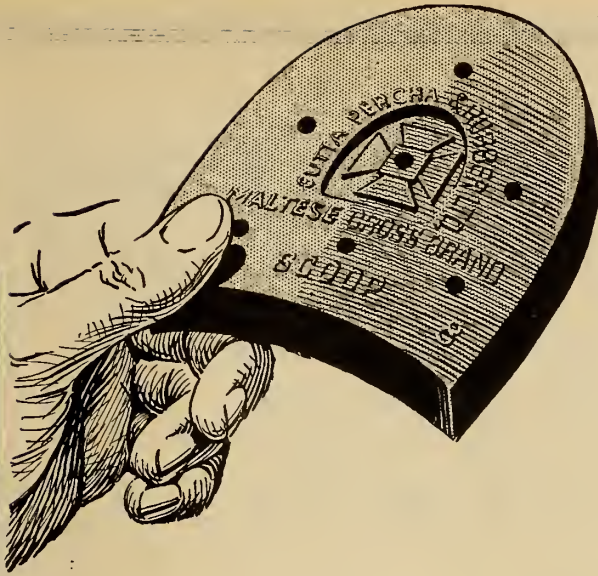
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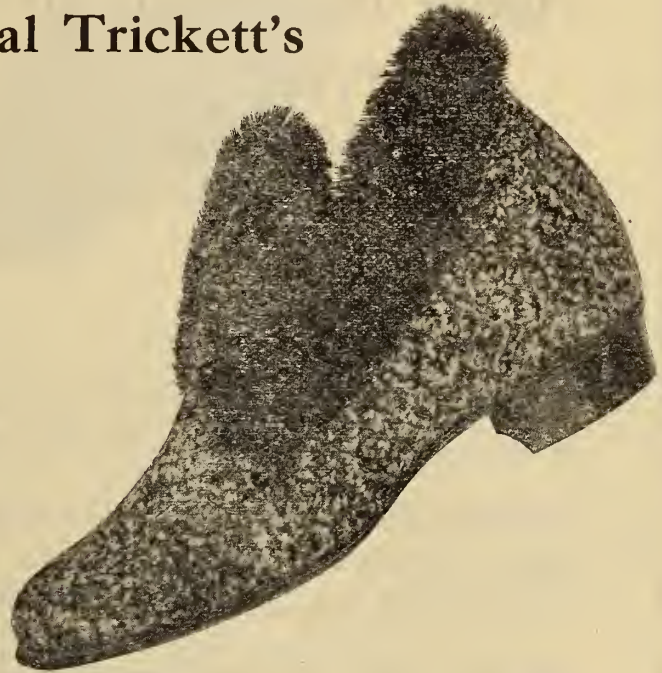
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SURPASS LEATHER CORPORATION  
Boston, Mass.

BOOTH & COMPANY (London) Ltd.  
London, Eng.

# POMEROY

## Heels



### THE GREAT SHOCK ABSORBERS

At Last---The Ideal Heel  
Like Walking in the Meadows

Made in Canada

#### Important Features

You walk on leather without shocks.  
Easily and cheaply repaired by simply renewing tread lift of leather.  
Tread lift on this heel will wear three times as long as tread lift attached to an all leather or solid heel.  
Will not slip on wet surfaces.  
A quiet heel, but not cat-like sneaky.

#### Will Outwear the Shoe

Perfect in appearance—like all-leather.  
Will not cling to carpets or mattings.  
It does not trip or catch in skirts or trousers.  
A revelation for dancing.  
Full and unobstructed resiliency—you do not walk on nails.  
Rubber insert does not lose its shock absorbing qualities.  
Speed and efficiency heel. It boosts you along.  
Highest grade material used throughout.  
The only safe and sane heel for ladies' shoes.  
More economical in the end than any other heel you can buy.  
Every pair fully guaranteed.  
Specify Pomeroy Shock Absorber Heels on the next pair of shoes you buy and you will cut your heel repair bill at least in half. Your shoes will cost you but a trifle more when you buy them with Pomeroy Shock Absorber Heels attached.

## The International Shoe Heel Corporation

64 Wellington St. W.        ::        Toronto

*Mention "Shoe and Leather Journal" when writing an advertiser*



FOR  
**QUALITY SERVICE SATISFACTION**  
**USE**

**COLLIS** High grade Calf for  
 In Leading Shades 1922

**ALSO Smooth Black-Box  
 and  
 Scotch Grain**

**For Men's and Women's Shoes**

**THE COLLIS LEATHER CO., LTD.**  
**Aurora, Ont.**

**IMPERIAL BRAND**  
**OVERGAITERS**  
 and  
**LEGGINGS**

**SUPERIOR IN STYLE and  
 WORKMANSHIP**

**A Complete Line of  
 Staples and Novelties.**

**Our Travellers Are Now On The Road  
 for Fall. Don't place your order until  
 you have seen the Packard Line.**

**L. H. Packard & Co.**  
 Limited

15 St. Antoine St.

Montreal



**B Best B**  
**By**  
**Test**

**Beau Brummel Shoe Polish**  
**"The Lustre Lasts"**

This popular polish is carefully made from selected materials and can be depended upon to give a brilliant and lasting shine. Every customer who enters your store is a prospect for Beau Brummel Shoe Polishes. Send for a trial order to-day.

**No. 3 \$12.00 Per Gross**  
**From Your Jobber**

**Black Oil Dye**

This well made and well known preparation will dye colored leathers a jet, permanent black. B. B. Black Oil Dye has been proven "best by test," best as a reliable dye, and best as a salesman. Keep a complete stock on hand at all times. Dealers everywhere are experiencing a real harvest of sales.



**National Polish Company**  
**240 King 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

**Sport Shoes made of Smoked Horse or Smoked Elk demand a special Cleaner and Dressing.**

The Tanners who make this leather and the Shoe Manufacturers who make these shoes have thoroughly investigated everything on the market for this purpose and have asked the New England Blacking Company to offer at retail the material which is used in the shoe factory.

THIS IS **SPORT-SHU**  
**CLEANER DRESSING**

THE ONLY ONE THAT WILL  
 DO THE TRICK

It will clean these shoes without damaging them, and at the same time mellow and soften the leather, restoring its original lustre. It also cleans and softens perfectly full grain calf. You owe it to your customer to sell him a bottle with every pair.



Note—If your jobber cannot supply you, send direct for sample dozen, giving us your jobber's name.

**NEW ENGLAND BLACKING CO.**  
 24 BINFORD STREET, BOSTON, MASS.

*"They Fit"*



7251

Sample No. Width

7251 Women's Fine Kid, 8½ in., ¾ foxed polish, cuban heel, G. W. Kid Toe Cap

C

7361 Women's Fine Kid, 8½ in., ¾ foxed polish, sport heel, G. W. Plain Toe

C



7361

**30 LINES EMPRESS SHOES**

In Stock, Ready For Shipment

Write for Price List.

**The WALKER, PARKER CO., Limited**  
 Toronto - - - Ontario

*Progressive High-Grade Shoemakers for Women*



1000

Sample No. Width

1000 Women's Kid Polish, 8 in., (Cushion Sole), G. W Kid Toe Cap ..

D

8317 Women's Kid Polish, 8½ in., slip sole, sport heel, M. S. Kid Toe Cap

D



8317



# "They Fit"



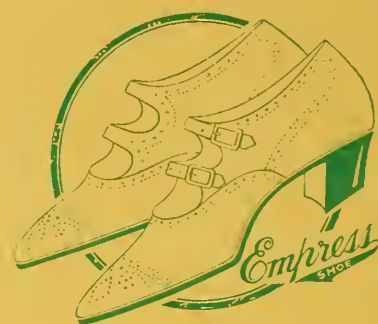
7751

Sample No.

Width

7751 Women's Patent Lace Oxford  
G. W. Sport Heel

C



7766

1549 Women's Fine Kid Lace Oxford  
(Cushion Sole) Hand Turn, Plain  
Toe, Rubber Heel

D



1549

7774 Women's Patent 1 Strap, 1  
Buckle Shoe, G. W. Sport Heel

C



6652

7767 Women's Brown Calf, 1 Strap  
1 Buckle Shoe, G. W. Sport  
Heel

C



7774

7766 Women's Brown Calf 2 Strap  
2 Buckle Shoe, G. W. Low  
Cuban Heel

C



7725

6652 Women's Patent Vamp, Dull  
Matt Kid Quarter, White Piping,  
2 Strap, 2 Button, Im Turn  
Sole, Cuban Heel

C



7767

7725 Women's Brown Calf Lace Ox-  
ford, G. W. Sport Heel

C



5688

5688 Women's Fine Kid 2 Strap,  
2 Button, McKay Welt Shoe  
Low Cuban Heel

C

## 30 STYLES IN STOCK

Write For Price List

The WALKER, PARKER CO., Limited  
Toronto - - - Ontario

# "They Fit"

Sample No.

Width



5687

5687 Women's Fine Kid Wide Strap, 2 Button, Im. Turn Sole, Baby Louis Heel

C



800

5555 Women's Kid Lace Oxford, Slip Sole, Sport Heel, M S Kid Toe Cap

D



5555

801 Women's Kid Lace Oxford, Slip Sole (School Girl Shoe) M S Kid Toe Cap

D



821

800 Women's Kid Lace Oxford, Slip Sole, Sport Heel, M S Kid Toe Cap

D

821 Women's Kid Wide Strap 2 Button, Im. Turn Sole, Low Cuban Heel

C

813 Women's Kid 2 Strap, 2 Button, Im. Turn Sole, Low Cuban Heel

D



813

805 Women's Kid Lace Oxford, Sport Heel, Im Turn Sole, Plain Toe

D



801

823 Women's Kid Wide Strap, 1 Buckle Shoe, McKay Welt Sole, Low Sport Heel

C



805

30 LINES IN STOCK

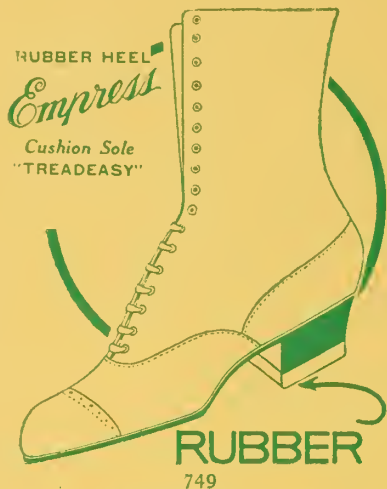
Write For Price List.

**The Walker, Parker Co., Limited**  
Toronto - - - Ontario



823





"They Fit"

Sample No. \_\_\_\_\_ Width \_\_\_\_\_

749 Women's Kid Polish, 7½ inch, Full Fitting (Cushion Sole), Rubber Heel, M. S. Kid Toe Cap ..... D

745 Women's Kid Polish, 7 in., Slip Sole, Sport Heel, M. S. Kid Toe Cap ..... D

709 Women's Kid Polish, 7 in., Slip Sole, M. S. Medium Narrow Plain Toe ..... D

739 Women's Kid Polish, 8 in., Slip Sole, M. S. Sport Heel Kid Toe Cap ..... D

732 Women's Kid Polish, 7 in., Slip Sole, (School Girl Shoe) M. S. Kid Toe Cap ..... D

701 Women's Kid Polish (Old Ladies' Wide Full Fitting) M. S. Kid Toe Cap ..... F



739



732



745



709



701

30 Styles In Stock

Write for Price List

The WALKER, PARKER CO., Limited  
Toronto - - - Ontario

Progressive High Grade Shoemakers For Women

## MADE IN CANADA SHOES



A PERUSAL of the following pages will satisfy shoe distributors, that the requirements of the Canadian consumer of high grade shoes are being fully met by the factories of this country.

The fact that imports have so largely decreased in recent years, that Canadian makers are supplying ninety five per cent of the entire shoe needs of the Dominion, speaks for itself. Not only are Canadian shoe manufacturers to be congratulated upon their ability to produce goods equal in appearance and value to those made anywhere in the world, but Canadian retailers are to be given credit for the loyalty that has made it possible to cut foreign imports of shoes in two in the past couple of years.

Dealers who look through these lines will find not only helpful sales suggestions but an incentive to bring their trade up to the standards that have made modern shoemaking and shoe selling an industrial art.





## “Sedan”

A fur-trimmed, velvet, carriage boot, with quilted lining and rubber sole and heel, that met with wide approval last season. The rubber sole and heel especially recommends it.

The “Sedan” takes full advantage of the ever-increasing demand for stylish, carriage boots because its exclusive design appeals to the largest number of your customers.

The large number of sorting orders received from dealers throughout the Dominion is proof positive of the sales-possibilities of the “Sedan.”

*Our traveller has many other interesting styles to show you.*

# Ames Holden McCready Limited

HEAD OFFICE: MONTREAL

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.







# 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	} .....	
The Miner Rubber Co., Limited		Regina, Sask.
Congdon, Marsh Limited, .....	Winnipeg, Man.	
Coates, Burns & Wanless .....	London, Ont.	
R. B. Griffith & Co. ....	Hamilton, Ont.	
The Miner Rubber Co., Limited .....	Toronto, Ont.	
The Miner Shoe Co., Limited	} .....	
The Miner Rubber Co., Limited		Ottawa, Ont.
The Miner Shoe Co., Limited	} .....	
The Miner Rubber Co., Limited		Montreal, Que.
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.	

Ask any Miner Branch or Agent  
for Greyhound Tennis Shoes.

The only Pressure Cured Tennis  
Line, made in Canada.

## See Our Values Before Buying



Stitchdown Sandal made in  
Russet, Tan and Patent for  
Youths, Children, Misses and  
Boys.

### Price and Quality Right

The back quarter of this line has a stiffner, a feature not found in every make.

Solid Leather construction.

We have complete stocks of shoe store and shoe repairer's supplies, in addition to all kinds of staple leathers.

Order Moccasins and Shoepacks now. Prices on request.

**BEAL BROS., LIMITED**

52 Wellington St. East, Toronto





With the originating of this new one strap Bell Model, as excellent a style feature as any that we have ever introduced, takes its prominent place among the new finer creations in better made footwear for women. With medium heel, shapely comfortable last and simple but artistic pattern, it is certain of fulfilling the promise seen in it by critics of style shoemaking, of extensive Summer and Fall Sales.

**J. & T. BELL, LIMITED**  
**MONTREAL, QUE.**

Toronto Sample Rooms; Room 206 Stair Bldg.,  
No. 123 Bay Street, C. E. Fice, Representative



Nowhere will you find the dominant note in advanced shoe fashion more clearly defined than in this one strap, one buckle creation. Because it takes exceptionally clever designing to give outstanding beauty to a low heeled shoe, Bell Shoemakers have been particularly successful in appealing to fashionable dressers by presenting so attractive an expression of this latest vogue. To make your summer displays more effective see that this style is strongly featured.

**J. & T. BELL, LIMITED**  
**MONTREAL, QUE.**

Toronto Sample Rooms; Room 206 Stair Bldg.,  
No. 123 Bay Street, C. E. Fice, Representative



# Two Specials For Summer and Fall



In our complete line you will find many other equally notable Styles; and with all Dupont Shoes their selling success is assured by their exceptionally high standard of value.

Select some of these sure Sellers **NOW.**

Considering the moderate selling price we make an extremely popular high class shoe.

DON'T FORGET TO ASK OUR TRAVELLERS TO SHOW YOU OUR ONE STRAP WOMEN'S WELT.

**DUPONT & FRERE**  
301 Aird Ave. Montreal

# Onyx & Georgina

Shoes for Women



*Two Strap Saddle, "Parade" Pump*

*Made In*

*All White Buck—White Buck, Pat. Apron*

*All Grey Buck—Grey Buck, Pat. Apron*

*All White Cloth—White Cloth, White Calf Apron*

*and other desirable leathers and combinations*

*Retail \$8.00 to \$10.00 Pair.*

*Blaehford Shoe Manufacturing Company  
Limited  
Toronto.*





Conditions have made it more essential for dealers to have shoes of the Yamaska standard to meet the demands of the people. We have been even more successful in giving our latest lines the extra attractiveness by which they actually turn these conditions into a means of enabling them to outsell less value-giving lines. Supplied direct to the retail trade. Be sure to see the samples.

LA CIE. J. A. & M. COTE  
ST-HYACINTHE QUE.



When you look through Yamaska Lines for the coming season you will find them continuing to show not only their usual matchless values but also many style features that are uncommon to the average staple line. The sterling quality of shoemaking that goes into these shoes admits no doubt of their ability to satisfy your customers and of their value to you as trade building merchandise.

LA CIE. J. A. & M. COTE  
ST-HYACINTHE QUE.





## A REAL TREAT A REAL OPPORTUNITY

There is a Shoe in the Affairs of Men (and Women),  
Which purchased in time leads to fortune,  
Omitted ; all the voyage of their lives,  
Is bound in tired feet and misery.

(Apologies to Shakespeare)

It gives us great pleasure to inform our customers that we are still able to supply you with shoes in the following sizes and widths. These shoes and slippers are exceptionally good values:

Color C Mahogany Bal Oxford, on Arch Preserver last, D width, price \$5.00

Color C Mahogany Bal Oxford, on Verdun last, D width, price \$5.00

Color C Mahogany Bal Oxford, on Paige last, D width, price \$5.00

Ladies' One-strap One-buckle "Flappers", all Patent, with regular toe cap, low heel 8/8, Goodyear Welt, D width, price \$5.20

These lines are put up in 15 pair lots, sizes as follows:

Mens' 1/5½, 1/6, 2/6½, 3/7, 2/7½, 2/8, 2/8½, 1/9, 1/9½,  
1/6, 2/6½, 3/7, 2/7½, 2/8, 2/8½, 1/9, 1/9½, 1/10.  
Ladies' 1/3, 1/3½, 2/4, 2/4½, 3/5, 2/5½, 2/6, 1/6½, 1/7.

*We have the above lines in stock ready for immediate shipment. Wire or mail your orders according to our schedule of sizes, and your orders will have our special attention.*

### The Brandon Shoe Co., Ltd.

Brantford

Ontario

# "The Imperial" The Height Of Quality



## SHOE DEALERS

*All of the many lines that the Shoe Dealer needs for Summer Selling are ready and waiting at McLaren's*

# J. A. M<sup>C</sup> LAREN

*Offers the Newest Lines for Summer Trade*

From stylish shoes for men to the latest strap effects for women; we have them all.

Our salesmen are showing a fine line of Women's One Strap, One Buckle, in Patent Leather, Mahogany Calf, Gun Metal Calf, and white Canvas in Cuban and Low Heels. These lines are in Goodyear Welts and McKay

Sewn. Samples on request. The shoes the public are buying and the dealer selling.

The coming white season will demand large stocks of Speed King Outing and Tennis Shoes. Are you prepared? Order early for prompt deliveries, and be ready for Spring and Summer selling in these lines.

## J. A. McLaren Company Limited

36 FRONT STREET W.

--

TORONTO

## DEALER SERVICE

*Saleable goods at sound values, shipped at a moment's notice—these are features of our service that make ordering and selling easy.*

*Our Brands of High Class Leather Footwear.*

*"The Imperial" "The Maple Leaf" and*

*"Speed King" Tennis and Outing Shoes. Superior Brand Felt Shoes. Rubber Footwear, Kant Krack, Royal Bulldog, Dreadnought, Dainty Mode, Height Veribest.*





The Largest Producers Of Patent Leather In The British Empire

# CLARKE'S

## Patent Leather

*Speaks for Itself*

*This is going to be a big patent season, and manufacturers will find shoes made with Clarke's Patent Leather popular sellers.*

*The superior finish and high quality of Clarke's Patent Leather speaks for itself.*

*The demand is there. Be prepared.*



Est. 1852



Established 1852  
The Largest Patent Leather Factory  
in the British Empire



ARCLARKE & CO., LIMITED  
637-661 EASTERN AVENUE  
TORONTO.









## DURABILITY

The main factor in every shoe's success is its durability, but your shoes can be no more durable than the Counter you use.

D. & P. FIBRE COUNTERS are more enduring than the best of shoemaking. They outlast the shoe. Compressed into them is the **STRENGTH** that makes them more than equal to the hardest wear.

Manufacturers who have experienced counter troubles with other counters are now using D. & P. COUNTERS exclusively. They are using them in their new lines for the coming season, because we are supplying them with Counters that exactly conform to their new lasts and bring out the best in Style and Fitting Qualities in their shoes.

## DUCLOS & PAYAN

**Tanneries and Factory:**  
St. Hyacinthe

**Sales Office and Warehouse:**  
224 Lemoine Street  
Montreal

### REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto  
For Quebec City:—Richard Frere, St. Valier Street, Quebec

# Leathers

## For Your Summer and Fall Run

NOW when you are grasping every means of putting greater value into your shoe lines for Summer and Fall you will welcome our timely offerings in

### UPPER LEATHERS

#### Chrome, Bark and Retanned Colors and Black

because their splendid qualities of texture and finish are combined with exceptional cutting economy, these leathers will undoubtedly make up into the value-leading lines of the Season—the lines that will SELL

They have the outstanding APPEARANCE, and they feature the most popular colors.

MAHOGANY and COFY are two fashionable shades that will be found in the foremost Style Lines for Summer and Fall.

*Our Samples and Values Will Convince You of our Exceptional Values.*

## DUCLOS & PAYAN

Tanneries and Factory:

St. Hyacinthe

Sales Office and Warehouse:

224 Lemoine Street  
MONTREAL

Agents for Lang's Sole Leather  
and other Quality Sole Leathers

REPRESENTATIVES

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto.

For Quebec City:—Richard Frere, St. Valier Street, Quebec

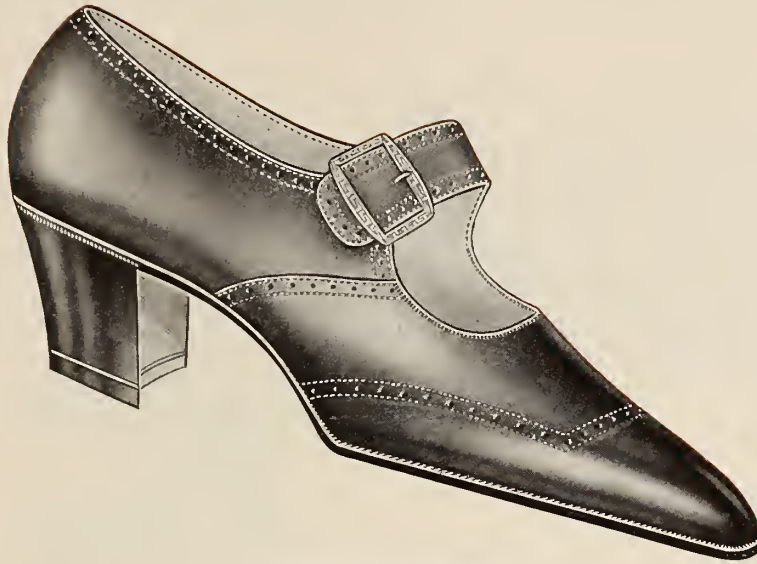




The Jobber who takes his style cue from La Duchesse has no regrets, because every model we create has a definite place in the public's demands.

A careful survey of our new lasts and patterns will convince you that La Duchesse Shoes are the popular Women's Shoes of to-day. The certainty of their style popularity alone makes them worthy of your full confidence, but their extra values make you doubly sure of increased Summer and Fall sales from featuring this moderate priced line of well made, stylish footwear.

**LA DUCHESSE SHOE CO., REGISTERED**  
**MONTREAL, QUE.**



Women's One Strap Buckle  
Made In Patent and Colors

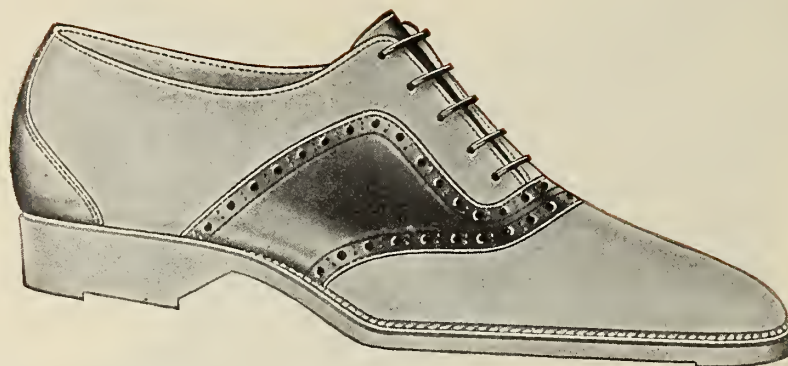
We choose this up-to-the-minute model to speak not only for itself but for its many companions in the Dalaco Line, giving you some idea of their exceptionally fine features. The shoes themselves will tell you a still more interesting story of VALUE when you examine them.

Our Men's Line are equally as prominent in Fashion and equally as high in Value.

You will welcome our salesmen for they are showing shoes that will make trade move this Summer and Fall.

**Daoust, Lalonde & Co., Limited**  
Montreal, Que.





This novel creation in a Sport Oxford will show the Trade how far in advance is the Dufresne & Locke Line in offering the newest Styles. It is made on a shapely last in a variety of leather combinations in Pearl, Smoked or Tan Elk with colored Calf Apron and Heel Fox, and in White Buck and Patent Combination. The Rubber Suction Sole and Heel is an improved feature. As an ideal Sport Shoe embodying snap, comfort and sturdiness it will be a live seller for Summer.

Everything good in the fashion features of the day are to be found in our complete line, and the values are unexcelled.

**DUFRESNE & LOCKE, LIMITED**  
MONTREAL QUE.

# TWO NEW MODELS

OF UNUSUAL POPULARITY

*IN STOCK  
MAY 1ST*



8092

Wide One Strap, McKay

Made in Patent, Tan Calf,  
Black Calf.

The right amount of perforations and fair stitching, make this shoe readily saleable.

*C&D*  
*\$3.75*

*ORDER  
NOW*

*IN STOCK  
APRIL 21ST*



9044

Patent Turn

Made in All Patent, on a 10/8  
heel last.

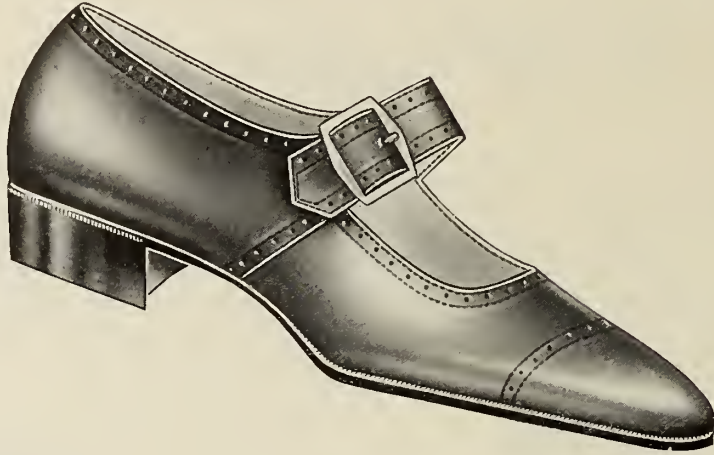
Just enough perforations to lend attractiveness and ready saleability.

*C&D*  
*\$3.50*

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**GETTY & SCOTT, Limited**  
**GALT - ONTARIO**





The style features that place our line in the very fore front of Fashionable Footwear are well displayed in this new popular one strap model, made in patent, colored leathers or white. There is an exceptionally choice variety of such strong sellers in our new lines for Summer and Fall. Leading Jobbers are picking them as the shoes to liven up trade, not only because of their popular vogue and good shoemaking but also on account of their price moderation.

**GAGNON, LACHAPELLE & HEBERT**  
55 KENT ST.                      -:-                      MONTREAL

# THE WILLIAMS SHOES



Sold in Sizes  
5-7½  
8-10½  
11-2

## Comfy Welts

One of our best sellers, and a decided hit with the trade. This line has stood the test of endurance and proved its ability to carry the Williams' name of quality.

Boys, Girls, Misses and Youths everywhere are buying Williams' Comfy Welts, because they are sturdy little shoes built for growing comfort. The demand is there. Why not supply it?

## In Stock Department

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.

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*The Williams Shoe Means Profit for You.*

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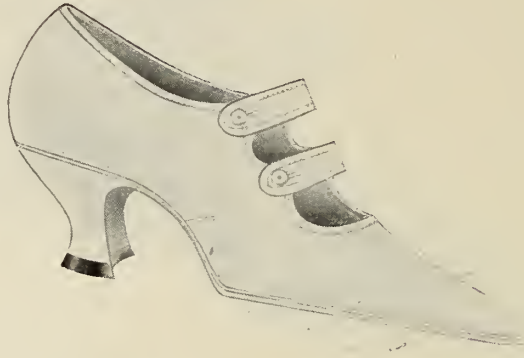


**WILLIAMS SHOE LIMITED**  
**BRAMPTON, CANADA.**

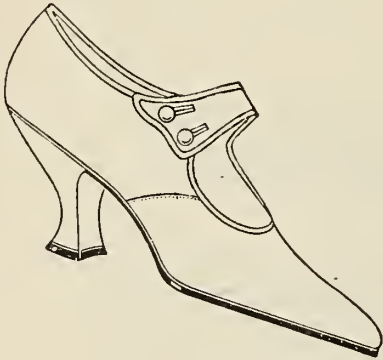


# In Stock

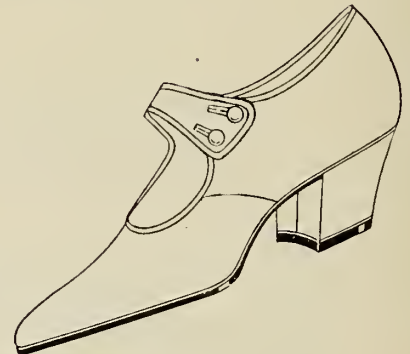
# Immediate Shipment



- 5443 Ladies' White Canvas Two Strap  
Plain Toe, Medium Last, Covered  
Junior Louis Heel, Flexible Mc-  
Kay, Imitation Turn Soles.
- 5442 Military Heel.



- 5456 Ladies' White Canvas Two  
Button One Strap, College  
Last, Covered Louis Heel,  
Flexible McKay, Imitation  
Turn Sole.
- 5458 Baby Louis Heel.
- 5425 Military Heel.



- 5435 Ladies' White Canvas Two  
Button One Strap, College  
Last, Military Heel, White  
Enamelled Sole and Heel,  
McKay Sewed.

White Footwear will be a leader—knowing this we have given special attention to popular models, that constitute Style and Value.

Our Fine and Staple Lines in leather are not being neglected, and still have all our selling features.

We can give immediate service, and ask you to send for samples; or write or wire for a salesman.

## La Maison Girouard, Limitee

Shoe Distributors To All Parts Of Canada from  
St. Hyacinthe      :-:-      Quebec



Both trade and public KNOW that "Baby Pillow Welt" and Globe "Pillow Welt" are the Children's Shoes of greatest satisfaction. They mean foot health, comfort and wear not obtainable in other lines, because with the Pillow Welt feature they are the only genuine Goodyear Welt Shoe made with a cushion insole.

A salesman will call with complete Globe Samples whenever requested.

## GLOBE SHOE, LIMITED

Terrebonne, Quebec

MONTREAL OFFICE: 11 ST. JAMES STREET  
J. F. BLUTEAU, Representative

Carried in Stock by Alf. Lambert, Inc.,  
Montreal





Hector Value in shoes is as strong a selling force as any dealer could ask for. You will find its superior nowhere in the trade.

*WE CONCENTRATE OUR EFFORTS ON THE MAKING OF TURN SHOES ONLY, AND IT IS OUR SPECIALIZATION THAT ENABLES US TO OFFER BETTER VALUES.*

Your sales in staple shoes will net you a bigger profit and strengthen your hold on your patronage if the Hector Line is featured as one of your leaders.

Investigate our samples and prices at your jobbers.

**HECTOR SHOE CO.,**

331 Demontigny St., East

Montreal

# The Hartt Boot & Shoe Co., Limited

## Fredericton, New Brunswick



A Shoe for particular men. Emphasies the maintenance of a fixed high standard.



They have unquestionably carried the gospel of "Better Shoes" into every section of the country on merit and quality.

### *"Taking Pains"*

"GENIUS" HAS BEEN DESCRIBED AS  
"THE CAPACITY FOR TAKING PAINS"

The efforts concentrated on the design and production of "HARTT" Shoes overlook nothing that will ensure the buyer a superlative product of lasting value.

**"CANADA'S BEST SHOEMAKERS"**





**T**EBBUTT'S "Doctor's Special" is a shoe that occupies an outstanding position in the Trade because of its unique qualities for foot health and foot comfort. Specially made with antiseptic and anti-perspiration features, its many wearers are permanent buyers and will accept no other shoe in its place.



**A** SHOE of dressiness, comfort and wear is Tebbutt's "Professor." Shoemaking of the best standard stands behind your recommendation and makes every sale an actual asset in prestige.

There is a big demand which both these Tebbutt Lines meet a little better than any other. See the complete range for the coming season **EARLY.**

**TEBBUTT SHOE & LEATHER CO.**

LIMITED

Three Rivers

Quebec



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B. C. and D. Widths  
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Made in all Leathers  
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**Tetrault Shoe Manufacturing Co., Limited**

*Napoleon Tetrault*

President

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### "St. Andrews"

The Perfect Golf Shoe

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Largest Makers of Boots and Shoes in Canada.





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## SPEED KING OUTING SHOES



## The Independent

Merritton

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From whatever standpoint excellence in Rubber Footwear is judged, Independents for 1922-23 stand out with definite superiority. Their well-earned record for reliability is winning the confidence of an ever-growing number of dealers and wearers. If your orders have not yet been placed get in touch with our wholesalers now.



# Rubber Co., Limited

Ontario

## Wholesalers

- |  |                             |
|--|-----------------------------|
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| The London Shoe Co., Limited - - - - -     | - - - - - London, Ont.      |
| T. Long & Brother, Limited - - - - -       | - - - - - Collingwood, Ont. |
| The Independent Rubber Co., Ltd. - - - - - | - - - - - Winnipeg, Man.    |
| Amherst Central Shoe Co. Limited - - - - - | - - - - - Regina, Sask.     |
| Dowers Limited - - - - -                   | - - - - - Edmonton, Alta.   |
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*Smoked Elk Golf Oxford,  
Tan Elk Top, Sport Last,  
Plain Toe, with Leather  
Chrome Soles and Rubber  
Heels or Rubber Soles  
and Heels.*

The sport shoe with an established demand.

A combination of quality and style that attracts the particular dresser.

Made up to the usual Corson high standard.

In Men's Boys' and Youths'.

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CORSON SHOE MFG. CO., Limited  
100 STIRLING RD., TORONTO



*The "VAUXHALL"  
Made in Tan, Mahogany  
and Black Calf, solid  
leather throughout, on a  
distinctive and perfect  
fitting last.*

Corson-made Regals will meet every style demand for the season.

Appealing patterns and shapely lasts will keep Regals the popular shoe among men.

It is noteworthy that Regals sell on their merit.

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Infants' 2 - 5 Sizes will be made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

## A Flexible Cushion-Soled Shoe for Children The Shoe You Have Been Looking For

Kewpie Kewps for Kids (our new line) are of good appearance and are made on a Welt Process with our Patent Cushion Sole features. Like all Eclipse Shoes, only highest grade materials are used and the special construction assures the maximum amount of flexibility. This shoe has a perfect, soft, smooth cushion and is held in a positive position during the entire life of the shoe.

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Travellers now on the road. The careful inspection of this Process will convince you of the many advantages of our construction.

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6023 Men's Black Vici Kid Oxford, C & D. 5-10, \$5.65  
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By Every Standard of Comparison  
**STRIDER SHOES ARE BETTER**

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

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*Chums*  
REGISTERED

A Hundred Different  
Styles Carried in Stock

*Chums*  
REGISTERED



In Patent, Mahogany Calf, Black Calf,  
Black Kid.



In Patent, Mahogany Calf, Black Calf,  
Black Kid.

## Builders Of Big Business

Parents when buying their Boy's and Girl's shoes, look always for value and quality. That's why dealers sell so many Chums—customers know and appreciate the superior features of Chum Shoes.

In their manufacture nothing is over-

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KITCHENER, ONTARIO



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Fashion decrees that Patent Leather  
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## BLACK BEAUTY

possesses distinct elegance that  
will appeal to the most fastidious

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This Spring every customer is not only a Style-Seeker but a Value-Hunter. If your stock lacks anything to make it DRAW from both these angles there is a remedy in the many quality lines we are offering at very moderate prices.

Being "Value First" shoes, and also featuring the latest style ideas they have all the good merchandising points that make them quick sellers to-day.

In Robinson Service, with its reliable goods and prompt shipments, merchants are finding a safer and more profitable way of carrying a stronger trade-winning stock at all times.

**James Robinson Company**  
Limited

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TRADE SEWED

WILSON MARK  
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WILSON MARK  
TRADE SEWED



# They Will Increase Your Business



WILSON SEWED SHOES will help you to increase your volume. It has more honest selling points than any new idea in the shoe industry since the perfection of the Goodyear Welt. Let's summarize a few of them: Flexibility and daintiness of appearance that rivals the turn shoe, both for street and evening wear, non squeaking, close trimmed light edges, wearing qualities that far excel the turn shoe, tackless construction, holds its shape under street wear, permits use of leather box toes, no wrinkled linings, smooth inside as welts can be easily and successfully repaired. Sells at a price level with or slightly under a turn shoe of equal quality.

We have these new styles in stock now:—

- Style K660 at \$5.40, Black satin one strap slipper, 18/8 wood Louis heel, Venus last.
- Style K664 at \$5.40, Black satin one strap slipper with 16/8 wood Louis heel. Celia last.
- Style K625 at \$5.40, Vici kid one strap with 18/8 wood Louis heel. Venus last.

Widths carried B, C & D.

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TRADE SEWED

WILSON MARK  
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Made in smoked calf with brown calf or patent leather trimmings, also in white buck with patent leather or brown calf trimmings.



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Made in white buck with patent leather trimmings. White buck with brown calf trimmings, also in smoked calf with brown calf or patent leather trimmings.

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Progressive High Grade Shoemakers to Women.

*"They Fit"*



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Made in smoked calf with brown calf or patent leather trimmings, also in white buck with patent leather or brown calf trimmings.



No. 7794

Made in patent leather, and brown calf or white buck also smoked calf.

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Say "Sisman" when ordering your staples.  
It is equivalent to the Hall Mark on Silverware.

Sisman is the Hall Mark on Staples.

## The T. Sisman Shoe Company Limited

Head Office, Aurora

Branch, Newmarket

# Shoe and Leather Journal

*Published Twice a Month*

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## TO ADVERTISERS

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

## Steadiness The Great Necessity

**T**HE shoe trade of Canada has been passing through the most critical period it has experienced in thirty years. That the outcome has been as favorable as it is should be a matter of congratulation as it has been of considerable surprise to the trade.

At times like the present precipitation and panic too often take the place of calm judgment and thoughtful foresight, with the result that like an uncontrolled flood devastation and ruin follow in their wake.

On the part of the shoe trade there has been a commendable disposition to give those who have been caught with accumulations of stock, or accounts they have been unable to collect, an opportunity to turn around. This spirit should be manifested by the trade in its various branches, as well as our financial institutions in the handling of further situations as they arise.

A case in point at the present moment involves one of the largest shoe manufacturing concerns in the country. There has been some rather dangerous talk about "drastic" action that could only mean disaster more widespread than those advocating it can have calculated. Whatever may be said in this case of the mistakes and mismanagement of the past, and while every effort should be made to see that the future will not provide an opportunity for their repetition, hasty and inconsiderate action in this matter may involve the whole industry in difficulties that will not be as easily settled as deciding upon "drastic" action at a creditors' meeting.

There is another question of great moment just now to the shoe and leather trade, and that is government interference with present conditions. Apart from any academic consideration and without discussing the merits or demerits of present tariff schedules, the present is no time to introduce changes, that will add in any degree to the perplexities or uncertainties of the existing situation. In both leather and shoes, conditions are so precarious that it needs only a disturbing issue such as this to cancel any good results that have accrued from the sensible policy of forbearance that has so largely saved the situation thus far.



## In the Market Place

**P**ROMISE of an early spring was frustrated on several occasions with spells of cold, snowy, and rainy weather which have held back trade developments very materially. Nevertheless, general conditions continue to show sufficient improvement to warrant if not excessive optimism, at least a minimum amount of pessimism. With agricultural prices continually on the mend, the buying power of a great body of the community is increasing, and with that comes a return of confidence. There are bright and dull spots in nearly every line of business, due either to circumstances or to individual initiative, or lack of it, as the case may be. Improvements in exchange conditions have already resulted in a flow of inquiries for merchandise from foreign countries, and in many cases to initial orders, which would seem to presage a larger business to follow. The human characteristic of impatience is still in evidence, and the fact is lost sight of that these markets which have been lost by reason of the war and the conditions which followed, will only be regained slowly as financial conditions improve and buying power is restored.

It cannot be said that we are on the verge of a business boom, and for all concerned, that would be a mixed blessing. Permanent stability will only come when a sound basis of values and prices of raw materials, manufactured articles and labor is reached; when old stocks are cleared out, and when business can be done on a basis of cost plus a reasonable profit.

So far as the shoe business is concerned, as long as we have credit conditions in such a state that numbers of concerns, large and small, are travelling close to the ragged edge, with sufficient failures to keep the market well supplied with bankrupt stocks at low prices, stability and universal prosperity cannot be expected. With the public still holding back from purchases that are not pressing, the tendency has been to cut prices to a level beyond the line of safety. The retailer is in a quandary as to what is meant by the "replacement value," at which he is told to mark his stocks. And when he has struck a level which he feels is even too low, he meets competition on goods which purport to be the same as his, but at prices which he could not hope to meet. The public is kept demoralized by the continual onslaught of advertisers who offer apparently good shoes at ridiculously low prices. It is for the trade as a whole to consider the general effect of this policy. Under present circumstances clever traders and large buyers go into the market and get shoes at their own prices. Tempted by the chance for some real cash business, the manufacturer searches his markets and picks up goods which the leather man will exchange for money, but on which he makes little or nothing. While both see a temporary benefit from a movement of merchandise, neither one gains from the transaction, while legitimate trade, if the condition were to continue, would be slowly but surely strangled.

### Retail Trade

Retail shoe dealers have not had what could be called a successful early spring season. But the arrival of warmer weather even if for only short periods, has made itself felt, and the trade immediately preceding Easter showed that people are ready to outfit themselves with new footwear particularly of the dressier sort. Unfortunately the week preceding Easter Sunday was not conducive to buying of fine shoes, so that Easter business was condensed into a few heavy days. But with con-

tinued fine weather post-easter business should be quite satisfactory, as it is an established fact that Canadian women do not buy shoes so much in early April, as in the latter part of that month and in May. In general dealers have noted an improvement in business since the middle of March. January and February, in spite of a plethora of special sales, were slow, but since that time improvement has been noted. Pacific coast trade was generally behind that of a year ago, with some exceptional cases of advances. Western Provinces report a steady increase in business from the first of the year. For the most part, however, volume was considerably less than in 1921. This condition is practically paralleled in Ontario and the east. The early months of the year found oxfords predominating, though, as sales did not come up to expectation, dealers still have some quantity on their shelves. But the end of March and early April found the demand turning towards strap shoes. For street wear these run decidedly towards lower heels, with the call for heights varying from one inch to twelve-eighths. Brown calf or kid, black kid or gunmetal, and patent are the leaders. Medium and dark are the favorite shades in brown. Dressier shoes have higher heels in Louis or Spanish Louis, and run to patent, grey suede, and combinations. Sandals and sandal effects take hold in some localities, and carry for the most part the low box-wood heel. Men's shoes are moving slowly, largely in brown oxfords. Given fair weather for any length of time, dealers look for a spring business that will change the whole complexion of affairs. Wholesalers have had a fair season, and with rush demand for novelty shoes, should do well this spring. Their difficulty as well as that of the retailer has been lack of confidence in what would move, so that much business may be lost in all quarters on account of short stocks. Credit conditions have affected their trade to quite an extent, and undoubtedly more shoes would have passed through wholesalers hands had there been more room for confidence in the ability of retailers to pay for them. With heavy stocks on which they have already taken losses wholesalers do not believe they are justified in assuming any further credit risks of a doubtful nature.

### Manufacturing and Wholesale Trade

Shoe manufacturers have had a generally unsatisfactory quarter. Dealers held off buying spring requirements until the time allowed for production was too short. As a result many manufacturers have been working overtime to get shoes out to the trade for Easter. And the same conditions will probably hold for summer goods. At present manufacturers of women's shoes are finishing up their spring run, but are not booked very far ahead. Some have been seeking to establish fall business, but the uncertainty as to what to buy or sell is holding back this trade. They are hoping that fall ideas will be fairly well established during the next few weeks. At present the demand is almost entirely for strap goods, one two or three straps, with buttons or buckles, the greatest favor being shown to buckles, and an unprecedented rush on the wide one strap with the side buckle. Thousands more of these shoes could have been sold than are available. They are looking for a big season of white shoes, and sports shoes, and the ranges shown cover a wide variety of styles and patterns. The apron or instep saddle, which is having such a run across the line, is expected to come in with a rush when Canadian weather is favorable to sports shoes. That the strap vogue will persist through the summer, and on canvas goods, is a foregone conclusion, and this year offers an opportunity for snappy footwear for late spring and summer that has never been exceeded.

# Stray Shots From Solomon

Quit blaming Providence, your friends or your enemies for what is due to your own carelessness or stupidity. There are a lot of barked shins and broken noses due to shuffling or not looking far enough ahead. The

LIFT YOUR FEET. wonder is how so many escape without broken necks.

Plenty are just now floundering in the morass of business difficulty who might have avoided the mess if they had put on the brakes a little sooner. "The prudent looketh well to his going." Where are your feet leading you outside your business affairs young man? These are days when the god of pleasure is luring many to destruction. If ever there was need of a warning against the menace of emptiness and selfishness it is to-day. You can't serve business and pleasure any more than God and Mammon. Get your eye on the course and lift your feet.

\* \* \* \*

How do you expect to have friends if you dodge out of the way when you see them coming? There are people who whine about the church being cold and neighbours unfriendly who do their part nobly to keep the thermometer down below freezing. Shyness is hard to

LIMBER UP. break in man or beast, but it must be cured if either is to be happy or useful. "A man that hath friends must show himself friendly." The

wonderful tribute paid recently to the memory of Sir John Craig Eaton was a tribute to friendliness. To high and low, rich and poor, associates and employees he was a candid open friend who was "always the same." Friendliness is a great asset. It is better than riches and much more stable than gold. Get out of your shell! Limber up that right hand! Straighten out those wrinkles and crack a smile! It will pay.

\* \* \*

Men have often been saved from ruin by a wise word uttered at a time when they were practically carried off their feet

THE SONG OF FOOLS. by applause. It takes a good deal of nerve to warn where others encourage but it takes the highest type of character to listen to advice when the air is full of the bravos of the crowd. "It is better to hear the rebuke of the wise than for a man to hear the song of fools." Young

man, the fools who call you a good fellow, and clever chap just now, will be amongst the first to cut you and say mean things about you when the tide turns. The jazz of approval seems sweet today, but there is coming the time when you would give half your years to have listened to the quiet rebuke of the old fossil known as father or your father's friend. Most of us prefer jazz to the funeral march, but it is a good thing sometimes to remember that the latter is a more certain proposition for all of us than the syncopated spasms that lull us into forgetfulness of the issues of life.

\* \* \* \*

There are more ways of loafing than hanging around street corners or sliding into a "movie" or pool room when you should be at the shop. There are fellows who make themselves believe they are industrious if they keep busy while the clock hands are making their round between starting and quitting time. The world

is suffering to-day more from shuffling than any other single evil. If everybody was to do an honest

day's work for the next three months all the kinks in the business and industrial situation would straighten themselves out. The man who loafs on the job, whether he be workman, salesman, manager or president is not only crooked but is missing a satisfaction that nothing else can give in life. "Whatsoever thy hands findeth to do, do it with thy might." Go to it!

\* \* \* \*

It is not much to our credit that we sing in the sunshine. It takes a man to smile and put elasticity in his step when things are going wrong. "If thou faint in the day of adversity thy strength is small." Knocks either knock us into shape or knock us out. The storm either snaps off the tree or sends its roots farther into the ground. The weakling goes down

BUCK UP. wailing while the real man stands up to his punishment, and in spite of it comes off "more than conqueror." No

man is down and out until he makes up his mind to stay on his back. What matters is not what you suffer, but how you take it. Listen to this for optimism. "Although the fig tree shall not blossom, neither shall fruit be on the vines; the labor of the olive shall fail, and the fields shall yield no meat; the flock shall be cut off from the fold, and there shall be no herd in the stalls; yet I will rejoice in the Lord!" You can't knock a man like that out.

*Solomon*



# Shoe Manufacturing Conditions

## Some Problems of the Canadian Shoe Trade of To-day.

**P**ROBABLY no trade suffered more during the period that the hue and cry was raised against "profiteering" than shoe manufacturing, and if those connected with the industry were not altogether able to disprove the slanderous statements at the time, subsequent history demonstrated that the latter were absolutely without foundation.

As has frequently been stated few fortunes have been made in the shoe industry, and recent events seem to press home this truth more emphatically than ever. At the beginning of the war, Canadian shoe manufacturers fought for the privilege of shoeing a limited number of our own soldiers at a profit of somewhere about ten cents a pair. It was not patriotism that was responsible for this but the necessity for keeping the wheels moving.

During and since the war, and in spite of the brisk conditions obtaining two years or more ago, this same penchant for supplying shoes at a low cost, resulted in practically no reserve being left to meet the slump that came towards the middle of 1920.

The public and some who have been in a position to know better, have kept alive the idea that enormous profits were represented in shoe prices, and the shoe manufacturer, who has found himself between the more compact and strongly organized leather interests on the one hand, and the determined insistent bear attitude of retailers on the other has been unable to make any financial headway. That this is a fact, is demonstrated without the shadow of a doubt by the condition in which shoe manufacturing finds itself at the present moment.

Thoughtful men in the industry are asking not only what is the cause, and what is to be the outcome of a state of affairs that is paralyzing what should be one of the most prosperous industries of the country. Are there too many in the business? Is it too easy to get into the shoe making game? Are methods of manufacturing or distribution at present conducted, wasteful or economically wrong?

Of course, it must be admitted the trade has been passing through somewhat unusual conditions as to the product itself. The tremendous swing in women's goods for instance, from more or less staple to "millinery" styles, has had considerable to do not only with slackness in some lines but the unprofitable results in the production of these fancy lines themselves. With the comparatively sparse population in Canada there are risks as well as costs of manufacturing that have a bearing upon the present situation that must not be overlooked. It has cost tremendously not only for lasts and patterns, but for merchandising this class of goods.

Discussing the present situation a few days ago with the Shoe and Leather Journal, a shoe manufacturer said:

"The fact that some thirty shoe factories have been forced to go out of business since the signing of the Armistice means some encouragement to those who are left, as it eliminates to this extent, an over-production in shoes by Canadian manufacturers. However, until such time as the combined capacity

of the Canadian shoe factories equals or nearly so the quantity of shoes purchased by the Canadian consumers, we do not look for any permanent improvement in the shoe business in Canada. The difficulty seems to be that factories are equipped with machinery to make a great many more shoes than can possibly be used in Canada. The result is an over supply of shoes causing price cutting campaigns, shoes getting into the hands of undesirable merchants. Then, just as soon as business conditions tighten up, the inevitable result follows, and a number of shoe manufacturers, who are financially weak, go out of business.

"It seems to me that the capacity of the shoe machinery in the plants of the Canadian manufacturers to-day, even eliminating all factories which have been forced to close during the last two years, is very much greater than the population of this country can possibly take care of and in a nut shell that is what is wrong with the shoe business. It is quite reasonable to assume that this business cannot be successful if the average plant cannot maintain a continuous production throughout the year. It must be remembered that monthly rentals for shoe machinery go on just the same, even if plants are operating or not; and where machines are not running to capacity there is a yearly loss which cannot possibly be recovered at a later date. In other words, over-production is the root of the trouble in the shoe business in Canada at the present time and unless this can be remedied it does not seem that there is any great future for the manufacturers, unless the system of making shoes is entirely changed and royalties eliminated entirely."

That the facilities for shoe production in Canada are considerably beyond our actual needs, is evidenced by the risks which have been taken in the past few months in selling. This tendency proves the necessity for more exact costing and credit methods, for it must be apparent even to the "wayfaring man" that the majority of shoe manufacturing concerns in Canada are not adequately furnished in this respect.

What is needed is a policy that has proven so successfully with the leather men who, to say the least, have come through the crucial period with more credit than the shoe manufacturers. The tanners keep the home market free of destructive competition, by cultivating export trade. If ever Canadian shoe manufacturing is to attain efficiency, and minimize cost of production, it will have to be through some policy carefully and methodically developed.

Efforts should be made to curtail the importation of shoes into Canada, not necessarily by increased tariff, but by seeing that the present provisions are made as effective as possible. By giving the retail trade the goods, service and price incentive required to make the "Made in Canada" idea a success, the million dollars and more worth of foreign shoes coming into the country will gradually be eliminated.

There is great work for the Association of a legitimate character, to enlist the hearty and sympathetic support of all those interested in seeing the Canadian shoe industry not only maintain its place as one of the most successful of the country, but enable it to say that it is unnecessary to go out of Canada for well made, up-to-date shoes.

# Spring and Summer Styles

**Canadian Lines are Up to the Minute for Spring and Summer.**

A GLANCE through the advertising and editorial pages of this issue affords a comprehensive idea of what is being offered to the Canadian dealer and consumer in the way of up-to-date shoes, and would indicate that the manufacturers of this country are by no means falling behind in the race for production of creations that are stylish, sane and serviceable.

With the arrival of Easter season, with promise of warmer days and better footing to come, the golosh and rubber fade into the background, and the neat, plain and sturdy oxford give way to the more dressy effects to be produced by straps and sandals.

It was prophesied that oxfords would sell for the first three months of the year, and would then be replaced by straps. That is, of course, for ordinary wear, as for strictly dress occasions, the straps has been vogue right along. And it is true that oxfords predominated in late winter sales, though disappointment in volume may have left stocks on hand.

Commencing practically with April the demand for strap shoes has increased till it outruns all other types of shoes being sold. Those who should know predict a continued demand through spring, summer, and practically till the snow flies. Welt shoes for late spring consist aside from a few oxfords, largely in patent, of one-straps, two-straps and sandals, embodying one or two straps. The one strap may be narrow, but by long odds the favorite strap is from five-eighths to one inch in width, with a side buckle. Undoubtedly a few buttons will be sold, but the buckle seems to take the palm. This may be a regular harness buckle, a patent slide buckle, or a very fancy buckle. Apron effects lend themselves to the development of the one and two-strap designs. Toes are round or medium round. Foreparts are fairly short, and heels are largely flat, running from 8/8 to 12/8, with the majority around the inch. Sandals carry one or two straps designs, and may or may not have the instep tab. Low heels predominate there also. Cutouts are noted on the side, and in many cases on the vamp. Leathers run about seventy-five per cent patent, fifteen per cent gunmetal, and ten per cent other leathers or colors. One factor that must be borne in mind by retailers is that with a heavy run on patents, every patent shoe worn means one less brown calf shoe sold. So that care should be taken to keep stocks balanced.

Patent leather lends itself to many attractive combinations, both as a basic leather and a trim. Consequently combinations of patent and grey suede, or beige suede, patent and white, will find favor.

The turn shoe, being of a lighter appearance, permits of daintier and lighter treatment. The one wide strap with the buckle predominates here also, though perhaps the percentage of sandals is higher in this type than in welts. More buttons are noted on turns than on welts, but the buckle is still largely in the majority. Sandals with low or relatively low heels, plenty of cutouts on sides or vamps, in pat-

ent, patent or combinations embodying patent are having a wide sale. Dressier shoes still carry a Louis, or Spanish heel, and are offered in satin, suede, patent, kid, and calf. But the box wood heel, of one inch, or even lower, has attracted the favor of those who wear the snappy or novelty footwear.

One of the features of this season is the use of contrasting shoes and hosiery, the prevailing fashion being to wear patent shoes with very light hose. And the effect is not altogether displeasing at that. Dealers will be wise to remember, however, that many women are going to be just as fussy this year as ever about the match of hosiery and shoes.

During the next few weeks Spring will give way to Summer, and all indications point to a big sport shoe season. Apparently the fair sex will be arrayed in clothes of a color never before visioned; and they will want shoes to go with their costumes. Samples shown, and shoes already sold or delivered embody ideas to suit all tastes.

Undoubtedly the strap craze will go right through the summer, and will be seen not only in the most expensive creations, but in the canvas shoes of a more modest price. Heels of sport shoes are necessarily low, largely 6/8 to 8/8, toes are round, and soles and heels may be of rubber or leather. The practical golf shoe is an oxford, of brown calf, or of smoked elk with brown or black trim. Consequently the real sport shoe should be an oxford, and undoubtedly many of them will be sold. Smoked elk, grey elk, white buck, and white cloth, trimmed with patent, gunmetal, brown calf, or leather of green or blue, are all offered. The instep saddle, or apron, in various disguises, forms the basis of trim, with back stay to match, and with or without straight or wing tip. Toes are largely boxed, though many soft ones are shown.

The wide strap is worked into a sport effect, and the apron is embodied in the same design. The wide single strap with side buckle will also be sold in white buck and white cloth, with many combinations shown, such as white with patent trim, white with grey elk, white with smoked elk and others. A novelty shoe is of white, trimmed with green, red or blue, and carrying rubber sole and heel to match the color of the trimming.

White calf shoes, with box-wood heel in the wide, one-strap style are attractive and should go well with dainty summer costumes.

Men are as usual, left in the shade, when it comes to shoe style changes and developments. Man is at best a conservative animal, and does not want his apparel to shout too loud. Consequently, developments in men's shoes are in the nature of toning down, rather than jazzing up. Sufficient fancy stitching and perforations are maintained to give the shoe class without vulgar display. Lasts show a tendency towards rounder toes, though the moderate French type is still looked on with favor. Colors remain divided between black and medium shades of brown.

Men's golfing and sport shoes are being exploited to a greater extent than in previous seasons, with the general type shown consisting of smoked elk, brown or black calf apron and back stay, and rubber heel and sole. Wisely enough, no attempt is made to play on too great a variety of styles. The men's game has been quiet for so long that manufacturers and dealers are both well advised to play it safe.



# Fifth Avenue At Easter

**What was Worn in the Big Town at the Annual Parade.**

(Special New York Correspondence.)

**T**HE Fifth Avenue Easter Parade can always be divided into two periods, that of the hours just before church, and after, when the real élite have their innings; and in the afternoon when the whole world of New York and its thousands of transient visitors promenaded the streets to see and be seen.

The morning hours bring out those who are more newly and more formally clad, in the case of women it is the showing of the new, decidedly. As for the men, they bring out their old cutaway coats and striped trousers, high hats and walking sticks, all of which are rarely new.

The greatest interest that our readers can have is in the afternoon parade, as that represents the dress consciousness of the great bulk of American people. It is in this parade that we can draw conclusive style tendencies, style facts, and mass consciousness of style, as affecting bulk sales and demand from the average consumer in cities, and later perhaps more or less reflected in the smaller communities. So we will attempt to portray what keen observation and analysis showed over a distance of twenty blocks, from 34th to 54th Street on Fifth Avenue, twenty blocks north and twenty blocks south on the other side of the Avenue, between the hours of two and five on Easter Sunday.

This style article is published because it hopes to put before shoe merchants and shoe manufacturers particularly, certain uncontrovertible facts brought out in this review that prove conclusively that what the shoe industry needs more than anything else is an awakening of style consciousness as regards footwear.

This can only be accomplished through a strong concerted effort toward better educational advertising by both merchant and manufacturer and by co-operation between the two toward a common end.

The writer was specifically given the task of witnessing the review and writing a story that would help our readers gauge the present and future demands for shoe style. This has proved to be an easy task. But it does seem that the facts brought out warrant earnest consideration from the shoe craft as to the desirability of making shoe styles a much to be desired thing from the public itself.

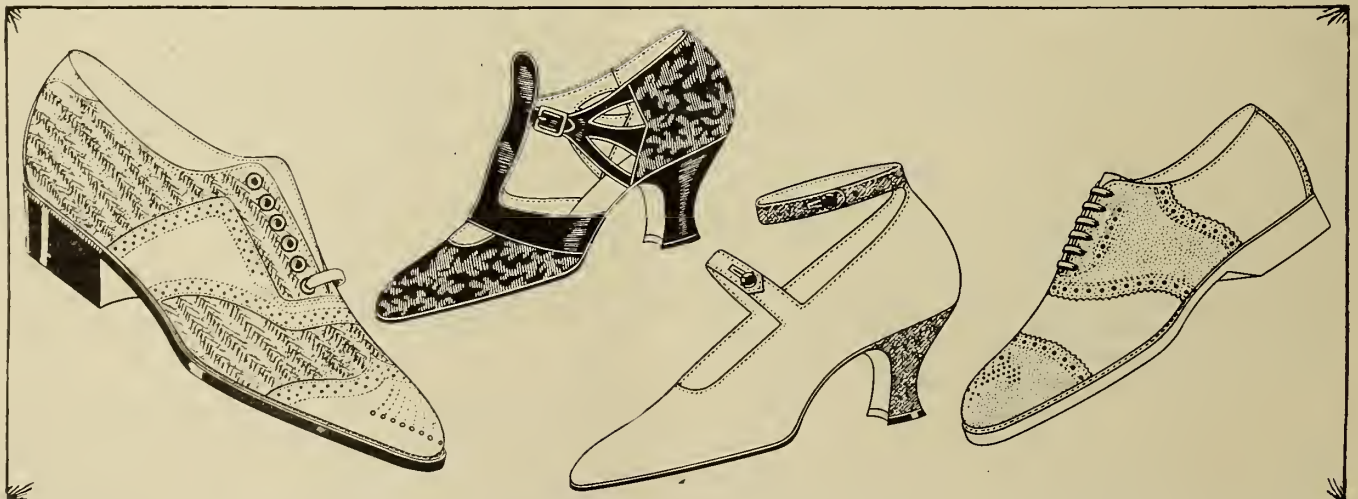
The following, tersely put, bring out the facts as to what was being worn, and their probable influence on future shoe styles.

Considering first women's shoes. Straps largely predominated, though oxfords easily were three pairs in every ten. In strap effects, the one strap design of one kind or another was 90 per cent, while two and three strap made up the balance. The side gore pump was seen, but not to more than one pair in 100 on the Avenue. Of one straps, the vast majority were of the conventional type, and more were of the wide type strap than the narrower. As between buckles and buttons it was nearly an even break. Weltsed shoes carried nearly all buckles, but in turn shoes buttons held their own with buckles. As stated, while the one straps were largely of the conventional type and showed nothing startlingly new, the sandal effect with a narrow instep tab was a good second in point of popularity. This style will probably be the one general type that will carry through the season and produce a profit to the merchant.

The leathers offered an interesting study. Fully six pairs in ten were patent leather, either wholly or in part. The second best style in numbers after all patent one straps of one kind or another, was that in which patent was the major leather, trimmed with grey ooze or buck as to strap or in collar effects.

For third choice, a conscientious endeavor to select it proved futile. There was not any third. After patents, there seemed to be a bafflingly equal number of grey ooze or buck, or black kid oxfords, or satin strap pumps, or black or tan calf or brown kid oxfords. This fact should be consoling to the merchant who has an assorted stock of all these styles.

As to heel heights, the "flapper" heel was most in evidence, meaning anything from one inch to one and a half inch in height. Quite largely on turn shoes of the one strap or sandal effect, a large blocky Cuban shape. All weltsed shoes noted were



NOVELTIES FROM BOSTON AND NEW YORK

White Buck and Tweed Oxford, tweed color to match costume. Black and silver brocade pump. Black satin pump with ankle strap and heel of cardinal red. White buck and tan calf trimmed sport oxford with white fibre sole and wedge heel.

Courtesy Shoe & Leather Reporter



of the low heel type. But the amazing thing to see was the respectable bulk showing of low shoes with full Louis heels. There were on styles admittedly not new, but they must have been worn by actual preference of the wearers. This is a point for merchants to consider well.

Vamp lengths were short, as are lasts in the forepart. Toes were medium, full and rounded, this applies to straps and also to oxfords. The long toe with its long vamp has disappeared.

The whole show would lead one to believe that women like straps, and will not give them up without a protest. Of the shoes worn, the styles were, as mentioned previously, of the conventional, one-strap design in the great majority, a style that ceased to excite the shoe merchant's attention a long time back. A common sense view of this shows that women have bought them because they are less trouble than multiple straps; are easier to fit, and show the stocking to better advantage. The younger element is now taking to the one strap with the sandal tab on the instep as being newer and different, but they also like the less trouble that they get from the one strap.

While low heels were frankly most in evidence, there were enough full Louis heels worn to show that a certain type of women will have nothing but Louis heels. There is danger here that merchants may overplay the low heel game, and lose sales on full Louis effects. The May style show of the Brooklyn shoe manufacturers will probably emphasize this fact.

The "newest" things worn were of the sandal type, these ranged from a fine bench made turn in a French sandal pattern with moderate heel, down to the conventional children's barefoot sandal, and of these there were plenty, some in patent, some in tan.

Now for a few significant side lights on the negative side. In twenty blocks only seven pairs of strictly sport type shoes with saddle effects were seen, which "ought" to prove that most of these sold

were an "extra pair of shoes" sold. Even the "flappers" have more style sense than to wear them for dress.

Not more than one pair out of a hundred of women's shoes on Fifth Avenue Easter Sunday were new shoes, or more than "nearly" new. This does not mean that 99 out of 100 were "shabby" shoes, but it can be stated positively that 50 out of 100 suits were new or nearly new, 80 out of 100 hats were new, while 90 out of 100 pairs of shoes seemed to be an article of necessity to "get by" with. Here is where shoe style consciousness comes in. It needs to be developed, as it was developed in the days of colored kid shoes for women.

As for men's shoes and men's styles, they can be dismissed very briefly and leave a lot to be thought of by merchants and manufacturers alike. Where there were one pair in 100 new shoes worn by women, there was not one pair in 1,000 worn by men; it was hard to find a brand new shoe, or a new style men's shoe in twenty blocks. The best dressed man's foot was that of a Frenchman, who wore a custom made shoe. "There were nine men wearing silk hats in twenty blocks, and just the same nine wore cutaway coats, and all nine had on disreputable looking shoes." The shoes, hats and cutaways were all of old vintage, and no mistake. Just one important fact can be stated about men's shoes. "Nine pairs in ten were low shoes." Where did they get them? They were not new but decidedly old and sloppy. Is it possible that they were last year's oxfords, or can it be true that oxfords have become the bulwark in men's sales the year round, as in women's? "Already we hear rumblings from important shoe merchants that men's boots are not selling at all." This point must be considered by merchants in their at once and early fall buying.

There were not enough men's new shoes worn to give an accurate forecast of the rest of the season's demands. Not only were the shoes a sad commentary as an item of dress, but they were not even polished recently in the great majority of cases.



Easter Sunday on the Board Walk at Toronto



# The Wise and Foolish Virgins

**Some Hints for Retailers and Manufacturers.**

FROM the time the SHOE & LEATHER JOURNAL became a medium of communication between the wholesaler and retailer of shoes, 35 years ago, every spring there have been more or less bitterness as to the non arrival of goods in time for the "spring rush." Sometimes the warm spell has come early in March and occasionally it has not hit the trade until late in April, but there has always been resentment on the part of the dealer who has seen profits slipping through his fingers on account of not having the supply of right goods when they were called for.

There was not, however, the opportunity or occasion for complaint 25 or 30 years ago when orders were given in October or November and the manufacturer had an opportunity to plan out his season's work and when spring goods were mostly on their way to the retail trade by the beginning of February, and by the way, were often dated four months from the first of May. Things went at an easier pace those days.

To-day spring goods are bought in January and some even later, those who order goods in November or December being as "scarce as hens' teeth," to use a common expression. Very few retailers, from what we can learn, put orders for spring goods in before the middle of January and of course those who did get, or ought to have got their goods by the middle of March at latest. The usual time for putting through an order for fine shoes is about six weeks and even these days of grace this ought to be enough. But, of course, there are always circumstances to be taken into consideration. We have had, as already stated, a number of complaints from dealers and have followed them up, in a desire to give fair play to both sides. In one instance, although the name of the manufacturer was not given, we were able to reach a conclusion that led us to make an investigation. The explanation given by the manufacturer was as follows: The shoes were ordered not from samples but from illustrations which had to be forwarded to the pattern makers to have the patterns prepared. These when a sample had been cut had to be returned for correction and again brought back before the shoes could be formally cut. As the pattern makers, like the shoe manufacturer, had a great many similar demands, the work that ordinarily would have taken only a few days occupied as many weeks. Then also with this and some other orders this spring there was the difficulty of getting the specified heels in time. This maker claims the shoe manufacturer has been getting hit all around. He has been so anxious for business that he has been ready to go beyond his own productions to keep his plant going and it has been in many instances out of the frying pan into the fire. To the retailer, of course, who gave his order in what he considered ample time excuses are not very satisfactory, as in this particular case the delay caused a considerable loss. He asks if this is the way retailers are to be treated who support the "Made in Canada" propaganda, pointing out the fact

that for the past two or three seasons he and others have been endeavoring to patronize home manufacturers in order to keep down exchange and keep Canadian artisans employed.

The whole question of course is much broader than mere complaints about non arrival of particular orders. It amounts practically to deciding whether the trade is going to adhere to the old system of taking orders sufficiently ahead to enable them to get the bulk of their production completed and shipped by March 1st for spring goods and Sept. 1st for fall goods, or will the hand-to-mouth system of the past couple of years prevail and manufacturers be compelled to take up the "in-stock" method, and become jobbers as well as manufacturers.

The latter course will naturally involve higher manufacturing costs and will not enable dealers to localize their requirements as much as at present. As everybody knows trade varies in different sections of the country, and even community retailers in certain places have a call for goods that could not be sold in others. There are styles wanted by city merchandisers that would cumber the shelves in some country stores.

It ought to be possible to get orders pretty well in by the middle of December not only for staples but for the majority of steady selling medium and fine goods. The specialties could be left for the turn of the year, and still be got ready for the earliest coming of spring weather conditions.

At all events here is a subject for conference between manufacturer and retailer, and if the two executive cannot reach some understanding that will be to the advantage of the trade at large they had better confess the futility of their organizations.

This constant re-enactment of the parable of the wise and foolish virgins in the shoe trade ought to lead retailers as well as manufacturers to realize the necessity for obviating the loss that must accrue to all sections of the trade through this annual or semi-annual unpreparedness.

One retailer, whose case may or may not have been exceptional, writes us in part as follows:—

"I notice that in the Shoe and Leather Journal, dealers have been advised to order spring goods early, or they would be left. But I also notice that you do not say anything to the manufacturers about delivering goods on time or as ordered, which is quite as important. Here is what happened to me, and as the tale may be interesting to other dealers, you can print it if you like:

"In December I ordered men's shoes, high cuts to come on March 1st and low cuts to come on April 1st. Of the goods for early shipment, ten per cent were shipped in March, fifty per cent in April, and I am still waiting for the rest. Should I cancel?

"Early in February I ordered some patent straps shoes for Easter trade, was promised two months delivery, and just managed to get the goods at the last moment before Easter, after losing many sales.

"About the middle of January I ordered some patent strap shoes, with certain minor specifications as to trim. I was promised shipment March 1st. Midway in March I was informed the order had been lost, and consequently the shoes had not been made. They offered to substitute a higher priced shoe, but when it arrived, it was not as good a shoe as the one I bought, and the trimming was also wrong.

(Continued on page 105)



# What Is Selling at the Great Shoe Centres

## New York Notes.

**E**ASTER has come and gone and while trade just before the great festival might have been better everybody was busy for a few days. As predicted the big demand was for patents and satins in the wide one-strap style with buckle. The best seller seemed to be a one strap patent pump with a variety of heels from the two-inch Spanish through the covered wood Cuban to the low military heel. Buckles seemed to be in it to the exclusion of buttons.

Another feature has been the number of sports goods sold so early in the season. This seems to be due to the desire for change and the feeling that the white goods season will be along before buyers get a chance to use the natty models that have been shown in some of the windows.

Sally sandals have shown quite a disposition to revive one good model that seemed to sell well having an open work embroidery medallion over the instep with small gores at the side. Cut outs are being called for and are shown more than for some time past and promise to run through the hot weather. Perforations and underlays seem still to be going well. Down here the white season promises an early start and unusual activity. Already there is abundant indication of a larger season than last.

It is too early to make any predictions as to fall goods, but many dealers seem to bank on oxfords, although they say there is bound to be a revulsion from the extremes of low styles at present the vogue. Some are predicting a return to high shoes with cut-

outs, and inlays and more especially combinations of patent and other leathers more or less ornate with fuller toes and shorter vamps. One factory is turning out a Russian boot that sells to the trade for something like five dollars, but dealers are afraid of the innovation.

One dealer says:

Combination or two-tone effects have taken a spurt. While patent and grey suede were touched as the best bet in this field, beige and patent have become very popular in the call. A great majority of these shoes are sold with a fancy ornament to cover the button.

Satin remains conservatively good. Rhinestone ornaments on the one-straps are being asked for frequently and some stores have noted excellent business in this direction.

Tan calf oxfords are selling in their usual proportion. Averaging the day's sales in a majority of stores, about 35 per cent will represent walking oxfords of the low heel types.

## Western Notes.

Word from St. Louis says that sport shoes with tweed suits and sport coats have taken the city by storm. Buyers show preference for saddle and back stay trimmings with tips. Rubber soles, seem to be the vogue with these lines. Smoked horse and elk have sold but dealers are afraid of reordering as they think they will be dead. White shoes are coming in at a fair pace and promise to follow up Easter styles closely. Patent straps of course lead the field, oxfords being considerable of a disappointment. The one strap or broad "flapper" with a low heel has been the one big bet in patent. Some fancy cut-outs and straps for dress are selling well. Since Easter there has been a demand for combination effects in

(Continued on page 105)



On the Board Walk  
at Toronto



# The Round Table

## What Will Sell For Fall?

This summer will not be marked by a gathering of Canadian shoemen, as has been the case for the past three years. Consequently, the opportunity to discuss common problems face to face will not be available till next winter. The Shoe & Leather Journal, for many years, has rather fancied itself as a medium for the exchange of ideas in the trade. But shoe men are notoriously poor letter writers, and usually very modest about expressing themselves in print. Nevertheless it seemed to us that particularly under present circumstances there is nothing dealers are more anxious to hear than the opinions of other members of the trade on problems which are pressing for answer in all parts of the country.

At the Chicago convention of American retailers, the feature which made the biggest hit was the series of "Round Table Talks" on leading questions, in which every man present was privileged to take part. And as there was no "round table" in evidence in the hall than there is in this paper, we feel quite free to initiate the system in the printed page, instead of the spoken word. We would hope to make this a regular feature, provided only that our readers take enough interest in it to keep it going.

### What Will be Big Sellers for Fall?

The first question to be taken up by this method was suggested by one of the leaders of the trade, and one whose name is known from coast to coast. But as it is our policy in this department and more particularly where the question is of a speculative nature, not to use names unless permission is specifically given, that is as much as we will say. To start the ball rolling we consulted verbally and by mail, numerous retailers in various parts of the country. Some refused to commit themselves, even anonymously, and in all cases it was freely admitted that the answer was at best a guess.

Normally, at this time of year, fall styles would be settled, and the men out on the road taking orders. To-day some men are on the road, but for the most part fall samples have not been made up, or thought of. Nevertheless fall is not very far off, and a decision of some kind must be made very shortly, if dealers are not to be left in the air again, and postpone buying till it is too late. Last spring everyone was at sea as to fall requirements. Straps were just coming in, and might last, colonials were confidently prophesied, as were also high button boots. Spats were considered dead, so were brogues, and also galoshes. We all know what happened. Oxfords, brogues, galoshes, spats all sold. Boots were a dead issue, and straps declined in favor except for dress wear.

This spring straps and sandals are with us in force, some oxfords, and plenty of snappy sports shoes in the offing.

But when white shoes are dead, what then? will straps come back? will oxfords be strong again? What about sandals? and Russian boots? Button boots? Lace boots? Looking to the south, where

Canadian styles emanate to a large extent, there is no particular feature in sight of an unusual nature which could be adopted for fall to displace present styles. New styles, such as the Russian boot, or adaptations of it, do not lend themselves to economical sturdy shoes such as we require in Canada.

### Canadian Retail Views.

Here are some opinions of fall sellers, women's and men's from Canadian retailers:—

The propounder of the question answers it himself, saying:

"The following is what I think should sell for fall: Women's oxfords (heavy styles), and straps with oxfords predominating. Medium and low heels. Leathers, brown calf, patent and kid, in the order named.

"Men's oxfords and boots, with rounder toes, in brogue effects, with fancy punching. Leathers, calf and kid, in browns. No very light shades."

He also wonders whether boots for women are due for a revival, and whether sandals and combinations of strap effects ever become staple.

### An Ottawa Dealer's Opinion.

"Brogues will be good, and plain oxfords for street wear in medium and dark tans with black second. Low and medium heels. Satin and patent dress shoes in strap effects, some colonials. Principally low heels or baby Louis.

"Men's, half and half, boots and oxfords. Brogues will be good, in heavy leathers."

### A Montreal Retailer.

"Women's mostly oxfords, a few straps, one wide strap with buckle, low heels, medium round toes. A limited number of high shoes in black. Leathers, gun metal, black kid, medium brown, a few patents.

"Men's, square toe effect will be strong, also modified brogue effects, such as perforations and semi-wing tips. Leathers, black and brown grain leathers, brown calf, gun metal. Demand will be good for dancing oxfords towards the latter part of the fall."

He inquires: "What are men's and women's rubbers going to retail for? How is business generally going to pan out next fall? Is it advisable to place early for fall? Will prices maintain themselves for next season?"

### A Toronto Retailer Says.

"Impossible to tell two weeks ahead, but think present demand for low heels and full toes is too strong to last. Would cut down on buckle straps especially, and buy plain oxfords, not brogues. Think patent leather will be fair, black calf and kid good. Brown is beginning to fall off, with the excuse 'I am tired of brown'.

"Men's brogues, saddle straps, etc., are slow. More conservative styles will sell, fuller toes, apron style should be played safe. Brown leather continues good and should be good for fall. Calf is the favorite."

He wants to know "which is the greater sin, to play the races, or to buy ladies' shoes today?"

Also: "Do month-end sales clean out short lines to better advantage than big sales in August and

February, and would that system not tend to stabilize trade generally?"

**A London Dealer Says:**

"Women's oxfords will sell well, after that, dark brown pumps. Leathers, dark brown, gun-metal and patent in the order named.

"Men's oxfords and boots, fifty-fifty, in dark and semi-dark brown.

"We would like to know whether or not men will buy oxfords for fall again."

**A Hamilton Dealer.**

"One strap, sandal effects (buckles), heels lower, Baby Louis, Spanish, and 8/8. Patents and kid.

"Men's straight lasts, wider toes, less perforations. Blacks and medium tans."

**A Western Ontario Dealer Says:**

"Women's black medium and low heeled oxfords. Black kid and black calf will lead. Brown calf is falling off.

"Men's; the bulk of business in brown calf, medium, English and French toe styles, with black calf next and black kid in straight last shoes and cushion soles."

He would like to know: "The amount of wages paid the clerks today, and the percentage of cost of selling expense as to clerk hire figured on the total sales."

**A Kingston Dealer Says:**

"Women's flat heel and military oxfords. Some patents and for early fall some straps, brown predominating.

"Men's heavy oxfords and a few boots. Mostly brown."

**A Vancouver Dealer:**

"Women's: wide strap welt pump with inch and three-quarter heel. Leathers, brown and black, also patent.

"Men's: semi-brogue lasts with straight tips. Boots and oxfords. Leathers, medium shade of brown and gun metal calf."

**A St. Catherine Street Retailer:**

"Women's oxfords will continue strong. There will also be a demand for strap pumps, but with a larger percentage of oxfords. High shoes should also be watched, as I believe there will be an increased demand for high shoes with walking heels. Tan will continue strong in dark and medium shades.

"Men's oxfords will sell in large volume in dark and medium shades of tan, possibly with less tendency to punching."

**A Saskatchewan Dealer says:**

"Women's: Oxfords, brogues, a few boots. Leathers, brown and black.

"Men's: Boots and some oxfords, largely brown and some black."

He wants to know: "To what extent will spats, overshoes and roll stockings figure in styles?"

**A St. Catharines Dealer:**

"Women's oxfords will be strong; a few boots. Leathers, calf in mahogany and brown.

"Men's, more conservative bals, toes broader, with "French" lasts fairly strong. Mahogany brown and black calf; vici kid in straight and very conservative models."

Other replies from a distance will be too late for publication in this issue, but will be used later. So that if any dealer has ideas to express we would be glad to have them, and other dealers to hear them.

**Manufacturers.**

Manufacturers are in a quandary as to fall styles, but are expecting to have their lines laid in the next few weeks. Naturally, they are as much the slave to circumstances as are the retailers. They are watching developments in this country, the United States and even Europe, very closely, for indications of tendencies. Doubtless some of them have ideas up their sleeves that will emerge in due course.

Aside from the retailers' opinions above which cover the ground of what is visible, the question of boots for women is bobbing up again. One manufacturer believes that there will be some new developments in the production of women's boots; that women are tired of oxfords and will buy boots, if they are made attractive enough. The Russian boot is not taken very seriously, though it is now being retailed very cheaply in some quarters in the United States. A Toronto retailer believes that if a relatively low boot, with round toe and low heel were brought out, it would sell. Other manufacturers going on the principle that people will not pay high prices, feel that high boots are for that reason out of the question. Another believes that the apron effect can be worked into fall shoes with good results.

**Summing Up.**

It is impossible at this stage to lay down any definite program. Students of shoe styles, however, are agreed that they move in more or less regular cycles. From that they deduce that as oxfords have held on for some time, they are likely to be displaced by something different. Patent leather has just come into its own, and one would expect its vogue to continue for some time. Browns have been favored for quite a period, hence, will blacks replace them again? One thing is certain, that styles cannot be forced on the public. Witness the effects to move light tans for the last two years, with scant success.

A discussion such as this, however, if it does nothing more than to impress on the members of the trade the precarious style situation, is well worth while. When dealer, manufacturer, and tanner can hardly see two months ahead, it is time to consider the situation, and apply a remedy.

**I WANT TO KNOW.**

Here are some of the questions about which dealers would like to have information or opinions from the trade:—

"Are boots for women coming back?"

"Will sandals and combinations of strap effects ever become staple?"

"What will rubbers retail for next fall?"

"Is it advisable to place early?"

"Will prices be maintained next season?"

"Are regular month-end sales better than big sales twice a year?"

"Will men buy oxfords next fall?"

"What wages are paid to clerks, and what is percentage of selling cost on sales?"

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


This department belongs to the retail dealers of Canada. Pass on your information, opinions, and ask your questions, and see if the "Round Table" will help.



# Suggestions For The Retail Shoe Advertiser

By The Service Department

1



*Smartness—with Dependability*

T

Style No.

Price

Service and Satisfaction!

2

### Three Big Reasons

*Style, Value, and Comfort*



(a)

(b)

(c)

THE

3

Spring Styles



Price

### The Right Shoe

*at the Right Price!*

Type Face---Cheltenham

Type Face---Bookman

Type Face---Cheltenham

*Smartness—with Dependability*

set 30 pt. Old Style Italic

The smartest shoe of the season, and being reasonably priced, saves you money on your shoe bill. As a matter of fact many men are buying two pair at the time, knowing that nowhere else can they equal—shoes for style, workmanship and comfort. The high quality leather assures flexibility and comfort, while the style is the latest creation.

set 12 pt.

Style No.

Description of shoe supplied by advertiser

set 10 pt.

Signature

24 pt.

Address

18 pt.

Service and satisfaction

12 pt.

Three Big Reasons

48 pt. U. & L.

Style, Value and Comfort

18 pt. Italic, U. & L.

A. B. & C.

Description of shoes

supplied by advertiser

set in 10 pt.

The average person, when buying shoes, demands three things, namely, style, value and comfort. You can get them all at ——— Shoe Store; Every size and width in all the latest style shoes, for men and women, in patents and combinations' oxfords, one and two strap button or buckle effects' and men's wing tipped brogues, are carried in stock'

Set first half 12 pt.

Second half 10 pt.

Signature

30 pt.

Address

12 pt.

Spring Styles

set 48 pt.

Description of shoes supplied by advertiser

set in 10 pt.

The Right Shoe

at the

Right Price

set 36 pt.

Do you have trouble in securing shoe satisfaction? If so, try ——— Shoe Store.

Efficient clerks, from an unlimited choice of up-to-date styles, leathers and combinations in all sizes and widths, will secure for you a correct fit, a fit that assures foot health and comfort, as well as style.

We have the right shoes at the right price, and guarantee satisfaction.

set copy matter 12 pt.

Signature

24 pt.

Address

12 pt.

# Advertising Suggestions

Have you studied the suggested layouts and copy on the opposite page? How do they compare with your idea of newspaper advertising? It has been said that half of the money spent on advertising is wasted, hence the efforts of the Shoe and Leather Journal's Advertising Service Department to smooth the retailer's way, and make his advertising pay.

The public buys shoes as a matter of course, they need them, therefore your demand is established, but it is up to you, the retailer, to see that you get your fair share of the selling and the best way to do that is to study your community, its classes of people, their buying powers, and then through advertising in a reliable medium, firmly establish your store in their minds as a dependable shoe store where their custom is appreciated.

Advertising does one of three things: brings you business, leaves you where you started, or does you harm. Advertising that sells shoes is truthful and pleasing to the eye, while copy prepared in a careless and thoughtless way makes no impression, and harmful copy consists of exaggerating and representing selling points that exist only in the advertiser's mind.

You would not over-state your goods over the counter. Then why do it through your publicity; for, after all, advertising is only printed salesmanship. Spasmodic advertising is not wise; the general public has a natural habit of forgetting; and advertising being the best path to use in directing your merchandise to your prospects, it is exceedingly good business to advertise regularly and intelligently.

Make your advertising lively, keep your copy up-to-date like news items. People don't buy newspapers to read your advertisement, they buy it for the news it contains. Therefore, you must make your advertising newsy and interesting, and thus impress them with the character of your store through selling expression. The approach you take in your advertisements will do much to decide their selling powers, and can only be decided by the advertising writer. For example, a narrative approach will often sell a prospect, where a descriptive or personal approach will make no impression, if you are writing to an exclusive trade then make your copy conservative and dignified, while on the other hand if you are appealing to a working class, talk durability, value and wear.

Your business is sure to prosper and sales increase when your advertising reflects the spirit of your store.

Early to bed  
Early to rise  
Work like ——  
And advertise.

is a good stimulant for a growing business.

The real problem before the retail shoe advertiser is in preparing truthful and holding copy. This is by no means easy, but it can be done. A close study of your shoes will show various methods of appeal to your prospective buyers, for instance, with

a lady's dancing pump you can link up the pleasure of dancing with the comfort of the shoe, or the lure of the fair-way with a man's golfing brogue.

The chief object of advertising is to create in the reader a desire to buy, to buy at the advertiser's store, and the writing of copy that creates that feeling is a study in itself.

When writing copy say what's in your mind, but say it in the King's English. Avoid slang, hard or unusual words, but use short and forceful words, working your story up with a bang. Don't use words that go over your readers' heads, or technical words that the man on the street wouldn't understand. Semi-technical words are all right when used to explain the satisfaction derived from the article advertised. Conciseness, the elimination of unnecessary words, saves the reader's time, and drives the message home speedily. Don't use a dozen words when six will do, conciseness is the spice of advertising.

There are no hard and fast rules for preparing successful copy, outside of plain common sense. Any advertisement to hold attention must be attractive, and no advertisement can be attractive when mixed type faces, chopped up copy, and poor cuts are used.

When writing or laying out your advertisement don't leave everything to your printer; put your own brains and personality behind it. Choose one good type face and stay with it, adapt a house slogan and use it all the time. Let your local artist sketch you a snappy signature, have a cut made and use it in every advertisement. Keep your cuts up with styles and above all keep them clean and unscratched. Make your copy read as if you have a message to tell. Don't tell your prospects to buy at your store, but tell them why they should buy, describe your shoes—the style, the make, the finish, and put the price in so it can be seen without the aid of field glasses. Advertisements filled with capital letters are hard to read. Use them discriminately. Cheltenham, Caslon and Bookman are popular types for advertising shoes; heavy, yet graceful, they carry weight. When choosing your headings don't use a long heading, but something short, bringing up a good argument, something that can be grasped at a glance.

Keep your advertisements easy to read. When you get your prospect started don't spoil his reading with black type, but keep your copy in narrow columns of one type face and size. Use black type in italics only when you want to emphasize, but beware of emphasizing every other line.

In our last issue of the Shoe and Leather Journal we had some severe criticisms on the sample advertisements submitted, with regard to type and setting, but you cannot blame the type setter all the time. Consult your printer, find out what type faces he has and what help he can give you, take an interest in your advertising and your advertising will take an interest in you.

We would be pleased to receive samples of your local advertising and pass criticism on same through the Journal. We might thus be able to give you more definite pointers on your advertisements.

Write your own advertising or employ a trained writer. If you let the office boy write it "between times" you might as well keep your money in your pocket. Remember that advertising is a silent salesman; give it the same thought and care you would any other branch of your store. Good advertising pays.



# Hosiery In The Shoe Store

## Leading Dealers Stress Importance of Hosiery Department.

IT is becoming more and more apparent to the shoe dealers of the country that in order to maintain volume and obtain profits these days no opportunity must be overlooked. While shoes are the basis for the existence of shoe stores, various accessories, such as findings, buckles, hosiery, etc., are legitimate lines. And not the least of these is hosiery. Leading dealers in America have realized the value of a well-defined hosiery department and are profiting from it.

The question is dealt with in the Underwear and Hosiery Review, by means of an interview with Mr. C. H. Wolfelt, of Los Angeles, California. Mr. Wolfelt deals with the questions "Why should hose be sold in a shoe store, and why should hose be bought in a shoe shop?"

He says:—

"When we make a shoe purchase, we always make strenuous efforts to match the proper hosiery. The discriminate woman of to-day demands it. So should any odd shade of shoe happen to be in vogue, the customer is always certain of obtaining the exact color, even if it entails that we do our own dyeing.

"Most of our hosiery sales are carried on from the shoe salesman to the hosiery girl, who makes

suggestions as to what is properly donned with those particular shoes, whether they be sport or evening wear. True, we have a regular mailing service and so attempt to reach our trade, but even superior than that is each salesgirl's personal list, which she endeavors to reach by telephone, a much more intimate and interested way of keeping in close touch with her clients.

"While no firm can guarantee the sheer hose such as is being purchased these days, we make an effort to adjust such slight discrepancies as are brought to our attention. For this purpose we conduct a mending department, where cases of 'drop stitch' are cured. The charge for the service is a nominal one.

"Another thing. Our sales-girls are not alone familiar with the method of selling, but with the manner of care which should be given to the hose to insure a long and healthy life. So it is, that upon inquiry our patrons are instructed, first, never to wear stockings a second time without washing; second, if possible, never to iron the hose; third, to rinse with a solution of vinegar.

"More than anything else, an effort to insure service to the customer will increase the number of sales. Give them staple merchandise, merchandise that you can stand back of and be proud of, and combine this with service. The result is generally a surprising one.

"For this purpose, every Tuesday morning the manager of each shop gathers his flock of sales-people around him. Ideas are exchanged. Experiences gone over and discussed. We make an effort

*(Continued on page 105)*

Stock and Display Case  
For Hosiery





# Showcards For May Selling

**Make the Most of the Month of May  
for Selling Summer Lines. Summer is  
Here to Stay.**

**B**Y the time May is well established one is quite safe in assuming that the summer has come. True we sometimes have a "Cold May," which usually produces "depressing feelings," if not "cold feet" from a business point of view. But May should see big efforts in selling summer lines.

There is but one excuse for a special sale in May and that is an over stock of slow selling goods. And even if this condition obtains the sale should be so judiciously arranged that it will in no way interfere with the selling of regular new lines.

Included in the category of summer goods will be outing and sport shoes as well as regular lines for street and house wear. It is not a minute too soon to begin the displaying and advertising of sport shoes. Long before the 24th of May, the athletic fellows will be busy at practice.

A month ahead of the season in any line is none too much if it does not interfere with some special event or season like Christmas selling. So display the sport goods at once.

We have prepared a number of sample cards that should be of assistance in making sales during the month of May. The panel card, "Summer Shoes" is adaptable to regular lines as well as sport and outing shoes. The term "Summer Shoes" covers a wide range, and the reading at the lower part of the card may be changed to suit the lines displayed. That on the sample card is for sport shoes and should be used with a display of these goods. This design is not hard to do and will be quite attractive when worked in colors. The panel should be in grey or yellow and the words "Summer Shoes," in red or some other bright color, and may be shaded with black or the same color with which the panel is

shaded. The lower letters are in black or, if the large letters are in red, the lower ones may be in blue and will be very effective. The size of this card may be 14x22 or smaller if your windows are not very large.

The month of May affords one holiday, of which advantage may be taken in an advertising way. Holidays are always trade builders, as many people go away then who do not have the opportunity on other occasions. Many of these will require new footwear for their trip. An attractive window display will assist in making these sales. Of course regular lines will be featured in the display. The window may take on a treatment of a semi-patriotic nature. That is a small flag may be used and if a nice picture of Queen Victoria is obtainable it will be very appropriate. Not one of these big flaring colored chromo types, but something neat, artistic and not too large. A neatly framed small picture like a five by seven or eight by ten photo will serve well. This can be used as a centre piece, with the other decorations dressed around it, but not so heavy that they will detract from the centre or main feature of the display. The card suggested is on tinted stock and the word "Shoes" may be in black and the wording of the oval in red. The lower line should be in the same colour as the word "Shoes." The oval should be in a subdued color, such as grey, or pale green. The shading of the letters in the oval may be in the same tint as the oval or may be in black.

With the opening of summer the children's shoes become a problem. Many of the little people go barefoot during the summer, particularly in the smaller cities and towns, and the boy who does not long for the time he can get his shoes off to go barefooted is not a real boy. However, there are many children who do wear shoes all summer and the bare-foot sandals have become very popular with the parents of these shoe-wearing youngsters. The card we suggest for lines for children is one that will be suitable for the smaller ones, those who wear sandals, stitch downs and shoes specially made for

*(Continued on page 105)*





# Featuring "The Buster Family"

**How David Spencer, Ltd., Introduced  
New Line of Shoes.**

In order to make known to the citizens of Vancouver that they had taken on a new line of shoes, David Spencer, Limited, of that city, chose some novel and attractive methods of display and advertising. The display was under the supervision of Mr. Chas. B. Stanford, the energetic young department head, the newspaper advertising, ideas, etc., being initiated and carried out by Mr. Baxter Hooper, of the shoe department.

The original newspaper advertisement, which occupied the centre of the store's full page advertisement, is shown below. The slogan used in the newspaper advertising and window display was "The Buster Footwear Family Have Arrived." Window space used was 20 by 8 feet. Large and small skins of all kinds and colors were tacked on the back of the window, and draped over stands in the window. Rolls of heavy leather were also shown.

On floor of window a special display of shoes in process of manufacture were shown—with all the

necessary parts, even in such minute details as nails and thread. Every detail of the construction of Buster Footwear was shown, and cards detailing the process were displayed, also each part had a card attached stating what the part was used for. Full displays of each line of Betty, Billy and Bill Buster Footwear were shown, alongside the materials for each line were exhibited.

Boys and girls were invited to come into the shoe department of the store and ask all questions they thought necessary for gaining knowledge of the process of manufacture. Prizes of \$20.00, \$10.00, \$5.00 and three of \$2.50 were offered to all girls and boys who entered the Buster Essay Competition. Two hundred words was the essay limit, which was to show why Buster Footwear was the best—where it was made—by whom—and a general knowledge of the process of manufacture. The judges placed no age limit, but consideration was given to the matter of seniors and juniors.

The response was most gratifying, and the replies showed very intelligent interest, not only on the part of girls and boys, but evidently the parents were sponsors for many of the essays received. The ages of the competitors ranged from 6 to 21, and one little fellow of six years of age actually gained a prize. All the materials used in the special display

*(Continued on page 107)*

# The Buster Footwear Family Has Arrived

**BILL BUSTER — BILLY BUSTER — BETTY BUSTER**

David Spencer Limited take pleasure in announcing the arrival of the new lines of footwear—**BILLY BUSTER, BETTY BUSTER and BILL BUSTER** brands.

We have secured the **EXCLUSIVE SALE OF THIS LINE FOR BRITISH COLUMBIA**, and it can only be obtained at our three stores in Vancouver, Victoria and Nanaimo, or through our Mail Order catalogue.

These boots and shoes are a revelation in **VALUES, WEAR, STYLE and FITTING QUALITIES.**

Built to our own specifications, by the Williams Shoe Co. of Brampton, Ont., from materials specially selected to withstand the rigorous wear incident to the cli-

matic conditions of B. C., we are, with this line of footwear, creating a precedent entirely new to the shoe trade, in that we are going to **WARRANT** the **WEAR** of every pair of these shoes we sell.

For the three days commencing on Thursday, we are making a special display in our windows, showing you the materials used in, and the process of manufacture of **BILLY and BETTY BUSTER BOOTS**. Everything used in the course of manufacture will be open for your most critical inspection.

Further, in order to **POPULARIZE THIS LINE**, on its merits alone, we are going to have an

## ESSAY COMPETITION FOR BOYS AND GIRLS

This will be open to all boys and girls, and the prizes will be: **FIRST PRIZE, \$20; SECOND PRIZE, \$10; THIRD PRIZE, \$5; FOURTH, FIFTH and SIXTH PRIZES, \$2.50.**

All you have to do is to write an essay on **BILLY BUSTER or BETTY BUSTER BOOTS and SHOES** under the rules specified in our windows. A competent judge will decide the merits of the essays submitted and his decision will be final.

**PARENTS** to whom the problem of **DEPENDABLE FOOTWEAR** is vital will welcome the advent of this line of **WARRANTED SHOES** for **BOYS and GIRLS** of **ALL AGES.**

**MEN WHO REQUIRE ABSOLUTELY RELIABLE FOOTWEAR** will appreciate **BILL BUSTER FOOTWEAR** because **IT IS DEPENDABLE.**

## RULES

**Of David Spencer's Betty and Billy Buster Essay Competition for Boys and Girls**

All you have to do is write an original essay on Billy and Betty Buster Footwear showing your knowledge of the materials used in the manufacture of Buster Boots—who they are made by—where they are made—and all about them. No essay is to exceed 200 words.

For the best three essays telling us why Betty and Billy Buster Boots for Boys and Girls are the best for wear we will give three prizes as follows:

**First \$20, Second \$10, Third \$5 and Three Prizes of \$2.50 Each**

All essays must be submitted on or before **SATURDAY, February 25, afternoon:**

**BILLY and BETTY BUSTER  
SPENCER'S SHOE DEPT.  
VANCOUVER, B. C.**

**WINNING NAMES** will be published in the local press and displayed in the windows.

### BETTY BUSTER BOOTS

This illustrates one of the Betty Buster Boots for girls. Made in brown or black calfskin over a new last which gives freedom for every toe. This boot is without a rival for wearing qualities. Now priced at pre-war quotations—

**CHILD'S SIZES—**  
7½ to 10½ ..... **\$3.45**  
**MISSES' SIZES—**  
11 to 2 ..... **\$3.95**  
**GROWING GIRLS—**  
2½ to 7 ..... **\$4.45**



### BILLY BUSTER BOOTS

This illustrates our Billy Buster School Boot for boys. It is made from first-grade brown or black Canadian kip, with soles of genuine rock oak, has triple stitched upper seams, dirt-excluding tongues. We warrant the wear of these boots. Priced as follows:

**LITTLE MEN'S—**  
Sizes 8 to 10½ ..... **\$3.45**  
**YOUTHS—**  
Sizes 11 to 13½ ..... **\$3.95**  
**BOYS—**  
Sizes 1 to 5½ ..... **\$4.65**  
**MEN'S—**  
Sizes 6 to 11 ..... **\$5.75**



### BILLY BUSTER BOOTS

This features one of the Billy Buster Dress Boots for boys. Made in black or brown with uppers of genuine willow or box calf. Soles are famous rock oak. Wingfoot rubber heels, Goodyear attached soles. This boot is neat in appearance and very durable in wear. All sizes in boys' and men's at pre-war prices.

**LITTLE MEN'S—**  
Sizes 8 to 10½ ..... **\$3.45**  
**YOUTHS—**  
Sizes 11 to 13½ ..... **\$3.95**  
**BOYS—**  
Sizes 1 to 5½ ..... **\$4.45**  
**MEN'S—**  
Per pair ..... **\$5.45**



Be sure and bring the boys and girls to see the **BILLY AND BETTY BUSTER FOOTWEAR DISPLAY**, and to enter the **PRIZE COMPETITION**

### BILL BUSTER BOOTS

This illustrates one of the Bill Buster Red Suede Boots for men. Chrome calf uppers of the finest selection, rock oak soles, no linings, dirt-excluding tongues. Soles are Goodyear stitched and standard screwed to give added strength. Spencer's warranty of wear or a new pair. All sizes from 8 to 13 at ..... **\$5.75**

We carry the same boot in boys' sizes at **\$3.45, \$3.75 and \$4.45**, according to size.



Be sure and bring the boys and girls to see the **BILL AND BETTY BUSTER FOOTWEAR DISPLAY**, and to enter the **PRIZE COMPETITION**

# RETAIL SHOE MERCHANTS' and SHOE SALESMEN'S EXAMINATION

A Practical Test of Efficiency in Ordinary Salesmanship. Shoe and Leather Journal's Semi-Annual Examination. Paper Open to All Who Sell Boots and Shoes. Every Day Problems of the Shoe Store.

## WHAT WOULD YOU DO?

1. 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?
2. 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?
3. If a customer loses his temper and practically accuses you of making false statements, as to price or character of the goods, what would you say or do?
4. When a man or woman in a loud voice criticizes the store or its methods, what would you do?
5. How would you handle a lady customer who asks for 3½B, when you see she really needs a 4C?
6. When a woman brings in a friend, and the latter insists on giving her opinion, what would you do?
7. When a woman says she saw a similar shoe in a store up the street at \$2.00 less, how would you treat her?
8. 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?
9. 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?
10. 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?

*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	\$15.00
Second Highest Marks	\$10.00
Third Highest Marks	\$5.00

### 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 JUNE 1

*Competition will close June 1st, and awards announced June 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



# What Every Shoe Merchant Should Know About Store Financing

By Harold F. Podhaski.

## Part I.

The year 1920 being a fairly prosperous one, we find by the inspection of the records of leading mercantile agencies that there were only an average number of business failures during that twelve-month period. Of all these failures about 60 per cent of them were in the retail field.

In 1921, however, a period of business depression set in and there was an increase of approximately 150 per cent in failures as compared with the total of the previous year. And of this number something over 70 per cent were in the retail field.

While there are of course any number of reasons which may cause the failure of a retail business, if the situation be analysed, it will be found that undoubtedly the primary reason there are so many failures can be attributed to the fact that a definite and scientific knowledge of store financing is a minus quantity with far too many merchants. This, I think, would be quite clearly evidenced by the tremendous increase in the number of failures during 1921 as compared with the previous year. True, the period of business depression brought on by reconstruction last year can be largely blamed for this increase, as thousands of firms failed that certainly would not have done so had conditions been normal. On the other hand, however, this circumstance would even more clearly evidence the truth of the assertion, that to a lack of knowledge of store financing can be attributed the primary cause of failure, for of the thousands of stores that gave up the ghost in 1921, a big majority of them were compelled to do so for no other reason than that they were not financially prepared to withstand a long period of depression.

When proper methods of financing are employed and the business operates on a policy of financial preparedness that will see it safely through such emergency periods as may arise, there is of course but little chance of failure.

### The Importance of a Good Credit Rating.

A good credit rating is vitally essential in the retail business for it is one of the salient elements in the policy of financial preparedness. There is perhaps no point in connection with store financing that is of greater importance to the average shoe merchant than the upbuilding of his credit, for just as long as the business remains in good standing with its banks it will be able to borrow sufficient money to carry it through almost any emergency period.

Of course the primary effort should always be to rely as much as possible on fixed or working capital, or upon the reserve funds if that may become necessary, in preference to operating on borrowed money, but nevertheless the business should at all times have a credit rating with its bank that will enable it to secure financial backing should the need ever arise.

During the past year or so a great many merchants not only in the shoe field but in other retail trades as well—saved themselves from failure by

operating on borrowed money; and many others went into bankruptcy because they were not able to borrow. Money was comparatively tight and the banks were careful about lending it where the risk might have involved the element of chance. The merchant who was known to employ sound principles in the operation of his business, who was aggressive in his sales and advertising effort, and therefore ordinarily accustomed to turning over his stock with more or less rapidity, had a good credit rating with his banks and was able to obtain such accommodations as he needed to carry him through the period of business depression. The other fellows had to close up shop. They were not financially prepared to cancel their liabilities, and their banks evidently did not consider them a safe enough risk to extend such credit as they needed to continue their stores in operation.

### Know Your Assets and Liabilities.

One of the important things that every retail shoe merchant should know about his business at all times if he wants to have a good credit rating with his banks, is the value of its assets in dollars and cents as nearly as it is possible to determine that value, and the exact amount of its liabilities.

If a proper system is employed in the keeping of these records the liabilities can always be known to the exact penny, and this record therefore should be 100 per cent perfect.

It is hardly possible, however, to appraise the assets at their precise dollar and cent worth, and especially so when conditions are in the chaotic stage they have been for the past eighteen months. When the war began in the latter part of 1914, it first brought on over on this side of the water, at least, a brief period of depression. Then under the artificial stimulus everything began to go up with exceeding rapidity, until the period of reconstruction set in after the war, when the decline began. As a result no opinion to-day can be absolutely reliable as to the future effect of this inflation and deflation upon the industrial or economic situation in this country. While this circumstance is one that naturally has to be given careful consideration in determining the value of physical or visible assets, nevertheless there is only one correct method to employ and that is to appraise whatever property the business may own upon the basis of its present day valuation. As a matter of fact, the original cost should not be even considered save when you are endeavouring to arrive at a figure to represent depreciation.

Suppose, for example, that the company owns the building in which the store is located. Ascertain as nearly as possible just what it would cost to reproduce that building. The figure obtained may be more, and it may be less, than the original cost of the structure. Ordinarily it would probably be more as the cost of the ground it occupies must be included, and real estate values nearly always are upward even in abnormal times. Having in this way determined the cost of reproducing the building subtract therefrom your estimates of depreciation, and this will provide an amount representing that particular asset. Practically the same method should be employed with all other visible assets, such as fixtures, merchandise, any other property the business may own, etc. Remember, too, in arriving at these figures, that there is a vast difference between the dollar value of five or six years ago and the dollar

value of to-day.

As regards the other assets of the business not classed as visible, there is what is commonly referred to as "going concern" value, and that this should be added to the physical value in determining the gross assets is not a question open to dispute.

#### **An Outstanding Example.**

To more clearly illustrate the real importance of this point I will cite a specific instance in the retail shoe field to show:—

First, just what part "going concern" value plays in store financing, and

Second, just what connection it has with the upbuilding of credit.

The company in question operates one of the most successful retail shoe stores to be found anywhere, and they probably enjoy a larger gross volume of trade than any other shoe company in their district.

The physical value of all properties owned by this company and which would be classed as visible assets, including fixtures, merchandise in stock and in storage, real estate or buildings, etc., undoubtedly would run into the many thousands of dollars. It is not necessary that we know the exact amount in bringing out the point.

Now, then, as to "going concern" value. The company of which I speak, has been highly successful for a number of years. It enjoys a tremendous volume of trade; it has won the good will of the buying public through aggressive methods; it has employed honest, four-square policies in its dealings with customers; it has built a reputation for itself in this way, and through aggressive advertising and sales effort; it invests approximately 2½ to 3 per cent of the gross income in advertising, and as the last fiscal year's income was close to \$600,000, this would be between \$1,300 and \$1,500 per month; the company has always employed sound financial principles in the operation of its business, and all these points combine to represent another asset the worth of which cannot, of course, be accurately measured, but which nevertheless has a tangible value in dollars and cents, almost or equally as great as the physical value. This is what we know as "going concern" value, and it is without doubt an essential part of the business of any concern in the retail shoe field or elsewhere that has founded its success upon these principles. In this case, I am advised by the president of the company, that he considers the "going concern" value of far greater worth in the matter of dollars and cents than the gross amount that would represent all physical assets—and this latter would amount to a good many thousand dollars.

#### **Know Where Your Business Stands.**

Another point that is of great importance in the upbuilding of credit than the average shoe dealer may think, is to know just exactly where your business stands at all times in regard to its finances. By averaging general overhead and direct sales expenses—or fixed and burden expenses as they are sometimes called—on a daily basis, it would be possible to obtain this information at twenty-four hour periods. A system of this nature was described a few months ago in the Shoe and Leather Journal as used by Byck Brothers Shoe Company, of Atlanta, Ga., and while there is doubtless more or less satisfaction in knowing each day precisely where your business stands, it really is not necessary that the

records be worked out in so detailed a manner. If you adopt a system that will provide you with this information at the end of each month it will serve the purpose equally as well.

The accounting system as here described is one successfully used by a large shoe and clothing store—the George Muse Clothing Company—and practically the same method is also successfully used in shoe stores.

If the best results are to be obtained the store should be departmentized, no matter if it may deal exclusively in men's shoes or exclusively in women's shoes. That is, it should be divided into various departments and the income and expense records of each department should be kept entirely separate from the others. As to just how these departments should be arranged is a matter that will rest entirely with the dealer, and that will depend largely upon the exact nature of the business.

The Muse Company is divided into seven separate departments, including Men's Clothing, Men's Furnishings, Men's Hats, Men's Shoes, Tailoring, Juvenile and Women's Shoes. In the case of an exclusive shoe store it would be necessary to enter into greater detail, for example, Women's Shoes, Girls' Shoes, Men's Shoes, Boys' Shoes, Rubbers, Findings, Hosiery, etc.

The Muse store sets aside a fixed working capital for the operation of the business as a whole, and in addition also provides a fixed budget for the operating expenses of each separate department. This has proven an unusually efficient method and is recommended therefore to the average shoe merchant who could employ the same idea equally as well. The reason it has proven so successful is due to the fact that the responsibility rests almost entirely upon the shoulders of the department managers, and it is up to them to turn over their merchandise as rapidly as they possibly can. It results, too, in a considerable financial saving per annum, for each manager being in close daily contact with his own department is able to keep his operating costs at the lowest figure. As you can readily see if just a single budget were used to take care of the operating expenses of all the departments, and this was handled from the general administrative offices, there would not be that individual interest and responsibility that will serve to keep the operating costs at the minimum figure, and result in a greater effort on the part of the department manager to move his stock with rapidity.

#### **Income and Expenses.**

Now as to income, all moneys that are taken in are entered in the records each month in the particular department to which they may belong. And as the records are compiled monthly this gives the total of all actual sales of merchandise for that month, by departments.

As to expenses the accounts in each department would include the cost of making sales and general overhead expenses. In some stores as previously stated, these are divided and classed as fixed and burden expenses, but the former method undoubtedly is preferable in the retail shoe business.

These expenses should be itemized in detail in the various departments, all direct sale expenses including anything that has to do with the making of a sale. There would be such items as salaries and commissions paid to retail salesmen, salary of the

(Continued on page 107)



# April Showers

**Not His Trouble:**—A rather unsteady individual was hanging on to a strap in a street car, and at the same time overhanging a young lady with a somewhat low corsage. The latter gathering together the lapels of her fur coat, sought to get as far back in the seat as possible. "Excuse me, lady," said the tipsy passenger, apologetically, "that ain't my weakness, it's licker."

\* \* \*

**The Resemblance:**—A somewhat talkative new member of the House of Commons was being shaved by a middle aged barber on Sparks Street a week or so ago. "They tell me, I look like Sir Wilfrid Laurier," he chattered. "What do you think of that? Do you think there is any resemblance?" "Well, I couldn't say," replied the tonsorial artist. "You do remind me however, a little of the late Sir John A. Macdonald," he ventured rather timidly. "Well, well! Indeed!" was the delighted rejoinder. "Is it the face, the head or the general figure?" "No," replied the barber with a little cough. "It is the breath."

\* \* \*

**Out of His Element:**—Owing to the unemployment impasse Pat, who was a hod carrier, took on a job as diver. After donning the diver's suit, and before the helmet was closed, he was told that if he wished to come up he was to pull on the rope three times. He was hardly on the bottom when those at the top got the signal to haul him up. "Well, what's the matter?" asked the foreman in surprise. "Oi can't wor-r-k at that job down there. Oi can't spit on me hands."

\* \* \* \*

**The Second Attempt:**—A young man was run down by a "Ford" which the owner turned to the right about as soon as he could to discover the extent of the damage. He was making his way back to the scene when a bystander, seizing the victim who was sitting in a dazed position on the asphalt, by the collar, yanked him to the sidewalk. "Hey, boy," said he, "that Lizzie is going to take another crack at you."

**A Sad Loss:**—A colored lad and his would-be bride, visited the parsonage, and were shown into the sitting room. The minister entered and the groom announced their desire to be made man and wife. His manner was so dejected and his appearance so lugubrious that the preacher asked "What is the matter, Sam? Have you lost the license?" "No, reverend," was the reply, "But I'se done lost my enthusiasm."

\* \* \*

**Missed the Match:**—A Scotsman was recounting a recent failure to see a hockey match to a friend to whom he told his woes as follows: "Ye ken, Sandy, hoo daft I am about hockey. Weel, I walkit the sixteen mile to Galt an' when I got there, I was juist that done oot that I couldna climb the fence, so I missed seein' the match."

\* \* \*

**A Relief:**—A minister who followed a very popular preacher was so constantly met with eulogies of the latter as a pulpit orator, and a pastor, that his charitable forbearance was put to rather a severe test. He happened one day upon a godly shoemaker in the town who was known for his silence quite as much as for his genuine piety. After exhausting the usual subjects for discussion, the minister ventured the remark that no doubt the knight of the bench missed the ministrations of the recent incumbent of the parish. Looking over his glasses rather warily the man of leather and bristles said rather cautiously, "Yon was a glib talker but he wasna muckle of a preacher, I'm doot-in'." "Thank God," murmured the visitor audibly before he could check himself.

\* \* \* \*

**Why He Grinned:**—Micky Mulvaney went to Tim Flaherty's wake with his wife, and as they viewed the remains, Micky broke into a broad grin in spite of the solemnity of the surroundings, and the presence of others in the room. His wife was of course shocked, and as they left the premises, she remonstrated with her husband on his unseemly conduct in the presence of death. "Sure, I just couldn't help it," said Micky, "It was too funny for anything" he went on. "Sure Tim was what he called an atheist, and didn't belave in hiven, hell nor purgatory, an' when I seen him fixed up in his coffin the thought came to me "All dressed up, and no place to go" an' it made me smile."



— SOME —



# SEASONAL SHOE STYLES



IN the following pages will be found examples of some of the newest features in the approaching season's footwear for women.

The outstanding style notes are straps, sandals, and sport shoes. Straps for the moment show a pronounced sentiment in favor of the single wide strap, with side buckle. But buttons are by no means obsolete, and beautiful creations embodying two, and three straps, are offered. The sandal ranges from the sturdier and conservative type of welt to the daintiest effects in turns.

Sport shoes embody the best features of the prevalent style tendency, brought out by means of light colors or combinations of light and dark.

Heels remain decidedly low, and toes round.

Patent leather comprises a great proportion of the shoes offered and sold, and lends itself to many happy combinations.

Canadian manufacturers are to be complimented on the manner in which they have upheld standards of style and shoemaking, and retailers on the opportunity offered them of merchandising a wide range of goods, the superior of which is not to be found anywhere in the world.





*One Strap "Fork Pattern"  
J. & T. Bell Ltd.*



*One Strap "Terrace"  
Blachford Shoe Mfg. Co., Ltd.*



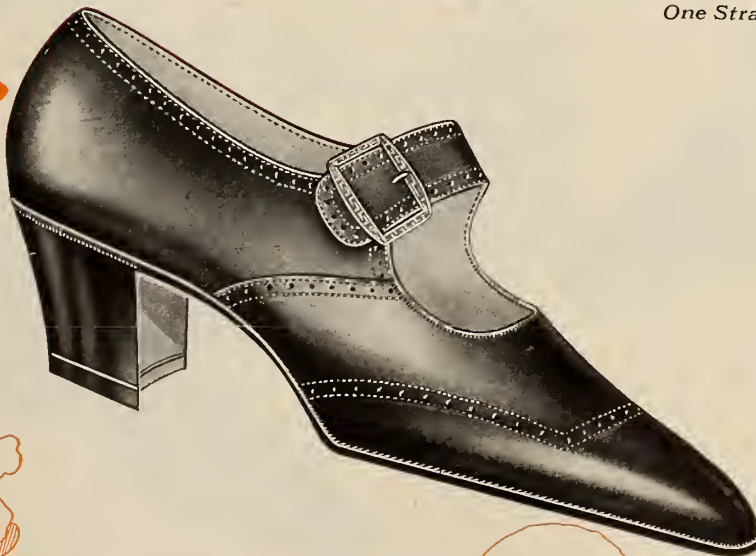
*One Strap Button  
J. & T. Bell Ltd.*



*One Strap with Apron and Collar,  
"Judy Last."  
Wm. A. Marsh Co., Ltd.*



*One Strap, Patent and Grey.  
Perth Shoe Co., Ltd.*



*One Strap Buckle Pump.  
Daoust Lalonde & Co., Ltd.*





*One Strap Pump,  
Patent, Colored or White.  
Gagnon, Lachapelle & Hebert.*



*Two Strap Centre Buckle.  
Hartt Boot & Shoe Co., Ltd.*



*Two Strap "Parade".  
Blachford Shoe Mfg. Co., Ltd.*



*One Strap Patent Turn.  
Getty & Scott, Ltd.*



*"Princess" Mary Sandal.  
Newport Shoe Co., Ltd.*



*Two Strap Patent Sandal.  
Blachford Shoe Mfg. Co., Ltd.*

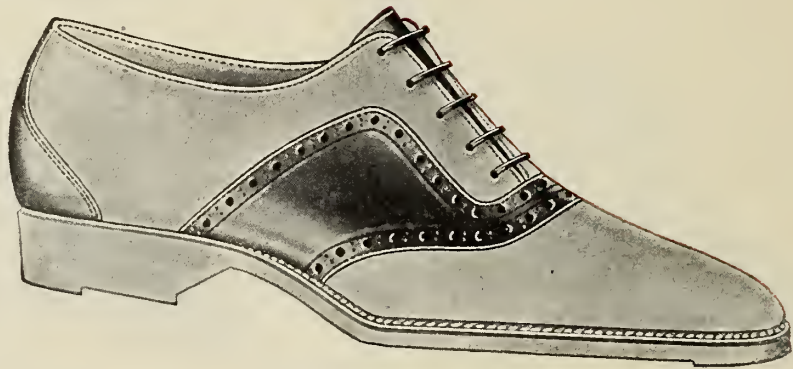


*Sandal, Patent or Colors.  
Walker Parker & Co., Ltd.*





*Blucher Oxford Sport Shoe,  
Pearl Elk, Patent Primmings.  
Perth Shoe Co., Ltd.*



*Sport Oxford with Apron.  
Dufresne & Locke, Ltd.*



*Sport Strap Shoe,  
White and Patent.  
Perth Shoe Co., Ltd.*



*Sport Strap Pump, White or Elk with Patent or Calf Trim.  
Walker, Parker Co., Ltd.*



*Sport Oxford, White with Patent or Calf Trim.  
Perth Shoe Co., Ltd.*



*Two Strap Convertible Sandal.  
C. A. Ahrens Co., Ltd.*



*One Strap Pump, Patent or Calf.  
Getty & Scott, Ltd.*





*Sport Oxford, Smoked Elk and  
Brown, White and Black.  
Walker Parker Co., Ltd.*



*One Strap Pump.  
J. A. McLaren Co., Ltd.*



*Sport Sandal.  
Walker Parker Co., Ltd.*

# QUEBEC

## Getting Ready For Fall

Quebec takes pride in always being a little ahead of the game. In fact it is her business to be at least a "lap" in advance of the industry in out-lying sections of Canada.

Fall samples have been ready for some time, and those who have seen them pronounce them a decided advance over those of preceding seasons in design, construction and finish. Without going to extremes, Quebec has sought to anticipate a number of important changes that are bound to come in fine lines as well as medium and staple goods for the coming season.

For immediate requirements, Quebec is in a position to serve its clientele with that despatch and thoroughness that has made the Ancient Capital its name not only for SHOES but SERVICE.

We invite those who may be visiting the shoe centres within the next few weeks to call and inspect the offerings and values shown by Quebec houses in all lines of Every Day Sellers.

Your line will not be complete unless you have carefully gone over what Quebec has to offer for present and future needs.





If you look anywhere but in the Samson Line you will not find all those newer ideas and better features in Sporting Footwear of which we are the originators.

This light, strong, perfect fitting Hockey Boot is one of the many that makes our Hockeys known as leaders from Coast to Coast, and in our Baseball, Football and Ski Boots the same exclusive features achieve the same superiority.

J. E. SAMSON, ENR.  
20 ARAGO ST.      QUEBEC

**N.S.R.A. DEVELOPMENTS.**

Following serious discussion by the executive as to the best means of continuing and developing the work of the National Shoe Retailers' Association of Canada, the secretary, Mr. Howard C. Blachford, has sent out the following circular letter to the membership:—

April 17th, 1922.

Gentlemen:

You are, no doubt, somewhat in touch with the work of this Association by reading your trade journals, all of whom are good enough from time to time to publish extracts of the activities of the National Shoe Retailers' Association of Canada.

As we are all aware, during these strenuous days of reconstruction and of endeavouring to build up our respective businesses to what each would have his be, it needs every ounce of energy and great co-operation for success.

The officers and executive of this Association have endeavoured during the past months to bring about a closer unity between various branches of the Footwear Trade of this country and the result of the first effort is a decision to have the next N.S.R.A. convention held in the winter season of 1922-23, and not this coming summer as might be expected.

This will give the Retailers', Manufacturers' and Shoe Salesmen's Associations an opportunity to hold a BUMPER CONVENTION at the same date and in the same city; thus giving a greater chance for business sessions, fraternal greetings and publicity for the activities of the Shoe World generally in Canada.

As you might rightly surmise the work of this organization has grown to such proportions that it is difficult to carry on with officers who render their time and services gratis, and it has been suggested that the N.S.R.A. link up with some other Dominion wide organization who employ men to look after their interests.

To this end you will find a questionnaire, in the form of a stamped postal card, which I would respectfully ask you to fill in by marking an X opposite the questions asked on the card, and to which you agree, and drop same in the mail box **at once** so that these replies may be tabulated, in order to understand how the members of this organization feel towards a change in the near future.

Thanking you for your co-operation, I am,

Yours respectfully,

Howard C. Blachford,

Sec'y.—N.S.R.A.

The questionnaire which was in the form of a stamped postcard, was as follows:—

1. Are you satisfied with the work of the N.S.R.A. as it is, and if so will you continue to support it by membership?
2. Would you be in favor of linking up with the Retail Merchants' Association of Canada as a Dominion shoe section and with one fee for both?
3. Would you favor raising the annual fees of the N.S.R.A. to a sufficient amount to employ a secretary, the raise to be from \$5.00 to \$15.00 in fees?

Remarks or Suggestions.

**To Members and Non-Members.**

The Shoe and Leather Journal has frequently

called the attention of the trade, and again takes this opportunity of doing so, to the steady, faithful and unselfish service which has been rendered by the active members of the executive often at loss of personal time and money, to the general interests of Canadian shoe retailers, by means of this Association.

That there is a wide and useful field for such an organization goes without saying. The activities have been constantly hampered by lack of interest, and of funds, and by the necessity that active workers should devote most of their time to their own business.

The value of such an organization comes to the individual member in proportion to his contribution to it. And unfortunately too many of us are looking for "something for nothing."

The Shoe and Leather Journal, believing that a National Shoe Retailers' Association was in the interest of the trade in general, has stood back of the idea from its inception, and stands ready to do everything in its power to assist in the maintenance and development of that work.

Apparently the Association stands at the parting of the ways. While it is for the membership to make decision, as stated in a previous communication in this paper, it would be a pity to have the identity of the National Shoe Retailers' Association lost by merger with the larger body of Retail Merchants. The alternative suggestion made that the retailers should follow the example of the wholesalers and make use of the already organized and efficient executive office of the Shoe Manufacturers' Association, at a minimum of expense, finds favor in some quarters. In view of the possibility of joint or concurrent conventions, this should work out very well.

But in whatever way the situation is worked out, it is the duty and to the advantage of every shoe dealer of Canada to join his national organization, and to get behind it and push.

**UNUSUAL EUROPEAN CONDITIONS.**

From two prominent tradesmen, recently returned from extensive European trips, it is ascertained that unusual and decidedly unsettled business conditions still prevail in European countries.

The gentlemen referred to are Mr. George D. Pike, head of the Boston Blacking Co., which concern has a large Canadian plant, and Mr. Ernest Nowak, a member of the house of Henwood & Nowak, Inc., Boston, also active in Canadian markets.

Among the many interesting points brought out by these gentlemen during the course of an interview with a representative of this publication, were the wonderful values obtainable now when buying in European countries, due to the rate of exchange; the suffering among the poor; the unusual fact that business now is done in Italy on practically a cash basis; the number of Americans of limited but regular incomes now living in foreign countries where their American money exchanged into the money of the country in question, enables them to live in luxury; the hopeless attitude of many European countries with reference to the future, etc., etc.

It was the opinion of Mr. Pike that England is more nearly returned to normal conditions than any of the other countries across the water.





*The "Judy" Last*

THE  
**MARSH**  
 S H O E

Marsh made shoes for women are invariably the finest expression of Footwear Fashion, and prominent among our many new creations for the coming season is this One Buckle, One Strap Pump, made in Patent Leather with Mat Calf Collar and Mat Calf Apron Strap. Women of Fashion are the permanent patrons of dealers whose stock is kept up to the minute by the steady featuring of Marsh Shoes.

**THE WM. A. MARSH CO., LIMITED**  
**QUEBEC.**

Makers of Men's Welts, Women's Welts and Women's Flexible McKays



*The "Punch" Last*

THE  
**MARSH**  
S H O E

This Man's Oxford from the Marsh Line is being picked by keenest critics as one of the real sellers for Summer and Fall.

Marsh shoemaking proves its quality, and its value to the dealer, by the sturdiness and style of all our fine shoes for men.

Marsh shoes are sold by leading Jobbers as their best grade shoe.

**THE WM. A. MARSH CO., LIMITED**  
**QUEBEC.**

Makers of Men's Welts, Women's Welts and Women's Flexible McKays



# The MARYON Shoe



## To The Wholesale Trade

We offer you in Gun Metal Calf, Colored Calf, Patent Leather and Black and Brown Kid a complete range of One and Two Strap Slippers with buckles or buttons; also a full range of Oxfords, all of which can be retailed at a very attractive price.

Our range of Turn Slippers is very complete and moderately priced.

Let us show you the new button Ornaments that are being featured for Fall.

## Lachance & Tanguay

70 BIGAQUETTE AVE.

QUEBEC

P.Q.

## WHAT IS SELLING AT THE GREAT SHOE CENTRES.

(Continued from page 79)

beige and patent, the sand color being preferred, and bids fair to take the place of the grey and patent combinations. Satin is still a good seller and is the choice of careful dressers, the low heeled one-strap being in most demand. Cut-outs with two, three and four straps are selling freely.

A Chicago report says:—

In several stores a strong tendency is seen toward black in men's footwear. Plain gun metals are selling much stronger than they were a year ago, and patents are rapidly gaining.

The best sellers in the patents in most stores are the medium narrow square toe effects with light soles and close trimmed edges made with uppers showing very light and dainty perforations. With all the increase in sales of black footwear, the medium shades of tan Russia are producing the larger volume of sales. Brown kid and kangaroo are selling better as the weather gets warmer, and even among young men's trade there seems to be an increasing demand for these lighter weight materials.

The question is being asked, will patents stay? There is no doubt that the popularity of this leather is due to a revulsion from the tans and colors of the past two or three seasons. There seems to be no reason why the vogue should not extend into fall and next spring. Sandals promise to retain their popularity through the summer, and the shortening of fore fronts in these would seem to presage shorter vamps in women's lines generally to be accompanied with fuller toes. Barefoot sandals will undoubtedly be taken up by the "flapper" class, especially as rolled hosiery is taking hold. It is predicted that the one strap buckled sport pump will have a good call. For fall tan oxfords for women, of the more substantial build, seem to be on the tapis, and probably will be accompanied with more or less higher styles. Heavy grain leathers like Norwegian will be largely used, short full round toes, and six to ten eight heels will be the vogue although higher heels may be used

## THE WISE & FOOLISH VIRGINS.

(Continued from page 78)

"Another example: Early in February I ordered shoes specifying that I must have them for Easter trade. It is a few days now to Easter, the goods are not all here, and those that have arrived are wrong widths.

"I find the trouble divided between non-delivery and delivery of wrong goods. Have just received an order of fancy low cut gaiters, none of which are what I ordered.

"Just to show that my life does not consist entirely of kicks, I may say that goods which I ordered in the middle of February, from concerns which made prompt delivery, are all sold out and I am re-ordering. That is the moral in it for the manufacturer.

"I would just like to advise every retailer to check the goods received against his copy of the order, and I would like to tell the manufacturer that if he expects the support of the retailer, it is up to him to deliver the goods brought as and when they are expected."

## HOSIERY IN THE SHOE STORE.

(Continued from page 84)

to instill the spirit of courtesy, and the very fact that our shops are somewhat exclusive in their draw of the better class of trade, proves that this policy is not altogether to be overlooked.

"As a rule, women who come to a specialty shop are more discriminate. They learn to expect more from the establishment. They expect different models, shades and novelties in hosiery than are carried in stock elsewhere.

"As Mr. Rogers, who is the general sales manager, expressed it, 'We have high-powered men waiting on high-powered women!'

"We try to cultivate and encourage this temperamental condition. The type of woman who comes to the shop is generally a professional woman, extremely temperamental and sensitive, and a different sort of treatment is required, a nicety in the handling. We educate our sales force to understand human nature and humor whims when there are whims to be humored. Otherwise shopping is such an unpleasant duty!

"We find that girls make the best hosiery salespeople. It takes a woman to pull a stocking up on her hand and show it off to the best advantage. Our girls take splendid care of their nails, so that there is no roughness to injure, the hose. Men, that is, most of them, have calloused hands and are ungraceful in their stocking show offs. When a customer is wearing rings, we make an effort not to permit them to try slipping the hosiery on their hands, as this generally causes snags to appear.

"Our other selling aids are gifts slips at holiday times, which can be purchased to apply on hosiery.

"In the new shop just created on Seventh Street, we have started quite an innovation. At the head of the counter we have a daylight portion of the window given over to those who would like to inspect their hosiery away from the artificial lighting.

## SHOW CARDS FOR MAY SELLING.

(Continued from page 85)

the little tots. A display of these occasionally will result in sales and is good advertising. The large letters on this card should be in a bright color and the others in black. The border and shading may be in black or in a tint of grey. The wording may be changed to suit the lines displayed, but this style may be used as it is not difficult to work and is attractive and easily read.

The other card is for a display of men's shoes and will be very effective. The term "A Man's Shoe" stands out very prominently and is a phrase that will attract. The letters of this line are large and when done in a bright color will catch the eye very quickly. In the sample the color is a bright red, the top of the letters are capped with black and the bottom shaded with black. The lower letters are in black. The price may be put on this card if the display is all one line with a uniform price.

It will be noticed that none of the cards has a price therefore it will be necessary to use price tickets on the goods shown. But in the event of the display being lines of the same price then the price will be better shown on the card itself. These samples should furnish you with ideas that will help you to make cards adaptable to your special needs.





**LUC ROUTIER**

To-day's conditions have opened a bigger field than ever to the dealer who features our popular shoes. As shoes of Style and Value—that sell steadily, at good profit, and SATISFY customers—our lines should be seen by all merchants in Buying for Summer and Fall.

McKAYS and S. SCREW  
For MEN, BOYS and YOUTHS  
**LUC ROUTIER**  
56 Colomb, QUEBEC

### CHARLES E. SLATER PASSES.

In the death of Chas. E. Slater, more recently of Quebec, but formerly of Montreal, another of what may be termed the last generation of shoe manufacturers disappears. Mr. Slater was the son of the late Geo. T. Slater, of Montreal, and on his death, in 1887, succeeded, with his brother, Geo. A. Slater, to the business of Geo. T. Slater & Sons, which was then established in Victoria Square, Montreal.

Some years later the partnership was dissolved the late Chas. E. Slater founding the firm of the




Slater Shoe Company Limited, and his brother establishing the business since known as Geo. A. Slater, Limited.

Thirty years ago there was not a better known name in the shoe trade of Canada than that of the late Charles E. Slater, who spent a good deal of time on the road, in connection with the Slater agencies. He was a likeable man as well as a most aggressive salesman, and had a wide host of friends from coast to coast who sympathized with him in the illness which in later years kept him so largely at home.

He was a good shoe-man, an aggressive merchandiser, and a great believer in advertising with the result that there is no better known name in the shoe trade of this continent than "Slater."

### KEWPIE KEWPS.

The Galt Shoe Manufacturing Company, Limited are producing a flexible, cushion-soled leather shoe for infants and children, patent on which application has been made. The shoe is of good appearance and is made on a welt process in conjunction with patentable cushion sole features. It is constructed in such a way as to give the maximum amount of flexibility, while a perfect cushion is obtained, soft, smooth, and is held in a positive position during the life of the shoe. The materials are of the highest grade, and special attention has been given to the wearing service. It is repairable and can be handled by any competent repairman. The infants' sizes 2 to 5, will be made with chrome tanned elk sole and larger sizes with regular high-grade oak sole leather. The trade-mark name adopted is "Kewpie Kewps for Kids."



*Cabinette*  
**Wooden Heels**  
*for*  
**Ladies' Shoes**

+++

Manufactured by  
**CANADA CABINETTE HEELS**  
Limited  
2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959



**FEATURING "THE BUSTER FAMILY."***(Continued from page 86)*

were loaned by the Williams Shoe Company of Brampton, Ont., the makers of "Buster" Footwear.

White and black display cards were used extensively, in full and half sheet sizes.

One of the window cards used, 22 inches by 28 inches, read as follows:

"Johnny got a lickin' cos his boots were all worn out, Johnny thought 'twas nothin' to make a fuss about; Johnny's parents sure were sore—of boots they'd tried them all,

Till "Buster" Footwear came to town—now Johnny doesn't bawl.

"Oh for a pair of Billy Busters

The kind of boots that have those Rock Oak soles,

The kind that stand the kicking

And save us kids a licking

I wish all kids could wear these Billy Busters."

Small slips, three inches by twelve, carried such thoughts as these:

**Betty Buster says:**

I don't get as many new boots as the other kids—don't need them.

The more you know about the materials used in, and the construction of children's footwear, the more insistent will you be in demanding Betty Buster boots for girls.

Maybe you're satisfied with the footwear your children are wearing. But the contentment of those parents whose children are wearing Billy Buster Footwear is something far better.

When you've put Betty Buster Footwear on your children's feet, you'll stop kicking about the profiteer.

The boy is not to blame; it's Billy Buster Footwear that's needed.

That boy takes twenty steps to your one. To stand the extra strain and rough usage give him Billy Buster boots.

If that boy of yours can knock out "Billy Buster Boots" as quickly as he does ordinary boots; then you've got a "Real Boy."

It may be added that the efforts were in every way found well repaid.

**WHAT EVERY SHOE MERCHANT SHOULD KNOW ABOUT STORE FINANCING.***(Continued from page 89)*

department manager, salary of the bundle wrapper, boxes and paper used for merchandise, shoe strings when given free, premiums allowed for selling slow moving merchandise, etc., etc.

General overhead expenses would include such items as rent, office and clerical salaries, light, heat and power, taxes, general office expenses, delivery expenses, insurance, general maintenance of the building not paid for by the owner, etc., etc.

All general overhead expenses should be prorated against the various departments according to sales volume, as will be later explained.

**Recapitulate All Records.**

In addition to having the above records available for the single month, all these figures should also be recapitulated so that you will have them available

for your fiscal year up to date.

To better illustrate this point let us take the single overhead expense of rent in the Men's Shoe Department. We will presume that your fiscal year extends from August 1st to July 31st, and that your item of rent is \$150 per month. If the total income from the Men's Shoe Department, we will say, was 50 per cent. of the gross income of the whole business for the month in question, the rent charged off to this department would be 50 per cent of \$150 or \$75. And this is substantially the same system you would employ with all general overhead expenses such as cannot be confined to any particular department. Now we will further presume that you are looking at your records for the current month of March. With the item of rent recapitulated by months from the beginning of your fiscal year, August 1st, to the end of the current month, March 31st, the amount for the fiscal year to date then would be \$600, providing it stood always at \$75 per month. Employ this recapitulation system with all items of expense and income, and you have only to glance at your records at any time to know exactly where your business stands, not only for your previous month but for your whole fiscal year to date. You will surely derive a great deal of satisfaction out of such a system and at the same time you will be using a policy that is absolutely safe and sound, and one that will reduce to a minimum your chances of losing money in any department of the business. And such a policy as that will also go a long way with your banker as regards your credit rating.

To know exactly where your business stands at all times in regard to its finances, is undoubtedly a policy that plays a definite part in "going concern" value, just as does the accumulative worth of the advertising you have done in the past, the good will of the public your store may enjoy, etc., etc. With the "going concern" value estimated as accurately as it is possible to form such an estimate, then added to the gross value of your physical or visible assets, and a figure is obtained closely representing the present actual worth of the business.

**SPENCER'S SHOE DEPARTMENT GROWING.**

Under the management of Mr. Chas. B. Stanford, the Shoe Department of David Spencer, Ltd., Vancouver, has been making steady and relatively rapid progress.

Writing to the Shoe and Leather Journal recently, Mr. Stanford said:

"Our 1921 showed over 100 per cent increase over 1920 and for 1922 we are planning to get a very big year. Our men's and boys' trade is growing very rapidly and in our women's department it is a steady stream of customers. On Saturday we could not wait on all the customers even with extra salespeople.

"Three weeks ago we bought 3,000 pairs of women's pumps and oxfords at a special price and put them on sale at two prices. We had the largest crowd that has ever attended a sale at this store, and before five o'clock we sold the whole lot. It was a regular riot. Travellers said they never saw anything like it anywhere.

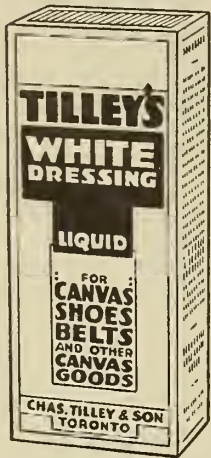
"Our Billy and Betty Buster Shop display was a great success.

"We feel that with the coming of fine weather the spring business will be very good, and we have planned this Spring to have one of the finest stocks of high grade shoes, if not the best in Canada."



# Suggestions For The Coming Season

## THE HANDY LITTLE BAG.



A fast White Dressing for Canvas Shoes, etc.

\$1.10 per doz.



A quick, Handy and reliable Dry Cleaner for White Canvas, Suede, Buck, etc.

\$1.10 per doz.  
in Display Box



A White Dressing in solid form, put up in tins with Sponge.

\$1.20 per doz.



A Fine White Dressing and Cleaner for White Kid Shoes, Gloves, Belts, etc.

\$2.00 per doz.

## 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.

\$2.00 per doz.

## Tilley's Nu-Buck Dressing [Liquid]

A Reliable dressing for Nu-Buck, cleans and restores the nap, while preserving the suppleness of the leather.

\$2.00 per doz.

## Tilley's New Buck Powder

A quick & effective dressing for Shoes, not Badly stained.

Put up in Sprinkler Tins also in Bags (a novel idea)

\$2.00 per doz.



Absolutely a Waterproof Stain Polish & Show Card in each Box.

\$1.10 per doz



in Black, Tan, Brown, Mahogany & Ox Blood.

Does not stain the hands.

\$1.10 per doz.



A high quality Cleaner for all fabrics & leathers.

\$2.00 per doz.



A Polish & Preserver for Patent & Enamelled Leather in Black & White.

Put up in Opal Pots with Burnished Screw Caps.

Small Size, \$1.50 Large Size, \$2.28 per doz.

Tilley's Glace Kid Cream in Black and all fashionable Shades.

\$2.00 per doz.



Most Successful Renovator for Suede Shoes, Black & all New Season's Shades.

\$2.00 per doz.

MADE IN CANADA

# CHAS. TILLEY & SON, Limited

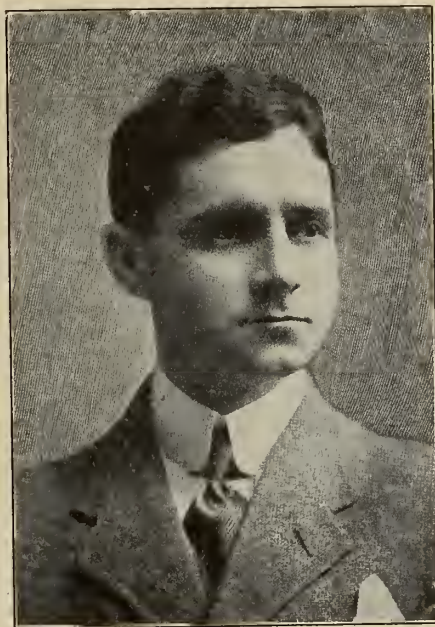
90 RICHMOND STREET, W.

TORONTO

Mention "Shoe and Leather Journal" when writing an advertiser

## A SHOCK TO THE TRADE.

In the past fifteen years of the history of the shoe of Canada, no name has come so persistently to the front as that of T. H. Rieder, who passed away on Saturday, April 15th, at his home in Montreal. A comparatively young man he made a strong impression from the very outset of his career, as to those qualities which go to make success in a commercial career. From his father's store at New Hamburg he graduated into larger business in Kitchener where he was first identified with the Breithaupt interests. In this connection he was instrumental in forming the Kitchener (then Berlin) Rubber Manufacturing Company in 1900, and later the Merchants' Rubber Company of the same place. When these were absorbed in 1907 by the Canadian Consolidated Rubber Company, Limited, he was made manager of the Kitchener factories. Later he went to Montreal,



Mr. T. H. Rieder

and in 1915 he was made Vice-President and General Manager of the big rubber organization. In 1919 he resigned from the rubber and felt companies to accept the Presidency of Ames Holden McCready Limited and its subsidiaries.

Mr. Rieder was what is known as a tireless, energetic worker, and it doubtless taxed his strength to the utmost to meet the demands of the heavy duties and responsibilities of his office. Only the fact that he was young and absolutely clean and healthy in his inner and outward life sustained him under the severe strain which would have been a tremendous tax upon a man of greater physique. He succumbed to double pneumonia following grippe. He will be missed by a great number who knew and appreciated him, especially in and about Kitchener.

## NOTES FROM MANUFACTURERS.

Hartt Boot and Shoe Co., Ltd., of Fredericton, N.B., write as follows:—

"We have been running our plant full time; in fact, some departments over time, and at a fair capacity, although not up to full capacity.

"Our salesmen are just about ready to start out and we are showing a very beautiful and comprehensive line of both men's and women's welts as well as a very attractive and dainty line of women's hand made turns.

"We believe that placing business for next season should be fairly good. The stocks of shoes in the hands of the retailers today must be pretty well reduced as they have been buying very carefully for many seasons back, and prices of good shoes are now stabilized, so that the dealer can buy with perfect freedom and confidence.

"The above two reasons, we think constitute good ground for a reasonable anticipation of substantially increased business for next season."

O. Goulet & Sons, Ltd., of Quebec, report that business has been picking up materially in recent weeks. They are planning to enlarge their present premises and increase capacity, which will also necessitate more machinery, and will improve service.

The Tred-Rite Shoe Co., Ltd., of Otterville, Ont., have recently added to their line of boys', youths' and gents' welts, a line of children's and infants' cushion sole goodyear welts which is finding considerable favor among the shoe trade.

A. A. Cote & Son, of St. Hyacinthe, Que., have added several new lines to their samples, in different heavy chrome tanned leathers for heavy working shoes, and have had also to add new machinery to take care of increasing business.

The Tebbutt Shoe and Leather Co., Ltd., of Three Rivers, Que., report that their business has shown an increase each month this year over last. They are having good demand for sporting shoes, and their new line of hockey, football and ski boots have sold freely. On their Doctor's Antiseptic and Professor lines, sales are getting back to pre-war standards.

## "SPORT-SHU" CLEANER DRESSING.

Sport shoes, made of smoked horse or smoked elk, demand a special cleaner and dressing.

A number of the tanners who make this leather and the shoe manufacturers who make the shoes have thoroughly investigated this matter and followed up their investigation by asking the New England Blacking Co., Boston, to offer at retail the material which is used in the shoe factory. This is "Sport-Shu" Cleaner Dressing.

This desirable and efficient dressing will clean these shoes without damaging them and at the same time mellow and soften the leather, restoring its original lustre. It also cleans and softens perfectly full grain calf.

## THE CHAMPIONSHIP MEDALS.



The attached Sketch is of the Sterling Silver Medal given by Mr. Clayton Corson, The Corson Shoe Co., Toronto, to the members of his Hockey Team who won the Reeder Trophy in the Sterling Road Mercantile League. The presentation of these medals, backed up the affectionate remarks "Clayton" made to Shoe & Leather about what he 'Thought' of the stick handlers in his factory.



**MR. EMILE LAROSE MAKES CHANGE.**

Mr. Emile Larose, sales manager of the Columbus Rubber Co., of Montreal, Ltd., has accepted a position as sales representative with the Canadian Consolidated Felt Co., of Kitchener, Ont., and will represent this firm in Eastern Ontario, the Province of Quebec and the Maritime Provinces. Mr. Larose has been practically all his life connected, in some capacity or other, with the shoe business. He was for some time connected with the James Linton Co., later going to Canadian Footwear Co. as salesmanager. Besides being an enthusiast of the selling game, he is an ardent devotee of amateur athletics, and served



Mr. Emile Larose

for a number of years in various executive positions of the National Amateur Athletic Association of Montreal. He particularly excels in field sports and is a sprinter of no mean ability, besides having some snow-shoeing records to his credit. He is president of the Montreal Shoe Manufacturers' Bowling Association, and has done much to maintain an active interest in this popular pastime. He was some time ago elected President of the Eastern Canadian Hockey Association.

**ADAMS SHOE CO., LTD., REMOVING.**

The Adams Shoe Co., Ltd., 284 King Street West, Toronto, manufacturers of fine McKay and Turn Shoes for children, etc., are moving to Penetanguishine, Ont., where a fine new factory premises have been erected for them. The building, which is 40 x 200, offers ideal working conditions, being a typical daylight factory, particularly so in view of the fact that a 20 foot driveway runs down both sides of the building. The windows of steel sash are separated by brick piers, and the building has no centre columns. This will allow for a better arrangement of tables and machines. All operations will be performed on one floor. The daily capacity will be 1,000 pairs. The walls of the building are constructed to carry two additional floors. The offices and rest rooms, etc., are located in a building adjacent the factory.



## Another Of Our Leaders For 1922

### THREE TOP BUCKLES

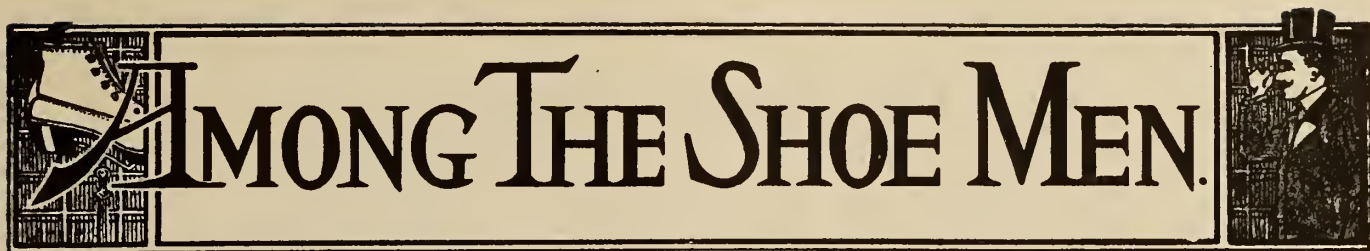
Buckling Assures Perfect Calf Fit  
In Felt - Melton - Broadcloth

See our line and prices before placing

## Colonial Mfg. Co.

366-377 Adelaide W., Toronto.

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



# AMONG THE SHOE MEN.

Plans for the establishment of a shark fishing station on Barclay Sound, west coast of Vancouver Island, are being perfected by Mr. John Mitchell, and his associates of Vancouver. Mr. Mitchell has been showing samples of leather of a good quality, suitable for the manufacture of shoes, gloves, handbags, purses, made from shark hides.

Mark-Gould, Limited, shoe merchants of Ottawa, have been incorporated with a capital of \$40,000 under a provincial charter.

R. E. Bennett & Co., manufacturers' agents, Toronto, have been appointed selling agents for B. A. Dargo, Felt House, of Boston. They are showing a full range of felts suitable for light and heavy felt footwear, and also felts for spats and gaiters.

Mr. Peter Doig, salesmanager of Tetrault Shoe Manufacturing Company, Limited, Montreal, was in Toronto on a little business trip recently.

G. and J. Hamilton Leather Co., Limited, is the name of a new firm to start a sheepskin tannery in Toronto. They are located on Carlaw Avenue.

A new shoe store is being opened at 639 St. Clair Avenue West, Toronto, under the proprietorship of Mr. D. G. Stuart.

Mr. Fred W. Hull, of Eagle Shoe Co., Limited, Montreal (Frank W. Slater's Strider Shoes) is now located at Room H. Yonge St. Arcade, Toronto, having moved some time ago from Rooms 46-48 of the same building. This move to larger premises was made necessary through increased business and the fact that stocks are now being carried at the Toronto office for immediate shipment to the Ontario trade.

The "Classic" lines of Getty & Scott, Ltd., Galt, Ont., were being shown at the King Edward Hotel, Toronto, week of April 3rd, Mr. Fallen and Mr. Edwards being in attendance.

Clark Shoe Co., Ltd., is a new firm to organize having headquarters at Ayr, Ont. It is capitalized at \$40,000 and has for its Provisional Directors, Messrs. J. Q. Reid, W. I. Reid, John Clark, James Clark and Miss C. H. Reid.

Mr. Orendorff, of the Talbot Shoe Co., Ltd., St. Thomas, Ont., was showing samples of the Talbot lines at the King Edward, Toronto, week of April 3rd.

Mr. McGee is at his permanent sample room in the King Edward Hotel, Toronto, showing the lines of the Perth Shoe Co., Ltd., Perth, Ont.

Mr. Roy Smith, Western Ontario representative for Beal Bros., Ltd., Toronto, who has been a patient in a Toronto Hospital, is now at his home convalescing and will be calling on the trade again in a week or two.

Mr. Victor Buckler has purchased a shoe store in Fort William, Ont. It is one of a chain of cut rate shoe stores recently sold by auction.

Mr. P. E. Smiley, proprietor of the Shawville Boot and Shoe Store, Shawville, Que., has sold his business in that town.

Mr. G. F. East of Kleinburg, Ont., was a visitor to Toronto last week.

Mr. Perkins, of Duchaine & Perkins, Quebec City, was in Toronto on a business trip recently.

Mr. W. J. Berryhill, of Winnipeg, has recently taken over the store formerly known as "Shoeland" at 372 Portage Avenue, and the business will be known in the future as the Berryhill Shoe Store. Mr. Berryhill is well known to Winnipeggers, having spent eleven years with the Yale Shoe Store and has been engaged in the shoe business for seventeen years.

Mr. S. F. Robinson, proprietor of the Robinson Shoe Store, Gananoque, Ont., has been in Kingston during the past week with his wife, who was operated on for appendicitis. She is progressing favorably.

The People's Shoe Store, Dundas Street, London, Ont., has been purchased by Mr. E. B. David, who will continue the business under the same name as at present.

A report, which has just been issued at Washington, D.C., shows that during the first month of this year the United States exported 36,566 pairs of shoes, valued at \$75,581 to the Dominion, while the United Kingdom sold Canadians 6,276 pairs valued at \$25,317.

Mr. Russell Hewetson and Mrs. Hewetson spent several weeks in Boston and New York recently, combining business with pleasure.

The Barnet Leather Co., Inc., of New York, have appointed R. E. Bennett & Co., Toronto their selling agents for Canada. They are showing some high grade samples of calf leathers, that should appeal to the makers of fine shoes.

Mr. T. T. Roulston has joined the selling staff of the Tred-Rite Shoe Co., Ltd., of Otterville, Ont., and is representing them in Eastern and Northern Ontario, with a complete range of samples.

Mr. W. R. Thompson has recently joined the sales force of the Hartt Boot and Shoe Co., Ltd. He will cover a portion of Ontario.

The American Footwear Co., 64 Colborne Street, Toronto, manufacturers of Boudoir Slippers, etc., have added a new line and are now making cushion sole oxfords, Sally Sandals and children's shoes. They report trade to be "picking up."

Mr. A. E. Jones, of Regal Shoe Store, St. Catherine Street, Montreal, is opening a branch store on St. James Street, in the heart of the business and financial district of that city. The policies that have brought success in the shopping district should be equally fruitful in catering to business men.

Erection of a \$100,000 tannery warehouse at Acton, Ont., is planned by Beardmore & Co., of Toronto.

The Canadian Stitchdown Co., of Montreal, will shortly move to larger and better equipped premises situated at 287 Aird Ave., Montreal. This firm reports that business is good with them.

Scheuer Normandin & Co., Montreal, have bought out the business of C. Raby & Co., and will run it in conjunction with their present business as



# Hydro City Solid Leather Shoes



The samples carried by Hydro City travellers, now on the road, will impress you favourably regarding the quality, workmanship and value of Hydro City Solid Leather Shoes.

Consumers want real value for their money.

Here is where they get it.

## Hydro City Shoe Manufacturers Limited

**SOLID ALL LEATHER SHOES  
Kitchener, Ont.**



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

# A REAL ACHIEVEMENT

A SLIDE BUCKLE that is thoroughly practical.

EASILY ATTACHED by any standard method.

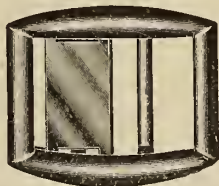
Adjustable to a perfect fit.

Obviates punching of holes.

Very attractive appearance.

Made in non-rust composition and iron, and supplied in all standard finishes.

Non Rust  
Composition  
No. 1375



Iron  
No. 1375½

DELIVERY NOW IN

$\frac{5}{8}$ "  $\frac{3}{4}$ "  $\frac{7}{8}$ "

DELIVERY OF  $\frac{3}{8}$ " AND  $\frac{1}{2}$ "  
about MAY 1st.

We are prepared to give the best possible service on

## BUCKLES

PLAIN or FANCY

In all widths and finishes

INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W. Montreal

BRANCHES

37 Foundry St., W.  
KITCHENER, ONT.

566 St. Valier St.  
QUEBEC

a rubber footwear department and will carry a complete line of the Partridge Rubber Co. goods.

Gordon H. Nickel formerly in charge of the Montreal branch of the Columbus Rubber Co., has been transferred to their head office, and is now occupying an executive position in their sales department.

Mr. Arthur Bonistelle, of the Collis Leather Co., Aurora, Ont., sailed recently for England on a business trip.

Chas. Davis, of Toronto, spent some time in Montreal lately in the interests of his firm.

Mr. O'Day, of the Congdon Marsh Co., Winnipeg, has been calling on the trade in the East lately.

Mr. H. E. Moles, of J. & T. Bell Co., Limited, Montreal, is at present spending a few weeks holiday in the south.

Mr. Gus Lossman, of the Toronto Branch of the United Last Co., Limited, has returned from spending a few weeks looking over the latest style features in footwear in the principal American cities.

Mr. C. Gordon Weaver is looking after the interests of the Tebbutt Shoe and Leather Co., Ltd., of Three Rivers, Que., with the wholesale trade of Toronto, Hamilton, London, Ottawa and Montreal.

### NEW SALES MANAGER FOR NEWPORT SHOE.

Mr. Stuart J. Anderson has been appointed sales manager of the Newport Shoe Co., Limited, of Toronto. Mr. Anderson's long experience in the merchandising of women's fine shoes will stand him in good stead in his new connection. He is well known to the trade in Montreal and Ottawa districts where he represented the Blachford Shoe Mfg. Co. Ltd., for some years. Prior to that he represented Getty and Scott Ltd. in Toronto.



Mr. Stuart Anderson

Mr. Anderson will look after the trade personally in Toronto and Hamilton, and in his capacity as sales manager should be an important factor in the development of the Newport lines of turns, which has already made a place for itself in the Canadian field.

Mr. Roy Wilson, who has been with the Newport Shoe Company for some time will look after Eastern and Western Ontario, and has just started out to visit the trade in those districts.

**ARE YOU QUALIFIED?** Can you answer the questions on page 87? If you cannot how do you hope to stay in the game?



## AMERICAN SHOE AND LEATHER CONDITIONS

(Special Boston Correspondence.)

There is a riot of color on the big city streets in the States this Spring and the trend in footwear styles has followed this brilliant hue in women's styles. A large volume of sport footwear has been made. These shoes are generally in smoked leathers with trimmings of calf, carrying an apron in various combinations of colors. It is feared by many that too much sport footwear has been made up and that some will take losses unless the expected demand holds. At this writing the call for sports is good and the trade has banked on it holding for at least two months.

A big white season is also assured. White shoe factories have been very busy. For the more conservative, the patent leather strap combinations are the leaders. In straps, the one strap is outdistancing the two and three strap models. The strap is also wider and buckles are more numerous as a fastening.

The influence of sport shoes is generally noted in the lowering of heels. A large majority of heels at below 12/8. Despite the Parisian decree of longer skirts, they are coming down very slowly in the States. The flapper still wears them at the knee. Colored hosiery in brilliant hues is popular among the same type. Outside of the general style features described there is also a riot of various models in combinations of leather and many colors.

The men's shoe trade has been rather slow. In this end of the industry, price competition is very keen and retailers in many cases are of the opinion that prices on the medium and better grades of men's shoes have not yet reached the bottom. This is probably due to the much talked of pending wage reductions in the manufacturing centers. A ten per cent reduction has taken place at Brockton, the largest men's shoe producing center in the world.

The leather market has been dull, manufacturers buying leather like the retailer buys shoes, close to requirements.

### AMES HOLDEN McCREADY, LIMITED.

The past two years which have been so perilous, and in some cases disastrous, in the shoe and leather trade, have resulted in the necessity for a readjustment of financial affairs of Ames Holden McCready, Limited. Meetings of the directors, financial interests concerned, and creditors are being held, with a view to developing a satisfactory plan of procedure. It is planned to amalgamate the Ames Holden Tire Co., Limited, and the Ames Holden Felt Co., Limited, with the parent company, in one new organization.

During the readjustment, there will be no interruption of the business in any way, and production and sales will go on as usual. From a sales standpoint the company say that the month of March was the most successful for over two years, and a very nice volume of business has been booked for future delivery.

Mr. A. A. Armbrust, of Lady Belle Shoe Co., Kitchener, made a flying visit to Toronto. He is looking for a rush of business coincident with fine weather.

**WHAT WOULD YOU DO? Just tell in simple language how you would handle the everyday problems on page 87?**

## 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.

WANTED.—Position as Salesman for Maritime Provinces. Wholesale and Retail Experience. References furnished if required. Apply Box 28, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoeman would like position in city or small town. Can handle men's furnishings. Used to good class trade. 15 years' experience. Box 30, SHOE & LEATHER JOURNAL, 545 KING St. West, Toronto.

WANTED.—Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required. Rawtenstall Shoe & Slipper Co., Limited, Olive Mills, Bacup, England.

WANTED to hear from Boot and Shoe Manufacturer requiring the services of an Experienced Salesman for the Maritime Provinces. Know the trade thoroughly and have good connection. Box 32, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

FOR SALE—Shoe repairing business in one of the best towns in the Eastern Townships, equipped with 8-ft. U.S. M.C. Finisher, one H.P. Motor, Repair Jack, Skiving Machine. Apply Box 35, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Position as manager and buyer for first class establishment or department store, West preferred, 15 years' experience. Apply Box 34, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Experienced Retail Shoe Salesman. Men's trade only. Good position. Give references. State experience. Box 33, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MR. MANUFACTURER: The services of a successful and ambitious shoe salesman with established wholesale and retail connections in Ontario and Maritime Provinces are available. Hard and persistent worker, 27 years old. Box 36, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MR. MANUFACTURER: Are you looking for a capable salesman for Western Territory? I am on my eighth year in the better class western city shoe trade as assistant buyer and head salesman. Well recommended, a good salesman, young, single and aggressive. Full information gladly furnished. Box 38, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

WANTED.—By an experienced shoeman, position, in a city or good town. Western Ontario preferred. Used to good class trade, 16 years' experience in the retail trade. Can handle hosiery, travelling goods, mitts and gloves, etc. Or would consider buying a small business in a good live town. Box 37, SHOE & LEATHER JOURNAL, 545 King St. West, 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.

# Grist From The Mill

**Note and Comment From the Canadian Shoe Trade.**

## An Ontario Manufacturer says:

It is at least encouraging to note that the retailers who are ordering shoes are doing so because they actually need them immediately, and the manufacturer is reasonably certain that the goods will at least be kept, even if not paid for.

## A Winnipeg Retailer says:

"Trade the last four weeks has picked up considerably. But it was subject to weather conditions. When the weather was fine, warm and spring-like, the shoe business showed an improvement. When the cold north winds blew it quieted down. While it was much better than the previous four weeks, it was about twenty to thirty per cent down in comparison to 1921.

"April opened up well the first few days, followed by colder weather, which delayed Easter purchasing. The last few days, as we approached Easter, business has been very good."

## A Saskatchewan Dealer says:

"If crops turn out good, this should be a good year."

## A Maritime House Tells Us:

"During the last four weeks trade has been fully up to our expectations, and what we would call a good normal trade. It was better than the previous four weeks.

"For Spring, two strap buckle shoes for women we are selling strong and a fair amount of oxfords. For early summer we figure on the one strap with a lower heel for ladies and a considerable number of turned Louis heel with a fancy strap and fastening. We think those who are stocking the Salle Sandals are very apt to be stuck with them as we think they are only a fad and do not expect to see them large sellers. One and two straps and a perforated strap-Louis heel turned in our opinion are going to be the big sellers."

## Another Winnipeg man says:

"Stores depending on the trade of people such as railway employees, who have been laid off, or who are on short time are having poor business. But those situated in a residential district are having much better trade."

## A Welland (Ontario) Retailer says:

"Present indications seem to point to an improvement in industrial conditions here, which, if it materializes, means an improvement in business."

## A Victoria (B.C.) Dealer says:

"It is of note that many people are going back to plain oxfords of the better grade. We are looking forward to a fair summer's business, provided weather conditions improve."

## A Western Ontario Dealer says:

"My opinion is that trade will be fairly quiet this year, and this coming winter much more severe than last. This, in my opinion, will be the crisis. The masses have used up their surplus money, saved during the war, and work so far this year is scarce. Therefore, there will be no bank account to draw on next winter."

## An Ottawa Merchant says:

"People are only buying what they require, and price is a big factor. Retail stocks we imagine are still too large, and we feel that merchants will again be obliged to take losses on these stocks. We think trade will be spasmodic, and will depend greatly on seasonable weather."

## CONSUMER ADVERTISING.

Anything that will persuade the public to buy shoes, draw them to the retail stores, or create a demand for the goods the dealer has in stock, is indeed welcome, and even more than usual that is true at the present time.

For some time the Hurlbut Company, Ltd., of Preston, has followed a policy of advertising to the consumer in the daily newspapers of Canada. And the stability and present plane of the children's shoe business can to quite an extent be attributed to their efforts.

And in the face of general depression, instead of curtailing advertising expenditures, they have if anything extended them, probably on the sound principle that if ever the retailer needed assistance and support, he needs it now. That their policy was economically sound is evidenced by a continual expansion of manufacturing facilities and a continual pressure for goods, over a period when most shoe manufacturers were working short time and hunting for business.

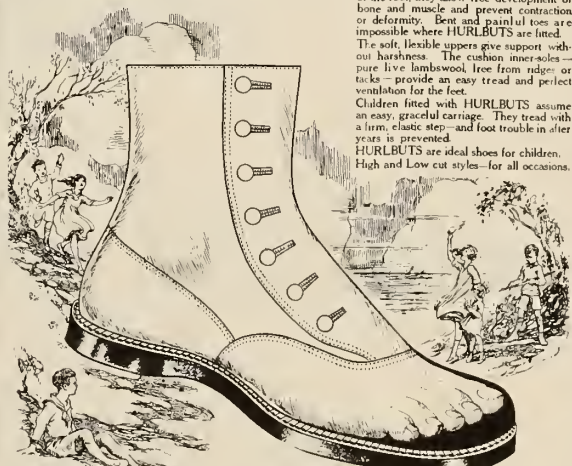
## Why Children's feet grow normally in HURLBUTS

Because they conform to the natural shape of the foot, they allow free development of bone and muscle and prevent contraction or deformity. Bent and painful toes are impossible where HURLBUTS are fitted.

The soft, flexible uppers give support without harshness. The cushion inner-soles—pure live lambswool, free from ridges or lumps—provide an easy tread and perfect ventilation for the feet.

Children fitted with HURLBUTS assume an easy, graceful carriage. They tread with a firm, elastic step—and foot trouble in after years is prevented.

HURLBUTS are ideal shoes for children. High and Low cut styles—for all occasions.



Nothing but highest grade materials are used in making HURLBUT Cushion Sole SHOES. The means long and satisfactory service. And when they wear they can be retied and altered at moderate cost. Write for price list of Re-build Service and we will enclose Paddy-Foot Jingle Book in return.

# HURLBUT

TRADE MARK REGISTERED  
CUSHION SOLE  
Shoes for Children

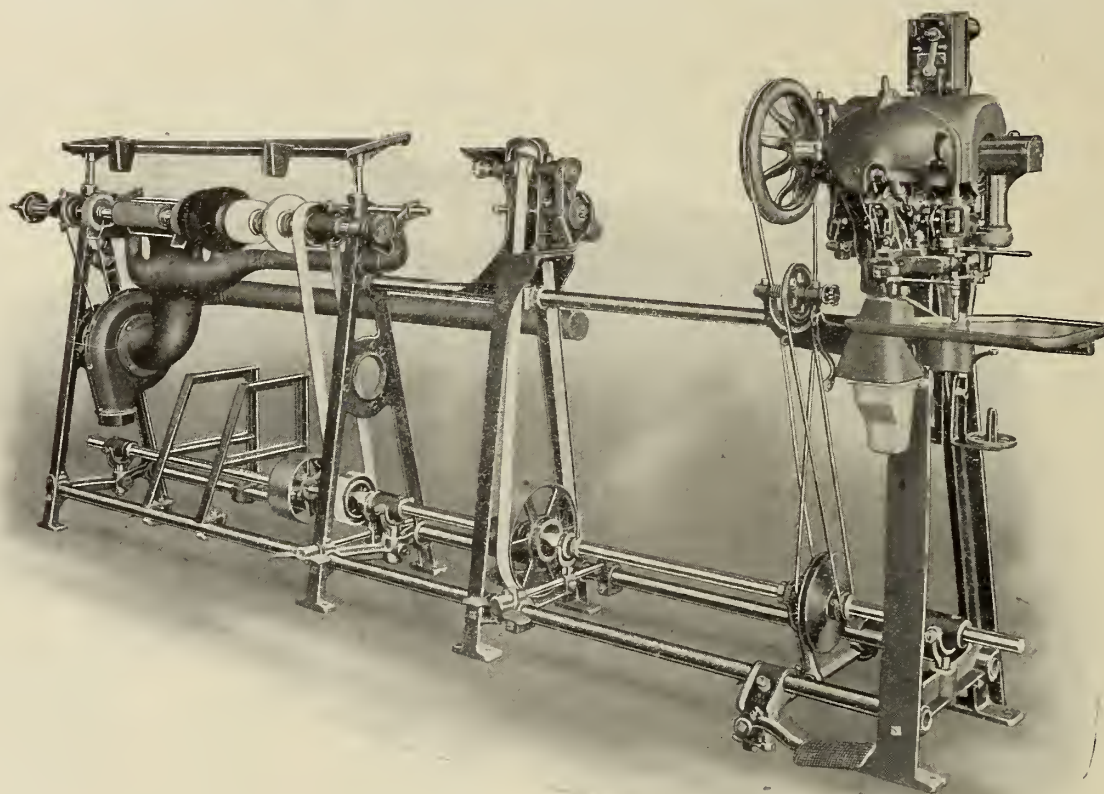
Manufactured only by The HURLBUT CO. Limited, Preston, Ont.  
LONDON LONDON 1921 BY THE HURLBUT CO. LIMITED

One of their recent advertisements, running in thousand line space in Canadian newspapers is reproduced above. As a type of advertising it is attractive, interesting, and quite out of the ordinary. The treatment of the shoe is unusual, and for one who is looking for shoes to protect growing feet the attraction will be obvious.



# SUCCESSFUL SHOE REPAIRERS

ENDORSE THE GOODYEAR WELT SYSTEM



12 Ft. Goodyear Shoe Repairing Outfit--Model P.

Made in our Montreal Factory

## PROFIT BY THEIR EXPERIENCE

STIMULATE BUSINESS BY INSTALLING THE EQUIPMENT THAT  
ADDS APPEARANCE TO INCREASED EFFICIENCY

**Made in a Size and Style for Every Business  
Installed on Easy Terms That you CAN Afford**

Backed and Kept in Condition By The Best Road Service Known To The Trade  
Ask For Particulars TO-DAY---Our Expert Will Gladly Assist In Making A Suitable Selection

**UNITED SHOE MACHINERY CO. OF CANADA, LIMITED**

MAIN OFFICE AND FACTORY  
**MONTREAL.**

**TORONTO**  
90 Adelaide St., W.

**KITCHENER**  
46 Foundry Street, S.

**QUEBEC**  
48 Demers Street

# The Shoe Repair Man

## Knowing Where You Stand

### Simple Accounting System and Records Essential.

FROM time to time it is wise to sit down and consider some of the factors that may seem non-productive, but which, nevertheless, have an important bearing on the success or failure of our ventures. It is the general tendency of all relatively small enterprises to run along on a rule-of-thumb basis, which is satisfactory enough under prosperous conditions, but which soon shows its weaknesses under stress. The average small merchant, not only shoe repairmen, has not had an education along mathematical lines, and is not familiar with accounting practice. Moreover, he does not want to be bothered with a complicated set of books. He cannot afford to employ a bookkeeper, and cannot keep intricate accounts himself.

But, of necessity, he keeps track of purchases and expenditures in some sort of fashion, generally of an extremely rough and ready nature. The classic example is the man who did a cash business, and kept several pockets into which he put money for certain purposes, or out of which he made pay-

ments. His system was accurate to just the extent that his pockets were free from holes, or provided he slept on his clothes.

Several authorities have made studies of the requirements of shoe repairers along accounting lines, and have evolved systems of such a simple nature that they can be followed by any person without difficulty, provided only a serious attempt is made to follow them. A year ago we described a simple and satisfactory system, and in this article we give the outlines of another very good system worked out by Mr. L. E. Johnson, of Lynn, Mass.

The shoe repairman should know at least once a year just where he stands, and should be able to check his progress every month. From his own standpoint, under present conditions this is essential. From the standpoint of price-setting, and from a credit standpoint, it is equally necessary. Houses that sell to the repair trade are scrutinizing more closely than ever the standing and methods of their customers. And they have got to the point where they will not take any chances with the man who they believe does not know, not only the shoe repairing business, but all the phases of the business he is carrying on. And the man who carries all his business under his hat is regarded as a poor credit risk.

#### CASH RECEIVED

For Week Ending

192

INCOME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	ITEMIZED SALES
Shoe Repairing Sales							Total Weekly Repairing Sales
Shoe Shining Sales							Total Weekly Shine Sales
Other Sales							Total Sales Of All Other Kinds
Hat Clean							
Laces							
Findings							
Extras							
Total Daily Sales	\$	\$	\$	\$	\$	\$	\$

Your Six Days Sales Added Together are Item No. 1

Grand Total Weekly Sales \$

#### CASH PAID OUT

For Week Ending

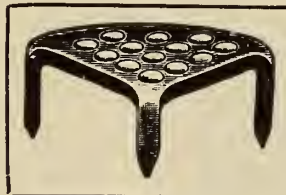
EXPENSE	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	ITEMIZED EXPENSE
Repair Labor							Total Weekly Repairing Labor and Material Expense
Repair Material Paid for							
Shine Labor							Total Weekly Shine Labor and Material Expense
Shine Material Paid for							
General Expense							Total Weekly General Exp. Including Rent, Light, Heat, Power, Insurance, Machinery, etc.
Rent							
Light Power							
Heat Insurance							
Machinery Tools							
Total Daily Expense	\$	\$	\$	\$	\$	\$	\$

Your Six Days Expense Added Together are Item No. 2

Grand Total Weekly Expense \$

NOTE. If you will deduct Item 2, Expense, from Item 1, Sales, it will leave Item 3, Net Weekly Profit \$

IMPORTANT. After obtaining Item 1, Total Weekly Sales, Item 2, Total Weekly Expense and Item 3, Net Weekly Profit, turn to page 53 and enter each item directly under its proper heading and at end of year they will show your total annual sales, expenses and profits.



## What is easy to drive on and hard to wear off?

The "NATIONAL" Shoe Plate, of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples. Write us to-day. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**  
 160 North Wells Street  
 Chicago, Illinois





**ASSOCIATION ADVERTISING.**

The advertisement reproduced below is that used by the Master Shoe Repairers' Association, of Topeka, Kansas. They aim to educate the public to the value of having their shoes repaired instead of discarding them, and also to establish closer co-operation between the public and the repair men. To follow up the advertising, which appears in two dailies, the association has a membership card, which is displayed in the windows of all members. Their idea is to continue the advertising until the public are aware of the fact that the best of work and materials come from a Master Shoe Repairer's shop.

**Don't "Ditch 'Em"**

Doubtless, you, like 'most everyone else, have a pair or two of shoes which have seen their best days, kicking around your closet or attic—eventually you're likely to throw them away.

Do you realize that such shoes placed in the hands of a competent shoe repairer, can be made almost as good as new at a comparatively low cost? Think it over—look through your closets dig out the half worn shoes, and in this way materially reduce your yearly shoe bills without sacrificing the appearance of your feet.

**Do You Know**

That this association has been formed with a view to giving you more uniform, dependable, speedier shoe repairing service—to give you added assurance and confidence that you will get good work—and to teach you just what the shoe repairer can do for you.

**MASTER SHOE REPAIRERS'  
ASSOCIATION**  
WILLIAM G. REUTER, Secretary  
TOPEKA, KANSAS

**REPAIRERS AND FINDINGS.**

With Spring at hand and warm, and bright days assured, business should take a turn for the better, if only from a sentimental point of view. A review of the display method, and opportunities for sale of findings and accessories is in order. There never was a time when the repairer needed the volume produced by sales of findings more than he does now. And in brightening up his store and windows with findings displays, he serves two purposes. Not only does he make his place more attractive to the ones who enter or pass by; but he also draws their attention to these articles, on all of which, incidentally, a neat profit can be made. Display cases in the store, should be housecleaned and rearranged. And if there is no display case there, it is worth considering whether one should not be put in.

If display is followed up with advertising, printed or verbal, sales can be brought up to a worthwhile volume. The stock of findings at no time needs to represent much money. But if sales are pushed, the goods can be turned over rapidly and

the profit will represent a high percentage on the money invested, and will go quite a distance towards covering expenses.

Everything points to a big season for sport shoes and white goods, so that repairmen should be prepared to look after the needs in those lines, such as dressings, laces, cleaners, etc.

**SHOE REPAIR NOTES.**

Standard Shoe Repairing have registered in Montreal.

A new repair shop has been opened at 146 Bay Street, Toronto, under the name Mahaffy's. They report business as being good, since the opening.

**DEATH OF GALT RETAILER.**

Mr. George T. Hamilton, well known shoe retailer of Galt, Ont., died on April 17th, his death being due to complications following an operation. In addition to being very well known as a shoe merchant, Mr. Hamilton took an important part in the activities of his city. He was interested in boys' work and was active in the Y.M.C.A. For many years he was secretary of the Galt Retail Merchants' Association, and also of the Galt Curling Club.

**JUST FOR FUN** If for no other reason, leaving out the question of prizes, let us hear how you would deal with the selling problems on page 87?

**Women's Easy Shoe**

A cushion sole bal, made of Dongola Kid with or without rubber heels.

*Good Close Prices*

*The Jobbing Trade a Specialty*

*SAMPLES ON REQUEST*

**B. & M. SHOE & SLIPPER CO., Ltd.**  
126-128 GARDEN AVE. - TORONTO



Business Won't Come Back, We  
Will Have To Bring it Back

There are plenty  
of dollars in the  
Country today.



"Special Sales"  
will get them into  
your cash drawer

WRITE FOR OUR TERMS AND SALES PLANS

The W. W. Johnson Co.

MONTREAL

--

CANADA



## 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.

New York

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



THERE IS NOTHING  
MIRACULOUS IN THE  
PRODUCTION OF  
"ROYAL KID" KNOWN  
FOR ITS UNIFORM-  
ITY. THIS REPUTA-  
TION HAS BEEN  
EARNED BY CLOSE  
PERSONAL ATTEN-  
TION GIVEN TO ALL  
THE DETAILS—FROM  
SKIN BUYING TO  
FINAL GRADING.

**BONNER  
LEATHER CO.  
MONTREAL**

SALES AGENTS:

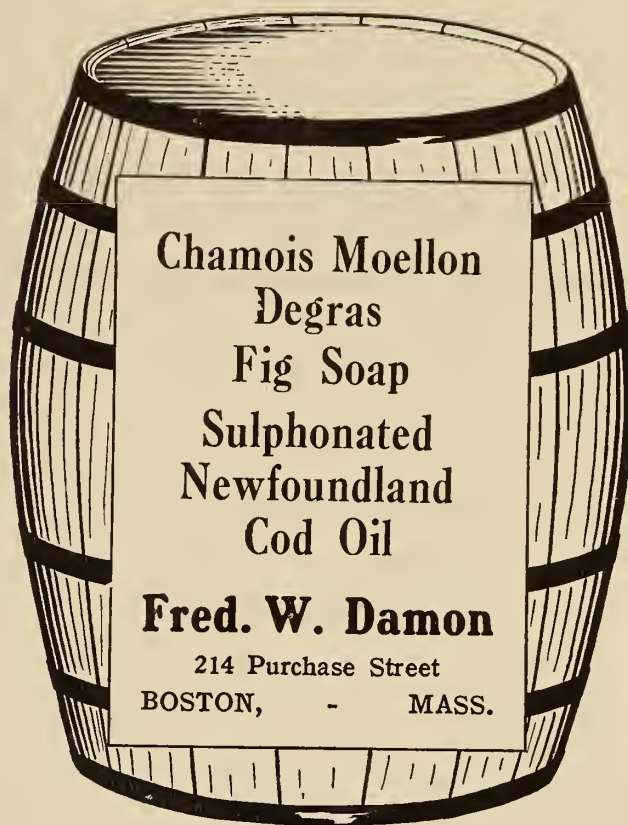
MONTREAL: J. H. GOYER, 227 LEMOINE ST.  
KITCHENER: F. F. DUFFTON, 50 FOUNDRY ST.



**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



# Wickett and Craig, Limited

MAKERS OF

## Fine Side Leathers

FOR

Travelling Bags, Cases of all Kinds,  
Bookbinders' Belts, Music Rolls

ALSO

## High Grade Goodyear Welting

Made Only From Side Leather

QUALITY GUARANTEED

Toronto

-:-

Canada



**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

EMBOSSSED LEATHERS

ETC., ETC.

**Edwards & Edwards Limited**

Head Office

27 Front Street East  
Toronto

Tanneries

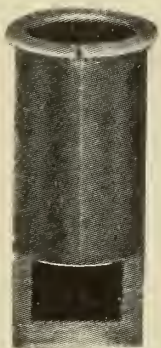
Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

**John McEntyre, Limited - Montreal, Que.**

Round Top



**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.

Round Top



Pat. Feb. 26, '07  
Pat. Sept. 14, '15

**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

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.**

# BUYERS' GUIDE

Classified List of Boot and Shoe Manufacturers and Wholesale Shoe Dealers of Canada—Where they are and What they Make

The SHOE AND LEATHER JOURNAL is so frequently requested by subscribers and others for lists of manufacturers making particular lines of footwear, that we append a classified list, which may be hung up ready for reference, in this AUTUMN TRADE NUMBER.

## EXPLANATIONS

The various classes of manufactures are thus indicated: Welts, W.; Turns, T.; McKays, Mc.; Standard Screw, S; Nailed, N; Pegged, P.; Rivetted, R.; J., Sell Jobbers Only; Stitchdown, St.

### CANADIAN SHOE MANUFACTURERS

Arranged alphabetically as to towns.

#### ACTON VALE, QUE.

Acton Shoe Co., Inc., general line, medium, S. and P. larrigans, J.

#### AMHERST, N.S.

Amherst Boot & Shoe Co., general line, medium, Mc., S. and P. men's welts, top boots.

#### ARTHUR, ONT.

Chas. Cooper & Sons, boys' youths, and misses' S.

#### AURORA, ONT.

T. Sisman Shoe Co., Limited, general line, medium, Mc., S., P. and storm J.

#### AYLMER, ONT.

Wagner Shoe Co. Ltd. Men's and Women's Medium and fine welts.

#### BARRIE.

Underhill's, Limited, general line, medium, Mc., S. and P., J.

#### BELLEVILLE, ONT.

Natural Tread Shoes, Limited. Natural tread shoes for men, women and children.

#### BRAMPTON, ONT.

J. W. Hewetson Shoe Co., Limited, misses', children's, infants', boys', youths', little gents' medium and fine, Mc., St. W., J.

Williams Shoe, Limited, general line, medium, Mc., S., P., W., sporting and long boots.

#### BRANTFORD, ONT.

Brandon Shoe Co., Ltd., men's and women's medium and fine welts.

#### BRIDGETOWN, N.S.

MacKenzie, Crowe & Co., Ltd., larrigans, shoepacks and oiled tanned moccasins.

#### CAMPBELLFORD, ONT.

Weston Shoe Co., Ltd., women's, misses' and children's medium and fine welts, Mc., T, S.

#### COBOURG, ONT.

Cobourg Felt Co., Ltd., fine felt footwear, also flat felt, J.

#### CONTRECOEUR, QUE.

Charron, Albert, women's, misses', children's, infants', T., J.

Papin, J., Limited, women's, misses', children's and infants' Mc. and T., J.

#### ELMIRA, ONT.

Dominion Rubber System Factory for tennis shoes.

Great West Felt Co., felt footwear, also felt, J.

A. W. Hoffer, infants' soft sole shoes, J.

#### FREDERICTON, N.B.

Hartt Boot & Shoe Co., Ltd., men's, women's and boys' fine welts.

Palmer, Jno., Co., Ltd., shoepacks, moccasins, sporting shoes, larrigans, fishing and hunting boots.

Palmer-McLellan Shoe Pack Co., larrigans, shoe packs, moccasins, work boots, farm boots, fishing and sport boots.

#### GALT, ONT.

Galt Shoe Mfg. Co., Ltd., youths', little gents', misses', children's, growing girls' and infants' medium and fine Mc. T. and St.

Getty & Scott, Ltd., women's, misses', youths', little gents', children's and infants' medium and fine welts, Mc. and T. canvas.

Scroggins' Shoe Co., little gents', youths', girls', misses' and growing girls, Mc.

Yale Shoe Mfg. Co., Limited, men's boys', misses' and growing girls', Mc.

#### GEORGETOWN, ONT.

Dayfoot, C. B., & Co., men's and boys' high-grade staples and high cut welts for hunters.

#### GRANBY, QUE.

Miner Rubber Co., Ltd., general line of rubber footwear.

#### GUELPH, ONT.

Northern Rubber Co., Ltd., general line rubber footwear.

#### HAMILTON, ONT.

Liberty Shoe Repair Mfg. Co., women's boudoir slippers, children's shoes, boys' and youths', Mc., W., N.

McPherson, Jno., Co., Ltd., Jackson St. E., men's and women's medium and fine welts, Mc. Hockey, Baseball and Sporting Footwear. Wholesale all lines of footwear.

#### HEBRON, N.S.

Crosby, H. H., Co., Ltd., general line, Mc., S., T., misses', children's and infants' pumps.

#### HUMBERSTONE, ONT.

Humberstone Shoe Co., Ltd., sandals, stitchdowns, men's nailed work shoes.

#### INGERSOLL, ONT.

Griffin Shoe Co., Ltd., men's and women's, W., J.

#### KITCHENER, ONT.

Ahrens, Chas. A., Ltd., Linden Ave., boys' & girls' W. and St.

Ames Holden Felt Co., Ltd., felt boots, shoes and slippers.

Canadian Con. Felt Co., Margaret Ave., general lines of felt footwear and canvas shoes, J.

Eby, Kramp & Co., infants' soft and hard soled, Mc.

Greb Shoe Co., Ltd., 17 Queen St. S. men's, boys' and youths' high-grade W., S., Mc., N., P.

Hydro City Shoe Mfgs., 117 Weber Ave., general line, Mc. and men's S., solid leather staples.

Kauffman Rubber Co., Ltd., 419 King St. W., rubber footwear of all kinds.

Lady Belle Shoe Co., Ltd., Breithaupt Street, high-grade women's Mc., Canvas.

Rumpel, Oscar, Queen St. S., general line felt shoes and slippers, J.

Western Shoe Co., Limited, 236 Victoria St., high-grade staples, Mc., S., P., J.

Woelfle Shoe Co., W. E., 127 Wilmot St., women's high-grade, Mc.



**LAVALTRIE, QUE.**

Villeneuve, Amedee, children's low-grade turns. **J.**

**LINDSAY, ONT.**

Beal, R. M., Leather Co., larrigans, leggings.

**LONDON, ONT.**

Murray Shoe Co., Ltd., Richmond N., men's and women's medium and fine welts, women's McKays. Scott-Chamberlain, Ltd., Richmond St., men's fine and medium **W.**

Sterling Bros., Ltd., 330 Clarence, men's, boys', youths', women's and misses' medium **S.** and **P.**, also top boots.

**LORETTEVILLE, QUE.**

Auclair, Wilfred A., moccasins, slippers. Bastien, A., moccasins and fancy slippers.

Bastien, M., moccasins, slippers and snow shoes.

Boivin, T., moccasins, slippers.

Holt, Renfrew & Co., Limited, moccasins.

Huron Glove Co., Reg., moccasins, fancy slippers.

St. Armand, R., moccasins.

Ross, Henry, moccasins and snow shoes, slippers.

Vernet, Jules, moccasins.

**MERRITTON, ONT.**

Independent Rubber Co., Ltd., general line of rubber footwear.

**MIDLAND, ONT.**

Copeland Shoe Pack Co., shoe packs, larrigans, etc.

**MILVERTON, ONT.**

Grosch Felt Shoe Co., Ltd., general line of felt footwear. **J.**

**MONTREAL, QUE.**

Acme Glove Works, Limited, 181 Vitre E., moccasins, slippers and warrigans.

Aird, James & Co., 17 St. Gabriel, general line cheap and medium **Mc.**, **W.**

Aird & Son, Reg., 482 Ontario E., general line **Mc.**, **T.**, **S.**, **J.**

Ames-Holden McCready, Ltd., 1221 Mount Royal Ave. E., general line all grades, rubbers, felt shoes, canvas shoes, slippers. **W.**, **T.**, **Mc.**, **P.**, **S.**, **T.**

Bell, J. & T., Ltd., 180 Inspector, men's and women's fine **W.** and **T.**

Bonin, Antoine, 937 Cartier, general line, medium, **W.**, **Mc.**, and **J.**

Braunstein, Peter, 29 Williams, stitch-downs and leather house slippers.

Can. Consolidated Rubber Co., 201 Inspector, general line rubber footwear, slippers, bathing, athletic and sporting shoes.

Canadian Footwear Co., Ltd., 36 St. Genevieve., women's, misses', **Mc.**, **T.**, and **W.**

Canadian Stitchdown Co., men's, women's, misses' and children's.

Charbonneau and Deguise, 636 Craig E., boys', youths', little gents', growing girls', misses', children's and infants' medium **Mc.**, **W.**, **St.**, **J.**

Canadian Shoe Co., 108 Garnier St., slippers, hockey boots, men's **W.**

Children's Footwear Ltd., 3 St. Alexander, men's, boys', misses', child's, infants' **St.** and **W.**

Columbus Rubber Co., of Montreal, Ltd., 1349 DeMontigny E., general line of rubber footwear.

Corbeil, Ltd., 345 St. Paul E., full line medium and fine **W.** and **Mc.**

Crescent Shoe, Ltd., 864 Laurier E., women's, misses' and children's high grade **Mc.**

Daoust, J. L. & Co., 225 Carriere Rd., misses' and children's canvas, also felt boots and slippers. **J.**

Daoust Lalonde & Co., Ltd., 49 Victoria Squ., men's, youths' and boys' medium and fine **Mc.**, **P.**, **S.** and **W.**; women's, misses', children's medium and fine **Mc.**

Desautels, Jos. A., 1080 Des Erables, misses', boys', children's, and infants' cheap **Mc.**, **J.**

Desilets, W., 1080 Des Erables, women's, misses', children's, infants', boys', youths', little gents', **Mc.**

Dominion Shoe Co., 2298 Chabot, little gents', misses', children's and infants' cheap medium, boys', youths', and gents', **Mc.**, **J.**

Dufresne & Locke, Ltd., 587 Ontario E. Maisonneuve, general line **W.**, **Mc.**, **T.** and **St.** canvas and felt shoes, **J.**

Dupont & Frere, 301 Aird Ave., men's medium **W.**, men's, youths', boys' and women's medium grade **Mc.**

Eagle Shoe Co., Ltd., 587 Beaudry, men's and women's **W.**

Eastern Shoe Mfg. Co., 152 Frontenac, women's, misses', child's and infants', **Mc.**

Fix Shoe Mfg. Co., 1112 Rachel E., women's houseshoes and slippers, children's, infants', youths' and gents' medium, **Mc.**, **J.**

Gagnon Lachapelle and Hebert, 55 Kent St., women's, misses' and infants' **Mc.**, **J.**, canvas shoes.

Germain, Louis, 251 Christophe Colomb St., misses', children's and infants' medium **T.**, **J.**

Hector Shoe, 719 Panet, men's, women's, children's and infants' **T.**, **J.**

Ideal Shoe Co., Ltd., 374A Papineau Ave., men's slippers, women's commonsense shoes, boys', men's, misses', children's and infants' **Mc.**

Kingsbury Footwear Co., Ltd., 679 LaSalle Ave., women's medium and fine **Mc.**, **W.**, also slippers and canvas shoes. **J.**

Lachapelle, L., 584 Chambord, crip-  
ples.

LaDuchesse Shoe Co., Reg., 92 Beaudry, women's, misses' and children's medium **Mc.** and **T.**, women's slippers and canvas shoes. **J.**

La Gioconda Shoe Mfg. Co., 300 Beaudry St., women's hand made shoes.

La Parisienne Shoe Co., Ltd., 610 La Salle, women's fine, **T.** and **W.**

Latour, David, 552 Henri Julien, women's, misses', children's and infants' medium and cheap **Mc.**

Locke Footwear Co., Ltd., 60 St. Paul E., men's **P.**

Macfarlane Shoe Co., Ltd., The, 61 DeNormanville, women's, misses' and children's medium and fine **W.** and **T.**, baby soft sole, **St.**, **J.**

Mayer, Th., 79 William, men's boys', misses', infants', stitchdowns and canvas shoes.

McCaughan, J. A., & Son, 689 Champlain, women's to infants' medium and fine **Mc.**

Montreal Slipper & Gaiter Co., 841 St. Lawrence Blvd., slippers, gaiters, and baby soft sole.

Mount Royal Footwear Co., 2200 Charlemagne, misses' and children's cheap **Mc.**, **J.**

L. H. Packard & Co., Ltd., 15 St. Antoine St., infants' soft sole shoes.

Regina Shoe Co., Ltd., 336 Notre Dame E., women's, misses' and children's **Mc.**, **T.** and **W.** sport shoes, **J.**

Reliable Shoe Co., 808c Papineau Ave., Montreal, women's, misses', children's, **Mc.**

Rolland, A. B., 214 Visitation, children's and infants' cheap and medium, **T.**, **J.**

Standard Gaiter & Slipper Co., 79 William St., Montreal, gaiters and slippers.

St. Jean & Co., 899 LaSalle Ave., women's to infants' cheap **Mc.**, **T.**, **J.**

Simon Shoe Co., 387 Planet St., Montreal, misses', children's, infants', **Mc.**

Slater, Geo. A., Ltd., Ontario E. and Aird Ave., Maisonneuve, men's and women's fine **W.**, slippers.

Slater Shoe Co., Ltd., 105 Latour, men's and boys' fine **W.**

Smardon Shoe Co., Ltd., 533 Visitation, women's fine **W.** and **T.**, also men's slippers.

Tetrault Shoe Mfg. Co., 331 DeMontigny E., men's, boys' and youths' medium and fine **W.**, **J.**

Wayland Shoe Limited, 359 Providence, men's and women's fine **W.**

Young Shoe Co., 269 Christophe Colomb St., misses', children's, infants', **Mc.**

**MOUNT FOREST, ONT.**

Gourlay Shoe Co., Ltd., women's **Mc.**

**NEW HAMBURG, ONT.**

Hamburg Felt Boot Co., Ltd., general and fine felt footwear.

**OTTAWA, ONT.**

Borbridge, S. & H., 41 Musgrave, moccasins, larrigans, etc.

**OTTERVILLE, ONT.**

Tred-Rite Shoe Co., Limited, misses', youths', gents', and children's high grade medium welts and **St.**

**PARRY SOUND, ONT.**

Taylor, Wm., shoe packs.

**PEMBROKE, ONT.**

Fraser, Grieve & Co., Pembroke W., river boots.

Kehoe & Slattery, waterproof moccasins, driving boots and shoes.

Wright, A., & Co., moccasins and slippers.

Wright, H. W., Lake St., moccasins and slippers.

**PENETANGUISHENE, ONT.**

Gendron, Penetang Shoe Pack Mfg. Co., shoe packs, hand sewn.

**PERTH, ONT.**

Perth Shoe Co., Ltd., women's fine W. exclusively.

**PETERBORO, ONT.**

Aekerman, B. F., Son & Co., Ltd., 201 George St., men's, boys' and youths' medium and high-grade staples, J.

**PLESSISVILLE, QUE.**

Fournier, E., men's, boys', youths', misses' and girls' S.

**POINTE AUX TREMBLES, QUE.**

Canadian Footwear Co., Ltd., 6th Ave., women's, misses' W. Mc. and T.

**PORTNEUF, QUE.**

Leveille, J. C. A., general line Mc. and S., also men's and boys' river boots.

**PRESTON, ONT.**

Hurlbut Co., Ltd., infants' soft soles, J. cushion soles, W., boudoir slippers. Solid Leather Shoe Co., Ltd., The, women's medium Mc., J.

**QUEBEC, QUE.**

Beaulieu, Jos. & Co., 80 Colomb, general line cheap Mc. and S., J.

Bertrand & Thibault, 104 Montmagny, women's, misses' and children's, gents' and little gents' Mc. and S., also white canvas shoes for women, fine and medium, Mc., S., J.

Bisson, O., 76 Marie Louise, misses', children's and infants' cheap Mc., J. Children's Shoe Co., Reg'd, 11 Beaulieu, women's, misses', child's and infants' Mc.

Desbiens, Wm., 116 Caron St., Quebec, Slippers, Mc. and T.

Drolet, J. B., Co., Ltd., 583 St. Valier, men's and women's medium W., boys', youths' and little gents' Mc.

Duchaine, Ludger, 593 St. Valier, general line medium Mc., men's and boys' S., men's, boys', women's and youths' W., also felt soled and rubber soled, J.

Duchaine & Perkins, 195 Crown, general line Mc., S., P., also men's W. and R., J.

Eastern Canada Shoe Co., Ltd., 51 Colomb, women's, misses' and children's, boys' and youths', Mc., J.

Gale Bros. Limited, 518 St. Valier, women's, misses', little gents', children's and infants' fine Mc., also canvas, J.

Gosselin, J. H., 50 D'Argenson, boys', youths' and misses' Mc., S., J.

Gosselin Shoe Co., 96 St. Leon, boys' youths' and women's Mc., W.

Goulet, O., 575 St. Valier, general line W. and Mc., S., P., J.

Grenier Art, 140 Colomb, moccasins.

Jobin, E., Limited, 35 Colomb, general line medium W., Mc., S., J.

Lachance & Tanguay, 70 Bigaouette, women's and misses' fine McKays and Turns, J.

Lagace & Lepinay, 22 St. Anselme, men's, women's, boys', youths' and little gents' medium Mc. and W., S., J.

Leclerc & Freres, 96 St. Malo, men's boys', youths' and girls', Mc.

Marier & Trudel, Limited, Nelson St., general line medium Mc. and S., J.

Marsh, Wm. A., Co., Ltd., 472 St. Valier, men's and women's fine and medium Mc. and W.

Martin, J. & A., 117 Charest, men's, boys' and youths' P. and S., J.

Marois, A. E., Limited, 559 St. Valier, general line medium, men's, boys', youths' W., Mc., S. J.

Moisan Frs., 34 Turgeon, men's, women's and children's cheap hand-turned shoes and slippers, J.

Quebec Glove & Leather Mfg., 3rd St. Limoilou, moccasins, slippers, mitts.

Ritchie, John, Co., Ltd., 496 St. Valier, men's medium and fine W., J.

Rochette, J. Mareel, 80 Signal, men's, boys', youths' and little gents' medium Mc., S.

Routier, Luc., 56 Colomb, men's boys', youths' and little gents' medium Mc., S., J.

Saillant & Lessard, 29 4th St., boys', youths', misses', children's and infants' medium Mc., J.

Samson, J. E., Reg'd., 20 Arago, general line, medium Mc., S. and P., specialty hockey, rugby and baseball shoes, J.

Stobo, J. M., Co., Ltd., 92 Arago, general line Mc., S. and W.

Tanguay, Jos., 122 St. Dominique St., general line medium Mc., S., also sporting boots and sandals.

Tremblay, Ed., 108 Boisseau, general line medium Mc., S., J.

**RICHMOND HILL, ONT.**

Inrig Shoe Co., Ltd., men's, boys' and youths' Mc. and N.

**SACKVILLE, N.B.**

Wry-Standard, A. E., Ltd., men's, youths', boys' and women's medium P. N., also oil tanned shoe packs, J.

**ST. GENEVIEVE DE BATISCAN, QUE.**

St. Arnaud Biron & Co., moccasins and shoe packs, men's heavy work shoes.

**ST. HYACINTHE, QUE.**

Ames-Holden-McCreedy, Limited, men's S., also infants', youths', boys' and little gents' stitchdowns.

Comfort Children's Footwear Co., Ltd., children's Mc. and W.

Cote, A. A., & Son, men's, boys', youths', Children's, Mc., and S.

Cote, J. A. & M., Limited, general line, Mc., S., P. and W.

Rita Shoe Co., Ltd., infants' stitch-downs.

**ST. JACOBS, ONT.**

Canada Felting Co., seamless felt boots, J.

**ST. JEROME, QUE.**

Canadian Consolidated Rubber Co., Ltd., Head Office Montreal.

**ST. LAURENT, QUE.**

St. Laurent Garment Co., larrigans, wannigans and moccasins, J.

**ST. STEPHEN, N.B.**

Clark Bros., Limited, women's medium and fine Mc.

**ST. THOMAS, ONT.**

Nursery Shoe Co., Ltd., boys', youths', little gents', misses', children's and infants' Mc. and T., women's Mc.

Talbot Shoe Co., Ltd., men's and women's fine W.

**ST. TITE, QUE.**

Aeme Shu-Pack Co., Ltd., shoe packs, larrigans, moccasins and hunting boots, J.

J. A. Massicotte, Shoe packs, etc.

**SAULNIERVILLE, N.S.**

Corneau, F. G., & Son, larrigans and shoe packs, J.

**SEAFORTH, ONT.**

Duncan, W. J., infants' soft sole, also gaiters and leggings.

**SIMCOE, ONT.**

Allied Shoe Factories, Ltd., general line Mc. and St.

**SOREL, QUE.**

Duhamel, La Cie & Freres, general line Mc., S., P. and oiled moccasins.

**STRATFORD, ONT.**

Grosch Felt Shoe Co., Ltd., felt footwear and slippers.

**TERREBONNE, QUE.**

Globe Shoe Co., women's, growing girls', misses' and children's W. and T., medium and high grades; white goods and cushion, W. a specialty.

**THREE RIVERS, QUE.**

Balcer Glove Mfg. Co., moccasins.

Eureka Shoe, Limited, women's medium Mc., J.

Tebbutt Shoe & Leather Co., men's, boys', youths' and little gents' medium and fine W., Mc., S., J.

**TILLSONBURG, ONT.**

Tillsonburg Shoe Co., Ltd., men's, boys' and youths', S., R., W., also prospectors' boots, J.

**TORONTO, ONT.**

Adams Shoe Co., Ltd., 284 King W., little gents', misses', children's and infants' fine Mc. and T.

Aero Pads & Foot Kumforts, 64 Adelaide E., felt leather slipper.

American Footwear Co., 64 Colborne, felt and leather slippers.

Beal Bros., Ltd., 52 Wellington E., boys' W. and St., also moccasins, shoe packs.

B. & M. Shoe Slipper Mfg. Co., 106 Front E., slippers, men's, boys' and youths' canvas boots.

Blaehford Shoe Mfg. Co., Ltd., 92 Sherbourne, women's fine W. and T.

British Slipper Mfg. Co., 689 Bathurst, general line of slippers, women's oxfords.

Burnett Mfg. Co., 728 Gerrard E., slippers.

Burnett, S., 761 Yonge, cripples' shoes to order.

Clarke, A., Co., Ltd., 633 Eastern Ave., moccasins.

Corson Shoe Mfg. Co., Ltd., 100 Sterling Rd., men's and boys' fine W. and slippers.

Empire Shoe and Slipper Co., 67 Adelaide W., Slippers.

Fry, Jos. S., 168 Seaton, cripples' shoes.

Gadsby, E. J., 964 Bathurst, men's and women's staples.

Gutta-Percha & Rubber, Limited, 47 Yonge St., general line of rubber footwear, rubber heels, etc.

W. B. Hamilton Shoe Co., Ltd., 15 Front E., men's and women's medium and fine W., Mc.



Myles Shoe Co., Ltd., 109 Simcoe, men's, women's and boys' fine W. and T.

Newport Shoe Co., Ltd., Wolsley and Ryerson, women's fine turns. Owens-Elmes Mfg. Co., Ltd., 12-14 Sheppard, handmade ladies' turn slippers and low shoes.

Phillips Bros. Shoe Co., Ltd., 1191 Bathurst, children's and misses' stitchdowns, ladies' slippers. **Mc., J.** Reliance Shoe Co., Ltd., 350 Sorauen Ave., men's, boys', youths' and little gents' medium and fine W. and **Mc.** Silver Footwear Co., 13 James St., men's and women's **Mc.** and **W.**, slippers &c.

Toronto Slipper Mfg. Co., 18 Millstone Lane, cheap and medium slippers and bathing shoes. Boys' mckays

Walker-Parker Co., Ltd., 152 Wellington W., women's fine W., **Mc.** and **T.**

#### UNIONVILLE, ONT.

Daisy Shoe Works, men's working boots.

#### UPTON, QUE.

Loiselle, Raphael, shoe packs, men's women's & children's. P.

#### VANCOUVER, B.C.

Harvey Boot Factory, 51 Cordova, logging shoes (Repair Shop).

Leckie, J., & Co., Ltd., 220 Cambie, men's, boys' and youths' medium W. and S., wholesale general line. Paris, Pierre, 51 Hastings W., loggers', miners' and work shoes, also women's fine shoes.

Standard Shoe Mfg. Co., Ltd., 319 Hastings W., loggers', miners', teamsters', work boots, orthopedic boots. West End Shoe Hospital, 320 Granville, orthopedic boots.

#### VICTORIA CORNERS, N.B.

Boyer, J. W., & Co., hand-made river boots.

#### WATERLOO, ONT.

Valentine & Martin Ltd., men's, boys' and youths', S., W., **Mc.**, P., J.

#### WINNIPEG, MAN.

Canadian Glove Co., Ltd., 171 James E., moccasins and wannigans, also gloves. J.

#### WOODSTOCK, N.B.

Donovan Shoe Co., The, 55 King, farm boots and shoepacks.

#### WHOLESALE DEALERS

Handling Boots, Shoes, Rubbers  
Felts, Findings, Etc.

#### AMHERST, N.S.

Amherst Boot & Shoe Co., Ltd.

#### BELLEVILLE, ONT.

Belleville Shoe Co.

#### BRANDON, MAN.

Dowling Shoe Co.

#### BRANTFORD, ONT.

Agnew, John, Ltd.  
Dominion Rubber System.

#### BROCKVILLE, ONT.

Johnston, J. A., Co., The.

#### CALGARY, ALTA.

Ames-Holden-McCready, Ltd.  
Dagg, E. A., & Co.

Dominion Rubber System Ltd.

Gutta Percha & Rubber, Ltd.

McFarland Shoe Co.

McKillop, A., Co., Ltd.

#### CHARLOTTETOWN, P.E.I.

LePage Brady Co., Ltd.

Turner & Co.

#### COLLINGWOOD, ONT.

Long, T., & Bro.

#### EDMONTON, ALTA.

Ames-Holden-McCready Co. (Br.).

Congdon Marsh Co.

Dominion Rubber System.

Dowers Limited.

Gutta Percha & Rubber (Br.).

McFarland Shoe Co. (Br.).

#### FORT WILLIAM, ONT.

Dominion Rubber System.

Gutta Percha & Rubber.

#### FRASERVILLE, QUE.

Fraserville Shoe Co., Ltd.

#### GEORGETOWN, ONT.

Dayfoot, C. B., & Co.

#### GUELPH, ONT.

Smith, F. E.

#### HALIFAX, N.S.

Ames-Holden-McCready, Ltd.,

Amherst Boot & Shoe Co.

Dominion Rubber System.

Gutta Percha & Rubber.

Taylor, Robt., Co.

#### HAMILTON, ONT.

Anderson Shoe Co.

Barnett, L. M., 9 Market Square.

Griffith, R. B., & Co., 20 Gore.

Lennox, Jno., & Co., 18 King St. E.

McPherson, Jno., Co., Ltd., Jackson

St. E.

Townsend, J. S., Lister Bldg., 43

Hughson St.

#### HULL, QUE.

Woods Mfg. Co., Ltd.

#### KINGSTON, ONT.

Midland Shoe Co

#### LETHBRIDGE, ALTA.

Dominion Rubber System.

Great West Rubber & Footwear Co.

Gutta Percha & Rubber.

#### LONDON, ONT.

Coates, Burns & Wanless, 320 Rich-

mond

London Shoe Co., Ltd., 326 Richmond.

Sterling Bros., Ltd., 330 Clarence.

#### MIDLAND, ONT.

Gendron & Fitzpatrick.

#### MONCTON, N.B.

Higgins, L., & Co.

#### MONTREAL, QUE.

Ames-Holden-McCready, Limited, 122

St. Antoine.

Bignell & Knox, 59 St. Henry.

Canada Shoe, 229 Notre Dame E.

Canadian Shoe Co., 108 Garnier

Chouinard, J. I., 330 Notre Dame E.

Cummings, Nathan, 153 Peel.

Dupont, Nap, Regd., 602 St. Catherine.

Empire Shoe Co., The, 301 St. James.

Gutta Percha & Rubber, 357 St. James

Hall & Hodges, Ltd., 16, St. Sacrament

Home Shoes Ltd., 327 Amherst.

Hub Shoe Co., 86 St. Paul W.

Johnson, A. L., Co., Ltd., 17 St. Helen.

Labelle, J. R., 229 Lemoine.

Lambert, Alfred, Inc., 14 Notre Dame

W.

Lefebvre, J. B., 158 St. Paul W.

Lion Brand Shoe, Regd., 15 Gosford.

Locke Footwear Co., Ltd., 60 St-

Paul E.

Lord, Omer, 968 St. Andre.

Marks Bros., 315 Craig West

McKeen, C.E., Shoe Co., Ltd.

Miner Rubber Co., Ltd., 211 McGill.

Miner Shoe Co., Ltd., 72 St. Peter.

Packard, L. H., & Co., 15 St. Antoine.

Pelletier, J. A., 225 Notre Dame W.

Phaneuf, Phillippe, 1124 Rachel E.

Ritz Shoe Co., 66 McGill.

Robinson, James, 184 McGill.

Samson, Angus Ltd. 54 Jurors St.

Montreal

Scheuer, Normandin & Co., 8 St. Helen.

Schlossberg, S., 185 Drolet.

Singers Fit-Rite Shoe Co., Ltd.,

405 Notre Dame W.

Stag Shoe Co., The, 74 Victoria Sq.

Steine, M. B., 86 Grey Nun.

Sun Shoe Co., 96 Papineau Av.

#### MOOSE JAW, SASK.

Kennedy Bros.

Maybee's, Limited.

#### NEWCASTLE, N.B.

Farrah, A. D., & Co.

#### NEW GLASGOW, N.S.

Higgins, L., & Co. (Br.).

#### OTTAWA, ONT.

Ault, A. W. & Co., Ltd., 48, Queen

Borbridge, S. H., 41 Musgrove

Chouinard, J. I., of Montreal, 16

Musgrave.

Federal Shoe Co., 45 Queen

LaMay, T. & Co., 445 Sussex

Poaps, J. V., & Co., Ltd., 76 O'Connor.

#### PETERBORO, ONT.

Neill, Robt., Ltd.

#### PICTOU, N.S.

Tanner, W. T.

#### QUEBEC, QUE.

Bilodeau, Louis, Enr'd., 45 Sour le-Forte

Blouin, J. H., 262 St. Joseph.

Beaubien, Louis, 617 St. Valier.

Begin, J. H., Reg., 38 Champlain

Brown, Rochette, Limited, 580 St.

Valier.

Duchaine Shoe, 29 Renaud.

DuBois & Fils, Enr'd., 491 St. Valier

Larochelle, J. H., & Fils, 533 St. Valier.

Magnan, P. A., 493 1/2 St. Valier.

Morin, J. A., 615 St. Valier.

Poliquin & Darveau, 41 St. Pierre.

Paquet Co., Ltd., Pointe aux Levres.

Plamondou, J., 110 St. Joseph

Slater, C. E., 491 St. Valier St.

#### REGINA, SASK.

Ackerman, B. F., Son & Co., Ltd.

Amherst Central Shoe Co., Ltd.,

Rose St. and 8th Ave.

#### ST. HYACINTHE, QUE.

La Maison Girouard, Limitee.

La Victoire Shoe Co.

#### ST. JOHN, N.B.

Fleetwood Footwear Ltd.

Humphrey, J. M., & Co.

Waterbury & Rising, Limited

#### ST. JOHNS, QUE.

McNulty, Louis.

**SASKATOON, SASK.**

Henry, Harley, Ltd.

**ST. THOMAS, ONT.**

McKillop, J. J.

**SUDBURY, ONT.**

Silverman, A.

**SYDNEY, N.S.**

Humphrey, J. M., &amp; Co. (Br.).

**TRURO, N.S.**

Cook, Wm., Shoe Co.

**TORONTO, ONT.**

Ames-Holden-McCready, 132 Wellington W.

Boulter, Geo. E., 3 Wellington st. E. Canadian-Shoes-Findings Novelty Co. 2 Trinity Sq.

Collins, N. J., 60 Front W.

Cronk, S. C., &amp; Co., 60 Front W.

Davies Footwear Co., 60 Front St. W.

Feetham, D. R., 55 Bay St.

Hamilton, W. B., Shoe Co., 15 Front E.

Hawthorne, D. D., Co., 27 Wellington W.

Jacobi, Philip, 5 Wellington E.

Korker Shoe Co., 64 Wellington W.

McLaren, J. A. Co., Ltd., 30 Front W.

Pearson, H. W., Shoe Co., Ltd. 20 Wellington W.

Pomer, Winberg &amp; Co., 73 Adelaide E.

Saba, C. N., &amp; Co., 84 Wellington W.

Tilley, Chas., &amp; Son, 90 Richmond W.

Weston, F. J., &amp; Sons, 53 Wellington W.

White Shoe Co., 48 York.

York Shoe Co., Ltd., 110 Wellington W.

**TRENTON, ONT.**

Weaver, C.

**VANCOUVER, B.C.**

B.C. Leather &amp; Findings Co., Ltd., 117 Pender.

Damer Lumdsden Co., 133 Pender W.

Henderson, F. &amp; F., 416 Cordova W.

Leckie, J. &amp; Co., Ltd., 220 Cambie.

Stevenson &amp; Hoyland, 109 Powell.

**VICTORIA CORNERS, N.B.**

Boyer, J. W., &amp; Co.

**WINNIPEG, MAN.**

Ames-Holden-McCready Co. (Br.).

Congdon Marsh, Limited, 86 Princess.

Finch, Mathewson, Ltd., 212 Ban-

notyne.

Gardner, M., &amp; Co., Bon Accord Block.

Hudsons Bay Co., Main and York.

Kilgour-Rimer Co., Ltd., 87 Princess.

Korker Shoe Co., 44 Princess.

Lennox, Geo. G., Ltd., 87 King.

Merchants Consolidated, Limited, 110 Princess.

Merchants Supply Co., Ltd., 178 Henry.

Middleton, H. G., Co., Ltd., 154 Princess.

Ryan Thos. &amp; Co., 44 Princess

**CLASSIFIED LIST****Boys', Youths' and Little Gents'**

Acton Shoe Co., Ltd., Actonvale, Que., P., J.

Ahrens, Chas. A., Limited, Kitchener, Ont. W., St., J.

Ackerman, B. F., Son &amp; Co., 201 George, Peterboro, Ont. Staples.

Aird, Jas., Co., 17 St. Gabriel, Montreal. Mc., W.

Aird &amp; Son, Reg., 482 Ontario St. E., Montreal. Mc., J.

Adams Shoe Co., 284 King St. W. Toronto. Mc.

Allied Shoe Factories, Ltd., Simcoe, Ont., Mc., St.

Ames-Holden-McCready, Limited, 1221 Mount Royal Ave., Montreal. W., T., Mc., S., P.

Amherst, B. &amp; S., Co., Ltd., Amherst, N.S. Mc., S., P.

Beal Bros., Ltd., 52 Wellington E., Toronto. St., W.

Beaulieu, Jos. &amp; Co., 80 Colomb, Quebec. Mc., S., J.

Bertrand &amp; Thibeault, 104 Montmagny, Quebec. Mc., T., S.

Bonin, A., 937 Cartier, Montreal. Mc., W., J.

Braunstein, Peter, 29 William, Montreal. St.

Charbonneau &amp; Deguise, 636 Craig E., Montreal. Mc., S., J.

Chas Cooper &amp; Sons, Arthur, Ont., S. Children's Footwear Co., Ltd., 3 St. Alexander, Montreal. W&amp;S.

Corbeil, Limited, 345 St. Paul E., Montreal. W., Mc.

Corson Shoe Mfg. Co., Ltd., 100 Sterling Rd., Toronto. W.

Cote, A. A., &amp; Son, Ltd., St. Hyacinthe, Que. Mc. and S.

Cote, J. A. &amp; M., Limited, La Cie, St. Hyacinthe, Que. (Little gent's). Mc.

Crosby, H. H., Co., Hebron, N.S. Mc., S.

Desautels, Jos., Montreal. Mc., J. Daoust, Lalonde &amp; Co., Ltd., Victoria Sq., Montreal. W., Mc., S., P.

Dayfoot, C. B., &amp; Co., Georgetown, Ont. W.

Dominion Shoe Co., 2298 Chabot, Montreal. (Little gents'). Mc.

Drolet, J. B., Co., Ltd., 51 Colomb, Quebec. Mc.

Duchaine, L., 593 St. Valier, Quebec. W., Mc., S., J.

Duchaine &amp; Perkins, 195 Crown, Quebec. Mc., S., P., W., J.

Dufresne &amp; Locke, Limited, 587 Ontario E., Montreal. Mc., W., J.

Duhamel &amp; Frere, Sorel, Que. P., S., Mc.

Dupont &amp; Frere, 301 Aird Ave., Montreal. Mc., J.

Eastern Shoe Mfg. Co., Ltd., 150 Frontenac St., Montreal. Mc.

Fix Shoe Mfg. Co., 1112 Rachel E., Montreal. W.

Fournier, E., Plessisville, Que., S. Galt Shoe Mfg. Co., Galt, Ont. T., Mc.

Getty &amp; Scott, Limited, Galt, Ont. (Youths' and little gents'). W., T., Mc.

Gosselin, J. H., Quebec. Mc., S., J. Gosselin Shoe Co., 96 St. Leon, Quebec. Mc. S.

Goulet, O., 575 St. Valier, Quebec. W., Mc., S., P., J.

Greb Shoe Co., Kitchener, S.W.

Hartt, Boot &amp; Shoe Co., Ltd., Fredericton, N.B. W.

Hewetson, J. W., Co., Ltd., Brampton Ont. Mc., W.

Humberstone Shoe Co., Ltd., Humberstone, Ont. St.

Hydro City Shoe Mfrs., Limited, Kitchener, Ont. Mc., S.

H. &amp; C. Shoe Mfg Co., 1658 Dundas, Toronto, Ont. W.

Inrig Shoe Co., Ltd., Richmond Hill, Ont. Mc., N.

Idcal Shoe Co., Ltd., 374A Papineau, Montreal. Mc.

Jobin, E., Limited, 35 Colomb, Quebec. W., T., Mc., J.

Lagace &amp; Lepinay, 22 St. Anselme, Quebec. Mc., S., J.

Leckie, J., &amp; Co., Ltd., Vancouver, B.C. W., S.

Leclerc &amp; Freres, 96 St. Malo, Quebec. Mc.

Marois, A. E., Ltd., 565 St. Valier St., Quebec. Mc., S., W., J.

Maycr, Th., 169 Duke, Montreal. St. Marier &amp; Trudel, Limited, Nelson St., Quebec. Mc., S., J.

Martin, J., &amp; Co., 117 Charest St., Quebec. S., P., J.

McPherson, John, Co., Ltd., Hamilton, Ont. W.

Milton Shoe Co., Milton, Ont. Mc., S., J.

Nursery Shoe Co., Ltd., St. Thomas, Ont. T., Mc.

Phillips Bros. Shoe Co., Ltd. S.W. Reliance Shoe, 1191 Bathurst St., Toronto. W.M.

Rochette, J. M., 80 Signai, Quebec. Mc., S.

Routier, Luc, 56 Colomb, Quebec. Mc., S., J.

Saillant &amp; Lessard, Quebec. Mc., J. Samson, J. E., 20 Arago St., Quebec. Mc., S., P.

Stroggins Shoe Co., Galt, Ont. Mc. Sisman, T., Shoe Co., Aurora, Ont. Mc., S., P., J.

Slater Shoe Co., Ltd., 105 Latour St., Montreal. W.

Sterling Bros., Ltd., London, Ont., S., P. Stobo, J. M., 92 Arago, Quebec. Mc., S., W., J.

Tanguay, Jos., 122 St. Dominique St., Quebec. Mc., S., P., J.

Tebbutt Shoe &amp; Leather Co., Ltd., Three Rivers. W., Mc., S.

Tetrault Shoe Mfg. Co., 331 De Montigny St., Montreal. W.

Tillsonburg Shoe Co., Ltd., Tillsonburg, Ont. S., N., J.

Tremblay, E., 108 Boisseau, Quebec. Mc., S.

Underhill's, Limited, Barrie, Ont. Mc., S., P., J.

Valentine &amp; Martin, Waterloo, Ont. W., Mc., S., P., J.

Western Shoe Co., Ltd., Kitchener, Ont. Mc., S., P., J.

Williams Shoe Co., Ltd., Brampton, Ont. Mc., S., P.

Wry-Standard, A. E., Limited, Sackville, N.B. P., S., N.

Yale Shoe Mfg. Co., Galt Ont. Mc.

**CANVAS SHOES**

Ames-Holden-McCready, Limited, Montreal, 1221 Mount Royal.

Canadian Consolidated Rubber Co., Ltd., 950 Notre Dame E., Montreal.

Canadian Consolidated Felt Co. Kitchener.

Canadian Footwear Co., Ltd., Pointe Aux Trembles, Quebec. Women's.

Clark Bros., Ltd., St. Stephens, N.B. Women's Mc.

Columbus Rubber Co., of Montreal, 1349 De Montigny E., Montreal.

Corbeil, Limited, 345 St. Paul E., Montreal. Women's and infants'.



Daoust, J. L., & Co., 225 Carriere Rd., Montreal. Children's.  
 Eureka Shoe, Limited, Three Rivers. Women's.  
 Gagnon, Lachapelle & Hebert, 55 Kent St., Montreal. Women's and infants'. J.  
 Globe Shoe Co., Terrebonne, Que.  
 Gale Bros., Limited, 518 St. Valier Quebec. Women's. J.  
 Getty & Scott, Limited, Galt, Ont. Women's  
 Gutta Percha and Rubber Limited, Toronto  
 Goulet, O., 575 St. Valier, Quebec. J.  
 Hamilton, W. B., Shoe Co., 15 Front E., Toronto.  
 Gutta Percha Rubber Ltd., Toronto.  
 Kingsbury Footwear Co., Ltd., 679 La Salle Ave., Montreal. Women's.  
 La Duchesse Shoe Co., 92 Beaudry, Montreal. Women's. J.  
 Lady Belle Shoe Co., Kitchener, Ont., women's.  
 Mayer, Th., 169 Duke, Montreal.  
 Miner Rubber Co., Ltd., Granby, Quebec.  
 Northern Rubber Co., Ltd., Guelph, Ont.  
 Samson, J. E., 22 Arago, Quebec. J.  
 Scheuer, Normandin & Co., 8 St. Helen, Montreal.  
 Toronto Slipper Mfg. Co., Ltd., 18 Millstone Lane, Toronto.

#### FELT SHOES

Aird & Son, 482 Ontario E., Montreal  
 American Footwear Co., 64 Colborne, Toronto.  
 Ames-Holden Felt Co., Ltd., Kitchener, Ont.  
 Amherst Boot & Shoe Co., Ltd., Amherst, N.S.  
 B. & M. Shoe and Slipper Co., Toronto.  
 Canada Felting Co., St. Jacobs, Ont.  
 Canadian Consolidated Felt Co., Ltd., Kitchener, Ont.  
 Cobourg Felt Co., Ltd., Cobourg, Ont.  
 Duchaine, L., 593 St. Valier St., Quebec.  
 Dufresne & Locke, Limited, 587 Ontario E., Montreal.  
 Goulet, O., 575 St. Valier St., Quebec.  
 Great West Felt Co., Ltd., Elmira, Ont.  
 Grosch Felt Boot Co., Ltd., Milverton, Ont.  
 Hamburg Felt Boot Co., Ltd., New Hamburg, Ont.  
 Hartt Boot & Shoe Co., Ltd., Fredericton, N.B.  
 Jobin, E., Limited, 35 Colomb, Quebec.  
 Scheuer Normandin Co., 18 St. Helen St., Montreal.  
 Rochette, J. M., 80 Signai, Quebec.  
 Rumpel, Oscar, Kitchener, Ont.  
 Trickett, Sir H. W., Limited, Manchester Bldg., Toronto.  
 Wry-Standard, A. E., Limited, Sackville, N.B.

#### MEN'S BOOTS AND SHOES

Ackerman, B. F., Son & Co., Peterboro, Ont. Staples. J.  
 Acton Shoe Co., Actonvale, Que. Mc., S., P., J.  
 Aird, Jas., & Co., 17 St. Gabriel, Montreal. Mc., W.  
 Aird & Son, Reg., 482 Ontario E. Montreal. Mc., T., S., J.

Ames-Holden-McCreedy, Limited, 1221 Mount Royal, Montreal. Mc., W., T., S., P., R.  
 Amherst Boot & Shoe Co., Amherst, N.S. W., Mc., S., P.  
 Beaulieu, Jos., & Co., 80 Colomb, Quebec, Que. Mc., S., J.  
 Bell, J. & T., Ltd., 180 Inspector St., Montreal. W., T.  
 Bonin, Antoine, 939 Cartier, Montreal. W., Mc., J.  
 Brandon Shoe Co., Ltd., Brantford, Ont. W.  
 Braunstein, Peter, 29 William, Montreal. St.  
 Canadian Shoe Co., 108 Garnier St., Montreal. W.  
 Children's Footwear Co., 3 St. Alexander, Montreal. S. W.  
 Corbeil, Limited, 345 St. Paul E., Montreal. Mc., W.  
 Corson Shoe Mfg. Co., Ltd., 100 Sterling Rd., Toronto. W.  
 Cote, A. A., & Son, St. Hyacinthe, Quebec, Mc. and S.  
 Cote, J. A. & M., Limited, St. Hyacinthe. W., Mc., S., R.  
 Crosby, H. H., Co., Ltd., Hebron, N.S. Mc., S.  
 Daisy Shoe Works, Unionville, Ont., working boots.  
 Daoust, Lalonde & Co., 49 Victoria Sq., Montreal. W., Mc., P., S.  
 Dayfoot, C. B., & Co., Georgetown, Ont. W., Mc., P., R.  
 Dominion Shoe Ltd., 2298 Chabot, Montreal. Mc.  
 Drolet, J. B., & Co., Ltd., 51 Colomb, Quebec, Que. W., Mc.  
 Duchaine, L., 593 St. Valier, Quebec, Que. W., Mc., S., J.  
 Duchaine & Perkins, 195 Crown, Quebec, Que. Mc., S., P., R., J.  
 Dufresne & Locke, Limited, 587 Ontario St. E., Maisonneuve. W., Mc., J.  
 Duhamel & Frere, Sorel, P.Q. P., W., S.  
 Dupont & Frere, 301 Aird Ave., Montreal. W., Mc.  
 Eagle Shoe Co., Ltd., 587 Beaudry W., Montreal, W.  
 Fournier, E., Plessisville, Que. S. W.  
 Griffin Shoe Co., Ltd., Ingersoll, Ont. W. J.  
 Goulet, O., 575 St. Valier, Quebec, W., J.  
 Greb Shoe Co., Ltd., Kitchener, Ont. S. W.  
 Hamilton, W. B., Shoe Co., 15 Front E., Toronto. W.  
 Hartt Boot & Shoe Co., Ltd., Fredericton, N.B. W. and hand sewn.  
 Humberstone Shoe Co., Humberstone, Ont. N., J.  
 Hydro City Shoe Mfrs., Ltd., Kitchener, Ont. Mc., S., R.  
 H. & C. Shoe Mfrs., Ltd., 1658 Dundas W., Toronto. W.  
 Inrig Shoe Co., Ltd., Richmond Hill, Ont. W. Mc. S.  
 Jobin, E., Limited, 35 Colomb, Quebec, W., Mc.  
 Lagace & Lepinay, 22 St. Anselme, Quebec. Mc., S., W., J.

Leclerc & Freres, 96 St. Malo, Quebec. Mc.  
 Locke Footwear Co., Ltd., 60 St. Paul St. E., Montreal. P.  
 Leckie, J., Co., Ltd., Vancouver, B.C. W., S.  
 Levielle, J. C. A., Portneuf, Que. Mc., S.  
 Marier & Trudel, Limited, Nelson St., Quebec, Que. Mc., S., J.  
 Marois, A. E., Ltd., 559 St. Valier, Quebec, W., Mc., S., J.  
 Marsh, Wm. A., Co., Ltd., 472 St. Valier, Quebec, Que. Mc., W., J.  
 Martin, J. & A., 117 Charest, Quebec, Que. S., P., J.  
 Mayer, Th., 169 Duke, Montreal. St.  
 McKenzie, Crowe & Co., Bridgetown, N.S. Shoe packs, larrigans, etc.  
 McPherson, Jno., Co., Ltd., Hamilton, Ont. W., Mc.  
 Milton Shoes, Ltd., Milton, Ont. Mc. J.  
 Myles Shoe Co., Ltd., 109 Simcoe, Toronto. W.  
 Murray Shoe Co., London, Ont. W.  
 Palmer, Jno., Co., Ltd., Fredericton, N.B. Shoe packs, larrigans, sporting boots, etc.  
 Palmer-McLellan Shoe Pack Co., Fredericton, N.B. Larrigans, packs, etc.  
 Reliance Shoe Co., Ltd., 1191 Bathurst St., Toronto. Mc., N.  
 Ritchie, Jno., Co., Ltd., 496 St. Valier, Quebec, Que. W., J.  
 Rochette, J., 80 Signai, Marcel, Que. Mc., S.  
 Routier, Luc., 56 Colomb, Quebec, Que. Mc., S., J.  
 Samson, J. E., 20 Arago, Quebec, Que. Mc., P., S., J.  
 Scott-Chamberlain, Limited, London, Ont. W.  
 Sisman, T., Shoe Co., Ltd., Aurora, Ont. Mc., S., P., J.  
 Slater, Geo. A., Limited, Ontario St. E., Maisonneuve, Montreal. W.  
 Slater Shoe Co., Limited, 105 Latour St., Montreal. W.  
 Standard Welt Co., Ltd., 3 St. Alexander, Montreal. W.  
 Sterling Bros., Limited, London, Ont. S., P.  
 Stobo, J. M., 92 Arago, Quebec, Que. W. Mc., J.  
 Talbot Shoe Co., Ltd., St. Thomas, Ont. W.  
 Tanguay, Jos., 122 St. Dominique, Que., Que. Mc., S., J.  
 Tebbutt Shoe & Leather Co., Three Rivers, Que. W., Mc., S., J.  
 Tetrault Shoe Mfg. Co., 331 De Montigny E., Montreal. W.  
 Tillsonburg Shoe Co., Ltd., Tillsonburg, Ont. S., N., J.  
 Tremblay, Ed., 108 Boisseau, Quebec, Que. Mc., S., J.  
 Underhills, Limited, Barrie, Ont. Mc., S., P., J.  
 Valentine & Martin, Waterloo, Ont. W., S., J.  
 Wayland Shoe, Limited, 360 Providence, Montreal. W.  
 Western Shoe Co., Ltd., Kitchener, Ont. Mc., S., P., J.  
 Williams Shoe, Limited, Brampton, Ont. W., Mc., S., P.  
 Wry-Standard, A. E., Limited, Sackville, N.B. P., N.  
 Wagner Shoe Co., Ltd., Aylmer Ont. W.  
 Yale Shoe Co., Ltd., Galt, Ont. Mc.

**MISSES', CHILDREN'S AND  
INFANTS' SHOES**

- Acton Shoe Co., Ltd., Actonvale, Que. S., P., Mc.
- Ahrens, Chas., Limited, Kitchener, Ont. St., W.
- Adams Shoe Co., Ltd., 533 College, Toronto. T., Mc.
- Aird, Jas., & Co., 17 St. Gabriel, Montreal. Mc.
- Aird & Son, Regd., 482 Ontario E., Montreal. T., Mc., J.
- Allied Shoe Factories, Ltd., Simcoe, Ont. Mc., St.
- Ames-Holden-McCreedy, Limited, 1221 Mount Royal, Montreal. W., T., Mc., S., P.
- Amherst Boot & Shoe Co., Amherst, N.S. Mc., S., P.
- Beaulieu, Jos., & Co., 80 Colomb, Quebec, Que. Mc., S.
- Bertrand & Thibault, 104 Montmagny, Quebec, Que. Mc., S., J.
- Bisson, O., 76 Marie Louise, Quebec, Que. Mc., J.
- Bonin Antoine, 937 Cartier, Montreal. T., Mc., J.
- Braunstein, Peter, 29 William, Montreal St.
- Canadian Stitchdown Co., East 3rd Ave., Montreal.
- Canadian Footwear Co., Ltd., Pointe aux Trembles, Montreal office, 36 St. Genevieve. Mc. T., W.
- Charbonneau & Deguise, 636 Craig, E. Montreal. Mc., S., J.
- Charron, Albert, Contrecoeur. T., J. Children's Footwear Co., Ltd., 3 St. Alexander, Montreal. W., St.
- Children's Shoe Mfg., Co., 11 Belleau, Quebec. Mc., J.
- Comfort-Children's Footwear Co. Ltd., St. Hyacinthe, Que., Mc., W.
- Corbeil, Limited, 345 St. Paul E., Montreal. Mc.
- Cote, A. A., & Son, Ltd., St. Hyacinthe, Que. Mc., S.
- Cote, J. A. & M., Limited, St. Hyacinthe, Que. W., Mc., P., S.
- Crosby, H. H., Co., Ltd., Hebron, N.S. Mc., S.
- Daoust, Lalonde & Co., Ltd., 49 Victoria Sq., Montreal. Mc., P., S.
- Dayfoot, C. B., & Co., Georgetown, Ont. W.
- Desautels, Jos. A., 1080 Des Erables, Montreal. Mc., J.
- Desilets, W., 1080 Des Erables, Montreal, Mc.
- Dominion Shoe Co., 2298 Chabot, Montreal. Mc.
- Duchaine, L., 593 St. Valier, Quebec, Que. Mc., S., J.
- Duchaine & Perkins, 195 Crown, Quebec, Que. Mc., P., S.
- Dufresne & Locke, 587 Ontario E., Maisonneuve, Montreal. Mc., W., J.
- Duhamel & Frere, Sorel, Que. Mc.
- Duncan, W. J., Seaforth, Ont. Infants' sole shoe.
- Eastern Shoe Mfg., Co., 152 Frontenac, Montreal. Mc., T.
- Eby Kramp & Co., Kitchener, Ont. Infants'.
- Eureka Shoe Co., Ltd., Three Rivers, Que. Mc. and McKay Welts.
- Fix Shoe Mfg. Co., 1112 Rachele, Montreal. Mc.
- Fournier, E., Plessisville, Que. S.
- Gale Bros., Limited, 518 St. Valier, Quebec, Que. Mc., J.
- Galt Shoe Mfg. Co., Galt, Ont. T., Mc., St.
- Germain, L., 251 Christophe Colomb, Montreal. T., J.
- Getty & Scott, Limited, 109 Water N., Galt, Ont. T., Mc., W.
- Gosselin, J. S., Quebec. Mc., S., J.
- Goulet, O., 575 St. Valier, Quebec, Que. Mc., P., S., J.
- Globe Shoe Co., Terrebonne, Que. W., T.
- Hector Shoe, 719 Panet, Montreal-General line T., J.
- Hewetson, J. W., Co., Ltd., Brampton, Ont. Mc., W., St., J.
- Hofier, A. W., Elmira. Soft sole.
- Humberstone Shoe Co., Humberstone, Ont. St. and sandals.
- Hurlbut Co., Ltd., Preston, Ont. Infants' sole shoe. J.
- Hydro City Shoe Mfrs., Kitchener, Ont. Mc., R.
- Ideal Shoe Co., Ltd., 374 Papineau Ave., Montreal. Mc.
- Jobin, E., Ltd., 35 Colomb, Quebec, Que. Mc., W., T., mode W. and T.
- La Duchesse Shoe Co., Regd., 92 Beaudry, Montreal. Mc., T.
- Latour, David, 552 Henri Julian, Montreal. Mc.
- Leveille, J. C. A., Portneuf, Que. Mc.
- MacFarlane Shoe Co., Ltd., 61 D. Normanville, Montreal. T., W., infants' soft sole.
- Mayer, Th., 169 Duke, Montreal. St.
- Marier & Trudel, Limited, Nelson St., Quebec, Que. Mc., S., J.
- Marois, A. E., Ltd., 559 St. Valier, Quebec. W., Mc., S.
- McCaughan & Son, J. A., 689 Champlain, Montreal. Mc.
- Moisan Fre., 34 Turgeon, Quebec, Que. T., J.
- Mount Royal Footwear Co., Ltd., 2200 Charlemagne, Montreal. Mc., J.
- Natural Tread Shoes, Ltd., Belleville, Ont.
- Nursery Shoe Co., St. Thomas, Ont. Mc., T.
- Packard, L. H., & Co., Ltd., 15 St. Antoine, Montreal. W., infants' soft sole.
- Phillips Bros. Shoe Co., 1191 Bathurst, Toronto. S.
- Papin, J., Contrecoeur. Mc., T., J.
- Reliable Shoe Co. 808e Papineau Ave. Montreal, Mc.
- Rita Shoe Co., Ltd., St. Hyacinthe, Que. St.
- Rolland, A. B., 214 Visitation, Montreal. Children's and infants' T., J.
- St. Jean & Co., 899 LaSalle Ave., Montreal. Mc., J.
- Saillant & Lessard, Quebec, Que. Mc., J.
- Samson, J. E., 20 Arago, Quebec, Que. Mc., P., S., J.
- Simon Shoe Co. 387 Planét St. Montreal, Mc.
- Sisman, T., Shoe Co., Ltd., Aurora, Ont. Mc., S., P., J.
- Standard Welt Co., Ltd., 3 St. Alexander, Montreal. W.
- Sterling Bros., Limited, London, Ont. Misses' P., S.
- Stobo, J. M., 92 Arago, Quebec, Que. Mc., S., W., J.
- Sun Shoe Co., 966 Papineau, Montreal.
- Tanguay, Jos., 122 St. Dominique, Quebec, Que. Mc., S.
- Tred Rite Shoe Co., Ltd., Otterville, Ont., W., St.
- Tremblay, Ed., 108 Boisseau, Quebec, Que. Mc., S., J.
- Underhills, Limited, Barrie, Ont. Mc., P., S., J.
- Villeneuve, Amedee, Lavaltrie, Que. T.
- Western Shoe Co., Ltd., Kitchener, Ont. Mc., P., S., J.
- Weston Shoe Co., Ltd., Campbellford. Mc., T., W., J.
- Williams Shoe Co., Ltd., Brampton, Ont. Mc., P., S., W.
- Young Shoe Co. 269 Christophe Columbus Montreal Mc.

**MOCCASINS AND LARRIGANS**

- Acme Glove Works, 181 Vitre E., Montreal.
- Auclair, Wilfred, Indian Lorette, Que.
- Acme Shu-Pak Co., Ltd., St. Tite, Que. Shoe packs, etc.
- Acton Shoe Co., Inc., Actonvale, Que. Larrigans, J.
- Bastien, A., Loretteville, Que. Moccasins.
- Bastien, M., Loretteville, Moccasins.
- Balcer Glove Mfg. Co., Three Rivers, Que. Moccasins.
- Beal Bros., Limited, 52 Wellington E., Toronto, Ont. Larrigans.
- Beal, R. M., Leather Co., Lindsay, Ont. Larrigans.
- Boivin, Telesphore, Indian Lorette, Que. Moccasins.
- Borbridge, S. & H., Co., 90 Rideau, Ottawa, Ont.
- Briggs Tannery, Calgary, Alta. Shoe packs.
- Berrouard, F., 401 St. Valier, Quebec, Que. Larrigans.
- Clarke, A. R., & Co., Ltd., 633 Eastern Ave., Toronto. Moccasins.
- Comeau, F. G., & Son, Saulnierville N.S. Larrigans.
- Copeland Shoe Pack Co., Midland, Ont.
- Canadian Glove Co., 171 James E., Winnipeg
- Donovan Shoe Co. The, 55 King, Woodstock, N.B.
- Eagle Leather Works, 886 Laurier Ave. E. Montreal
- Forbert, P. A., Midland, Ont., Larrigans.
- Gagnon Bros., Loretteville, Que. Moccasins.
- Gendron, Penetang Shoe Pack Mfg. Co., Penetanguishene, Ont. Larrigans.
- Glove & Mitt Co. of Canada, Ltd., 294 Lagachetiere W., Montreal. Moccasins.
- Grevier, Art., 140 Colomb, Quebec.
- Groff, S., & Son, 290 McDermott, Winnipeg.
- Hamilton, W. B., Shoe Co., 15 Front E., Toronto.
- Hall & Hodges, St. Sacramento St. Montreal
- Holt-Renfrew & Co., 35 Buade, Quebec, Que.
- Huron Glove Co., Ltd., Loretteville, Que.
- Keoh & Slattery, Pembroke, Ont. Waterproof moccasins.
- LaFrance, Thos., North Bay, Ont.
- Loiselle, Ralph, Upton, Que. Moccasins.
- Long, R. G., & Co., Ltd., 727 King W., Toronto. Moccasins.
- J. A. Massicotte, St Tite, Que.



MacKenzie, Crowe & Co., Bridge-  
town, N.S. Larrigans.  
McMartin, E. W., 45 St. Alexander,  
Montreal.  
Montreal Moccasins Co., Ltd., 10  
Shamrock, Montreal.  
Palmer, Jno., Co., Ltd., Fredericton,  
N.B. Larrigans.  
Palmer-McLellan Shoepack Co., Fred-  
erickton, N.B. Larrigans.  
Quebec Glove Leather Mfrs., 3rd St.,  
Limoulu, Que.  
Ross, Henry, Loretteville, Que. Moc-  
casins.  
St. Amand, R., Loretteville, Que.  
Moccasins.  
St. Arnaud, Biron & Co., St. Gene-  
vieve de Batiscan, Moccasins.  
St. Laurent Garment Co., 137 McGill,  
Montreal, Moccasins.  
Saba, C. N., Co., 84 Wellington W.,  
Toronto.  
Savard, N., Loretteville, Que. Moc-  
casins.  
Taylor, Wm., Parry Sound, Ont.  
Larrigans.  
Tanguay, Jos, 34 King St. Quebec  
Union Glove Works, 684A Ontario  
E., Montreal, Moccasins.  
Verrct, Jules, Loretteville, Que. Moc-  
casins.  
Wright, A., & Co., Pembroke, Ont.  
Larrigans, moccasins.  
Wright, H. W., Pembroke, Ont. Larri-  
gans, moccasins, etc.  
Wry-Standard, A. E., Limited, Sack-  
ville, N.B. Larrigans.

#### RUBBER FOOTWEAR MANUFACTURERS

Ames-Holden-McCready, Ltd., 1221  
Mt. Royal, Montreal.  
Dominion Rubber System., 201 Inspec-  
tor St., Montreal.  
Factories—Montreal, St. Jerome,  
Quebec, Elmira, Ont., Kitchener,  
Ont., Port Dalhousie, Ont., and  
Granby, Que.  
Columbus Rubber Co. of Montreal,  
1349 De Montigny E., Montreal.  
Gutta Percha & Rubber, Limited, 47  
Yonge St., Toronto, Ont.  
Independent Rubber Co., Ltd., Merrit-  
ton, Ont.  
Kaufman Rubber Co., Ltd., 410 King  
W., Kitchener, Ont.  
Miner Rubber Co., Granby, Que.  
North British Rubber Co., 43 Col-  
borne St., Toronto.  
Northern Rubber Co., Guelph, Ont.

#### SLIPPERS

Aird & Son, Regd., 482 Ontario E.,  
Montreal, Leather, **J.**  
Acme Glove Works, 181 Vitre E.,  
Montreal.  
Ames - Holden - McCready, Limited,  
1221 Mount Royal Ave. E., Mon-  
treal.  
Amherst Boot & Shoe Co., Amherst,  
N.S.  
Bastien, A., Loretteville, Que. Indian  
Bastien, M., Loretteville, Que. Indian.  
Begin, J. H., Regd., 124 St. Dominique,  
Quebec, Que.  
Burnett Mfg. Co., 728 Gerrard E.,  
Toronto, Leather.  
B. & M. Shoe & Slipper Mfg. Co.,  
128 Garden Ave., Toronto.  
Braunstein, Peter, 29 William, Mon-  
treal, Leather.  
Canadian Consolidated Felt Co., Ltd.,  
Margaret Ave., Kitchener, Ont. **J.**

Canadian Shoe Co., 108 Garnier St.  
Montreal  
Canadian Stitchdown Co., 3rd Ave,  
and Ernest St. Montreal  
Canadian Shoe Findings Novelty Co.,  
2 Trinity Sq., Toronto, Ont. Felt.  
Cobourg Felt Co., Ltd., Cobourg, Ont.  
Corson Shoe Mfg. Co., Ltd., 100  
Sterling Rd., Toronto. Men's and  
boys'.  
Crosby, H. H., Co., The, Hebron,  
N.S. Leather.  
Desbiens, W. 113 Caron St. Quebec.  
Dufresne & Locke, Limited, 587 Ont-  
ario E., Maisonneuve. Leather.  
Empire Slipper Mfg. Co. 67 Adelaide  
W. Toronto  
Fix Shoe Mfg. Co., 1112 Rachel,  
Montreal, Commonsense.  
Grosch Felt Shoe Co., Ltd., Strat-  
ford, Ont.  
Galibert Glove Works, Limited, 236  
Craig E., Montreal, Indian.  
Goulet O. 575 St. Valier, Quebec.  
Glove Craft Ltd., 580 Parthenais,  
Montreal.  
Great West Felt Co., Ltd., Elmira, Ont.  
Hamburg Felt Boot Co., Ltd., New  
Hamburg, Ont.  
Hamilton, W. B., Shoe Co., 15 Front  
E., Toronto.  
Holt, Renfrew & Co., Ltd., 35 Buade,  
Quebec, Indian.  
Hurlbut Co., Ltd., Preston, Ont.  
Soft sole, **J.**  
Huron Glove Co., Ltd., Loretteville,  
Que. Indian.  
Ideal Shoe Co., Elmira, Ont.  
Jacobi, Philip, 5 Wellington E., To-  
ronto.  
Jaeger, Dr. S. W. S. Co., Ltd., 243  
Bleury, Montreal.  
Jobin, Elie, Limited, 35 Colomb,  
Quebec, Que. Leather.  
Kingsbury Footwear Co., Ltd., 679  
La Salle Ave., Maisonneuve. Lea-  
ther.  
La Duchess Shoe Co., Regd., 92  
Beaudry, Montreal, **J.**  
Lalberte, J. B., 188 Des Fosses, Que-  
bec, Que. Indian.  
Liberty Repair & Mfg. Co., Hamil-  
ton, Ont. Boudoir.  
Moisan, F., 34 Turgeon, Quebec,  
P.Q. Hand turned.  
Montreal Slipper & Gaiter Co., 841  
St. Lawrence St., Montreal.  
Owens-Elmes Mfg. Co., Ltd., 12 Shep-  
pard St., Toronto.  
Packard, L. H., & Co., Ltd., 15 St.  
Antoine, Montreal. Soft sole.  
Phillips Bros. Shoe Co., Ltd., 1191  
Bathurst, Toronto. Ladies' bou-  
doir.  
Poirier, Renee, 118 Messier St. Sau-  
veur, Quebec, Que. Nailed slippers,  
**J.**  
Quebec Glove Leather Mfg. Co. Quebec.  
Rumpel, Oscar, Queen St., Kitchener,  
Ont. Felt.  
Scheuer, Normandin & Co., 8 St.  
Helen, Montreal.  
Silver Footwear Co. 13 Jarvis St.,  
Toronto.  
Sardon Shoe Co., Ltd., 533 Visitation  
St., Montreal. Fine W. and T.  
Slater Geo. A. Ltd., 3125 Ontario E.  
Montreal  
Standard Gaiter & Slipper Co., 79  
William St. Montreal  
Saba, C. N., & Co., 84 Wellington W.,  
Toronto.

Toronto Slipper Mfg. Co., 18 Millstone  
Lane, Toronto. Leather.  
Trickett, Sir H. W., Limited, Toronto,  
Waterfoot, England; Manchester  
Bldg., Toronto.  
Wright, A., & Co., Pembroke. Indian.  
Wright, H. W., Pembroke, Ont. In-  
dian.

#### SPORTING SHOES

Ames - Holden - McCready, Limited.  
1221 Mount Royal Ave. E., Montreal.  
Amherst Boot & Shoe Co., Amherst, N.S.  
Columbus Rubber Co. of Montreal,  
1349 De Montigny E., Montreal.  
Dominion Rubber System, 201 In-  
spector, Montreal.  
Dufresne & Locke, Limited, 587 Ont-  
ario E., Maisonneuve. **J.**  
Gutta Percha & Rubber Co., Ltd.,  
47 Yonge, Toronto.  
Hamilton, W. B., Shoe Co., Ltd., 15  
Front E., Toronto.  
Hartt Boot & Shoe Co., Fredericton,  
N.B.  
Independent Rubber Co., Ltd., Merrit-  
ton, Ont.  
Inrig Shoe Co., Ltd., Richmond Hill,  
Ont.  
Kaufman Rubber Co., Ltd., 410 King  
St. W., Kitchener, Ont.  
McPherson, Jno., Co., Ltd., Hamilton,  
Ont. Hockey.  
Mayer, Th., 79 William, Montreal.  
Miner Rubber Co., Ltd., Granby, Que.  
Palmer, Jno., Co., Ltd., Fredericton,  
N.B.  
Palmer-McLellan Shoepack Co., Ltd.,  
Fredericton, N.B.  
Regina Shoe Co., Ltd., 336 Notre  
Dame E., Montreal. For women.  
Reliance Shoe Co., 1191 Bathurst St.,  
Toronto.  
Samson, J. E., 20 Arago, Quebec. **J.**  
Scott Chamberlain, Limited, Rich-  
mond St., London, Ont.  
Slater Geo. A., Limited, Ontario E.,  
Montreal.  
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Bonin, Antoine, 937 Cartier St., Mon-  
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N.B. Mock W., Mc.  
Corbeil, Limited, 345 St. Paul St. E.,  
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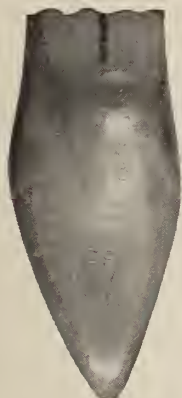
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STYLE 51



STYLE 52



STYLE 60



STYLE 61



STYLE 62

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BRAND  
CANVAS SHOES

will be in the height of summer demand so soon that we must appreciate the necessity for quick action. Look over your stock and take care of the shortages. Sort up! Be ready with a complete, well assorted line of “Outing” Canvas Shoes. Good stocks mean turning the maximum number of inquiries into orders. Poor stocks mean sales lost.

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You don't save a fraction of a cent on an imported counter, and they are not superior to Canadian-Made Counters.

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*Brighten Shoes from  
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No. 3



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



*Complete Range of  
Shoe Findings*



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# Black Varsity Calf



*THE finest Calf Leather on the Market, showing a very Fine Grain and High Finish. It is of exceptionally Tight Tannage and its cutting economy equals its splendid shoemaking qualities.*

*The ideal leather for high grade Men's and Women's Shoes where lightness, combined with absolute non-stretching quality as well as brilliancy and softness of texture are required.*

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The cut-out quarter, the bound edges, and the front strap are style features that make this an exceptionally popular pattern.

**Made In Patent And Other Popular Leathers**

Give to your displays the beauty that invites inspection and the value that compels buying by seeing that they always feature some of the new creations in Bell Shoemaking.

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All Over  
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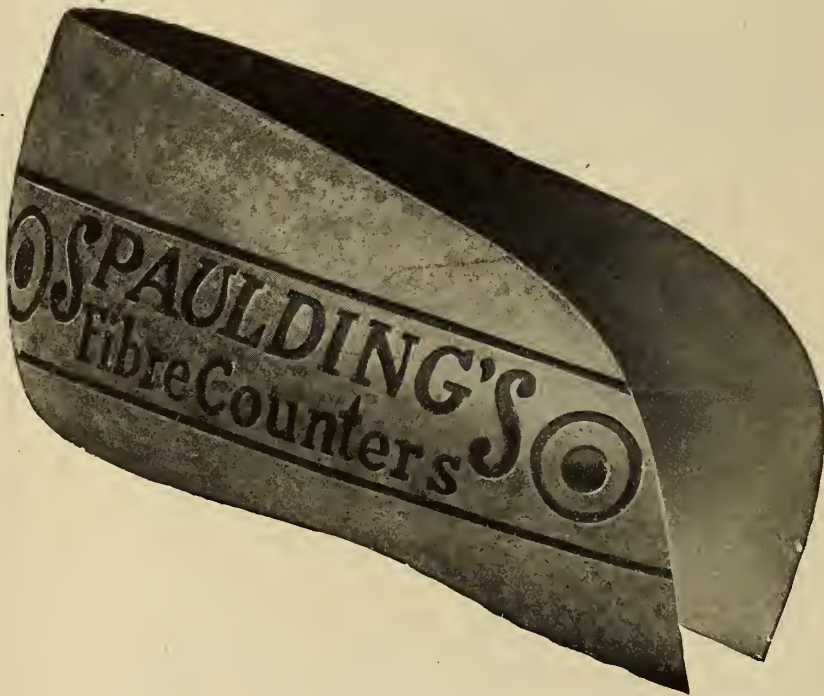
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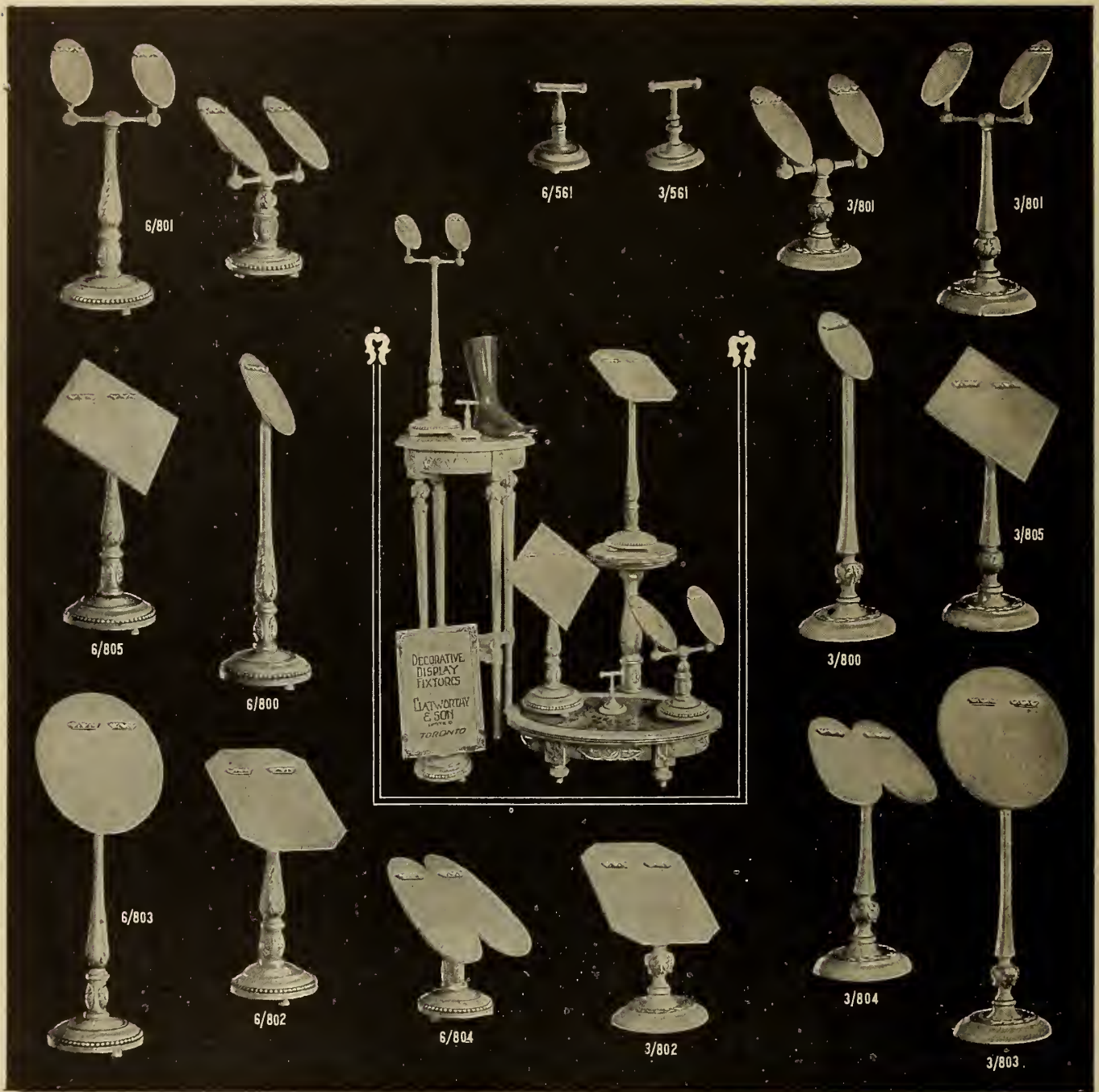
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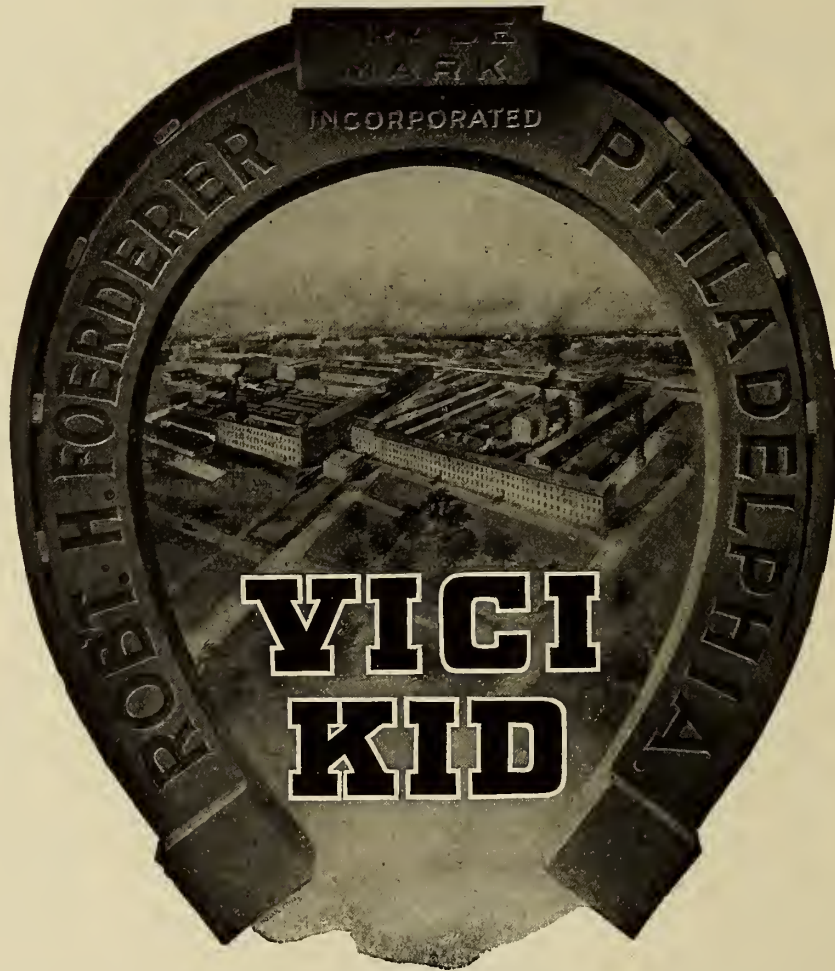
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*Making Women's Welts, McKays and Turns of a Standard  
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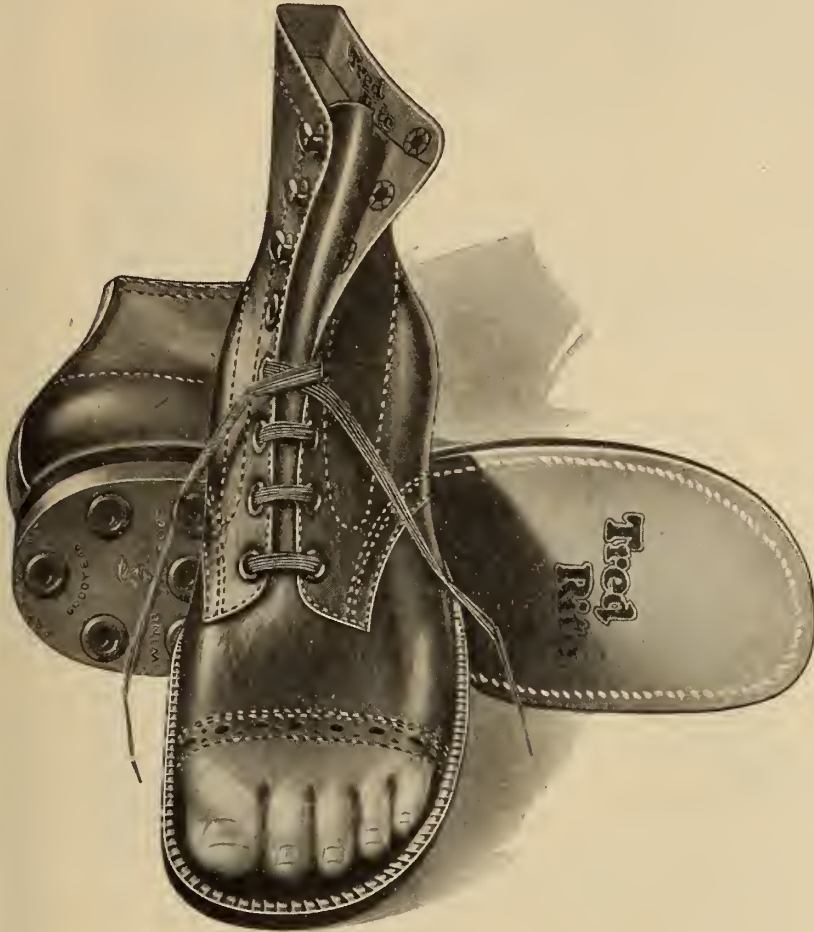
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Cramped Toes  
A Fact that  
Assures Foot  
Health and Comfort*

There is no greater detriment to a person's health than toes cramped and crammed together. The blood is unable to circulate correctly throughout the feet, a fact that causes tiredness, bad temper and "nerves".

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The same principles of shoemaking used in the construction of Tred - Rite Shoes for growing girls and boys have been carried into the making of these "Starters" for Children.

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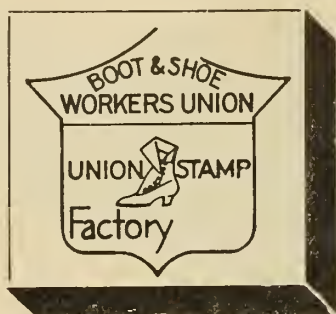
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-:-

Ontario.



# The Absence of this Stamp



THE absence of this stamp upon your shoes, Mr. Retailer, is an automatic limit to your trade. There are 4,000,000 union men in Canada and U. S. A. They buy shoes which bear the stamp of their fellow craftsmen, the Boot and Shoe Workers' Union.

If these men and their families cannot find this stamp upon the shoes you have for sale, they go to a store which carries them.

Feature Union Stamp Advertising in your Local Papers.

## Boot and Shoe Workers' Union

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

246 SUMMER STREET

BOSTON, MASS.

COLLIS LOVELY,  
Gen'l Pres.

CHAS. L. BAINE,  
Gen'l Sec.-Treas.



*Real, Value-Giving \$6.00 Retail Shoes*



No. 5001  
Brown Veal \$4.00



No. 959  
Black Kid \$4.00

All of Good Reliable, Good-year Welt Construction.



No. 5018  
Brown Veal, Bronze Buckle, \$4.10



No. 553  
Black Kid, \$4.00



No. 5003  
Brown Veal, \$3.90

*Packed ready to ship in 12 or 24 pair lots regularly sized. C and D widths. Order filled same day as received.*

Dame Fashion has decreed—Blacks and Whites for the Summer Season. This popular model in stock ready for prompt Shipment. Order now to avoid possible disappointment and loss of sales.



No. 918  
Fine White Canvas & Dull Calf, \$4.50

This line packed ready to ship in 30's A.B.C.D., and 15's B's and C's or Straight C's or D's. All regular sizes.

**Perth Shoe Company, Limited**  
Perth, Ontario

Largest Manufacturers in Canada of Women's Fine Welts Exclusively.

H. B. McGEE  
706 King Edward Hotel,  
Toronto, Ont.

W. S. PETTES  
413 Windsor Hotel,  
Montreal, Que.





## PLUS BUSINESS

Selling Canvas Rubber-Soled Shoes means **Plus Business**. They are an added line which brings extra sales and extra profit in the ordinary dull footwear season.

It pays to concentrate on the FLEET FOOT line, because

# FLEET FOOT

**Is The Only Nationally Advertised  
Line Of Canvas Rubber-Soled  
Shoes in Canada**

It is so complete in its assortment that every demand can be easily satisfied.

FLEET FOOT is a **general utility shoe** for summer wear, and dressy enough for any occasion.

Our branches carry complete stocks of FLEET FOOT, so if you lack any styles or sizes, your orders will be shipped at once in time for the opening of the Fleet Foot season. Write the nearest service branch.



## Dominion Rubber System Branches

are located at

Halifax  
St. John  
Quebec  
Montreal  
Ottawa

Toronto  
Hamilton  
Kitchener  
London  
Windsor

North Bay  
Fort William  
Winnipeg  
Regina  
Saskatoon

Calgary  
Lethbridge  
Edmonton  
Vancouver  
Victoria



## GET READY

for the Fleet Foot season; and take advantage of what we are doing to help you sell

# FLEET FOOT

**ASSORTMENT**—Make sure that you have a representative assortment of FLEET FOOT for man, woman and child.

**DISPLAY CARDS** have been shipped to you. Use them in your windows and about the store.

**PRICE TICKETS** are available at our nearest service branch, if you have not already received a supply.

**THE WEEK OF MAY 22nd** will be "FLEET FOOT WEEK" in the shoe trade. Reap the benefits of this event by making a prominent display of FLEET FOOT Shoes during this week and thus properly open the season.

**POSTERS**, covering the leading cities and towns and advertising FLEET FOOT as summer shoes, will be on the boards May 15th.

**NEWSPAPER ADVERTISING** will supplement the Posters. And all this publicity will bring trade to the Fleet Foot stores.

**GET READY** for a big Fleet Foot season.



## Dominion Rubber System

HEAD OFFICE—MONTREAL

Complete stocks of Fleet Foot styles and sizes carried at all Dominion Rubber System Service Branches. Write the nearest branch if your Fleet Foot stock is not complete.



# In - Stock June 1st



"Mayfair"

Three Quarter Inch Buckle Strap  
Goodyear Welt  
Imitation Straight Tip.

1211	Patent, Last 53, Medium Toe, Flat 7/8 Leather Heel.	Code Sturdy.
1202	White Cloth, White Welt, Enamel Heel, as above.	Code Silver.
1208	Patent, Last 51, Medium Toe, Cuban 11/8 Leather Heel.	Code Swan.
1209	Black Kid, as above.	Code Strand.
1210	White Cloth, White Welt, Enamel Heel, as above.	Code Strong.

Sizes

A—4½ to 7	B—4 to 7
C—3 to 7	D—3½ to 7

Terms, Net 30 days.

Prices on Request.

Order Now To Insure Deliveries.

—In-Stock June 1st—

*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*





# In The Market Place

## Business Conditions as Noted in Retail, Wholesale and Manufacturing Fields.

Following the flurry of business occasioned by the arrival of Easter, trade has settled down more or less into its old rut. But indications as to continued progress in recovery from the low point of the depression are still in evidence. When the sum total of business being done in various lines is estimated, one finds that the volume is surprisingly large. The disturbing factor is still the lack of confidence and aggressiveness that holds business men back from sizeable commitments of a forward nature. The cautious policy of hand-to-mouth operations pervades the atmosphere from retail to raw material fields. The public continue to purchase immediate requirements only, and this spirit is carried right down the chain. The unemployment situation continues to clear, however, and the buying power of the community is materially greater than it was only a few months ago. Weather has been fairly seasonable, and agricultural prospects are decidedly favorable. As the prosperity of Canada hinges more largely on this factor than any other, given reasonable Summer weather, the fall should result in a decided clearing of the atmosphere. There are so many opportunities for unfavorable events between the present time and the harvest, that all we can do is to watch closely and hope for continued favorable conditions. Building operations are becoming daily more extensive. Costs are not down as far as had been hoped, but necessity has caused the commencing of much construction that had been postponed. Basic markets have assumed a firmer tone, and considerable life is shown by the steel industry, where orders in some cases are accumulating. Stocks of merchandise in all quarters are relatively low, and it is to be hoped that few merchandisers have failed to get their inventories in satisfactory shape. Failures are becoming fewer, and payments in general show a slight turn for the better.

### Retail Conditions

Reports from retail shoe men throughout Canada show a pronounced let down in trade immediately following Easter. A spirit of optimism is noted in the replies to enquiries. Volume in April, while in some cases it was behind last year, in no case reported showed a marked difference, and in many cases was ahead. Weather conditions have been rather against large sales of shoes until the latter end of the month, and there is a feeling that when the unsettled weather disappears, shoe retailing will improve. Bad roads, which are characteristic of spring, were made almost impassable in some parts of the country. But they are now getting in good shape, and dealers in smaller communities are already feeling the benefits.

Sales consist largely of straps at popular prices. The buckle is having a big run, particularly with the wide strap. Retailers have seen so many fads come quickly and die just as rapidly that they are in many instances playing this game very cautiously. As against this feeling, however, there is the fact that women like the wide one strap, they like the low heel and new lasts, and also that this type of shoe provides comfort, as well as a neat, dressy appearance. A few oxfords are being sold to conservative dressers, who prefer that type of shoe. In the larger centres the sandal, of either the dressy or sport type with very low or relatively high heel has quite a vogue. A few side-gored shoes are shown, but this style

does not seem to have taken hold in Canada. The Russian boot has appeared in a few city windows, but to date we have no record of any being worn in this country. Prevailing prices run from five to ten dollars, with a few shoes selling at higher than this figure. In store featuring medium price shoes, an effort is being made to hold prices at a nickel under the six dollar mark. For finer shoes a fair average would run from eight to ten dollars. Leathers consist largely of patent, alone or in combination, black calf and kid, and browns to a lesser extent. The fashion of wearing hosiery to contrast with shoes leads to heavy sales of dark shoes and light colored hose. Men's business is still very quiet. The call is largely for oxfords, though quite a number of boots are sold, black and brown being fairly well divided. Retailers in general report that not many sales were lost by late ordering or poor deliveries. On the other hand, some dealers have made complaints to that effect. One man stated that the goods hardest to get were the ones on which he ordered early.

### Manufacturing and Wholesale

The condition of the retail trade is closely paralleled by that of the manufacturing and wholesale field. Orders have been small and for rush delivery. Very little forward, or fall business has been placed, and consequently the manufacturers are working very close on orders. The situation is unsatisfactory from all points of view. Slight improvement is noticed in the position over a month ago, but it is hoped that the next few weeks will result in business being placed on a basis that will permit manufacturers and wholesalers to see far enough ahead to plan operations to better advantage.

## CALLING A BLUFF!

The statement that "the paid circulation of the Shoe and Leather Journal is more than double that of any other shoe publication in Canada" has appeared regularly twice a month at the head of the editorial page of this journal since JANUARY, 1920. It was made after careful investigation, and the fact that it has never been challenged for over two years, is further evidence of its truthfulness.

The frank object of the statement was to force the circulation question, and compel other publications to give value for the money they were getting from their clients.

A contemporary now wants to bet us \$5,000.00 that, after two years effort, it now has more than half the circulation of the Shoe and Leather Journal, which is not only silly but futile.

Some time ago the Shoe and Leather Journal made application for membership in the Audit Bureau of Circulations, and was accepted. This organization is the only recognized authority on newspaper circulation, its reports being published not only once, but twice every year.

If our contemporary is sincere in its desire for a "show down" it will take this method of demonstrating not only to the Shoe and Leather Journal, but its advertisers, that it is out of the class of publications that make the name of trade journal a byword.

Otherwise, it is obvious that we should feel free to consider that the statement which they have challenged stands correct.



# Ten Success Hunches

By Dr. Frank Crane

A very human letter lies before me. "I read your articles," says the writer, a young man, "and have been especially interested in those that touch-upon ambition and opportunity.

"Now I would like you to answer me just one question. What is a young man to do when he reaches the age of twenty-one with no special training? He has lots of ambition, besides ability to work, but he finds that this talk about courage and will-power is nothing but rot. For wherever he seeks an opportunity to start from the bottom, no one pays attention. The very men who preach opportunity and rising to high positions in life by hard work, refuse to make a place for him. They tell you about using your brains, but at the same time they don't give you a chance to use them. Can you explain how in the world there is any opportunity in such a case?"

Well, in the first place, living all those years until twenty-one without training, is a crime. But perhaps it was not your fault. If you ever have children, however, see that you do not wrong them as your parents and the state, and possibly yourself, wronged you. Still, at twenty-one you have the world before you. Perhaps these hints may help you:

1. Don't be impatient. It's a life job you're tackling. Set your jaw. Plan for years, not for to-morrow only.
2. Remember that your real success takes place inside of your mind. It's not facts, nor others' acts, nor events, that matter. Nothing matters in the long run but the temper of your spirit. Keep *thinking* success; and the more you are rebuffed the harder you must think it.
3. You seem sorry for yourself. That looks bad. Flee thoughts of self-pity as you would the devil. Are you alive and kicking, and have you a clear head and two good hands, and are you out of jail? If so, you're in luck.
4. Study. I'll venture to say you waste enough spare time in four years to make a doctor's degree. Find out what you want to do. Say it's engineering. Take up a course of study in that direction.
5. Do well what you can find to do. Do it with all your skill and enthusiasm. Do it better than any one else can do it. Do it—and keep your eyes open for something better. Be efficient. Every factory, store and farm in the world is hungry for the man who can do the business and not make excuses.
6. Don't fret. Don't worry. Have faith. Believe in yourself. Believe in the world. Believe in the Eternal Justice. If you do, the stars will fight for you. And if you don't believe, if you complain and get it into your head that this world is down on you, why, it *will* come down on you and *smash* you, and you'll get what you believed in. Everybody does.
7. Be persistent. Fortune's a fickle jade. If she does not say "Yes" the first five times you ask her, *ask her twenty-five times*. After a while she will favor you, for she loves importunity.
8. Get the luck idea out of your head. There is such a thing as luck. But that is not what you are looking for. What you want is *success*. And there's no luck about that. It's just as certain as the corn crop to those who know how to raise it.
9. Don't expect anything of anybody but yourself.
10. Be cheerful. It's all in a life-time. Meanwhile there are doughnuts and coffee. And the pleasant sun is shining. I expect you are missing a lot of happiness because you don't know it when you see it.

Do you remember what Lincoln said?

"I have noticed that most people in this world are about as happy as they have made up their minds to be."



# Sport Shoes

## Cash In On Outing Business From First of Season.

**S**UMMER in Canada dates usually from May 24th. But this year the warm weather of spring has already started people thinking in terms of recreation. The words "sport shoe" has grown to include every sort of shoe that is used in sport, and also those shoes worn by many who have no intention of taking part in games, but wish to look like sports. To this latter class the clothing people have catered assiduously, till now a wardrobe is not complete without a "sports" outfit. And that it enhances the attractiveness of the appearance of the fair sex cannot be denied.

This year shoe manufacturers are making a big bid to popularize sports shoes for men as well as women. And from all indications the public are prepared to take up the offer. For as early as February the elk sport shoe, with rubber sole and heel was worn on the streets in New York. But the search for variety is not pursued so strenuously in this country, so that it was not until late April that the first of this type of shoe was seen on Canadian streets.

With the arrival of real warm weather, however, our thoughts turn towards anything that makes for a summery appearance. So that considerable numbers of sports shoes in elk, in buck, in various combinations, have already been sold. The low heeled sandal of sport type brings the turn shoe into the field, and as this style lends itself to the working out of many dainty and pleasing effects, those who seek dressier appearance, together with the "sports" feeling, favor it.

### Real Sport Shoes.

There is considerable business to be done in shoes designed and sold for the particular purpose of athletic wear. Tennis, golf, bowling, boating and other sports all have their devotees. The national pastime, lacrosse, is coming back strong in many centres. Any or all of these pastimes form the basis for an attractive and profitable display of outing and athletic shoes. For all of them shoes of a more or less special nature are required, and in every community a good volume of business is to be secured by the man on the job.

May is a good month to commence featuring these goods, and a window devoted to them exclusively will draw favorable attention.

The window may deal with one particular game, or with recreation in general. Accessories of various kinds can be obtained from a sporting goods store, such as a tennis net, golf outfit, tennis racquets and balls, lacrosse sticks, paddles, lawn bowls, etc. With these as a background, and also as ornaments, the shoes will be well brought out.

### Other Sport Shoes

The sports shoes which are for use with sports outfits, but not primarily for athletic use, may be shown either in conjunction with the above display, or as a separate display altogether. With the arrival of straw-hat season white shoes are obviously in place. In order to get a fair show of the big white season that lies ahead of us, the retailer must get into the game early. Right now women are starting to think white shoes, and will buy them in preparation for hot weather. The array of stylish shoes of plain white, or of white in combination with patent, brown or even blue, red, and other colors, provides material for a display that will not only attract attention but create business. An occasional showing early in the season will therefore help out the volume that has been lacking in regular lines of trade.

Don't forget the men in these displays. It is admitted that men have been buying far too few shoes—at least to suit the trade. So every opportunity should be utilized to persuade them to outfit themselves with sport shoes for summer wear. Then when next fall comes, they will be more readily sold on the basis of the proper shoes for the proper purpose.

### About Findings

There has been some question as to certain types of sport shoes offered, on the score that they become dirty and lose their attractive appearance too soon. This problem can be handled by stocking recognized lines of shoe cleaners and dressings, which have been prepared for this particular purpose. White shoes, and sports shoes of various hues, require cleaners, dressings, laces, etc., even more frequently than ordinary types of shoes. For buckled or buttoned shoes, accessories are also required. This is the time to examine into these problems, so that they will not cause the loss of business at the height of the season.

### N.S.R.A. NOTES.

We have received the following communication from Mr. Howard C. Blachford, secretary of the National Shoe Retailers' Association:—

"I am instructed to advise you that the date for the next convention of the N.S.R.A. of Canada will be about the middle of January next, to be held in Montreal, and at the new Mount Royal Hotel, if the same is complete and ready for accommodation.

I am also pleased to announce that Mr. C. E. Smith of Peterboro has been elected, and accepted, the Vice Presidency of this Association for Ontario in place of Mr. F. R. Foley who has now joined the ranks of the jobbers, and to whom the best wishes of this association are given.

I am also advised to let you understand that as a result of our recent questionnaire, it has been the decision to keep our Association as it is, at least for the next six months, not linking up with any other organization, until that time at all events. The majority of the replies prefer to have the fees raised slightly, and employ a paid secretary; thus keeping our identity.



Mr. C. E. Smith



# Selling Stunts

## Methods That Have Brought Results.

**W**ITH the day of clearance sales passed for a few months, dealers are on the lookout for new methods of attracting attention to their stores and stimulating business. There is nothing new under the sun, though the "original" dealer likes to feel that what he does is "just a little different" from what the others are doing. The live man, however, is always seeking some idea that has been successful when tried by another man, and is not averse to taking a leaf from the other fellow's book.

### The Telephone Sale

When business is slack, it is the policy of the large or small successful operator to "dig for it," and as a rule, results are to be obtained providing enough digging is done. A simple and inexpensive form of "digging," is by means of the telephone.

Nearly every household has a phone these days, and there is always someone available in the store for this purpose. Right now many thousands of people all through the country are "thinking" new shoes. All they need is a gentle push, or pull, to become customers. If a live mailing list has been maintained, the names on that list can be used. And even if the customer is not well known personally, the telephone call immediately disposes them favorably towards the store. A suggestion as to a particularly suitable style of shoe just in stock, or a special offer, made in a brief, courteous, pleasant manner, if it does not start an actual sale, will at least help advertise the store. With this can be coupled the suggestion that the old shoes can be left in for repair at the same time. If certain salesmen are deputed to call the people they know personally, the effect will be even stronger.

### The Salesman's Sale.

The salesman's sale is always a winner if properly operated. First, secure a photograph of each one of your salesmen. Then paste them on the window glass in a semi-circle. Over the display place a sign reading, "This sale is in charge of our salesmen." On Monday have a Mr. Smith day, allowing Smith to write the advertisements, select the goods offered for sale and in every way take complete charge of the sale. Allow your buying public to know this fact by your window sign typifying the event. Friends of Smith will patronize the store as they want to help Smith also boost for him. Next day your Jones' day takes place, with Jones in the limelight with his photo and efforts to the fore. In this manner you stir up enthusiasm among the sales force and give the public a novel idea to think over. The salesman with the largest volume should receive from \$25 to \$100, according to the size of the store.

### A Currency Display

People always like to look at real money, and particularly at nice, new bills. So that this can be used as the basis of a striking window display.

First, secure from your bank a lot of new bills of one to ten denominations. Then place shoes in the windows and instead of marking the price on each shoe use the bills as placards. If a shoe is \$6, place a five and a one dollar bill on same. On one for \$12, two fives and a two, and so down or up the scale of prices. Some people, in fact, a good many, will get a better idea of prices when actual currency is used as placards, and in many instances you will find sales actually made by these means. When you use this window also secure about fifty new dollar bills, affix to each a piece of thin black thread, attach

one end of the thread to the bill and the other by means of a small piece of shoemaker's wax to the shoe shown. Then start an electric fan which should be concealed behind a piece of furniture. The draught from the fan will cause the bills to float and flutter about the windows, also helping to attract attention and gather a crowd. If you want to add further curiosity, place a sign in the window reading:

"The first person who guesses the amount of money used in this display will be presented with a new ten dollar bill."

### An Odd Lot Table.

One retailer had the usual accumulation of odd lots of shoes. He arranged them on a table near the entrance to the store. On this table were displayed all kinds of women's shoes in odd lots. The day before the display was thus arranged the store sold only three pair of odd lot shoes. The first day they were arranged as described 20 pairs were sold, and the second day 15 pairs and in a very few days virtually all of the odd lots had been thus disposed of, and at the same time an increase in the total volume of business was noted. In fact, the first day this display table was in vogue the store's total volume was three times as great as any day of the week previous. The values were up to \$10, and they were specially priced on the odd lot table at \$4.95 per pair.

### Cashing In On Radio

A wave of enthusiasm for the wireless telephone, or "radio" as it is popularly called, is sweeping the country from coast to coast. The movement is destined to grow, as more and more homes are equipped with receiving outfits, and as more people begin to dabble in it. The shoe merchant can cash in on this interest by means of his windows and advertising. As a drawing card to his windows a small or complete receiving apparatus could be used. His window cards could be made in keeping, and the subject offers opportunities for clever cartoon drawings or advertising announcements. He could have a sign reading "The latest styles, just received by radio." Another, "You don't need to tell us what shoes you require, we learned by radio, and here they are." "Every house should be equipped with a radio, but what use is it if your feet aren't comfortable? Let us look after that end." And so on.

### Wedding Outfits.

June is coming along with its weddings. Some dealers have obtained good business, and in large volume, by looking after the requirements of wedding parties.

The bride is not the only one who buys shoes for the occasion. Her attendants, her family, her friends, will all require new footwear for the occasion. And don't forget "him" either. He will need shoes in which to get married, and to wear away. And don't forget "his" attendant and family. Now is the time to lay your plans, so that instead of selling one or two pairs, the wedding may mean any where from six pairs up. A large city dealer has reported individual sales of five hundred dollars from advertisements, in which the Bride's needs were specially mentioned.



Ladies' Brocade Slipper.  
Geo. A. Slater, Limited.



## WHY THE SHOE AND LEATHER JOURNAL WAS STARTED.

### The Key Note SERVICE and CO-OPERATION

It was a prominent Toronto shoe retailer who was responsible for the starting of the SHOE AND LEATHER JOURNAL. In the Fall of 1887, picking up an American publication, he asked the question "Why should not Canada have a shoe paper of its own?"

The writer, with a practical knowledge of leather shoes, and merchandising, and with a previous experience in magazine writing, was the one to whom this pointed and interesting question was addressed.

A prospectus was sent out in November of that year, and endorsements began to pour in, backed by subscriptions, and encouraging suggestions of various kinds. Most of those early subscribers are still warm supporters and admirers of the SHOE AND LEATHER JOURNAL and may be found on our lists. Built on Service.

The key note struck in the first issue was SERVICE. The introductory editorial concluded with these words: "By careful attention to the requirements of this rapidly developing industry and by untiring devotion to its various interests we hope to make the JOURNAL of such eminent SERVICE to all branches that it shall win for itself support, not so much even on account of its national character, as for its intrinsic merit."

That this ideal has been faithfully adhered to throughout all these years is a matter of history and accounts we are glad to think, for the increasing confidence and support the SHOE AND LEATHER JOURNAL has been accorded from that time to the present.

To provide the very best in news views, business thought and practice that faithful painstaking effort and thoughtful investigation could procure, has been our constant aim. The service rendered and being rendered is attested by the many letters received from old and new subscribers.

### Preaching Co-operation.

In season and out of season the Shoe and Leather Journal has preached the doctrine of co-operation. Back in 1888 it began agitating for the National Shoe Retailers' Association, and its efforts found full fruition in 1919, when the present organization was finally completed. It is interesting to know that a meeting was arranged for Montreal in February, 1889, which was, however, made impossible by the Carnival which made hotel accommodation difficult.

In the Fall of 1888 the Shoe Manufacturers were rounded up in Toronto and Montreal to discuss uniformity of terms and time for sending out spring and fall samples. From these gatherings emerged sections of the Toronto and Montreal Boards of Trade which later became branches of the Canadian Manufacturers' Association, finally being merged in the Shoe Manufacturers' Association of Canada.

The tanners first met in the Shoe and Leather Journal office in August, 1892, and this was the origin of the Tanners' Section of the Toronto Board of Trade, and later the Tanners' Association. The Rubber Trade was organized in 1904 after a most unseemly and disastrous war during which neither wholesaler or retailer made any money.

The Shoe and Leather Travellers' Association was the last section of the trade to be brought into harmonious touch with the other departments in 1920, and this practically brought to a completion the work of co-operation in which the Shoe and Leather Journal has been engaged for practically a lifetime.

The work has been congenial and association with the men of the industry both past and present of the most helpful and agreeable nature. The majority of those active in the shoe and leather trades have passed on, and their labors follow them in the sense that the foundations laid by them and the Shoe and Leather Journal have helped to make industry what it is today.

Meanwhile, like the brook in Tennyson, we simply go on, only asking that future years may be as fruitful of usefulness and happiness to us and the trade as their long line of predecessors.

### Tan Shoes for Winter.

HERE are some extracts reproduced from the Chicago Shoe & Leather Review exactly thirty years ago which are interesting as showing the attitude of retailers and others at the time towards the growing use of tan shoes for winter as well as summer use. The article is quite a long one, and scouts the idea of tan shoes ever being popular for men or women. It says:

"The easy fitting, light colored shoe is no longer an article for summer use or made solely to adorn the feet of the stylish or the sportive,

but this has become footwear for all people in all seasons.

The popularity of the light brown leather for boots and ladies' shoes increased so rapidly with the opening of the spring trade that the manufacturers set to work to turn out an oiled shoe suitable for cold weather, and this is the result. The summer shoe absorbs water like a sponge. This does not. It is proof against dampness and dealers say is a most serviceable foot covering in the winter.

A year ago men who frequented fashionable watering places saw the wearing of tan shoes become a fad. Men, women and children wore them.

In the city the sight was so rare as to attract attention. Today these shoes are not only the popular footwear, but, according to all leather authorities, have come to stay. Those who don't like them can wear black shoes or go barefoot, while the fad goes marching on. It is a fad. All things are called after that manner of speech when first introduced.

The light gaudy footwear, however, cannot become the universal custom. Men and women with big feet can't and don't wear loud shoes. Men generally look neat in a snug fitting black shoe, but the russet covering makes the foot look twice its real size. Women, as a rule were slow to adopt the new style for street wear. Long dresses in a measure overcome that difficulty among strangers, while if a woman has a small foot her friends all know it. But with men there is no hope. They of large joints and big, broad toes can't wear the russet summer shoe and must not hope to use the new winter article.

There is another class of people among whom the new shoe has not gained much headway. The ministers, with a few exceptions have no use for it. Certainly the black shoe is yet a good seller, for, as a matter of fact, every man who has one good pair of russet shoes, it is safe to bet he has three pairs of dark ones."

#### History Repeats Itself.

That history repeats itself every few years in the hurly burly of business is one of the most ordinary truths. There have been other crises in the shoe trade since 1892, but happening to turn up an old fyle of the Shoe and Leather Journal, we came upon the following which at least will lead us to realize that there have been times in the past when business in the shoe trade has been quite as bad as it has been at any time since. Under "Topics of the Hour" the Shoe and Leather Journal of January 1892 said:

"The funeral drags its weary length along without even the diversion of a "wake" to relieve the oppressive monotony. If the trade could only be got together to moralize over the remains, some good might be accomplished; but the "mourners go about the streets" and all that is heard is the half repressed sigh—who will be the next? Gloom, thick as the recent London fog, seems to have settled from Quebec to Toronto.

"Perhaps the only consolation worth the name is that the commercial atmosphere may be several degrees purer when the cloud lifts. The revelation of rottenness, while nothing much of a surprise has set men thinking more than ever of the necessity for a mighty effort to make the foundations of the trade safer. If the recent calamities shall accomplish nothing better, they will have done much in hastening this good end.

"Will the leather trade profit by the lesson? Not if the past is any criterion. As long as leather is a drug on the market it will be sold to anybody and everybody that can find a use for it whether he pays for it or not. Leather men will hear a pegging machine three miles off and be at the door of a 10 x 25 factory at seven in the morning out of a purely disinterested desire to keep it going.

When the trade gets on its feet again, so to speak, we will have calm for a year or two, and then unless something wonderful occurs history will repeat itself.

"Western men stand off and talk about Quebec, rolling their eyes and putting their tongues in their cheeks. Gentlemen, don't let your pious horror let you forget that you have had a pretty good finger in the pie. Of recent years the west has been fairly represented in insolvent states down east, and contributes in no small degree to the fast and loose style of business prevailing in the fortress city."

#### Thirty Years Ago.

Many of our readers will remember the interesting sessions of the "Shoe and Leather Club," a fictitious organization used by the Shoe & Leather Journal thirty years ago to ventilate trade questions once a month at the Windsor Hotel, Montreal.

Many of the trade really thought the proceedings were bona-fide and the Journal received from time to time scoring the remarks supposed to have been made by prominent members of the trade at these pseudo conventions. Here is a speech or rather a soliloquy in imitation of Hamlet put in the mouth of the late L. H. Packard who had quite a reputation in Montreal as a reader and reciter.

The occasion was the large number of failures in the shoe trade at the time.

#### DEBTOR'S SOLILOQUY

To fail or not to fail, that is the question;  
Whether it is better in the mind to suffer  
The threats and lawsuits of relentless creditors,  
Or to take arms against a sea of troubles  
And by assigning end them? To fail, to assign,  
Give up; and by so doing say we end  
The heartache and the thousand financial shocks  
That trade is heir to; 'tis a consummation  
Devoutly to be wished. To fail, to assign;  
To assign; perchance to be sold up; aye there's  
thè rub,

For in that dread assignment what chance may come,  
When we have handed over all our goods  
Into the Curator's paws; there's the respect  
That makes failure of such danger rife.  
Else who would bear the kicks and growls of men,  
The lawyer's letter and the bailiff's writs,  
The pangs of failing trade, the angry creditor's taunts,  
The insolence, contumely and the chin  
A hard—up business man is compelled to take  
When he himself might his quietus make  
With but a penstroke. Who would "kiting" do,  
Worrying his friends and lying to the banks,  
But that the dread of something after failure.  
That tinkling auction bell, whose deadly sound  
Tolls many a business knell, puzzles the will  
And makes us rather bear those ills we have  
Than fly to others that we know not of.  
Thus bad insolvent laws make scoundrels of us all,  
And principle and business honor  
Are buried in the grave of wretched compromise;  
And industries of great breadth and moment  
Find their strong currents turned awry  
And lost to dumb paralysis.

Shoe & Leather Journal March 1892



1

### "Cushion Sole" Shoes for Men

For tired, aching feet, there is nothing like a Cushion Shoe. We pride ourselves on carrying the largest stock of Cushion Sole Shoes that is to be found anywhere. It's a Floodingly Cushion, made on a unique shape, foot form last, either plain toe or with a nocap. **\$7.50**  
It's a \$10 shoe, on sale at .....

BUT, MR. MAN, here is the best value in Cushion Shoes that is to be found anywhere. It's a Floodingly Cushion, made on a unique shape, foot form last, either plain toe or with a nocap. **\$7.50**  
It's a \$10 shoe, on sale at .....

We want you to also see the plain toe Cushion Shoe, with a mattress insole, that we are selling for ..... **\$5.00**  
(It's a bird.)

**JOHNSTON'S BIG SHOE HOUSE Limited**  
409 Hastings Street West

4

### Spring's Latest High Class Shoes

and novelties in Hosiery.

for Men and Women

In all the desired sizes and styles at

**Leonard Bros.**  
48 St. John St.

7

### LADIES

We're having a "Tired Foot" Sale

Saturday

Our entire stock of soft, comfortable house shoes will be greatly reduced in price.

Kid Boots, cushion sole and heel **\$3.89**

Kid Oxfords, cushion sole and heel **\$3.39**

Kid 1 strap slippers, low heel **\$2.49**

This line also suitable for growing girls.

Kid 1 strap Pillow well slippers **\$3.39**

A special "Classic" boot made on an orthopedic last that fits up to the arch. **\$6.95**

**CONNOR'S SHOE STORE**

2

### Agnew's Saturday Specials

CLEARING BROKEN LINES OF

#### High Grade Footwear Pumps, Colonials, Oxfords Ladies' Oxfords



Ladies' Patent, brown Kid and Patent Colonials, Pumps, good sizes, regular \$8.50, clearing— **\$1.95**

<b>LADIES' KID PUMPS</b> Ladies' Kid Pumps, Cuban heels, clearance— <b>\$1.95</b>	<b>LADIES' GREY SHOES</b> Ladies' Grey Kid Bals, regular \$18.00, clearance— <b>\$1.95</b>
<b>BOYS' SCHOOL SHOES</b> Boys' Box Calf School Shoes, solid leather, all sizes— <b>\$2.95</b>	<b>MEN'S WORK SHOES</b> Men's Work Shoes, black or tan— <b>\$2.75, \$3.45 to \$4.95</b>
<b>SUIT CASES</b> 25 Suit Cases, 24 in. and 26 in., Saturday— <b>\$1.95</b>	<b>CHILDREN'S SHOES</b> Children's button or lace Shoes, all sizes— <b>\$1.35, \$1.75</b>
<b>MEN'S BROWN OXFORDS</b> Special Men's Brown Calf Oxfords, Goodyear welted soles— <b>\$4.95</b>	<b>FOOTBALL SHOES</b> Men's tan Football Bals, McGregor style, all sizes— <b>\$5.95</b>

5

### BUCKLE STRAP SHOES

VERY POPULAR THIS SEASON

We have a very nice assortment of Buckle Strap Shoes in Brown and Patent Leather. Single Strap in Brown and Patent at . . . **\$4.75**




HOSIERY to match all our Shoes.

Brown 2 Strap and Buckle at **\$5.00, \$6.50, \$8**



Travelling Goods, Trunks Bags, etc.

**LOCKETT'S**

6

# SPECIAL PRICES

**FOR MEN**



Men's Brown Calf Regals, recede and round toe, Goodyear welted soles Reg. \$9.00, Saturday, sale price **\$7.45**

Men's Black and Brown Calf Oxfords, made by Regal and Brandon. Reg. \$10.00 Saturday sale price **\$7.45**

Men's Brown Scotch Grain Shoes and Oxfords. Regular \$8.50. Saturday sale price ..... **\$5.95**

Boys' black and brown calf boots, special for Saturday ..... **\$3.95**

ON FOOTWEAR FOR SATURDAY SELLING

We have a number of shoes including some broken lines which we will offer on Saturday at greatly reduced prices. This is all new stock and your opportunity to save money on up-to-date footwear.

**FOR WOMEN**



Women's and Misses' brown and black kid two strap slippers, regular \$5.50, special Saturday sale price ..... **\$3.85**

Patent Leather Oxfords and Pumps, Louis heels, special Saturday Sale price ..... **\$3.95**

Women's and Misses' brown and black kid two strap oxfords. Regular \$5.50, special Saturday sale price ..... **\$3.85**

Growing girls' Oxfords in brown or black shades with low heels and welted soles, sizes from three to seven. Regular \$6.00, special Saturday sale price ..... **\$4.85**

SEE OUR WINDOWS FOR SPECIAL BARGAINS IN SHOES. REGULARLY PRICED FROM \$6.00 to \$10.00, ON SALE NOW AT—

## \$4.95

# ARCHER & MARGETTS

25 Downie St. "FOOTWEAR OF MERIT" Phone 209.

3

"The Footwear Centre"

### Truly a Special Value—New Pumps

and they're priced at only **\$6.80**

See Window They are Leather Louis (Junior) Heel Strap Pumps. In black kid, patent oiled and brown calf. All sizes and all widths.

**CATH CART'S** Wm. Cathcart & Co., Ltd.  
High-Grade Footwear and Hand Shoe Repairing for Men, Women and Children  
621 Fort St. Phone 1125



# Our Ad. Critique

## Retail Shoe Advertising of the Times.

WE have picked out several examples of retail shoe advertising from various parts of the country, none of which are deserving of particularly harsh treatment. It is well established that money spent in advertising may bring good results, or may be thrown away, depending on several factors. It is surprising how many dealers apparently lay out a certain amount of money for advertising, and squander it with as little concern as if it was Russian roubles instead of real hard earned dollars. On the other hand the number of men who insist on getting value for the money they spend in advertising is constantly increasing. It is not necessary for each individual to experiment on this question. Definite principles have been established, to follow which common sense only is required.

In the first place an advertisement must attract attention; this attention must be of a favorable nature, that is, the advertisement must appeal; and then, the advertisement must tell its story, important parts of which are descriptions and prices. We are speaking here of advertising to sell goods, not to create or maintain prestige.

Judged by these standards advertisement No. 1. from the Pacific coast, is good. This advertisement describes the goods, shows a cut, and quotes prices. If it has one fault it is that it is too verbose. The story could have been told more forcefully in fewer words, and allowed of a more attractive set up. Apparently the idea is to fill up all the white space bought.

No. 2. is an example of a relatively high class bargain advertisement. As such, it serves its purpose, as the main idea is to tell the story, give descriptions, and attract trade by price.

No. 3. is an advertisement that might attract anyone who was looking for shoes, but would not be likely to compel attention from any others. The distinctive cut of the name is one good feature of the advertisement, but we would venture the opinion that if the advertiser expected very great results from the advertisement, he was rather disappointed. No cuts are shown, and the description is too general. The layout is poor, and prices do not stand out. Aside from that, for the space used it is a good sample of the general type of advertisement.

No. 4. would serve to show old customers of Leonard Brothers that the firm was still in business. It is a prestige ad. The cut is attractive, the lay out good, but results could not be expected or traced.

No. 5. is difficult to criticize. All the points of good advertising are seen here, and few of the bad ones. Except for complimenting Lockett's on its appearance, we can only say that possibly there is something lacking in the way in which the story is told. They are a bit too polite and not forceful enough.

No. 6. is another sample of the attractive use of space for special sales without splashy effects or extravagant claims.

No. 7. is probably the poorest sample of the lot shown. The idea was a good one, but it was poorly carried out. No cuts are used, the setting is unattractive, and not at all distinctive. It is very difficult to run an effective advertisement in a single column. A two column space, less deep, would have permitted a better lay-out, and the printer might also have helped more than he apparently did.

## THE HIGH COST OF FIRE INSURANCE.

A SUBSCRIBER to the SHOE AND LEATHER JOURNAL has written to us commenting upon the increased cost of fire insurance in the shoe trade, and asking why this should be, suggesting that the retail trade through its Association protest against the present rates as extortionate.

In order to get at the facts the JOURNAL representative interviewed a prominent underwriter and was handed some information that we pass on to the trade for what it is worth. As it usually happens there are two sides to every grievance and here is the insurance company's side:

"Do you know," said the man referred to, "a great many people look upon insurance companies as some agency of the infernal regions whose business it is to impose the highest possible rates upon fire risks and then fight when the time comes to pay a loss. A little common sense will assure any business man that insurance is a simple business proposition in which a number of people join together to protect each other against the accidental loss of property through fire or similar outside causes. Whether the company be a "mutual" or not this is the general basis of fire insurance.

"The price charged for protection is based upon the losses that experience teaches result from the risks taken. In other words when the fire losses grow the rates develop proportionately, and this applies to classes of business as well as to classes of buildings. For instance a frame building costs more than a brick and a flour and feed store more than a hardware establishment unless the latter carries good that are unusually inflammable.

"It is claimed that the retail shoe business both in the United States and Canada has developed during the past year a most unusual tendency towards fires. Whether through carelessness or from dishonesty there have been more losses in retail shoe establishments during 1921 than for many years previously. That is the principal reason why underwriters were compelled to increase the premiums in this class of business risks."

Speaking of fire losses generally in Canada during the past year it is stated that the loss caused by fires in Canada and the United States during 1921 was greater than in any previous year, notwithstanding the steady development of fire-fighting science and equipment and of fire-prevention engineering.

In Canada alone the loss by fire reached the enormous amount of \$45,015,930. Fire insurance companies report a net loss of \$27,463,837, so that there was a further sum of nearly \$18,000,000 not covered by insurance. These figures do not include the loss arising from forest fires, which is incalculable. The fire loss in Great Britain, with five times the population, was \$36,400,000, or only 90 cents per head, as compared with \$5.22 per head in Canada. The loss by Provinces varied from \$2.44 per head in Prince Edward Island to \$7.02 per head in New Brunswick, Ontario suffering \$5.28 per head. Mr. George F. Lewis, Deputy Fire Marshal of Ontario, makes this striking statement in a recent address:—

One of the chief difficulties which we encounter in fire-prevention work is the relative indifference of the ordinary citizen. Most people have never had any intimate contact with a fire—have never lost a member of their family, a home or factory through fire—and therefore regard with good-natured indifference the strenuous appeals and logical arguments of those who know about the dangers of fire.

But the indifference of the ordinary citizen to fire losses sustained by others has made Canada the most wasteful country in the world.



# Sales Conferences

## Value of Getting Staff Together to Discuss Problems.

**M**ANY shoe stores have adopted the idea of regular conferences of the whole staff, at which each one present is given the opportunity of making complaints or suggestions. Those who have profited to the greatest extent by the sales conference, are the ones who have designated some regular time for the meeting, have laid out a regular program, and have stayed with it. Like everything else that is worth while, the idea has to have some backing, and the head of the institution must believe in it, if any results are to be obtained.

Too often meetings of this kind are started, and then for lack of a definite program or leading subject for each meeting, the interest lags, and the meetings are discontinued. Or some one person of a talkative nature wears the others present; or the meetings degenerate to the basis of a kicking or nagging contest.

One dealer who has found the regular gathering of value sets a certain day each week for the meetings, which is held in the evening, at the store. Each week a definite subject is adopted, one half hour allowed for a talk from the chief, and the balance of the time filled with discussion, questions by the staff, or a quizzing of the staff by the head of the business on certain definite lines. At certain times different members of the staff are delegated to give the main "talk."

The questions that can be taken up are many and varied. Salesmanship, selling methods, and allied subjects; stock-keeping; buying; advertising; store-arrangement; display methods, etc. A discussion of the stores stock brings many points to light.

One dealer who has regular discussions took up the question of styles in stock. It was suggested that certain lines should be discontinued. One salesman referred to a particular shoe said it was a good seller. The records were checked and it was found to be a very slow seller. The salesman however, who had showed it to several customers had got the idea it was really moving. Comparison of notes and experiences by the staff will thus serve to locate weak spots in the stock earlier than might otherwise be the case.

### An Example.

Starting to discuss the question of salesmanship, one dealer gave the following talk to his staff.

"Good shoe salesmanship, as well as all other forms of good salesmanship, consists, in the main, of that power to please, that inclination to render good service and, lastly, the desire to place shoes of worth and value on the feet of each customer so they will return again and again; for the customer's buying power is limited only by the number of times they can be made to return to the store of their choice.

"Let us take a sale in its making. First, we go into the open markets and buy the best shoes we can for the money. This takes time and a certain amount of skill, to say nothing of experience. Then we bring them into the store, open them, place them on sale, spend money advertising the goods, display in handsome show windows, and use every means in our power to—what? Get the customer into the store, yet we have not derived one cent revenue from the work done before, such as buying, advertising, and other details mentioned. After we attract the customer into the store, then if we do not use all our skill, all our powers of salesmanship, all the work which has gone before becomes non-productive.

"In getting people to respond and visit the store, we must meet them with a smile, expressing all the while

our willingness to show our shoes without making the customer feel under obligations to buy. Then we must follow it up by a tactful display, a compelling talk, and, then, an intelligent answering of such objections as the customer makes.

"All this time has been termed good salesmanship in concrete form and what we call good methods as applied to our store and its principles.

"On the other hand, the reverse principle is practiced when we meet the customer with an air of "another looker," or opening the conversation by saying, "Well," or "Something for you?" Perhaps, also, in a half-hearted manner, making your display, answering objections in such form that fails to increase desire, and, finally, we, perhaps, hold argument with the customer who was good enough to favor us with a visit."

He follows that up with a quiz, of which the following is a sample:—

Q. What are the main points of good salesmanship?

A. The main points of good salesmanship consist of a desire to please and be accommodating. Want, to treat every caller as a store guest, and lastly, to place goods of worth and value in the possession of the buyer.

Q. Who occupies the most important position in a retail store?

A. The salesman, by reason of the fact that he makes the work of all productive or non-productive, depending on sales made or lost.

Q. Who is the most profitable "Type" customer who enters a store?

A. It is conceded that the "looker" is of immense value to the retail store; for a person who comes to look will buy if the germ of possession is developed by a tactful and helpful salesman."

### When To Hold Meetings.

There has been considerable discussion as to the best time to hold staff meetings. At the end of the day nearly everyone is tired, and not in a receptive frame of mind. Too much importance is likely to be laid on small matters. In the evening, on the other hand, many salespeople do not want to go back to the store, and there is a tendency to resent being called back. Some have found it valuable to get their people together, if for a very short time in the morning, before the store is open for business. Minds are fresh, the body is refreshed after a night's sleep, and moreover the coming day provides an immediate opportunity to practice some of the ideas suggested.

But whatever be the time chosen, provided a definite program is laid down, the regular meeting will be found beneficial from the stand point of morale as well as dollars and cents.



Apologies to Briggs



# Hosiery Problems

## **Delicate Hosiery Now Worn Requires Care.**

**N**OT the least of the problems of the retailer is the question of adjustments. With most dealers it is an old story, but is presented from a new angle every week. The hosiery department brings new problems to the man who has a more or less definite plan for handling complaints with regard to shoes.

Concerning adjustments and methods of handling hosiery, the Underwear and Hosiery Review says:—"SERVICE," of course, is the keynote of the majority of the present-day stores, both large and small. And the majority of the store owners will go to great lengths to see that the customer is always satisfied for satisfied customers insure success.

It is a generally accepted fact that satisfactory adjustments, exchanges and refunds constitute a large part of the so-called "service" which is rendered by all stores. It is also understood in store circles that in no other department does this become as difficult as in the hosiery department of the average store.

With silk hosiery becoming more and more delicate, the question of adjustments and exchanges is becoming paramount.

Many establishments are doing considerable toward educating the customer that some silk hosiery, while constructed for the most "mileage" is very delicate when improperly handled.

Recently an indignant woman strode into the hosiery department of the Harris-Emery store of Des Moines, Iowa, with a demand for an adjustment on a pair of stockings she had purchased. It took only a glance at the merchandise to make it clear to the buyer of the department that the broken thread which formed the basis of the complaint was entirely the fault of the customer.

Nevertheless, an offer to allow one-half of the purchase price was made. This however, did not suit the customer.

"I want a new pair," she insisted. "I've only worn these once, and I paid \$3.50 for them. I cannot afford to pay a price like that for a pair of hose which I can wear but once. These will never be any good to me. I insist on having them replaced.

"Very well," said the buyer politely. "You shall have a new pair, madam." And the exchange was promptly and cheerfully made.

There is nothing startling, of course, about the above incident. The same thing is being done every day at hundreds of well regulated stores which pride themselves on their adherence to the modern merchandising policy that the "customer is always right." The incident would not be worth mentioning if it were not for what followed.

The mollified customer was just about to leave the store with the new pair of stockings in her shopping bag when the buyer made a tactful suggestion.

"Couldn't you use this pair of stockings at half price," he said, picking up the pair she had returned. "They can be easily mended, and I am sure you will find them well worth one dollar and seventy-five cents."

The customer took them and went away well pleased with her purchase. She had quite forgotten her earlier statement that the stockings would "never be any good to her."

The chances are ten to one that the "run" in this pair of stockings was caused by the customer's carelessness in either putting on the stockings, or in running her hand into the garment when examining it.

Charles A. Stevens & Bros., Chicago, instructs salespeople to warn customers of the delicate texture in silk hosiery, and the above mentioned poster also helps send this message home to the purchaser or prospective purchaser.

"What Every Woman Should Know About Her Hosiery," in large type greets milady as she pulls out the little poster from the pair of stockings she has purchased. The poster is illustrated with four drawings, showing the right and the wrong way of putting on hosiery, and also showing the right and wrong way for attaching supporters. The text matter reads as follows:

"Silk hosiery cannot be guaranteed when damage results from failure to observe the following simple rules:

### **"How To Wash Silk Hosiery:**

The chief enemy of silk hosiery is soil from perspiration and dust, also leather stain from shoe lining. Therefore they should not be worn a second time without washing. In order to insure long life, silk stockings should be washed shortly after removal. Dry indoors away from the strong light to avoid fading of colors. Do not dry on steam radiators or with artificial heat.

### **"How To Put On Silk Hosiery:**

Stockings should be rolled down to the heel. Avoid undue strain in pulling over the foot. Silk hosiery is ruined by inserting the hand while wearing rings which catch and cut the fine silk threads. If the rings cannot be removed, the stone should be turned to the inside of the hand and covered by the thumb, so that silk threads will not be caught. Supporters should be fastened to the garter band only. If fastened below the garter band, threads will almost certainly be broken. If fastened too tightly threads may be broken by the strain when the knee is bent in walking or climbing stairs.

### **"Silk Hosiery Damaged By Friction:**

Shoes with rough spots or arch supporters will wear out silk hosiery quickly. Be careful that eyelets, lacings and buckles on shoes do not tear the threads. Silk hosiery, especially with clocking, is quickly worn out by friction with tight skirts.



"ROULETTES" FOR THE SUMMER



# Readjustment

## How World Progress or Retrogression Affects the Retailer.

**S**PEAKING on the subject of "Readjustment as directly affecting the Shoe Industry, and more particularly the Retail Branch; Mr. John J. Slater, the well known New York shoe man, had something to say that is of prime importance to every retailer. He said:

"The world is settling back—nations are retracting—industries retrenching, and there is absolutely no force or group of forces that could be mustered, even if we wished, to stem this tide.

"Gentlemen, we are going back—going back just so surely as you hear these words. It is not going to be easy for employer, employee or business. It will mean patient, intelligent study and application.

"This brings us to the point of juncture of those all-important factors—realization—readjustment and preparedness; realization that our stocks are not suited to the public demand—readjustment in our overhead and other expenses—preparedness to meet new conditions of financing and merchandising and brings us back to a normalcy equal to that enjoyed in former years of prosperity.

"It is not necessary to emphasize to-night that each individual should, by now, be keenly cognizant of the fact that very great and very strange events are taking place throughout the country. These events inevitably are affecting, and will continue to affect, us all, not alone in our mode of living, but in our attitude toward life. We must realize this, and keep it before us: The threads of the fabric of credit can be stretched no further.

"We must meet new financial conditions, not expect long and extended credit. The manufacturer and tanner all have their problems, and we must assist in carrying the burden rather than let others hold the bag, while we calmly await the turning of the tide in our favor.

"Realize—realize fully your insignificance compared to the vast, overwhelming power of trend. Business is not in good condition. Reports from all over the country bear out the truth of this assertion. Masterminds of the business world are not able to tell us when improvements will come. These are facts which must be weighed carefully and honestly.

"Retail merchants who have not taken advantage of disposing of their stocks at the normal profit must make inventory losses to cover the new costs of merchandise. Woe to him who now holds on his books merchandise purchased even one year ago at the old figures. Do not be carried away with the thought that all our stocks are 100 per cent salable. We must rather err on the other side, so as to take advantage of the new conditions which are being presented every day. Readjustment is the sturdy bark that must carry our burden over the sea of trouble, and bring us to the haven of safety, and this readjustment means nothing more than the movement toward stability.

"Changes that must follow in its wake should be thought of in terms of a duty as a natural course of events. This will make the seeming trials easier.

"Thus far I have appeared, I suppose, merely as a concentrated explosion of pessimism. My earnestness may have conveyed this, but such is not my

object. My purpose is not to make you blue, rather to make you awake. We must get down to brass tacks, gentlemen, and look things squarely in the face.

"A pertinent saying of Elbert Hubbard's seems not out of place: 'Responsibilities gravitate to the person who can shoulder them—power flows to the man who knows how.'

"Never before in my mind, has there been a greater opportunity of bringing forth the true worth of the business man—the man of knowledge—the keen, far-sighted man; the honest, true merchant should come through his difficulties with flying colors. Now is the time that the retail merchant needs more than ever the co-operation of his salespeople; he must be well represented to his customers."

### The Round Table

Late replies as to what retailers think will sell for fall included the following:—

**A Maritime Dealer says:—**

"Women's brogue oxfords with golf saddle straps. Also one and two strap low-heeled pumps with larger buckles. Leathers, dark brown, chestnut, black calf and kid.

"Men's brogues in tans of somewhat lighter colors. French toes will continue. Leathers, calf in dark brown and tan willow of a russet shade."

**A Hamilton Dealer says:—**

"Women's medium toes, not pointed, low heels. Oxfords 60 per cent., straps 35 per cent., high shoes 5 per cent., leathers, brown oxford and straps 60 per cent., patent 30 per cent., blacks 10 per cent.

Men's French toes and straight lasts, with 10 per cent. wide toes. Points are through. Leathers, brown 60 per cent., mahogany 15 per cent., blacks 25 per cent."

**A Niagara Peninsula Dealer says:—**

"Women's oxfords and straps in calf or patent, mostly black.

"Men's broader toed lasts in black calf."

He would like to know why something cannot be done with regard to uniform sizes in shoes of different makes; uniform boxes, and numerous styles. He believes we could do without half of the styles on the market at present.

**Another Maritime Dealer says:—**

"Women's, mostly oxfords, low or medium Cuban heels, sport or walking models. Leathers, black calf and kid, medium shade of brown calf. Some grey suede.

"Men's medium toes brown and black calf, a few in black kid."

He says: "Will someone please get out the axe for the fellow who brings on new styles and ideas after everyone has decided and bought something different for spring deliveries. We have all been "stung" for the past two years and it's getting on our nerves, and is a losing game for all hands."



A snappy Popular, black and white sport oxford by Perth Shoe Co., Ltd.



*"St. Andrews" Golf Shoe  
Tetrault Mfg Co., Ltd.*



*The "Park" Oxford  
Scott-McHale, Ltd.*



*Brogue Oxford  
Geo. A. Slater Co., Ltd.*



*The "Vauxhall"  
Corson Shoe Mfg. Co., Ltd.*



# The Passing of Mr. James Robinson

An Appreciation by Mr. J. A. McLaren.

About forty years ago I first met James Robinson. The acquaintanceship then formed grew with the years, and developed as it grew, until the friendship of our earlier days ripened into that intimate fellowship in which I felt, and was glad to feel, that I had his entire and unreserved confidence.

He was a man towards whom one felt drawn at sight, and whom it was a pleasure to know. And when the opportunity presented itself of getting more closely acquainted, and of spending some time in his company, one felt that here was a man of more than ordinary parts, one who was destined to become a leader among his fellows.

His was a big and generous nature. He could make all due allowance for, and was sympathetic towards the man who was struggling along in a small way on limited capital, or perhaps on none at all; and who from necessity was forced to practice rigid economy. That man, if he was square and straightforward in his dealings, was the one above all others that James Robinson took an interest in, and helped along by liberal treatment, financial and otherwise. Many dealers, who afterwards became leaders in the business life of their communities, owed their advancement and success to the fact that, in their time of need, they were given a lift "over the stile" by one to whom cash returns was not the chief object in life.

Himself the soul of honor, his chief aversion was the crooked man in business, and the one whose word could not be depended upon. Because of his own unswerving integrity, he could not understand the make up of the man found guilty of lying and deceitfulness, and such a one was to him an abhorrence. His word was all that any one wanted. Many an argument has been settled by the statement, "Jim Robinson said so." That was accepted as final, because everyone who knew him at all knew that he not only would not make a statement that he did not believe to be correct, but that he also was careful to verify what he heard before stating it as a fact. So if one wished to refresh his memory about a matter of which James Robinson had knowledge—and there was little of general interest that he did not know all about, his statement settled the matter and one felt that he had been at the court of last resort.

Apart from business altogether, many a man could tell of how James Robinson had helped him when he was down and out, and how he had put him on the way to a new start in life, without any thought of gain for himself, but rather for the pure pleasure it gave him to do a kindly act to a fellow man in need. Perhaps one of the many instances of this kind that are known to the writer will be interesting as serving to illustrate his bigness.

Mr. Robinson while calling on a dealer in a certain city, noticed that the clerk, with whom he had become acquainted, seemed despondent. On asking what the trouble was he received the reply that the clerk's salary was insufficient for the support of his wife and family, that he was in debt, and at his wits end. The man was a good worker, but his employer, a noted tightwad, had refused to raise his wages, so he was "up against it." The result of the conversation was an immediate loan of a sufficient amount to pay the debts that were worrying him, within a very short time a new position at a greatly advanced salary with a customer in another city and further cash for moving expenses.

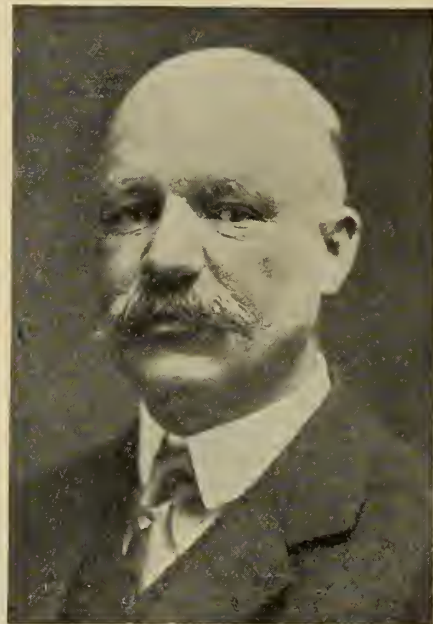
By acts such as this he was doubtless much out of

pocket and in his earlier years and before he had attained his later successes he must frequently have denied himself that he might give others a chance. But what he thus parted with in this world's goods he gained a thousand fold in the gratitude and esteem of the many to whom a visit from him in after years was as the coming of the morning sunlight after a dark night.

Success came to James Robinson as a matter of course because he had all the qualities that go to make up, not simply the man who gets along well, but the one who, being naturally endowed with a gift for large affairs, uses that gift instead of frittering it away, and supplements it by hard work. And hard work with him often meant day and night, for weeks at a time, snatching a little sleep as opportunity might offer, but always with the keen eye for business. The scotch saying "There was naething slack about him," could well be applied to James Robinson and I know of no one of whom these words of the poet could more fittingly be said:—

"The heights by great men reached and kept  
Were not attained by sudden flight;  
But they, while their companions slept,  
Were toiling upward in the night."

Painstaking, thorough, conscientious. A peerless salesman who understood human nature as he would read a book; with the gift of being able to see things from the other man's standpoint and of making a personal friend of every customer, he built up the largest wholesale shoe business in Canada. And there was no manufacturer large or small who was not proud to boast of having sold goods to "Jimmie Robinson" as he was often familiarly and affectionately called.



The late Mr. Jas. Robinson

If James Robinson had gone into politics what a figure he could have been in National affairs! But he preferred the business life, stepping aside from this for a short time only, when for several years he was a member of Montreal City Council. And the good work he did there in exposing certain shady transactions will not soon be forgotten.

For many years Mr. Robinson's health had not been good and the great fight he put up against an insidious disease is well known to his friends. Two years ago it became necessary to have a leg amputated, and to one of his active habits the fact that he could not get around as he had been used to must have worried him greatly,



although he never complained, for complaining was foreign to his nature. Something over a month ago he was at a meeting of the directors of the Independent Rubber Company, of which he had been President since its formation, and it was remarked at the time that he seemed to be more like his old self, and was just as keen as ever in discussing and advising about business affairs. He had a way of getting at the root of matters quickly, and of coming to a decision as to what should be done. And when he had given his opinion those associated with him felt that the last word had been said. He was to have attended a meeting of directors at Merritton on Thursday May 4th, and a few days before that I had a letter from him, in which he discussed business matters in a way that indicated improving health. Then on Wednesday came the fateful message, and on Thursday, instead of the wise counsellor, and trusted friend, there was the President's empty chair, the factory flag flying at half mast, and each of his former associates with the feeling that he had lost a loyal and true-hearted comrade.

Truly it can be said that in the passing of James Robinson a great man has been taken from amongst us. But we have the comforting assurance that he has been called where greater things await him, and because I know that all is well with James Robinson, it was with a feeling of something akin to exultation that one heard sung at the Service in Emmanuel Church, Montreal on Saturday afternoon that grand hymn ending:—

"I fear no foe, with Thee at hand to bless;  
Ills have no weight, and tears no bitterness;  
Where is death's sting? Where grave, thy victory;  
I triumph still if Thou abide with me."

#### MR. JAMES ROBINSON.

There was probably no individual identified with the shoe trade of Canada who had a wider personal acquaintance or friendship in that field, or who commanded more widespread respect and affection, than the late James Robinson, of Montreal. While his health had been poorly for some time, and for a period of years necessitated his retirement from active participation in business, latterly it had improved to such an extent that he was again able to resume some of his activities. So that his sudden death comes as a shock to his multitude of personal and business friends and acquaintances.

While the members of the shoe trade knew him best as a man who, starting in a very modest way, in the course of a quarter of a century built up a business that was known from coast to coast, his activities and achievements along other lines were of outstanding importance.

Mr. Robinson was born in Montreal, in 1856, and very early entered the shoe field. He was first identified with the shoe manufacturing business, with the old firm of Ames Holden & Co. In 1885 he established his own business, commencing in the basement of his own house. From that development came the company of which he was president at the time of his death.

Turning to the rubber field, he organized the Maple Leaf Rubber Company, of Port Dalhousie, Ont., of which he was president for fourteen years, until it was disposed of to the Consolidated Rubber Company. Organizing the Independent Rubber Company, of Merritton, Ont., he served as president of that company, as well as the Minudie Coal Company, Nova Scotia; the Dorchester Electric Light Company, Quebec, and the Wholesale Boot and Shoe Association of Canada.

Mr. Robinson was also a life member of the Montreal Amateur Athletic Association, a life governor of the Montreal General Hospital, honorary vice-president of St. Luke's Hospital, and vice-president of the Laurentian Sanitarium. He was twice elected president of the Dominion Commercial Travellers' Association, and he found time to give his support to educational affairs, serving for many years as a member of the Protestant School Board.

He also found time to take active part in the government of his city, being elected alderman in 1906, 1908 and in 1910. He was much interested in his civic duties, and he spared neither time, energy nor expense in getting at the root of anything that he suspected of being wrong. He enjoyed the confidence of the leading aldermen of the city and sat on the select committee of finance which, being the administering board of that time, was the stamp of approved worth in the business world of Montreal.

Mr. Robinson is survived by his widow, Alice Mary Robinson, and five children: James George Robinson and James Frederick Robinson, sons; and three married daughters, Mrs. Grover Sargent, of Montreal, Mrs. Harold C. Moore, of Montreal, and Mrs. Theodore Chamberlain, of Toronto.

As tangible evidence of the high regard in which he was held by the members of the wholesale shoe trade, Mr. Robinson was elected honorary president of the Shoe Wholesalers' Association of Canada, when it was formed last February. At that time the association wrote him the following letter:—

"By the unanimous vote of the meeting, you and Mr. Alfred Lambert were elected joint honorary presidents of the Shoe Wholesalers' Association of Canada. The principle of fair dealing which dominated all your business relations will be an inspiration and example to the new association as they have been for years to the entire trade."



Brogue Oxford by Talbot Shoe Co., Ltd.



### GETTING READY WITH HOSIERY.

Indications point to a big sale of fancy hosiery for spring and summer, on which the shoe dealers of the country should cash in. Silk and fibre silk of course will lead the procession. But the vogue for sport outfit of all kinds will have its effect on the hosiery trade as well, and will help the sale of lighter weight wool goods. General reports show a decided lack of demand for cotton hosiery.

There is always a demand for black, and shoe men are safe in taking on a black stock. But the demand for lighter shades, to match or contrast with shoes is growing. This year more than ever we see black shoes with grey or light stockings, while the proper stocking for a tan shoe is regarded as blue. But, in general, those who should know, are agreed that it is going to be a season for light coloured hosiery for women. Indications point to prices remaining staple, while it may be expected that in certain lines advances will be registered on account of heavy demand.

If skirts are longer, the lengthening has not been sufficient to affect the demand for high class hosiery. Novelty effects include chiffon stockings with a strip of monkey fur down the outside. This has taken well in some American centres. White hose with embroidered clocks of bright colors also shows a good call for spring. Whether the "Rollettes" so dear to many flappers last year will be in vogue this season or not, remains to be seen. But the shoe man will be well advised to stick to the main line, and let the flappers "roll their own." Some of the colors moving in southern centres, which may be taken as an indication of later sales in the north include nude, beige, polo, silver greys, black, and white, with sport shoes and sandal effects coming on, shoe dealers will be well advised to make preparations for getting their share of the hosiery trade.

### REGINA SHOE CO. GOING AHEAD.

Mr. Peter Chouinard of the Regina Shoe Co., Limited, Montreal, has been conducting the management of this firm since December last during the absence of Mr. J. I. Chouinard in Europe. Under his supervision their business has progressed very satisfactorily, and they have been working to capacity since the first of the year.

It is the intention of this Company to concentrate on the production of the very latest novelties in women's footwear, and their creations in this line will feature the latest style ideas from the leading fashion centres of the United States. From ten to fifteen novelty models will be offered every five weeks.

### THE TIE THAT BINDS.

A countryman visited the village bootshop and purchased a pair of boots.

A day or two afterwards he encountered the shopkeeper, who asked him if the boots were comfortable.

"Oh, yes," was the reply: "They're quite comfortable."

"Well," said the vendor, "If that is so, why do you shuffle along so slowly?"

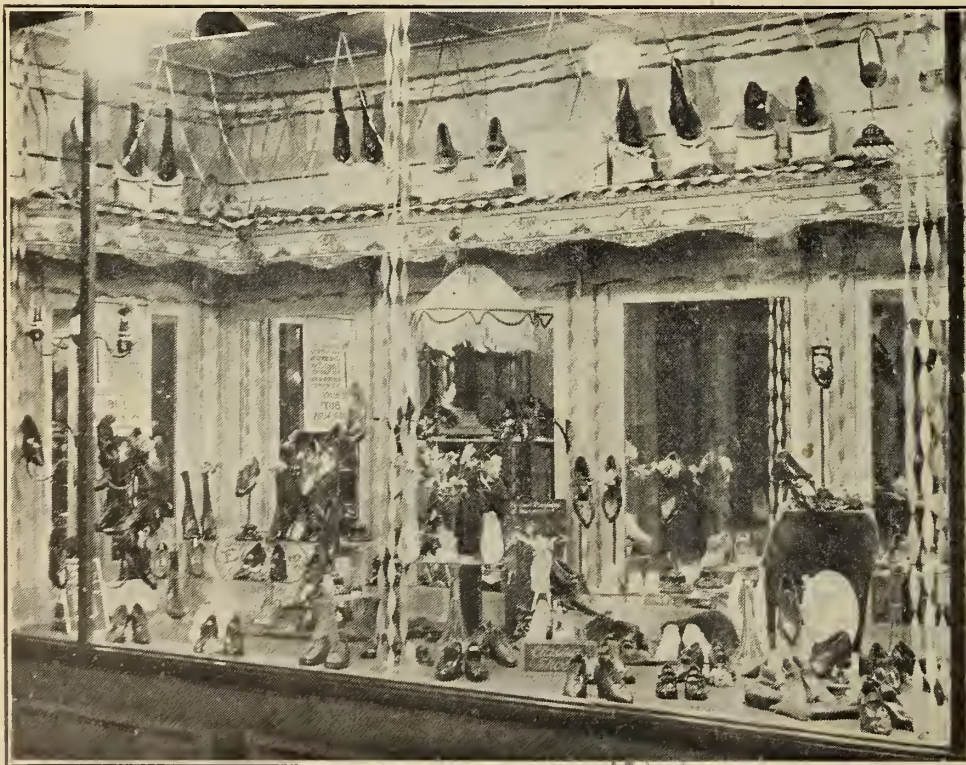
"Oh," said the yokel, "that's because you forgot to cut the string which tied them together."

### KNECHTEL'S EASTER DISPLAY.

The accompanying photograph shows the Easter window display of Knechtel & Co., of Stratford, Ont. The display, which consisted of women's shoes, largely Classic, Newport, and McPherson lines, was in a background of purple and white. The stands were draped with purple velvet, while violets and daffodils were used as floral decorations.

The window was dressed by Mr. E. M. Wegenast. While he believes in showing plenty of shoes, he avoids crowding and endeavors to give each shoe an opportunity to stand out. As can be seen, the range of shoes shown covers the requirements of many classes of possible customers.

Photo by Jas. W. Rogers, Stratford.



Easter display of Knechtel & Co.,  
Stratford, Ontario



*THE "REO"*

*Made in Tan, Mahogany and  
Black Calf, rolled sole, solid  
leather throughout, on a dis-  
tinctive and perfect fitting las.*

**H**ere is something "just a little better"  
for the particular man.

Made to the Regal Standard of shoe-  
making.

Your customers will like it for its quality;  
you will like it for its sales.

**CORSON SHOE MFG. CO., Limited**  
100 STIRLING RD., TORONTO



*Invictus*  
THE BEST GOOD SHOE

# FOOT for OCCA

F350/39 Ladies' Gun Metal  
Riding Boot \$9.50



F671/159 Ladies' Smk. Elk  
Russ. Saddle Golf  
Oxford \$5.35



A card addressed to us will  
ensure a call by one of our  
Salesmen.

F060/224 Ladies' Silver  
Brocade Slipper  
\$8.75



F551/153 Ladies' Pat. Lea.  
Two Strap Oxf.  
\$5.10



GEO. A. SLATER, LIMITED  
MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser

*Invictus*  
THE BEST GOOD SHOE

**WEAR**  
**all**  
**SIONS**



F04/151 Gents' Bro. Kid  
Opera Slipper  
Turn. \$3.75



F382/145 Gents' Bro. Will.  
Brogue Oxford \$6.75



F550/150 Gents' Pat. Lea.  
Turn, Oxford \$5.00



F572/25 Gents' Bro.  
Memel Calf Bro-  
gue Bal. \$7.15



If we are not represented  
in your town write for the  
Invictus agency.



# RETAIL SHOE MERCHANTS' and SHOE SALESMEN'S EXAMINATION

A Practical Test of Efficiency in Ordinary Salesmanship. Shoe and Leather Journal's Semi-Annual Examination. Paper Open to All Who Sell Boots and Shoes. Every Day Problems of the Shoe Store.

## WHAT WOULD YOU DO?

1. 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?
2. 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?
3. If a customer loses his temper and practically accuses you of making false statements, as to price or character of the goods, what would you say or do?
4. When a man or woman in a loud voice criticizes the store or its methods, what would you do?
5. How would you handle a lady customer who asks for 3½B, when you see she really needs a 4C?
6. When a woman brings in a friend, and the latter insists on giving her opinion, what would you do?
7. When a woman says she saw a similar shoe in a store up the street at \$2.00 less, how would you treat her?
8. 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?
9. 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?
10. 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?

*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           \$15.00  
Second Highest Marks \$10.00  
Third Highest Marks   \$5.00

### 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 JUNE 1st.

*Competition will close June 1st, and awards announced June 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

## Will It Be Boots?

IT is said that the question of skirts just now in England outbids every other subject domestic or foreign, for prominence in the daily press. What is going to be worn by women next fall seems to have excited more feverish interest than what may be the result of the Genoa conference or mixup at Peking.

The shoe trade is mightily concerned because upon the length of women's skirts will depend to a very great extent how the cat will jump in the shoe game.

It is hard to judge just what may happen so far ahead. For nearly a year, we have been warned that skirts were going to be longer, but as far as actual evidence on the streets is concerned they have been growing decidedly shorter. Of course, in this very fact may lie, as usually happens, the possibility the pendulum swinging quite the other way.

It seems safe to predict, however, that there will be a gradual return to more normal lengths in skirts and that by autumn the best or at least the more careful dressers will wear them well below the knees.

Will this mean any change in the character of the shoes worn? Some say that as we have reached the extreme in low shoes which promises to give the barefoot sandal a popularity that will outdistance all others in the minimizing of leather as a foot covering, there will be a strong reaction that will bring in for fall the opposite extreme of high cut shoes.

Against this may be urged two things. Firstly, women have become so used to low shoes, that from convenience as well as looks they will be loath to go back to styles that are not only more cumbersome but difficult to fit and troublesome to put on and off. A great many will no doubt compromise on the oxford, which in black, tan and patent, will have quite a decided call. The revulsion from whites will inevitably make black more popular than tans. Expense will constitute another objection to high shoes. They cost more.

In spite of all this, there is going to be a decided swing in favor of high cuts if the longer skirt and more conservative styles prevail, as they seem now to promise. In this connection it may be noted that notwithstanding the tremendous opposition to shorter vamps that has been manifested for the past two or three seasons, there has been a steady growth of this vogue until the three-and-a-half inch vamp is now fairly popular.

England has followed France in the short vamp, although not going to the same extreme of shortness. This means that on this side of the water we shall soon see the shorter vamp, with moderated Louis and Cuban heels. One need not be surprised therefore, to find on the market this fall moderately high women's shoes with a shorter vamp and smart appropriate heels. The leather men at least will all say "So mote it be."



# With the Shoe Manufacturers

Arrangements have been completed for a comprehensive display of Canadian shoes at the Canadian National Exhibition, Toronto, August 26th., to September 9th. Space was obtained, on the second floor of the new Arena Building, which is situated close to the eastern entrance of the grounds. Provision was made for thirty booths, uniform in size and character, and of these only a few are left at time of writing.

Among those exhibiting will be:—

The Corson Shoe Manufacturing Co. Limited, Owens-Elmes Mfg. Co. Limited, The Macfarlane Shoe Limited, Williams Shoe Limited, The Slater Shoe Company, Limited, The Hartt Boot & Shoe Co. Limited, The Brandon Shoe Company, Limited, Blachford Shoe Mfg. Co., Limited, The John Ritchie Company, Limited, The Walker, Parker Co. Limited, Scott-McHale, Limited, Perth Shoe Company, Limited, J. & T. Bell, Limited, The Lady Belle Shoe Co. Limited, Weston Shoe Co. Limited, The Hurlbut Co. Limited, The Tebbutt Shoe & Leather Co. Limited, Getty and Scott, Limited, Charles A. Ahrens, Limited, Murray Shoe Co. Limited, Talbot Shoe Co. Limited, and Eagle Shoe Co. Limited.

The Association has reserved all the space immediately facing the display of footwear, which will be ranged around the four sides of a large light well. Shoe manufacturing companies which cannot be accommodated around the light well will be given a preference in the allotment of this additional space, but there will be room for a limited number of exhibits from trades closely associated with, and interested in the Canadian shoe industry. While a measure of uniformity in respect of railings,

etc., must be observed, this space will be divided and booths constructed to meet the requirements of exhibitors.

The shoe section of the Canadian National Exhibition will provide an excellent opportunity for the Canadian public to see the type of shoes being turned out in this country and realize the high standards which have been attained.

## Use of the Emblem

Some members are using the Association emblem in their advertising in the trade papers and elsewhere, and also on their stationery, order forms, and other printed matter but the emblem is not yet being employed as generally as might be desired. One manufacturing company has used it on the flaps of all its envelopes. It is suggested that whenever members order printing they endeavor to find space for the Association emblem. Zinc cuts in three sizes, mounted and ready for use, will be sent to any member at the price of \$1 per cut.

## Officers to go to Montreal in the Fall.

The Manager and Secretary expect to move to the Montreal District early in the Fall of this year. An office will be opened in a central and convenient location in Montreal and the work of the Association will be carried on from there.

The Association is endeavoring to obtain an authoritative and comprehensive list of French equivalents of English terms employed in connection with Canadian shoe manufacturing processes. Copies of such list will be sent to all members interested as soon as it is completed.

## Salesman's Report

For the convenience of members the Association has suggested a form to be filled out, dealing with new customers as follows:—

Proprietor's name in full	Nationality
---------------------------	-------------

## Favorite Sporting Shoes.

## Dependable Staples

As partial as merchants are to Samson Sporting Shoes, they show just as much favoritism for our Staple Lines. A Samson-made Shoe will go the limit in wear, its style will please and its extra value SELLS IT in face of the keenest competition.

Undoubtedly the place to look for trade-winning shoes for your Summer and Fall Stock is in the Samson Line.



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

# J. E. Samson, Enr.

20 Arago St.

QUEBEC.

Trade name, (if any)  
 Location of Business Premises  
 (give full address)  
 Classification of Business: Shoe Store? General Store?  
 —If Partnership—  
 Names of all partners and Nationality  
 —If Limited Company—  
 Manager's name in full and Nationality  
 Names of principal directors and Nationality  
 How long in business?  
 Previously located at  
 Are premises owned by customer? Leased? Rented  
 without lease?  
 Principal shoe supply houses  
 If General Store give names of principal supply houses  
 (other than shoe houses, on reverse side of this sheet)  
 Appearance of store  
**Remarks:** (Travellers are expected to state general  
 impression of customer's standing, business ability and  
 prospects of success in present location)

### Grist from the Mill

Mr. Geo. Wilkinson of Windsor says:—

"Easter trade was pretty fair. We had a little fine weather and this bucked it up considerably. Trade has not been so good since Easter. We think this is entirely due to the weather. Comparing this year with the last I find our trade is about the same in dollars and cents, which means more in proportion. Women's are selling better than they were, but still not as good as men's are. Men have got back to work more than they were, which has helped.

"One of the pleasant features about the retail business just now is we are able to get almost anything we want from the Manufacturer and Jobber, both being willing and able to assist us in keeping our stock low and carrying a certain amount of stock on hand from which we can sort. I believe that this is the solution of the retail shoe trade and will help the retailer keep his stock better assorted, smaller inventory and decrease the amount of losses and naturally the amount of failures.

A Maritime Dealer says:—

"The question of getting shoes as we require them is a very pertinent one, and our experience is that we do not get shoes as we require them. When fashions change so rapidly, by the time we set our minds on a certain style and before the delivery of same, that style is passé and a new one has taken its place. Here in Canada we seem to be following along, as a rule, two or three months behind prevailing styles."

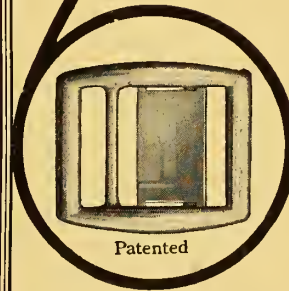
### Honour for Mr. Oliver Eatough, J. P.

The many Canadian friends of Mr. Oliver Eatough, J. P., governing director of Sir H. W. Trickett, Ltd., the well known English slipper manufacturers, will join us in congratulating him on the fact that the King of the Belgians has conferred upon him the Golden Palm of the Order of the Crown. Mr. Eatough during the early period of the war evinced much interest in the welfare of the Belgian refugees and had a great deal to do with their reception and subsequent maintenance at Waterfoot, numerous letters of appreciation having since been received in Rossendale conveying messages of gratitude for the hospitable way in which the refugees were treated there.

The order that has been conferred is equal to the O.B.E. given by the British Government



# an achievement!



**TWO FAVORITES**  
**NO. 1375-1375½**  
**SLIDE BUCKLES**

Sizes  
 $\frac{3}{8}$ - $\frac{1}{2}$ - $\frac{5}{8}$ - $\frac{3}{4}$ - $\frac{7}{8}$  In.  
 Finishes to harmonize with  
 leathers or fabrics

**No. 1375-1375½ Buckles have met  
 with much favor.**

**Preferred by manufacturers because**

They are assembled to slippers without looping strap around cross bar. They are laid on flat when machines are equipped with attachment for jumping the bar while stitching or stapling.

**Preferred by wearers because**

They ornament footwear and hold the strap snug across the instep.

**Note:  $\frac{3}{8}$  and  $\frac{1}{2}$  inch are new sizes now  
 being added in response to demands of  
 the trade.**

*Samples free upon request*

**NORTH & JUDD MFG. CO.**

New Britain, Conn.  
 U.S.A.

**BRANCH SALES OFFICES**

NEW YORK, 127 Duane St

CHICAGO, 326 W. Madison St.

ST. LOUIS, 608 Victoria Bldg.

SAN FRANCISCO, Postal Tel. Bldg.



# Sir H. W. Trickett, Ltd.

## ANNUAL MEETING OF SHAREHOLDERS—MR. OLIVER EATOUGH, J.P., ON THE POSITION OF THE COMPANY.

The eighth annual meeting of the ordinary shareholders of the above company was held at Waterfoot, Eng., on 24th March. Mr. Oliver Eatough, J.P. (chairman and managing director), who presided, was supported by Messrs. J. T. Lord, S. O. Ashworth, Albert Ashworth, and Stephen West (directors), and Alderman J. H. Lord (auditor).

Mr. Eatough said: When I addressed you at the last shareholders' meeting fifteen months ago I then began by saying that I was sorry that we were not able to meet together under better trade conditions, and at the same time I expressed the hope that with the advent of the new year business would begin to brighten up. But instead of improving, things went from bad to worse, with the result that since then we have passed through many months of extreme tension and anxiety. Still, while the result of the past year, as shown on the balance-sheet (printed in the last issue of the Record), is not what we all hoped for, yet I venture to say that after I have explained some of the unforeseen circumstances with which we have had to contend, you will agree with me that the result of the past year's working is as satisfactory as any thoughtful and reasonable shareholder could expect, especially when you, consider the prolonged period of depression which we have passed through, and which (to say the least) has been the worst in the memory of man.

### Cloud of Depression Lifting.

But at the same time, I believe that the cloud of depression which has been hanging over us for so long is now lifting, and that we have passed through the worst of our troubles. Still, we are not quite out of the wood yet. However, I do not anticipate that we shall ever again experience such a world-wide slump—one which has occasioned such a drastic fall in prices, for it is this reduction in the value of stocks that is largely responsible for the heavy loss we have sustained. As the directors are the custodians of the shareholders' money, it is only right that in a time like this, when we meet with an adverse balance, a fuller statement than in ordinary times should be presented, so as to enable the shareholders to form their own opinion as to the cause of the deficiency. I may say, personally, that I shall never be afraid of coming before you to present a candid and straightforward statement as to the company's affairs, whether in times of adversity or prosperity.

In referring to the previous balance-sheet you will notice that we were then carrying very heavy stocks to the value of £196,712. During the first three months of last year these stocks depreciated from 25 per cent. to 40 per cent., with the result that we had to make a cut in values which amounted to a loss of stocks of over £61,000. So this will give you an idea of how part of our losses has been brought about. It has often been said that a public limited company has no conscience; but so long as I hold my present position, Sir H. W. Trickett, Ltd., will always stand for fair and honourable dealing, both as between buyers and sellers as well as the workers in our factories. It is well known to all that prior to the slump prices were then at the highest, and it was with difficulty that we were then able to fix up contracts, owing to the daily rise in prices. However, we managed to cover ourselves for some time ahead. Then, like a thief in the night, the slump set in, and prices began to tumble down just as fast as they went up, with the result that, even to-day, we are drawing supplies from contracts placed nearly two years ago.

### Contracts Honoured.

However, we felt it our duty to honour these contracts, even though we could have replaced many of the goods at half-price. The method we adopted was to approach the various firms with whom we had still contracts running, and to come to some arrangement satisfactory to both sides. But in order to make this clear, let me give you the following example: Suppose, prior to the slump, a certain contract was placed at, let us say, 6s. 9d. per yard, but the price last May, of this same article, was 4s. 6d. per yard. We then paid a cheque for the difference between the contract prices and those ruling on May 30 of last year. So, to

honor all these contracts the company has had to pay the sum of £15,000, with not one yard of material to show for this amount. But, as a result of paying this £15,000 on differences of undelivered contracts, we shall be better able to meet the keen competition which prevails in the district. So, with the loss of stock on account of falling prices of £61,000, and added to this the £15,000 just referred to, we get a total of £76,000.

Had we finished here we should have had a different story to tell today, for including the return of Excess Profits Duty we could then have paid the preference shareholders in full, and declared a dividend on the ordinary shares of 10 per cent. (including the new issue), besides clearing away the present deficiency of £4,517. So I am of opinion that when I have explained matters more fully you will be convinced that even had the directors possessed all the foresight in the world, such an unfortunate circumstance which occurred early in 1914, (and which is the main cause of our not being in a position this year to pay a dividend on the ordinary shares) could never have been anticipated by even the most shrewd and wise board of directors you could find.

### Excess Profits Duty.

As you know, the present company was taken over as a going concern as from November 29, 1913, the date of the last stock-taking, but it was not then thought wise to float the present company until four months later. The executors of the late Sir Henry W. Trickett entered into an agreement with the present company, that until the vendors' shares were taken over and paid for, interest at the rate of 5 per cent. per annum should be paid, dating from December 1, 1913, to the date of the incorporation of the new company, which took place on April 6, 1914.

It will still be fresh in the minds of most business men that just short of twelve months ago a new Finance Bill became law, dealing, amongst other matters, with the repeal of the Excess Profits Duty. Section 35 of the Act, after providing for the termination of the Excess Profits Duty at a "fixed date," defines this expression thus: "That in the case of a pre-war business that was in existence prior to August 4, 1914, the date of the expiration is 84 months from the date of the first accounting period." In plain language, it means this: that a business that did not take stock in 1914, prior to the outbreak of the war on August 4, would begin their accounting period in 1913, and finish in 1920. Seeing the Chancellor of the Exchequer did not cancel the continuance of the Excess Profits Duty, or give a "fixed date" until March or April 1921 (which was four months after our last accounting period), those firms who were unfortunate in not having taken stock in the year 1914 before August 4 have been penalised. And had it not been for the influence which the Federation of British Industries and the various Chambers of Commerce brought to bear on the Chancellor of the Exchequer, matters might have been worse for us than they are even to-day, for we should not have had the opportunity of the Aug. 31 stock-taking, which enables us to make a claim on the stocks which we carried on November 30, 1920.

### The Country Benefited.

According to the estimate of the company's auditor, Mr. Lord, the claim we should then have been able to make had our final accounting period ended as we expected it would on May 30, 1921, would have been over £23,000 more than we have now got put to our credit. Therefore, on account of our omitting to take stock in May, 1914, which, for the present company's first half-year's working, would have meant only seven weeks, we are now minus, in the return of Excess Profits Duty, a sum that would have paid the preference shareholders in full, and ten per cent on the ordinary shares, besides clearing off the present deficiency of £4,517. You have, however, the satisfaction of knowing that even if you have not the dividend, it has gone to the benefit of the country. So I feel sure that you will agree with what I said a little earlier, that if your directors, in 1914, had possessed all the foresight in the world they could never have anticipated the present position, or that in a few years' time we were going to shoot away all our wealth and become loaded with debt in the bargain, as well as being changed from a rich to a poor nation.

If what I have just referred to had not arisen, and we had paid the dividends I have just mentioned, then the directors and management would have been considered clever and far-seeing men, to have gone through this slump without paying a dividend. But as matters are, the reason why we have had to pass a dividend is not on account of



the slump, but through nothing else but omitting to take stock in May, 1914. So it is to be regretted that through this unfortunate affair this company should be penalised to the extent of over £23,000. But the shareholders may rest satisfied that bed-rock values have now been reached, and in this respect are now on a level with our competitors in the trade.

I think I ought to say, in fairness to the company's auditor, that he has worked like a Trojan, and has explored every avenue that might lead to a better return to the company; hence the cause of delay in the presentation of the balance-sheet. I very much regret having to appear before you with no dividend to declare. I know some of the shareholders will be hard hit as a consequence, but I would like all to remember the hardships that a great number of our workpeople have experienced during the past year, and, be it said to their credit with very little complaint.

A few days ago I received an anonymous letter from a certain shareholder whose charges I may say are absolutely without foundation. In summing up his letter he gave it as his opinion that the whole of the directors ought to have the "sack." I would like to offer a word of advice to those accustomed to finding fault without first acquainting themselves with facts, and that is, it is generally these people who have to apologize. Another shareholder has written to me expressing surprise that we are not paying any dividend, and, at the same time, he mentions the fact that other boot and shoe trade companies have declared even larger dividends this year than last. I would like to point out to him that in the cases published of boot manufacturers making a profit and declaring their 10 per cent to 17½ per cent dividends, these concerns are all limited companies who deal direct with the public through their various branches. I challenge my friend, whose opinion I value, to cite a single instance of any public limited company connected with the wholesale shoe and leather trades which has increased its profit this year, or even made a profit. No! It is the poor wholesale manufacturers every time who have had to cut their losses, which in many cases, I regret to say, have not been passed on to the public.

#### Valuable Shares.

Another matter which I should just mention, is that two years ago we wiped out the whole of the goodwill then standing in our books, which the present company purchased for close on £34,000. So that today the business should be very much stronger financially than it was seven years ago, and if the ordinary shares were worth £1, when the company was floated, they are certainly worth much more to-day on account of wiping out the goodwill, and turning this into working capital. Another feature which may be overlooked, but which makes for giving value to the shares, is the fact that we have a capital reserve fund amounting to £62,676. No one will question the fact that buildings and machinery will never again be as low in price as they were before the war. The valuation figures, which are certified by two of the best-known and reliable valuers in the North of England, namely, Messrs. Lomax, Mill and Co., Bolton, and Messrs. Rushton, Sons and Kenyon, Manchester, are I think, beyond question. But suppose, instead of adding £62,676 to a capital reserve fund, we take off 50 per cent, you have still to the good, as compared with two years ago, £31,338. This is, therefore, a further reason for saying that if the shares were worth par when the company was first formed, and considering that an average of 11½ per cent, has been paid for the past seven years on the ordinary shares, surely, with the £34,000 added to the capital, by wiping out the goodwill, and then taking in place of the £62,676 my figures of £31,338, and adding these two amounts together, you get a difference to the good of £65,338, which, if reckoned as extra value, would make the ordinary shares worth 29s. 6d., as compared with the £1 paid when the present company was floated.

#### A Temporary Setback.

If, in your reckoning, you leave the capital reserve fund out altogether, and simply take into consideration the amount of goodwill which has been paid into the company in hard cash, then the shares would have an added value given to them of at least 25 per cent. My reason for stressing this point is on account of the scare that has taken place lately regarding Trickett's ordinary shares. If you will refer to this year's balance sheet you will notice that the amount paid for transfer fees is only £5 11s., as against £23 10s. in 1920, and £17 10s. in 1919. So that this past year, with all the depreciation in values, fewer shares have changed hands than in any recent year. This is a proof that

the shareholders are of opinion that this set-back is only of a temporary nature, which, as managing director, I can with confidence confirm, and would say "stick to your shares, and the true value will again soon come round." For at the moment all industrials are only worth half what they were eighteen months ago, and some even less. For the benefit of the preference shareholders, I ought to point out, however, that the dividend on the preference shares is 7½ per cent, cumulative, and that all arrears of such dividend will be payable out of ascertained profits before any dividend is paid on the ordinary shares, which means that for 1921 3¾ per cent is still owing.

As each shareholder has had a balance-sheet I need not dwell very long on this subject, but only point out what I consider the most interesting of the figures. My first comparison is with regard to the stock, which, on November 30, 1920, amounted to £196,712 1s. 7d., and on November 30, 1921, the stock was then £101,494 10s. 1d.—a decrease of £95,217 11s. 6d. In 1920 our liabilities to sundry creditors, loans, etc., was £244,754 7s. 4d., and for the same items in 1921 a total of £120,291 12s. 5d., or a decrease in creditors' liabilities of £124,462 14s. 11d. Then we had owing to the company in 1920 £155,256 12s. 3d., but on November 30, 1921, our sundry debtors amounted to £133,230 4s.—a decrease of £22,026 8s. 3d. Last year we finished with a cash balance in the bank of £235, but this year we close with a balance of £7,351.

I cannot conclude my remarks without saying a few words as to the future prospects of the company, but, before doing so, I would like to emphasize the fact that this company is in a good sound financial position, and there is no need for alarm, for we stand today, as far as we can see, with all our losses behind us, and with our stocks written down to the lowest market prices. Further, the company has no debentures, nor any mortgage on the buildings or machinery, and no inflated assets or capital, with nothing charged for goodwill, and with a capital reserve fund of £62,676 5s. 11d., in addition to a good balance at the bank. So your company is thoroughly sound, and only needs a spell of ordinary trade to make it again remunerative.

Twelve months ago the output of the factories was only about 50 per cent of the previous year. Today we have reached 75 per cent of our normal trade, and with prospects in view of starting at Grove Mill, Bacup. So notwithstanding all I have said, it must be cheering to know that when the recovery in trade arrives, which come it will, Sir H. W. Trickett, Ltd., will, I believe, be in a stronger position than ever to compete for and secure sufficient trade to keep both Gaghills and Grove Mill fully employed. For our trade is not a luxury trade, and there is undoubtedly a business advantage in being engaged in manufacturing footwear, which people are continually wearing out, and, I suppose, so long as children continue to be born with feet they will always require some kind of covering, taking into consideration our changeable climate.

#### No More Booms Wanted.

Still, we cannot keep our factories going full time unless we are able to ship part of our manufactures to other countries. We must have markets outside our own. But what nation can afford to buy our goods today with exchange goodness knows where! We have been hit more than any other firm in the trade on account of the collapse in foreign exchanges, and until these become more normal, and stable, there is little hope of very much improvement in our foreign trade. This year will be a testing time. If, next year, we are able to wipe off arrears, pay all preference dividends, and pay something, however little, to the ordinary shareholders, which means a matter of £13,000, I, for one, shall be satisfied. This, under ordinary circumstances, would not be difficult, but it must not be overlooked that to-day, firms in order to get trade, are working at considerably lessened profits, in addition to not being able to run at their full capacity. The improvement will be healthier if it comes steadily and gradually, for we want no more booms in trade. Personally, I believe that the conference which is shortly to be held at Genoa ought to make a move towards a stabilization of the exchanges. Still, this will never come to pass unless each country definitely decides to balance its budgets. But with the best minds of all countries meeting at Genoa, and concentrating on the subject of exchanges, and the peace of the world generally, surely some headway will be made in putting our export trade on a more reliable and safe footing. For trade can never be expected to flourish while we have to gamble on the fluctuations of international exchanges. But we do not



want to fall into the error of thinking that if the stabilisation of the exchanges could only be secured our troubles would then be over, and our factories would again be in full swing. It is important that we should remember that future competition will be keener than ever, and unless we are alive and prepared to meet this competition, we shall have to go under.

#### A Word of Encouragement.

So my last word will be one of encouragement to our young men. Speaking personally, I would like to be twenty years younger, for I can see in the near future opportunities for young, industrious and prudent business men that we have never seen before. But, remember, that the race will be to the efficient. For only those possessed of business foresight, initiative, tact, and dogged perseverance, and those who can concentrate their minds on business and stick to it, will be able to win through. In a word, the business of Sir H. W. Trickett, Ltd., to be successful in the coming days, will more than ever require men of trained minds; those who can apply their intelligence in making better shoes and slippers than their competitors—for competition will demand this. Now, all I have said will be of little use unless there is co-operation and harmony throughout the factory. Unless all work agreeably together, success will be impossible. We need only take a lesson from the war, for you remember that the moment the Allies agreed on unity success came to our armies. The future working of this company will not be a bed of roses, but if we all pull together and face the difficulties in the traditional British way, with courage, determination, and a will that is never daunted, and, at the same time, forget the past and press on to the future, then there need be no fear as to the future success of this business.

In conclusion, I would like to refer to a personal matter, which may be known to some present. The agreement I have with the company will expire at the end of this year, and I have no desire to ask for any renewal. I regret very much that my retirement will occur at a time when trade will hardly have recovered. To sever my connection with the business, after 35 years' service, will not be a pleasant

task, and I hope my successor may bring new enthusiasm into the business, so that the days that are to come may prove to be the best days for Sir H. W. Trickett, Ltd., in whose success I shall ever take a deep interest, for I have always endeavoured to give the best that is in me to this business. I have long held that a concern to be successful, must have a personality behind it, as was the case when the founder of this company was alive. Since the mantle of the late Sir Henry Trickett fell on my shoulders, the responsibility has grown upon me more and more, and I have come to realize that the spirit of a firm generally takes its character from the man at the top, and neither this business nor any other will truly succeed unless those who govern are men of character and ability.

Mr. Eatough then moved "That the statement of accounts for the year ending November 30, 1920, together with the reports of the directors and auditors now submitted, be received, approved and adopted." Mr. Stephen West seconded. After discussion the resolution was carried.

The chairman moved "That the interim dividend for the half-year ending May 31, 1921, already paid, at the rate of 7½ per cent, per annum on the preference shares, be and is hereby confirmed." Mr. S. O. Ashworth seconded, and the resolution was carried.

On the proposition of Mr. J. T. Lord, seconded by Mr. Albert Ashworth, Mr. S. O. Ashworth, the retiring director, was re-elected.

Mr. J. H. Lord, who was re-appointed auditor, stated, in returning thanks, that as mentioned by the chairman, the concern was in an unfortunate position, not through any particular action of the directors, but through the termination of the Excess Profits Duty, which, unfortunately, caused the accounting period to end on November 30, 1920. This, he pointed out, made a tremendous difference to the shareholders. He also emphasized the soundness of the company, and as auditor asked the shareholders not to lose confidence in the concern. It was quite sound; he was a shareholder and had every confidence in it. The losses were not recurring ones, and with ordinary trading things should soon be normal.

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# *Bichromates of Quality*



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## THE MANUFACTURE OF BICHROMATES. THEN AND NOW.

The published reports of William Glenn, a former superintendent of the Baltimore Chrome Works, Professor M. C. Lamb, F.C.S., and the Mutual Chemical Co. of America, afford an interesting and not unromantic history of the Bichromate industry in the United States, says "The Oil Paint and Drug Reporter," New York City.

In the summer of 1827, Isaac Tyson, Jr., saw in the Belaire market at Baltimore, a cart containing a cider barrel held from rolling about by means of some heavy black stones. These stones were chromic iron, and the knowledge necessary to identify them as at that time peculiar, perhaps to the single American who saw them. He had made a study of them in their first known American locality, that of the Bare Hills near his father's residence, then six miles north of Baltimore.

These stones which were used to steady the cider barrel had been taken from the surface of a farm in Hartford county near Baltimore. Of this farm, Mr. Tyson very promptly obtained possession.

The ore which lay upon the surface was carefully collected and carted to a building which stood beside the Back Basin, on what is now Caroline Street, Baltimore, and from there shipped to Liverpool, and finally, to Glasgow, where, together with other chemicals, potassium bichromate was produced.

In 1828, Mr. Tyson saw on another farm, in Lancaster county, Pennsylvania, a group of stones of chromic iron which far exceeded in quantity that which lay upon the surface of the Reed Mine. He at once leased the ore-right of the farm, and acquired the fee-simple in 1832. This was called the Wood Mine and became the greatest producer of chrome ore this country has ever known.

The owner of this chromium territory came to believe that he could not indefinitely enjoy his monopoly, and that other regions would be found which were as rich as his own, and that he would not be able to control the whole of them. He felt there would grow up a competition which would depreciate the value of his ores, and restrict the volume of their sale. It was for this reason that he established a factory in 1845 for the consumption of the surplus of his own ores, on land lying on the Back Basin, near his chrome-ore depot in Baltimore.

This factory, which was the first bichromate works in the United States is now one of the important factories of the Mutual Chemical Co. of America. It has been remodeled and enlarged from time to time, and is now modern in all details. It always has been the largest bichromate factory in this country, and for many years the only domestic factory manufacturing bichromates.

In connection with the mention of the Baltimore factory, it is interesting to note the following extracts: Page 122 of a quarto volume prepared for the State of Maryland, by "Members of the Johns Hopkins University and Others."

"Among the first steps of Isaac Tyson, Jr., was to apply, in 1846, to Yale College for a chemist for his chrome works. In response, a young man name W. P. Blake, who was then a student in the chemical laboratory, was sent.

"Mr. (now professor) Blake was the first chemist to be employed in technology upon this continent; while the Baltimore chrome works were the first to appreciate the value of chemistry."

The fact has undoubtedly had great influence on the attention which has always been placed on the quality of the products of this works and also the other works of the Mutual Chemical Co. of America.

In the early years of the operation of this factory only bichromate of potash was manufactured, as it was not until about the year 1885 that bichromate of soda was manufactured commercially.

In the year 1895 the Jersey City factory of the company was built for the manufacture of prussiate of potash, but the manufacture of both bichromate of soda and bichromate of potash was begun simultaneously in this factory in the year 1897. Like the Baltimore works the Jersey City plant has been enlarged and rebuilt from time to time to keep pace with the growing demand for the company's products, and it is now modern in all details.

Although the cider barrel on the cart in Baltimore was originally instrumental in starting the bichromate industry, in this country by calling attention to the chrome ore deposits near Baltimore, the industry has outgrown the production of these deposits and has to depend on chrome ores from other parts of the world. For a great many years

both the Baltimore factory and the Jersey City factory have supplied the bulk of their chrome ore requirements from the island of New Caledonia, which is approximately 10,000 miles from Baltimore by way of the Panama Canal. The island of New Caledonia is mountainous and the topography the roughest imaginable, as the mountains rise abruptly from the sea and there are few places where the shores give place to low lands suitable for agriculture. Although the island has approximately an area of 6,235 square miles, the total population in 1911 was only about fifty thousand of which about twenty-five per cent. are white people and the balance native Kanakas, Asiatics and convicts. There are no railroads and only a few wagon roads; travel about the island is done by water. The travelling in the interior is either on horseback, or foot, over the native trails or paths. The climate is tropical to sub-tropical and it is usual to have 120 to 200 inches of rain annually at Yate, which is situated on the East Coast, while at Noumea, which is on the West Coast, droughts are not unknown. The hurricane season is December to March, and the storms are known to occur, as late as April.

The chrome mines of which the Tiebaghi is the most famous, are situated at elevations of 1,000 to 2,000 feet above the sea, on mountains with very steep slopes. The ores are brought down by aerial cableways and these are usually supplemented by narrow-gauge railways, with locomotives or horses to transport the ore to the seabeach. Here it is accumulated in stock piles ready for loading. The anchorages are usually some distance out and in all cases except at Noumea, the ore is loaded by lighters.

It is from the harbor of Pagoumene situated on the West Coast that the company has secured its principal supply of chrome ore.

During the world war the government decided on a color of khaki and olive drab for the uniform of its soldiers, on account of the low visibility, and this color required the use of enormous quantities of bichromates. The soldiers also required special shoes, and this in turn made another large demand for bichromates, as practically all of the upper leathers are tanned by the chrome process. In order to meet the extra demands caused by this emergency, the company increased the capacity of its Baltimore factory, at the same time maintaining its usual high standard of quality and uniformity.

As the principal source of supply of chrome ore is at New Caledonia, it is usually imported in cargo lots of between five and ten thousand tons each. Ships naturally were in great demand during the war and difficult to get. The company, fearing that it would not be able to obtain sufficient chrome ore to meet the demands of the government, purchases a chrome ore deposit in Canada. This ore, while more accessible, was of much lower quality than the New Caledonian ore, and it was, therefore, necessary for the company to build a concentrating plant to convert the low grade ore into the required high grade material. This mine and concentrating plant were operated during the war, but have since been discontinued.

For many years the Mutual Chemical Co. of America confined itself to the manufacture of bichromates of potash and soda, but during the last few years, it built a sulphuric acid factory principally for its own needs. It also manufactures neutral chromate of soda, sulphate of soda, and a product which is known to the trade under the name of "Koreon." The latter consists mainly of basic sulphate of chromium and is used for a one-bath tannage.

During the early years of the bichromate industry bichromate of potash was the only product manufactured, as it was not until 1885 that bichromate of soda was manufactured commercially. Since the time the Baltimore factory was started many new uses for both bichromate of potash and bichromate of soda have been found, and while the original principle use was in colors, to-day it is extensively employed in the tanning, color, textile, dyeing and chemical industries.

It was not until about 1884 that the first process of chrome tanning was used successfully on a commercial scale in this country. The method consisted of impregnating the leather with acidified bichromate, and reducing the chromic acid with sulphites. About 1890, the first chrome-tanned kid leather which was produced in Philadelphia was exported from this country, and at a later date, calf leather also manufactured by the chrome process was shipped to Great Britain.



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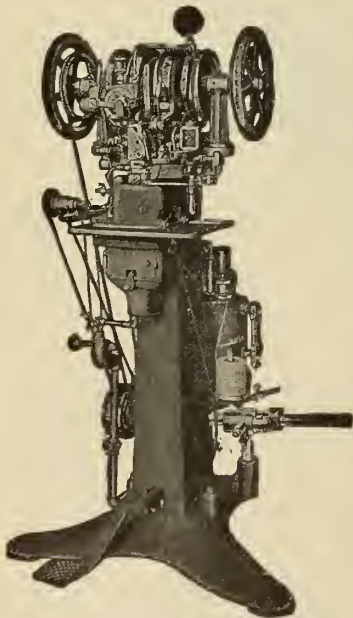
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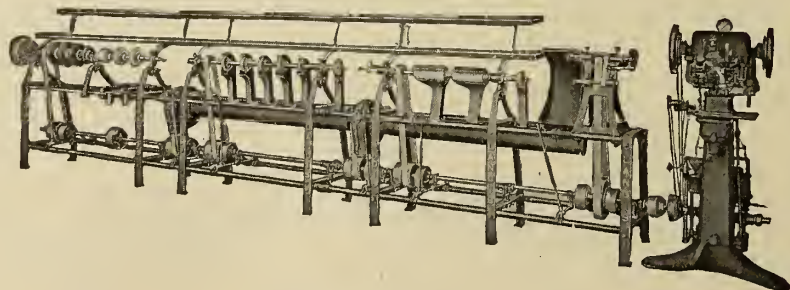
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# WHOLESALE SERVICE

The Shoe Wholesalers' Association of Canada has issued the following interesting and comprehensive analysis of wholesale service. This is being sent to the retail trade.

An analysis of the functions which the wholesaler performs, to the advantage of the trade and the public.

More than 75 per cent of the shoe manufacturers look to the wholesale houses to market all or part of their output, and it is a conservative estimate that at least 60 per cent of all the shoes sold in Canada reach the retailers through wholesale distributors. This is so, because the wholesalers provide the most economical means yet devised of getting most lines of shoes from the manufacturers to the ultimate distributors—the retail merchants. A system which has continued for many centuries and has not been supplanted by anything more efficient or economical must have important advantages. The purpose of this statement is to indicate briefly some of the services performed by the wholesalers.

## Wholesale Distribution is Economical Distribution.

The shoe wholesaler serves as distributing organization to handle a part or all of the output, not only of one but perhaps of a dozen or more factories. The staff of a single wholesale house may do the work which otherwise would require a separate staff for every manufacturing plant. Some one must perform the service of distribution and the wholesaler gives such service at the minimum cost. He assembles, from various factories, all classes of footwear, in a full range of sizes in fine and staple lines. He offers the retailer a greater variety than is made by any one manufacturer, because the wholesaler carries a large assortment from the soft sole shoes for infants to the heaviest of leather and rubber boots for men. Wholesale distribution leaves the manufacturer free to specialize in production, while the marketing of the goods is handled also by specialists. The wholesale way is the specialized way.

## The Wholesaler is an Expert Buyer.

His success depends largely upon ability to obtain the best value in footwear at not more than a fair price. He understands boots and shoes and he knows the merits

and demerits of the goods of the various manufacturers. Moreover, he knows prices in relation to quality. His expert knowledge of shoe values is at the service of the retailer.

## The Wholesale Way is a Time-Saving Way.

The wholesaler buys goods which he regards as representing the utmost in footwear values. While still offering a good range of choice to suit the individual preferences of retail merchants, he saves time for the retailer by showing only selected lines of proved merit.

## Wholesale Service is Rush Service.

The wholesale shoe houses anticipate market requirements. They take the risk, if any risk is involved. They maintain warehouses and carry stocks from which they are able to supply without delay the requirements of retail customers, whether they be one pair or case lots.

## WHOLESALE prices are Based on Economical Low-Cost Service.

The wholesaler buys from manufacturers who make shoes for the wholesale trade. He buys at the lowest prices, because he purchases in quantities and he buys on shorter terms than are given to retail merchants. He assumes the risks of bad debts on retail accounts. By handling a complete line of men's, women's and children's shoes in various grades, he keeps down distribution costs.

## Shoe Wholesalers do not make large profits.

There is keen competition amongst the wholesale houses, which ensures the lowest possible prices to their customers. Indeed, so low have been the returns to the wholesale shoe firms and so heavy the losses which they have suffered, that many old-established companies have failed or been forced into financial reorganization during the last couple of years.

Wholesale service can be depended upon to supply honest footwear promptly and at reasonable prices. The best wholesale service is that supplied by members of The Shoe Wholesalers' Association of Canada, 6, Jordan Street, Toronto.





# "The Imperial" The Height Of Quality



## SHOE DEALERS

*All of the many lines that the Shoe Dealer needs for Summer Selling are ready and waiting at McLaren's*

# J. A. M<sup>C</sup> LAREN

*Offers the Newest Lines for Summer Trade*

From stylish shoes for men to the latest strap effects for women; we have them all.

Our salesman are showing a fine line of Woman's One Strap, One Buckle, in Patent Leather, Mahogany Calf, Gun Metal Calf, and white Canvas in Cuban and Low Heels. These lines are in Goodyear Welts and McKay

Sewn. Samples on request. The shoes the public are buying and the dealer selling.

The coming white season will demand large stocks of Speed King Outing and Tennis Shoes. Are you prepared? Order early for prompt deliveries, and be ready for Spring and Summer Selling in these lines.

**J. A. McLaren Company Limited**

30 FRONT STREET W.

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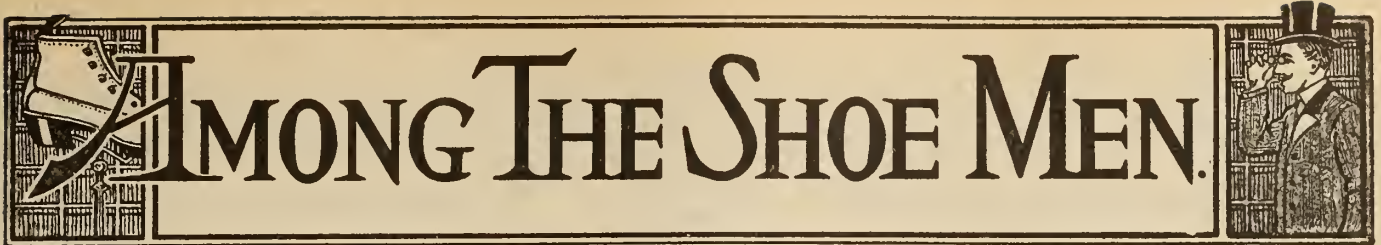
TORONTO

## DEALER SERVICE

*Saleable goods at sound values, shipped at a moment's notice—these are features of our service that make ordering and selling easy.*

*Our brands of high class leather footwear include, "Imperial" Strap Slippers in one, two and three straps in buckle and button. The "Maple Leaf" and "Little Canadian". We also carry "Speed King" Tennis and Outing Shoes. "Superior" Brand Felt Shoes. Rubber Footwear---Kant Krack, Royal, Bulldog, Dreadnaught, Dainty Mode, Veribest.*





# AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

R. E. Bennett & Co., Toronto, have been appointed selling agents in the Province of Ontario for the Missisquoi Tanning Co. of Farnham, Que. They are tanners of Pearl splits for Boudoir slippers and gloves.

Mr. S. T. Stevens, manager of Canadian Shoes, Ltd., Toronto, spent several days in Montreal on business last week.

Mr. Harvey McKeen of Blachford Shoe Mfg., Co. Ltd., Toronto has been spending a few days in Montreal calling on the trade.

Mr. Samuel Marantz, wholesale jobber of Winnipeg, who is on a buying trip east, visited Toronto last week, on his way to Montreal and Quebec.

Mr. H. Frechette, salesmanager for Canadian Footwear Co. Ltd. Montreal was at the Queen's Toronto, last week.

Mr. Carl Grosskurth, of Toronto, who has been representing the Slater Shoe Co. in Western Ontario for some time, is now covering Eastern Ontario for the Greb Shoe Co. of Kitchener.

Owen's Shoe Store, London, Ont. was damaged to the extent of \$5,000.00 by smoke and water from a fire which started on the fourth floor of the building in which they are located.

The members of a novel and interesting organization known as the Young Men's Shoe Corporation, which has been in existence for a year and a half, with its headquarters at the Broadview Y.M.C.A., Toronto held a banquet at the Carls-Rite Hotel recently. In theory the "corporation" carries on a shoe business, the principles of production, salesmanship and finance being taught under the direction of E. D. Ranck. They have been meeting regularly every Thursday night, and the banquet marked the close of a successful season. About twenty men were present. Officers were elected as follows: President, K. G. Anderson; Vice-President, F. Mountain; Secretary-Treasurer, J. McDonald; General Manager, R. Dancy; Production Manager, C. Pelton; Sales Manager, J. B. Clark; Advertising Manager, H. Peter.

A fine example of how attractive a small shoe store can be made is the premises of the Vogue Bootery, 950 Bloor St. W., Toronto. Mr. S. F. McCullough, the proprietor, says he tried to make it a little different and in this he has succeeded. A fixture of particular note is the blue plush circular settee in the centre of the store. High class shoes for men and women are carried, with Frank W. Slater's Strider Shoes as the leading line for both men and women. Mr. McCullough opened this store last August.

Mr. Walter W. Hummitch for nine years buyer with J. F. Cairns of Saskatoon, Sask. has joined the Hudson's Bay Company as manager of their shoe department. Mr. Hummitch has had 26 years' experience and previous to his arrival in Saskatoon was associated with leading shoe stores in Detroit, Chicago and St. Louis for 17 years. He is a native of Detroit, Mich.

The late destructive fire to the store of W. E. Preston, Ltd., Midland, has put them out of the shoe business indefinitely.

Mr. Paré of Dupont & Frere, Montreal, was calling on the trade in Toronto last week.

Mr. Wm. R. Davidson, who has been on the sales force for the Blachford Shoe Mfg. Co. Ltd., Toronto, is representing them in the Maritime Provinces this season.

Mr. Joseph Gaynor, an employee of the Lion Polish Co. Ltd. Toronto, for the past ten years, died suddenly on April 30th. The remains were removed to St. Michael's Cathedral where high mass was sung, burial taking place in Mount Hope Cemetery. He is survived by his widow.

Mr. William Robertson, a shoe merchant of Palmerston, Ont. for over forty years, died unexpectedly on May 3rd. His widow, three daughters and two sons survive.

Mr. L. F. Jackson is in Ottawa representing the Blachford Shoe Mfg. Co. Ltd. of Toronto.

The Kelton Rubber Co., 126 Wellington st. W. Toronto was damaged by water recently from a fire which originated in another firm's premises in the same building.

Mr. H. L. Harrison has sold his shoe business in Fergus, Ont. to Mr. T. J. Simpson.

Mr. John Tebbutt, of Tebbutt Shoe and Leather Co. Ltd., Three Rivers, Que., spent some time in Toronto and Ontario recently on his shoe and other interests.

Mr. Chas. F. Ross, representing Armand Bastien of Loretteville, Que. is showing a complete line of their famous Indian Slippers and Moccasins, Chrome Moccasins, Kozy, Boudoir and Gymnasium Slippers at 32 Church st. Toronto.

The North End Business Association of Toronto held a very successful exhibition in the old C.P.R. North Toronto Station on May 2nd, 3rd, and 4th. The building was very nicely decorated throughout and an orchestra was also engaged. Snider's Shoe Store, 1474 Yonge st. kept the Shoe Industry to the fore and had a very attractive exhibit. Their complete line was shown neatly arranged in showcases and on stands. They report big crowds and a good business. The exhibition was open from three in the afternoon until ten in the evening and consisted of about 25 exhibitors.

Mr. Peter A. Doig, sales manager of the Tetrault Shoe Manufacturing Co., Limited, has been on a business tour through the Maritime Provinces.

Mr. W. H. Mack has taken over the retail shoe business formerly carried on by W. H. Stewart, 344 Bleury st., Montreal.

Mr. A. L. Dupont of Dupont & Frere, Montreal, has returned from a trip to the Canadian West, coming by way of Seattle, Los Angeles and Chicago. He reports that in Western Canada things are showing considerable improvement, and he is of the opinion that we are on the fair way to prosperity.

W. H. Stewart's, Reg'd., one of the leading retail shoe stores of Montreal, formerly located at 344 Bleury St., has been removed to new attractive premises at 188 A Peel St. Situated just off St. Catherine St., opposite the new Mount Royal Hotel this gives Mr. Stewart an exceptionally fine location, and he has opened up with a new high grade stock of footwear.





## NOW IS Your Time

No matter how you have found conditions in the past months, be well prepared to stir up real business this Spring and Summer.

The people will be out looking for SHOES, and if you have good styles and good values to show them you can MAKE SALES.

We have the Springtime Specials that will move trade. In every line from Children's to Men's our stock offers just what you need in popular models and REAL values.

How about your White Goods for Summer Selling? Now is the time to make sure of your stock and our lines are complete in a choice selection.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

**CANADIAN CONSOLIDATED MEETING**

The annual meetings of the Canadian Consolidated Rubber Co. Ltd., and of the Canadian Consolidated Felt Co Ltd., were held in Montreal. The Rubber company reported a loss of \$1,935,494 as against a profit of \$1,077,167 for the year 1920. The felt company showed a deficit of \$38,244, as against a profit of \$20,722 for the previous year. The adverse conditions of business were therefore reflected by the showings of these two companies.



Mr. W. A. Eden

Sales of both companies were materially reduced, while heavy losses were taken in writing down inventories.

Mr. W. A. Eden, of Montreal, was elected president, while Mr. G. W. Charles and Mr. J. A. Connor were appointed vice-presidents, of the rubber company. Mr. C. B. Segar, of New York, formerly president, was appointed to the new office of chairman of the board.



Mr. J. A. Connor

**SHOE WHOLESALERS' ASSOCIATION.**

The recently formed Shoe Wholesalers' Association of Canada is rapidly assuming definite form, and activities along various lines have been inaugurated. A very successful meeting of the Quebec District men was held a short time ago, and there is every indication that membership and interest will be strong in that section. The Ontario District Wholesalers are being gathered together in the week of May 8th., when new members are expected to be obtained, and further interest developed.

**Letter to Manufacturers.**

Following a resolution passed by the convention of shoe manufacturers, a letter of appreciation was sent to manufacturers by the wholesalers, as follows:—  
Dear Sir:—

Our members have been gratified to note that, as requested by the Association, the shoe manufacturers at their Third Annual Meeting, unanimously adopted resolutions providing that, commencing with orders for delivery in the Spring of 1923, prices quoted in all instances should include the regular shipping cases without extra charge, and also that a suitable pair of laces should be included with every pair of lace shoes, without extra charge. We believe that you will recognize the desirability of uniform practice in these matters and that you will comply with the terms of these resolutions. The co-operation of the manufacturers with us in these matters will be appreciated.

We wish to state that all orders from members of this Association, commencing with orders for delivery in the Spring of 1923, will be placed on this understanding and condition. Our members are writing to this effect to all manufacturers who have been making a separate charge for cases, or not including laces.

Yours faithfully,  
**THE SHOE WHOLESALERS' ASSOCIATION  
OF CANADA.**  
Ralphe Locke  
President.

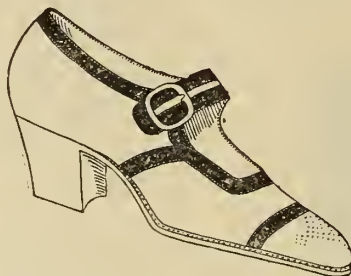
**WHAT WOULD YOU DO? Just tell in simple language how you would handle the everyday problems on page 42?**

**JUNIOR CHAMPIONS**

The hockey team of J. D. McArther Shoe Co., of Guelph, photograph of which we reproduce, covered themselves with glory during the past season, by winning the Junior City Championship.





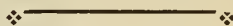


# White Canvas Shoes

## A Few Specials

- 5128 White Canvas Pat. Trim.  
1 Strap 12/8 Heel
- 5129 White Canvas Brown Trim.  
1 Strap 12/8 Heel
- 5125 White Canvas  
1 Strap 8/8 Heel
- 646 Misses' White Canvas  
2 Strap

WE CAN MAKE PROMPT DELIVERIES  
ORDER NOW



JOHN LENNOX & COMPANY

*The Slipper House of Canada*

Hamilton,

Ont.

**MR. R. W. ASHCROFT WINS \$250.00 PRIZE.**

The Manning Fibre Products Company, Inc., Troy, N. Y., have announced the decision of the Judges in the prize contest recently held for a name for their new waterproof shoe counter.

The name they have selected is "MANNIKOID", this being, to a certain extent, similar to the Company's name, and being allied to their trademark, which is a picture of a shoe counter surrounded by mannikins, "MANNIKOID" was suggested by a Canadian shoe man, R. W. Ashcroft, who is associated with Ames Holden McCready Limited, the largest footwear manufacturers in Canada, and the first prize of \$250.00 cash has been awarded to him.

The reasons for selecting the name "MANNIKOID" are well set forth in Mr. Ashcroft's own words, as follows:

"You cannot incorporate in a trade-name all or even a few of the superior qualities of your new Counter. You must christen it with a distinctive, euphonious, easily-remembered, cannot-be-mispronounced name; and then, by quality of product, advertising and salesmanship, make this name synonymous with Counter perfection, viz: imperviousness to water and perspiration, abrasion and friction resistance, flexibility, durability, accurate fitting, etc., etc."

Hundreds of names were submitted from every section in the United States and Canada where shoe factories are located. The contest furnished the Judges with a large amount of correspondence, some of which was full of human interest. In a number of big shoe factories, several employees vied with each other in submitting names.

One letter from a 12-year-old French-Canadian boy has such a human touch that it is well worth repetition. It reads:

"Gentlemen:

Reading your letter of March 1st, I heard my Daddy say 'COUNT-FORTH' is a name which say something in French as well as in English language.

I know that my father would not write you this but taking the letter I noted 'not later than March 27th, 1922'.

This is just the famous date we are waiting with anxiety because that day, which name our Daddy HALF GROWTH (50) fifty year old, 1872-1922, was always a lucky date for us.

So we decided to send you the name, at all events that will not change the course of our feast.

Seeing 'Countforth' we French-Canadian think immediately to a 'Contrefort' or 'Renfort' something to give strength to the shoes and if this is superior, the shoe will be superior.

Yours sincerely,

Romain St. Arnaud,

St. Genevieve de Batiscan,

Que., Canada.

Kindly address with my first name well written because I am 12 years old and not well known under an initial R. name. I am in collaboration with my six sisters."

A check for \$5.00 has been forwarded to Romain in recognition of his splendid effort. Some day he will be a "manufacturier des chaussures".

**THE EXCHANGE PROBLEM.**

Here is one way to solve the problem of exchanges as exemplified by the government in Washington state.

"The merchant has his choice of giving a new pair of shoes and destroying the returned pair, or refusing to

take back the original purchase. The same law applies to hosiery and is enforced by the state health department. Spread of disease through the circulation of exchanged goods is the reason for the law. Department stores, it is said, have been reluctant in strictly observing the statute, while some merchants claim the law is a boon to their sales department, making it unnecessary to satisfy many unjust claims of customers."

How is that for legislation?

**MR. JULES PAYAN WINS AGAIN.**

At the final session of the Grand Trunk Gun Club's season, Mr. Jules R. Payan, of Duclos & Payan again came out on top. He won the high average honors for the season, breaking 284 out of a possible 300 birds, and he also made the greatest number of possibles. Mr. Payan is to be congratulated on a most successful season with the gun.

**MR. C. G. JONES OF U.S.M.C. GIVEN HONORS. BY PURCHASING AGENTS.**

Mr. C. G. Jones, the purchasing agent of United Shoe Machinery Co. of Canada, has taken a keen interest in the organization of Canadian purchasing agents. As one of the leaders in the movement, it is natural that his interest and activity should have been recognized by the association. He was elected Honorary Secretary and Treasurer of the Canadian Purchasing Agents' Associations, which is a body formed by the joint action of associations in Montreal, Toronto, and Hamilton, and he was recently elected president of the Montreal Association. The objects of these bodies are the advancement of the purchasing profession, and other matters such as standardization, and such other duties as will increase the value of the purchasing profession to the commercial life of the Dominion of Canada. With men of the type of Mr. Jones, and others already associated in the work, the field of operations of this body of men becomes broad, and their progress and policies can be considered regular and sound.

**MONTREAL SUPERINTENDENTS AND FOREMEN CELEBRATE.**

One of the outstanding social events of the season in the Shoe Trade of Montreal took place on Friday evening April 21st., the occasion of the Third Annual Ball given by the Shoe Superintendents' and Foremen's Association of Montreal, in Stanley Hall. The following were the members of the various Committees, who did splendid work in organizing and carrying out this event:—Organization Committee, Geo. A. Fortin, J. R. Leonard, A. H. Hamilton—Entertainment Committee, P. J. Hogan, J. R. Barbeau, R. E. Fleet, A. Girard—Ticket Committee, A. Mooney, Alex. Davidson, H. Prazoff—Refreshment Committee, J. F. Boisseau. The affair was very largely attended by the members of the Association and their friends, and by a large representation of the employees of the various factories. The Eddy Orchestra rendered music to the delight of all. As expressed on the Programme—"One of the aims of this organization is to promote the social, intellectual and industrial welfare of its members, and provide means whereby good feeling and confidence may exist between employer and employee"—and anyone who witnessed the success of this function could have no doubt of its effectiveness in helping the Association to realize this worthy aim. The Committees are to be congratulated on their success, and they in turn are appreciative of the support accorded them by such a large and representative gathering, all of which speaks for the good fellowship existing throughout the various branches of the industry.

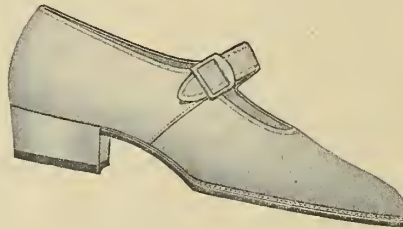


# R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"



No. 1061



No. 1126½



No. 1308

Are You Prepared For  
the Great White Season?

If There is Anything in  
White Shoes You Require

*We Have It*

A few of our leading "In Stock" Lines.

No. 1061 Sport Oxford, Tan, Black or White Trim	\$2.35
1074 Sport Oxford, Tan, Black or White Trim RH	2.45
1126 1/2 Newport 2 Strap H.T., A.B.C.&D. width	3.25
1308 Whipcord 1 Strap Buckle, M.S. White Welt C&D	\$3.00
1000 Canvas Oxford 12/8 Heel	2.00
1043 Canvas 2 Strap 12/8 Heel	2.00

# R. B. GRIFFITH & CO.

HAMILTON, ONT.

## THE CUSTOMER'S FIRST IMPRESSIONS

First impressions are, as a rule, lasting ones. The customer forms an opinion at first glance before the salesman can make a remark. The manner in which this first impression is created has much to do with the closing of the sale, for, try as you will, a poor first impression cannot be welcome.

If you are a salesman who overlooks the greeting of your prospective customer with a smile or a pleasant remark, you always lose an important factor in the creation of goodwill, an element that must always be present if good salesmanship is to rule.

A smile is the one best way to make a good start. A smile costs nothing. But the pessimist salesman will answer, "Neither does a frown."

True, they both have the same face value. But which brings the larger returns in the open market of service and satisfaction?

After all is said on the subject, the easiest way to achieve good results is to keep right on trying.

As "Josh Billings" said, "This sitting down and folding our hands and waiting for something to turn up, is just about as rich a speculation as getting out into a 400-acre lot, sitting down on a sharp stone, with a pail between our knees, and waiting for a cow to back up and be milked."

It is well to remember, "Today we do not live in the age of the young man or the old man, but the trained man." The man who dreams of nothing else thinks of nothing else and works for nothing else, but success is as sure to achieve it, as those who neglect those opportunities fail to reach this much-sought-for state.

In the dominant make-up of all successful salesmen, there is not one item as helpful as patience—the power to wait and win, instead of wishing and sighing. Patience does not consist of waiting for success to drop in your lap, nor does it mean "all things come to him who waits," but it does mean the courage to smile when things go wrong, to grin when the load is heavy, to hang on when things are not breaking right. That is patience—the power that wins over all other elements of success. It is patience that causes a salesman to try again and again. It is patience to finish the irksome task. The patient one works hard to make a sales record, and, what is more, does so nine times out of ten.

Opportunity for all salesmen to advance is always open, if you take advantage of the opening. The chance to step from the ranks to a position of trust, power and increased compensation is ever present. What makes this state easy to attain is the fact that the opportunity is open alike to all, no matter what position you now hold.

## 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.



## 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*

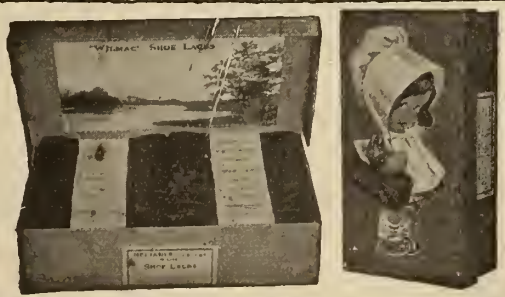
*for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths*

*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.*



You are adding daily to your customer satisfaction if you are selling

### "Wilmac Laces"

An absolute assurance of SUPERIOR STRENGTH in Laces is the Wilmac Label. The guaranteed solid tag is a real selling feature.

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.

*Selling "WILMAC" means lace satisfaction for your customers.*

# E. W. Mc MARTIN

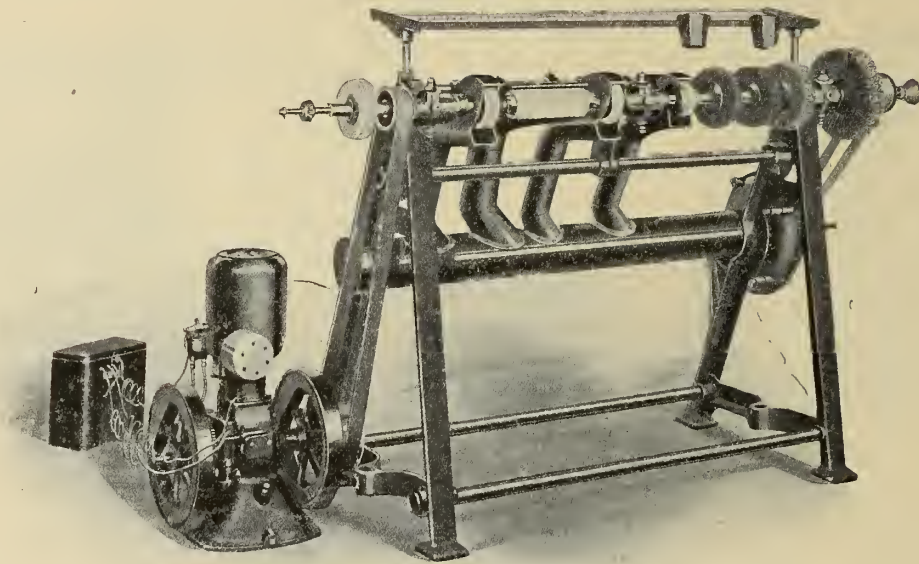
45 ST ALEXANDER ST.

MONTREAL

*Mention "Shoe and Leather Journal" when writing an advertiser*



**ALL THE CONVENIENCES**  
**Of Power Driven Shoe Repairing Outfits**  
**ARE NOW AVAILABLE**  
**For Those Locations Having No Electricity**



Showing Our 8ft. Shoe Repairing Outfit, Model N with 1½ H.P. Novo Gasolene Engine Equipment

**PRACTICAL                      ECONOMICAL                      POWERFUL**

Four Cycle, Jump Spark Battery Ignition Engine—Simple in Operation

Regardless of your Location we have Outfits in a Size and Style  
 Exactly Suited to Your Requirements.

Electrically Driven or Simplified Gasolene Engine Equipments

**TERMS THAT YOU CAN AFFORD**

**BE PREPARED** to secure the utmost from the Coming Season's Business.  
 Indecision will not earn you money—Get that idea and your outfit started.

*Write For Catalogue and Particulars NOW.*

**UNITED SHOE MACHINERY CO. OF CANADA LIMITED**

MAIN OFFICE AND FACTORY  
**MONTREAL.**

**TORONTO**  
 90 Adelaide St., W.

**KITCHENER**  
 46 Foundry Street, S.

**QUEBEC**  
 28 Demers Street

# The Shoe Repair Man

## Repair Conditions

### Notes From the Trade in Various Parts of Canada.

Enquiry amongst leading repairmen of the country shows that while business may be a bit quiet, it is by no means dead. January and February are usually quiet months, so that improvement is naturally noted when March and April roll around.

From Hamilton, Mr. F. H. Revell says that considering the number of people out of work business has been good during the past month. It was better than the previous months, but about ten per cent less than a year ago. Mr. Thos. Grayson says substantially the same. Mr. W. S. Pettit of Brantford says that business is fair, better than the previous month, but about eighty per cent of a year ago. From Winnipeg, the Goodyear Shoe Repair tells us that business has been fairly good, and very much better than the previous month, but about two thirds the volume of a year ago.

Cut-rate competition is non-existent in some quarters, but where it exists, the methods of meeting it are very similar, that is by using best materials and good workmanship, and giving the goods which will eventually count.

While some repairmen have not reduced their prices, in general a reduction of about ten per cent appears to have been made. Wages are the same, and reduction in cost of materials is in many cases offset by increases in rent and taxes, so that many repairers see no justification for reduced prices. Even where reductions have been made in sympathy with the general trend, as one man says, a reduction of ten per cent in cost of leather does not justify a ten per cent drop in price of soles and heeling.

### Notes and Questions.

Mr. W. S. Pettit of Brantford would like to ask the trade two questions.

1. Why do some repairers cut their prices so as to make more money?
2. Are you going to the convention in Hamilton? If not, why?

A Winnipeg repairman would impress on the trade the fact that good work and a reasonable price have a greater tendency to convince the public than a cheap price and a poor job. Referring to decreased sales, he says:—

"The cheap shoes of poor quality are greatly responsible for the drop in sales. Our statistics for March show that we had to refuse on an average twenty pairs per day which would not stand repairing and give satisfaction to the customer."

Mr. Thos. Grayson, of Hamilton, who is a strong organization enthusiast, says:—

"Impress on all shoe repairers that they should stick to the Association so that they can maintain a living wage. Having got the shoe repairing industry on a higher plane, there is nothing but unity will keep it there."

### A Word from President Revell.

Mr. F. H. Revell, of Hamilton, president of the Ontario Federation has this to say:—

"I would like to say to those who think cheap work

means more profit, that they are sadly mistaken.

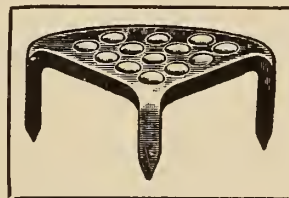
"I firmly believe that by and through organization the shoemakers and repairers of Ontario can get enough out of their business to have a decent living. In every other trade there is enough margin of profit to enable those who are engaged in it to have a respectable living. Why should shoemakers and repairers be the lowest paid mechanics of any trade?"

"These matters I propose to take up at the next annual meeting of the Federation of Shoemakers and Repairers in Hamilton, on July 26th, and 27th."

### THE ONTARIO FEDERATION

Those who had the privilege of attending the First Annual Convention of the Ontario Federation of Shoe Repairers in Toronto last summer will be looking forward to the second gathering. This is scheduled to take place in Hamilton on July 26th and 27th. The executive are already commencing to lay their plans for the convention, and profiting by one year's experience, are confident that this year's gathering will be far ahead of last year's, which, as Shakespeare says, is going some.

Conventions of this character, while they must necessarily be organized and run by a few men, can only be made successful by the co-operation and attendance of members of the trade from all quarters and in generous numbers. There is work ahead of the Federation of a



## What is easy to drive on and hard to wear off?

The "NATIONAL" Shoe Plate, of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples. Write us to-day. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**

**160 North Wells Street**

**Chicago, Illinois**



more far-reaching character than the holding of an annual convention. But until membership is obtained, and unity of the Trade assured, there will not be weight enough behind the efforts of the officers to ensure success in any thing they may undertake to do.

It is not too early to lay plans to be present at the Convention in Hamilton. Whether you are a member of an organized local association or not, you will be welcome at the meetings, and will profit by the discussion. You may have some topic of interest to you and others which you would like to see discussed. If so, the executive are anxious for suggestions, and would welcome communications for members of the trade.

But don't neglect to jot down the two dates, and make plans to be in Hamilton at that time.

### TORONTO REPAIRMEN'S PLANS

The regular meeting of the Toronto Shoe Repairers' Association was held on April 27th. Though the attendance was small, considerable business was put through. It was decided to hold the annual picnic at Centre Island Park, on June 2nd.

Mr. Butterworth introduced a plan calculated to stimulate interest in the activities of the association and increase the membership. The new plan involves a concerted drive on different parts of the city, with the formation of district associations. With this in view, the next meeting will likely be held in the Danforth section, probably in one of the stores. It will be under the auspices of the Danforth District of the Toronto Association. Letters will be sent urging all members to attend, and non-members will be invited to join. The proposal, if followed through, should be of great value in advertising the work of the association, and adding to its strength.

### REPAIR NOTES

The death occurred recently of Mr. William Parton of Toronto, in his 89th year. Deceased was a native of England, coming to this country about 45 years ago. He conducted a shoe repairing shop on King st. E. until five years ago. Having lost his wife five years ago he had no relatives in Canada.

The Elbow Shoe Repairing Store, Nelson, B.C. whose plant had just been erected ready for business, was damaged by a fire, which started in the block in which they are located.

### A COMPLIMENT

Perhaps no publication, that can be referred to distinctly as a newspaper, enjoys a better reputation or is respected more among business men than the Philadelphia Evening Public Ledger. Its versions are looked upon as authentic barometers of business conditions by our foremost business men everywhere. The other day this appeared on its editorial page:

"Shoe repairing is improving. It has been better for about a month. Before that time, retail stores were offering unusual bargains in shoes so the public were buying new goods in preference to having repairs made. Now it is maintained that shoes are back to a higher level and the economical person seeks the repair shop. The cost of repairs has been reduced considerably from the high prices charged dur-

ing the war. This is largely due to the drop in workmen's wages."

Not only can the shoe repairer feel light-hearted because of the prediction, but he has every reason in the world to feel proud of the standing of importance among business men that his calling has attained. There are those who still look upon the shoe repairer as a lowly illiterate, pegging away for a meager living. Of course we in the trade know better, but we seldom receive the public recognition, but mention of this kind would indicate that shoe repairing has an actual economic bearing upon the conditions in the country. The alert business men of the country acknowledge this. They can see the rapid strides of this industry, which in itself has an important bearing upon the shoe output of this country, one of the things for which we Americans are famous.

Here is hoping the repair men will keep astride with the progress of his trade.

### THE BUSINESS QUIZ—No. 8

- Question No. 1—What given classes are barred from entering into an agreement or a contract which upon failure to comply with the terms can be enjoined by due process of law?
- Question No. 2—What is known as the Analysis of Population and how is it used?
- Question No. 3—What is known as the Negotiable Instrument Act?
- Question No. 4—Do we observe a National Legal Holiday in the United States and how is same fixed?
- Question No. 5—What is known as an "Internal Audit?"

### Answer To Business Quiz—No. 8

- Answer No. 1—The first legal requisite of a contract is that it can be enforced by law thus the following classes suffer disqualification: (a) Minors; (b) Lunatics and Idiots; (c) Habitual Drunkards; (d) Married Women.
- Answer No. 2—The Analysis of Population is used to determine if it is good policy to push goods which have use in the city (and vice versa) by a study of the following facts that 33% of our population live in cities over 25,000; 24% in towns under 25,000 and 42% in the rural districts.
- Answer No. 3—The Negotiable Instrument Act means when a negotiable instrument reaches maturity on a Sunday or holiday the instrument is payable on the next succeeding business day.
- Answer No. 4—There is no National Legal Holiday in the United States each state determines by acts of its own Legislature what days shall be legal holidays within its borders.
- Answer No. 5—An Internal Audit is a checking system of accounting to (a) Determine the accuracy of all records and books, (b) Correctness of Bookkeeping System, (c) Protection and Prevention of fraud from within.

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*

**A UNIQUE ADVERTISING STUNT**

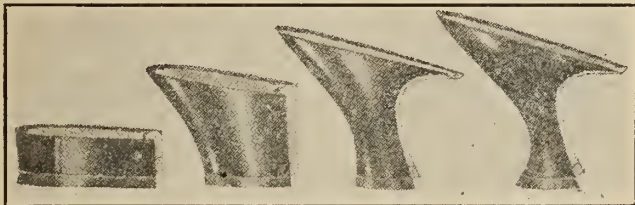
The accompanying illustration will give an idea of an unique advertising stunt being put on by the Canadian Shoes—Findings—Novelty Co. Ltd., of Toronto.

These three men, with their "loads", walk up and down the main streets of a city, and naturally attract much attention. The boxes are in the exact design and same colors as the original cartons. It is the intention of the C.S.F.N. Co. to put this stunt on in the principal cities of Canada, the C.S.F.N. Co. being the distributors for Griffin Polishes throughout the Dominion.



**POPULAR HEELS**

The four types of wood heels most largely in demand are the boxwood, Cuban, Spanish Louis, and full Louis. The tremendous call for really low heels has resulted in the boxwood heel, which was a few months ago quite a novelty, being worn even more widely than any other type of heel. The Spanish Louis heel has also achieved a certain notoriety by the extent to which it has displaced the Baby Louis heel where medium to high heels are required.



Mr. W. J. Danis, formerly of the Ottawa Branch of the Columbus Rubber Co., Limited, has been appointed Manager of the Montreal Branch.



**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.



**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

**"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*



## ROCHESTER LABOR TROUBLES

That adjustment of labor in the shoe industry is far from complete is evidenced by the conditions in Rochester. Nine of the largest factories in that city announced that they severed their connection with the United Shoe Workers of America on May 1st.

The statement of the manufacturers is considered by many as one of the most uncompromising ever made to a labor union by any employer in Rochester. It apparently leaves the union with nothing to do but accept the ultimatum of the employers, or try to compel the employers to make a contract with them through a strike.

The communication is signed by Dugan & Hudson Company, C. P. Ford & Co., Inc., Joy Clark & Nier, Inc.; John Kelly, Inc.; Leach Shoe Company, the Menihan Company, E. P. Reed & Co., Sherwood Shoe Company, and Utz & Dunn Company.

## BUSINESS STAGNANT

Normally these factories employ about four thousand members of the union, but because of the stagnation in business about only two hundred members of the union were working. If the factories are reopened the workers will be taken back as individuals.

In their statement to the union the manufacturers say that practically all of the women's shoe factories in Rochester are idle and there is no work in prospect. It is declared that "this stagnation is due entirely to the fact that your organization through lack of co-operation has made it impossible for us to determine what our labor costs will be for the coming season."

It said that the union's "present demands for an increase of 25 per cent and adjustments, all upward and none downward, which so far as we have been able to figure will add 15 per cent more to our costs, making a total increase of 40 per cent, indicate clearly to us that the leadership of your organization has not the best interest and future success of our industry at heart.

"These unreasonable demands coming at a time when the crying need of the shoe industry in Rochester is for lower costs, and when the trend of wages is downward in all industries, have served to strengthen the conviction which has been forming in the minds of the members of this association that if we are to preserve the shoe manufacturing business in Rochester it can only be done by being freed from the restraints and conditions that have been imposed upon us since we have been doing business with you."

## ROULETTES AND THE LIKE

The vogue of rolled stockings which was seen last summer in American cities and to some extent in Canadian centres is again appearing on the horizon. To cater to this feminine craze for showing the dimpled—or otherwise—knee, hosiery manufacturers have designed a short length stocking, with an elastic top. This may be used for dress wear, sports wear, or bathing, and many advantages are claimed for it. Among other things, this is advanced as another reason why skirts will not be longer.

## CLASSIFIED ADVERTISEMENTS

**FOR SALE**—Completely equipped shop with latest type machinery. Two straight needle stitchers, 22 ft. U.S.M.C. Finisher, rough rounder, roller, two electric motors—everything that a first class shop requires. Old established, on busiest and best street in Vancouver. Must be sold, ill health forces owner to give up. Will sell at cost and give terms to reliable man. Apply Mr Wett, 1040 Richard St., Vancouver, B.C.

**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.

**WANTED**.—Position as Salesman for Maritime Provinces. Wholesale and Retail Experience. References furnished if required. Apply Box 28, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**WANTED**.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**EXPERIENCED Shoeman** would like position in city or small town. Can handle men's furnishings. Used to good class trade. 15 years' experience. Box 30, SHOE & LEATHER JOURNAL, 545 KING St. West, Toronto.

**WANTED**.—Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required. Rawtenstall Shoe & Slipper Co., Limited, Olive Mills, Bacup, England.

**WANTED** to hear from Boot and Shoe Manufacturer requiring the services of an Experienced Salesman for the Maritime Provinces. Know the trade thoroughly and have good connection. Box 32, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**AN ENGLISH SHOE REPAIRER** would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

**FOR SALE**—Shoe repairing business in one of the best towns in the Eastern Townships, equipped with 8-ft. U.S. M.C. Finisher, one H.P. Motor, Repair Jack, Skiving Machine. Apply Box 35, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**WANTED**.—Position as manager and buyer for first class establishment or department store, West preferred, 15 years' experience. Apply Box 34, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**MR. MANUFACTURER:** The services of a successful and ambitious shoe salesman with established wholesale and retail connections in Ontario and Maritime Provinces are available. Hard and persistent worker, 27 years old. Box 36, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

**MR. MANUFACTURER:** Are you looking for a capable salesman for Western Territory? I am on my eighth year in the better class western city shoe trade as assistant buyer and head salesman. Well recommended, a good salesman, young, single and aggressive. Full information gladly furnished. Box 38, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

**WANTED**.—By an experienced shoeman, position in a city or good town. Western Ontario preferred. Used to good class trade, 16 years' experience in the retail trade. Can handle hosiery, travelling goods, mitts and gloves, etc. Or would consider buying a small business in a good live town. Box 37, SHOE & LEATHER JOURNAL, 545 King St. West, 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.

**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.

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SHOES GLOVES

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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.

**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  
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CODES: MARCONI, BENTLEY, LIEBER.  
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**Belgrave Gate, Leicester, Eng.**

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We are headquarters for all Finishes,  
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Only stops to improve quality and selection. Depots at all principal Hide centres including  
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International Hide Merchants

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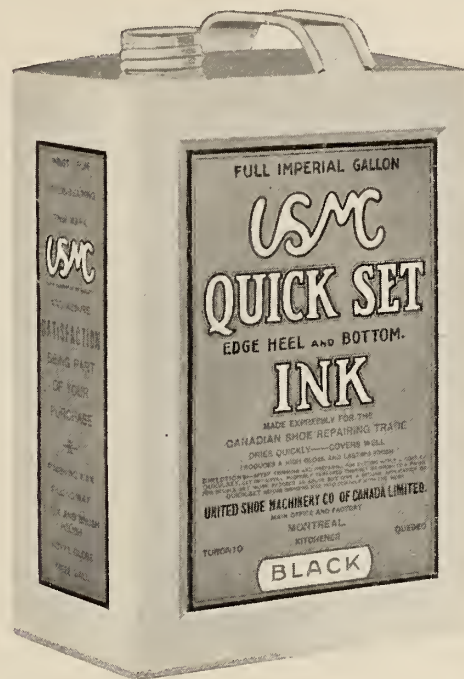
"We deliver what you buy"

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THE NEW EDGE HEEL AND BOTTOM INK  
ESPECIALLY PREPARED  
FOR THE CANADIAN SHOE REPAIR TRADE



Look For The Distinctive Red and Black Lithographed Cans

A High Grade Dependable Quick Set Ink of Good Body  
Rich Lasting Colors.

BLACK, OXBLOOD AND BROWN  
Packed in Quart and Gallon Cans only.

Dries Quickly                      Sets well by Hand or Machine

**FOR COMPLETE SATISFACTION.**

Order and Insist upon QUICK SET—Not Merely Ink

PLACE YOUR TRIAL ORDER TODAY

**UNITED SHOE MACHINERY CO. OF CANADA LIMITED**  
MAIN OFFICE AND FACTORY  
**MONTREAL**

**TORONTO**  
90 Adelaide Street W.

**KITCHENER**  
46 Foundry Street S.

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## Another Style Added To 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.	
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*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,	
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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

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St. Stephen N. B.



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PUBLISHED · TWICE · A · MONTH

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*Styles.*

*Stray Shots.*

*Shoe Repairing.*

ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL





Established 1857



“THE WEAR Is THERE”

There's a Breithaupt Tannage to meet every need from the finest turn to the heaviest work shoe, and no matter which Brand you choose of the Breithaupt Tannages, you will always find

“The Wear Is There”

*Used by Canada's Most Discriminating Trade.*

# The Breithaupt Leather Co. Limited

Producers of the Standard of Canadian Sole Leather

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# HONESTLY ---

Can you claim that yours  
are real CANADIAN SHOES?

You can't if you are using an imported Counter.

Neither can you claim to be giving the utmost in Quality and Value in your shoes.

Neither can you figure any saving in your production, because imported counters are NOT better, therefore they are NOT cheaper.

Be honest with yourself and get the most out of your shoe production; be honest with the retailers and the public and give them genuine All-Canadian Shoes made COMPLETELY with Canadian made materials.

D. & P. COUNTERS are the Quality Canadian Counter for the Made-In-Canada shoe.

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Sales Office and Warehouse:

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MONTREAL

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For Quebec City:—Richard Frere, St. Valier Street, Quebec



# The Middle Of May!

## How About Your Stock Of

# OUTING

( BRAND )

## Canvas Shoes

Warm weather is here. The new green of early foliage, the call of Spring, the soft, warm breezes and bright sunshine arouse strong desire for out-door recreation. In a few days, the rush will start for Canvas Shoes.

### Are You Short?

Sort up and order now. Be sure you have full lines for summer sales.

*Every "Outing" Brand Shoe is  
made up to a standard that  
maintains our good name  
for Quality*

## Gutta Percha & Rubber, Limited

Head Offices and Factories, Toronto.

Branches in all Leading Canadian Cities

# Davis Leaders

## Varsity Calf



The ideal leather for Men's and Women's fine Grade Black shoes. Its fine appearance is exceeded only by its excellent wearing qualities.

## Black Diamond Veals

This leather cannot be equalled for Men's Welts. Attractively finished and economical, it appeals both to manufacturer and dealer.

## Cordo Willow Veals

For dressy, attractive footwear, within the reach of all classes of trade, there is nothing to equal Davis Cordo Willow Veals, rich in shade with outstanding calf appearance.

## Nufortean Brown

is a lighter shade of brown. Beautiful in its richness. It has just the right tone and is perfect in weight.

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO  
CANADA.





*Mention "Shoe and Leather Journal" when writing an advertiser*



Taking pride in offering your customers exceptionally good shoes and in showing the newest in Footwear Style, you will be particularly anxious to be among the first to place this new Bell Model in your displays:—a shapely, easy-fitting last, a smart modish pattern with single strap and cut-out quarter—made in Patent and all popular combinations.

Bell designers keep in constant close touch with the leading Style Centres, and the Styles they select and produce are so well liked because their snappiness does not deviate from the conservative character that careful dressers appreciate.

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### 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*



PARIS  
LONDON NEW YORK

Fashion decrees that Patent Leather  
shall be worn



## BLACK BEAUTY

possesses distinct elegance that  
will appeal to the most fastidious

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The ROBSON LEATHER CO., Ltd.

OSHAWA - CANADA

*La Duchesse*



## Between You and Your Customers

La Duchesse Shoes are the best of friend-makers between your store and your women patrons.

With people doing the keenest of discriminate buying, shoes of lesser worth are being pressed into the background, while La Duchesse Shoes with their newest styles and moderate prices are forcing their way still further ahead in popularity.

Jobbers who are most successfully meeting today's conditions are doing so with the aid of the La Duchesse Line.

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

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



FIVE COLORS  
*and every one is of*  
 STANDARD KID *merit*



WHITES  
 HAVANAS  
 GOLDEN BROWN  
 CHAMPAGNE  
 CAMEL

Two advantages which STANDARD KID has  
 for manufacturers are :

- that the quality is dependable
- that the colors come exceptionally even

The standard which gives this leather its name is  
 a severe one. For the STANDARD KID reputa-  
 tion is always on trial in the eyes of its makers;  
 therefore it must continually measure up to a high  
 critical mark.

Put STANDARD KID into production for those  
 shoes-at-a-popular-price.

THE STANDARD KID CO.

Boston, Mass.

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



These  
Staples  
Lead  
All Over  
Canada



## The Attacks of Time and Rivals—

only add to the Yamaska Reputation for real quality and good honest value in shoes.

Without our maintaining a decidedly high standard in shoemaking the preference of the entire Trade for Yamaska Brand Shoes would not be so strong and steady as it is.

These days of critical comparison in keen buying are still increasing the popularity of our lines.

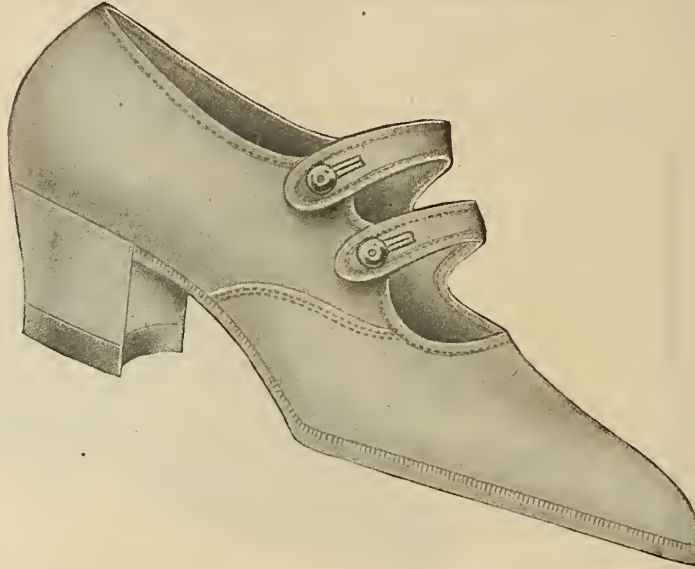
A factor in our offering of better values and in your more profitable selling is our direct to the dealer supply service.

Yamaska  
Staples  
for  
Value!

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



# Tipperary Shoes



Merchants everywhere in Canada are unanimous in giving Tipperary Shoes first place for Style and Value in Outing Footwear.

This two-strap model, representing one of to-day's leading Style tendencies, is a popular number in an extremely popular line.

Any of our sales agencies can keep you supplied with these strong selling Summer Shoes.

## The COLUMBUS RUBBER Co., of Montreal, Limited

Factory Branches At

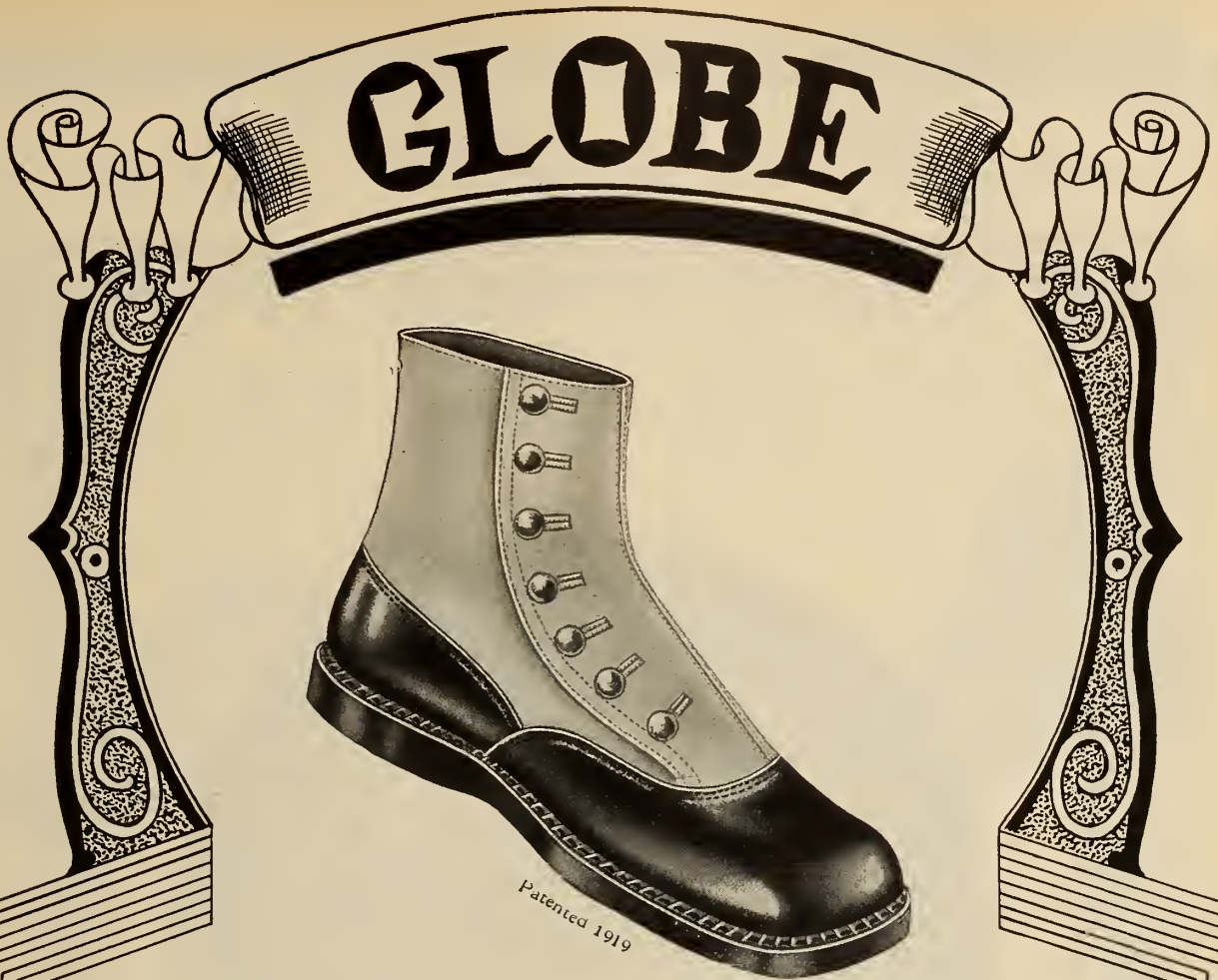
Montreal, Que., Ottawa, Ont., Winnipeg, Man., Calgary, Alta.

Sales Agencies:

LePage Brady Company, Ltd.,  
Charlottetown, P. E. I.  
Wm. Cook Shoe Company, Truro, N. S.  
Fleetwood Footwear, Ltd., St. John, N. B.  
Poliquin & Darveau, Quebec, Que.  
Louis McNutly, St. John, Que.



J. I. Chouinard, Montreal, Que.  
M. B. Young, Toronto, Ont.  
Shaw Bros., Edmonton, Alta.  
Anderson & McDonald, Vancouver, B. C.  
W.A. Law Footwear Co., Winnipeg, Man.



**EXTRA — WEAR COMFORT SALES**

Because of their extra quality in better shoemaking and exclusive improved features, once you sell a parent a pair of Globe "Pillow Welt" or "Baby Pillow Welt" Shoes you start them buying these shoes from you REPEATEDLY as long as they are purchasers of Children's Footwear.

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

A Globe salesman will call with the entire line whenever requested.

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

**GLOBE SHOE, LIMITED**

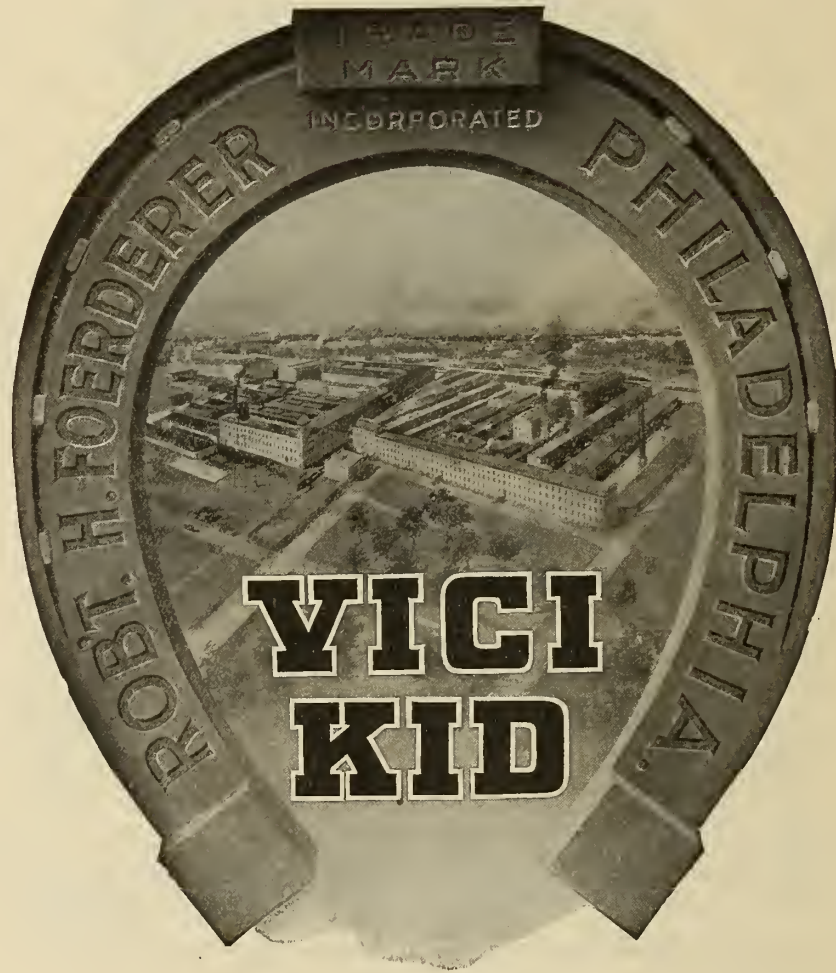
TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



**ROBERT H. FOERDERER**  
PHILADELPHIA INCORPORATED PENN., U.S.A.



*Mention "Shoe and Leather Journal" when writing an advertiser*

**IN STOCK**

**“Frank W. Slater’s Strider Shoe”**

**READY FOR IMMEDIATE SHIPMENT**



Last 60

6022 Men's Havana Brown Kid Oxford, C 5-10, \$6.65  
 6023 Men's Black Vici Kid Oxford, C. & D. 5-10, \$5.65  
 6024 Men's Lotus Brown Calf Oxford, C. & D. 5-9½, \$4.85



No: 6035

Single Sole Last 705 No. 1 Black Kid W. Foxed Bal. Price \$6.50. Width C Sizes 5-10



Last 60

6000 Gun Metal Calf W. Foxed Bal., Width C. Sizes 5-10 \$5.90  
 6003 Black Kid W. Foxed Bal., Width C. 5-11 \$6.50  
 6004 Royal Purple Calf W. Foxed Bal., Width D. 6-11 \$5.25  
 6021 Havana Brown Kid W. Foxed Bal., Width D. 5-10 \$7.75



Last 22

6026 Gun Metal Veal W. Foxed Bal., Width D., Sizes 5-10 \$4.80  
 6027 Lotus Tan Calf No. 17 shade W. Foxed Bal., Width D., Sizes 5-10 \$5.25

By Every Standard of Comparison  
**STRIDER SHOES ARE BETTER**

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

**EAGLE SHOE CO., Limited**  
 587 BEAUDRY ST. MONTREAL





## Real, Value-Giving \$6.00 Retail Shoes



No. 5001  
Brown Veal \$4.00



No. 959  
Black Kid \$4.00

All of Good Reliable, Good-year Welt Construction.



No. 5018  
Brown Veal, Bronze Buckle, \$4.10



No. 553  
Black Kid, \$4.00



No. 5003  
Brown Veal, \$3.90

*Packed ready to ship in 12 or 24 pair lots regularly sized. C and D widths. Order filled same day as received.*

Dame Fashion has decreed—Blacks and Whites for the Summer Season. This popular model in stock ready for prompt Shipment. Order now to avoid possible disappointment and loss of sales.



No. 918  
Fine White Canvas, & Dull Calf \$4.50

This line packed ready to ship in 30's A.B.C.D., and 15's B's and C's or Straight C's or D's. All regular sizes.

**Perth Shoe Company, Limited**  
Perth, Ontario

Largest Manufacturers in Canada of Women's Fine Welts Exclusively.

H. B. McGEE  
706 King Edward Hotel,  
Toronto, Ont.

W. S. PETTES  
413 Windsor Hotel,  
Montreal, Que.

# “No Others Need Apply”

There it is, that old hackneyed phrase of the classified advertising column, but we are using it here -- because it says just what we want to convey. We want the highest class and most aggressive shoe dealers in Canada, -- no others need apply.

There is a reason for our independence -- **LISTEN:** The Liberty Shoe is now ready for some live dealers in Canada. There never was, there isn't now, and we don't believe there ever will be a better shoe offered to the Canadian public. It's the latest word in style; it holds its shape, and it is skilfully made of the finest materials.

Live dealers of reputation, write today for terms of our exclusive franchise for your district. Only the best are worthy of Scott-McHale Shoes.

---

---

## Scott - McHale Limited

London - - - Canada





# Speed King Outing Shoes



For street, dress, sport or work, Speed Kings are the ideal shoes for Summer wear—light, strong, stylish, cool and comfortable.

## Co-operation

Keep up your stock of Speed Kings. Your sales will be governed by your ability to meet the demand and stimulate it. Our wholesalers are ready to co-operate with you with a quick supply service

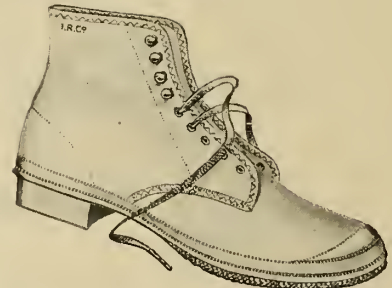


Many new models have been added to our extensive range which are sure to receive instant favor with your trade.



## Independent Wholesalers

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.
Brown, Rochette, Limited	- -	Quebec, Que.
James Robinson Co., Limited	- -	Montreal, Que.
J. A. McLaren Co., Limited	- -	Toronto, Ont.
White Shoe Co., Limited	- -	Toronto, Ont.
C. Weaver	- - -	Trenton, Ont.
The London Shoe Co., Limited	- -	London, Ont.
T. Long & Brother, Limited	- -	Collingwood, Ont.
The Independent Rubber Co., Ltd.	-	Winnipeg, Man.
Amherst Central Shoe Co., Limited	-	Regina, Sask.
Dowers Limited	- - -	Edmonton, Alta.
The J. Leckie Co., Limited	- - -	Vancouver, B.C.



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



**NERO**  
*A Tetrault  
Welt*

**H**ERE is one of our many new productions in Tetrault Welts—a real Man's Shoe—the final word in smart style and the value that always makes Tetrault Shoes outstanding.

Made in Oriental Brown Calf.

Pick Tetrault's "Nero" Last and you pick the winner of the Season in Men's Shoes.

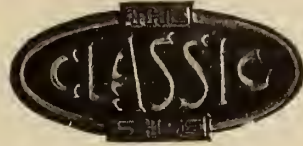
**TETRAULT SHOE MFG. CO., LIMITED**  
**MONTREAL, QUE.**

*Largest Makers of Boots and Shoes in Canada*





# Today's Sellers in Children's Shoes IN STOCK



No. 4116



Patent Sally Sandal Turns, with Nickel Buckle  
Sizes: -2-5, 4-7½, 8-10½, 11-2.

No. 4131



One Strap, Turn, all Patent Leather with Heavy Turn Sole.  
Sizes: -8-10½ and 11-2.

*These little Turn Shoes will prove to be just as popular through the summer months as they are proving to be this Spring.*

No. 4133



Two Strap, Turn, all Patent Leather with Heavy Turn Sole.  
Sizes: -8-10½ and 11-2.

Send For Folder showing Sixty lines IN STOCK.

No 4078



Mary Jane Ankle Strap, Turn, all Patent Leather with Silk Bow.  
Sizes: -2-5, 4-7½, 8-10½, 11-2.

## Getty & Scott, Limited

Makers of Classic Shoes

Galt - - - Ontario



# ORDER BEACH KICKS

TO-DAY  
Samples Gladly  
on Request---

THE REALLY SATISFACTORY BATHING SHOE  
Let us send you Samples of the BIG SELLERS-QUALITY  
and PROFIT.



One of  
19 Styles

Cork or Rubber Soles

66c.  
to  
**\$2.75**  
per  
PAIR



## GRIFFIN POLISHES - Powders - Dyes - Cleaners SUPREME QUALITY--A TRIAL Order Will Convince YOU.

(4) FOUR GRIFFIN WHITE SHOE LEADERS - EACH ONE A SELLER (4)

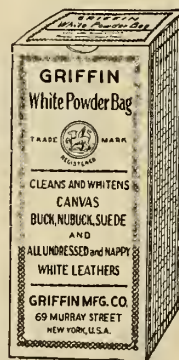
Peuer White  
for BUCK, CANVAS, etc.



"Genuine"  
KIDINE



"GRIFFIN"  
Powder Bags every Color



"WHITE CAKE LARGE"  
Aluminum Container.



## Canadian Shoes - Findings - Novelty Co.

TORONTO 2 Trinity Square

MONTREAL 153 Peel St.



*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

Here is a flexible, cushion-soled shoe for children—a shoe that fills a long felt want, and like all Eclipse Shoes, only the highest grade materials have been used. The special construction assures the maximum amount of flexibility. This shoe has a perfect, soft, smooth cushion and is held in a positive position during the entire life of the shoe. This shoe is of good appear-

ance and made on a Welt Process with our Patent Cushion Sole features.

This shoe shows the ear-marks of real shoe-making and the many outstanding advantages in this construction have already attracted the favorable attention of many shoe buyers throughout the Dominion.

### Process "Patent Applied For"

*(ALL INFRINGEMENTS WILL BE VIGOROUSLY PROSECUTED)*

Travellers are now on the road. The careful inspection of this process will convince you of the many advantages of our construction. Built for service and comfort.

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)



*Infants' Chrome Sole Button made in Sizes 2-5 and in all leathers.*





## A Leather That Is "STYLE" In Itself

Smart lines and ingenious patterns are, of course, all important in the productions of artistic footwear.

When, in addition, WEILDA CALF is employed, the beauty and attractive power of such shoes is decidedly emphasized.

*LET US SEND YOU SAMPLE CUTTINGS*

---

## A. C. Lawrence Leather Company

161 South St., Boston, Mass.

New York - Philadelphia - Chicago - St. Louis

Cincinnati - Rochester - Milwaukee

# "Perfect Shoes"



*Perfect in Fit, Perfect in Service.*

The shoe illustrated is our Misses' Ball last 33, sizes 11-2, made in Black and Brown Kid, Mahogany and Gunmetal Calf

"Perfect Shoes" are all that their name implies. A dependable line of strongly made McKays for Children, Boys, Youths, Girls and Misses, they are proving steady sellers everywhere.

*Fall samples are now being shown by our 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.

*The SILVER FOOTWEAR Company*

105-107 Front St, East.

Toronto.





## Right At Your Elbow

A big stock with big values  
and popular styles

With Robinson Service there is no need for dealers sacrificing enterprise for caution in their buying. They can offer the wide selection that enterprising dealers **MUST** have without the heavy stock that cautious dealers will not carry.

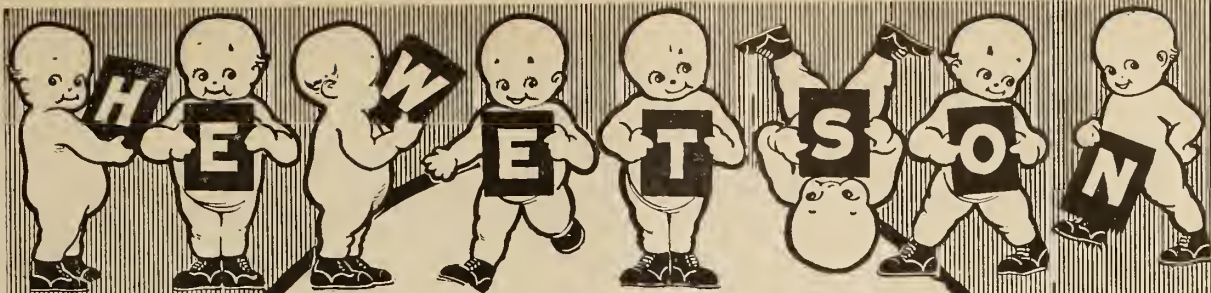
Undoubtedly you can liven up Spring and Summer Trade with good strong values and new popular styles. Pick them from our extensive lines and you know you are getting real sellers and profit-makers.

Our prompt service places our big stock right at your elbow.

**James Robinson Company**  
Limited

184 McGill St.

Montreal



## Introducing The Hewetson Kiddie



It is this happy Hewetson Kiddie that now identifies the shoes the thoughtful mother buys for her children.

Our Dominion-wide national advertising is teaching mothers to know that the better wearing, better built and better shaped shoe for active, growing feet now has the Hewetson Kiddie stamped on the sole. Mothers will insist on this trade-mark.

Are you ready?

Are you carrying a complete stock of the shoes that bear this trade mark and come packed in the new Hewetson Alphabet Box? To get the lion's share of children's shoe business this year you must have them.

Order Hewetson Shoes from your nearest jobber at once.

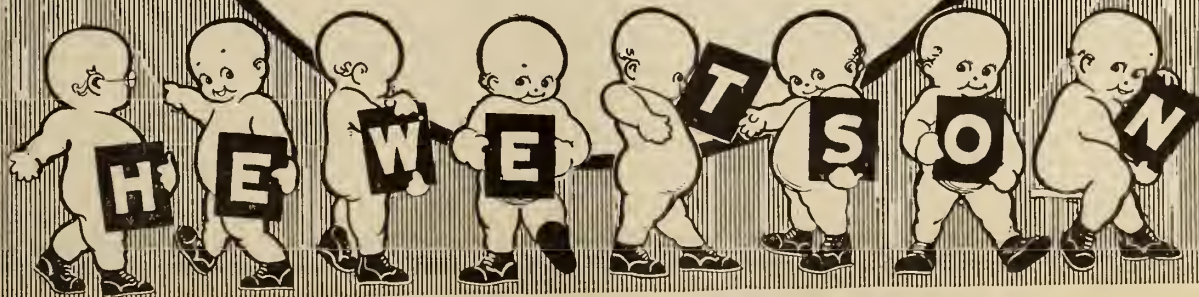
If your wholesaler does not handle them, write us direct, and we will furnish you a list of wholesalers in your territory who do.

# HEWETSON

## SHOES FOR CHILDREN

"Made Stronger To Wear Longer"

J. W. HEWETSON COMPANY, Limited  
BRAMPTON, ONT. and ACTON, ONT.



Mention "Shoe and Leather Journal" when writing an advertiser



## Patent and White Buck Strap Slippers



**In Stock now for immediate delivery**

No. 330	Girls' Pat. Wide One Strap Nickle Buckel	8-10½	.....	\$2.35
" 430	Misses' " " " " " "	11-2	.....	\$2.70
" 920	Gr.Girls' Pat." " " " " "	2½-7	.....	\$3.40

**In Stock June 15th.**

No. 331	Girls' White Buck Wide One Strap Nickle Buckel	8-10½	.....	\$2.50
" 431	Misses' " " " " " " " "	11-2	.....	\$2.90
" 921	Gr.Girls' " " " " " " " "	2½-7	.....	\$3.70

**Write us for Samples**

*All lines carried in stock at our Toronto Warehouse*

*By Geo. E. Boulter, 3 Wellington St., E.,*

*Phone Main 5833*

**Scroggins Shoe Company**  
Limited

GALT

ONTARIO



## 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	} .....
The Miner Rubber Co., Limited	
Congdon, Marsh Limited, .....	Regina, Sask.
The Haileybury Wholesalers, Limited .....	Winnipeg, Man.
Coates, Burns & Wanless .....	Haileybury, Ont.
R. B. Griffith & Co. ....	London, Ont.
The Miner Rubber Co., Limited .....	Hamilton, Ont.
The Miner Shoe Co., Limited	} .....
The Miner Rubber Co., Limited	
The Miner Shoe Co., Limited	} .....
The Miner Rubber Co., Limited	
The Miner Rubber Co., Limited .....	Toronto, Ont.
H. S. Campbell .....	Ottawa, Ont.
The J. M. Humphrey Co., Limited .....	} .....
The J. M. Humphrey Co., Limited	
The Miner Rubber Co., Limited .....	Montreal, Que.
R. T. Holman Limited .....	Quebec, Que.
	Fredericton, N.B.
	St. John, N. B.
	Sydney, C. B.
	Halifax, N. S.
	Summerside, P.E.I.

High Pressure Curing makes an auto tire tough and strong.

It does the same for Rubber and Canvas Footwear.

Miner's "Greyhounds" are the only Canadian-made Tennis Shoes cured by this process.

Test them for wear. We'll accept your verdict.



# Your next Folder!

*Printed with an Eye to Results*



**G**OOD printing is the life of your shoe booklets, folders, and direct-by-mail literature.

It carries weight because it commands attention, a fact that promotes sales, and sales justify good printing.

Actons design and print your literature with an eye to results—a printing personality that appeals to progressive men in the shoe trade. The close connection to the shoe trade enjoyed by the Acton organization makes it possible for them to handle shoe printing in an intelligent and comprehensive way. Let our Service Department construct and design your next printing order.

*Sell by the Printed Word*

*Wire, Write or Phone  
for all Particulars.*

# THE WILLIAMS SHOES

## Comfy Welts

*Built for Hard  
Daily Wear*

Williams Comfy Welts are popular with the young people because they have style and give foot comfort and ease so necessary to the growing foot.

Williams Comfy Welts are popular with parents because they give a long wearing service, being made of the highest grade materials and are of the most durable construction.

Williams Comfy Welts are made for Boys, Girls, Misses and Youths and Children.

## In-Stock Department

One feature of 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 Shoe Means Profit for You*



**WILLIAMS SHOE LIMITED**  
BRAMPTON, CANADA.



# S



“Sisman”—a guarantee of quality to the wholesaler, the retailer and the consumer.

When ordering staples, specify “Sisman.”

## The T. Sisman Shoe Company Limited

Head Office, Aurora

Branch, Newmarket

# 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

## TO ADVERTISERS

The man who buys advertising is entitled to see what he is getting. On this basis the question of circulation is of primary importance. An advertiser is entitled to the same information and guarantee in the purchase of advertising space as in that of any other commodity. The SHOE and LEATHER JOURNAL is glad to be able to announce itself as:  
*Applicant for Membership in the Audit Bureau of Circulations*

## Courage In Buying

**D**URING the past many have realized to their cost the danger of trying to be too exact in their purchasing methods. A goodly number of sales have been lost through goods not reaching the hands of retailers at the time most needed, and the manufacturer has been blamed when the boot has really been on the other foot.

Of course there are always manufacturers who undertake more than they can perform, but the majority, as it is their interest to do, seek to satisfy their customers to the best of their ability. Nine times out of ten the trouble arises from delay in placing orders in the first place, and the rush at the last on the part of all those who have held back, but want their goods delivered at once.

Unless something is done to change the buying attitude of the past two or three seasons, history is going to repeat itself, as soon as each retail selling season starts in. Next September for instance when people get back from their vacations, and schools open there will be the same frantic rush for goods that there was a month ago unless orders are placed well in advance.

There is no reason why a dealer should not anticipate most of his requirements sufficiently ahead to give manufacturers an opportunity to get on with their season's work. It is unnecessary to suggest to an intelligent wholesaler or retailer that there is as much advantage to them as to the manufacturer in having orders in hand as early as possible. A factory run in fits and starts is a costly proposition, and the extra cost goes into the goods inevitably. To keep down shoe costs therefore, one of the essentials is to keep wheels moving as steadily as possible.

The question of price does not cut much figure just now. There is little immediate prospect of lower costs of production, and even if the future were uncertain in this respect, buyers can undoubtedly arrange to have early orders properly safeguarded. It ought to be possible right now to anticipate three-fourths of the coming fall season's business, and one of the best means of promoting a return of greater stability in conditions is to manifest a fair amount of practical confidence in the future.

Reports from all over the country seem to indicate that business is on a sane basis and while there may be a little settling down still to come the future affords abundant promise of steady, progressive development.

The merchant who buys carefully and well just now need fear no setback in the coming months of autumn which ought to be the best for business the trade has known for a considerable period. Buy carefully, sensibly, cautiously but BUY.



## In the Market Place

While business conditions can be described generally as quiet, there is ample evidence of a steady undertone which makes for a spirit of progress rather than retrogression. While certain industries are marking time, others are steadily going forward or consolidating their positions. Building operations continue to increase, and insurance men note a marked improvement in their business on this account. Wage adjustments are being made, and labor is coming more and more to the realization that the basis of wages must be in a downward direction. The weather to date has favored growth of crops and with better prices for farm products the buying power and confidence of agricultural communities are improving. The credit situation while still uncertain shows a tendency towards clearing up with freer movement of goods. Dealers and manufacturers are financing to the limit, and every flutter in sales produced by shoe-buying weather is reflected by a short period during which payments are better. The inference is that traders are willing to meet their obligations, and do so as soon as the public hands them the cash with which to do it. It is to be hoped that all shoe dealers have put their losses behind them, which cases, with prices stabilized they can carry on from the low point they have passed.

### Preparing for Fall.

Buying for fall has not been of an extensive character. Manufacturers quite logically feel that if the dealers expect to receive their shoes in time for September selling they should come into the market now. This is quite feasible in the case of everything but strictly novelty goods. We can feel sure that the vogue for straps will not die overnight, and early fall should see many of them required. These should be followed by a period when oxfords will be used for street wear. New designs of attractive character assure the sale of spats, for wear with oxfords, while undoubtedly they will be worn also with heather stockings. While some dealers and manufacturers are looking for boots to come back strong, the transition from low shoes to high cannot but come gradually. There is nothing on the horizon of sufficient importance to justify a prediction that boots will supercede oxfords for late fall, while efforts of hosiery, gaiter, and overshoe men to produce attractive effects should have the effect of keeping oxfords on the street for another season at least. As to leathers, patent should have a good run through the fall, while kid and calf in browns and blacks are always good sellers. There is every reason, therefore, why dealers should have confidence in their judgment at present, and cover the major part of their requirements for the fall season. Last month we reproduced a large number of opinions as to fall shoes, while on another page of this issue there appears the combined judgment of the styles committee of the American shoe trade. Undoubtedly there will be novelties offered each month, but the wise dealer will allow himself a margin on his buying so that he can take advantage of last minute offerings.

### Present Conditions.

Retailers report business as fair since Easter season. Weather conditions have had some effect on it, and fine days brought out shoe buyers. In cool periods a slackening was immediately noted. It might be inferred that the public is in a better buying mood than for some time,

but that it does not require much to discourage it, or to cause a holding back. Consequently values and style must constantly be emphasized. Women's shoes are still selling more freely than men's. Straps lead in sales by long odds, and these are largely in blacks, patent, calf, and kid, with a few browns moving. A smaller proportion of oxfords are selling, and this is expected to decrease rather than improve. Low heels are largely in demand on the shoes sold. Low heeled sandals are coming rapidly to the front, and with this style a greater proportion of high heels are noted. Sandals are largely confined to patent or combinations involving patent. In general volume of sales for the past two months has been slightly lower than for the same period a year ago, but the number of pairs is about the same. Men's oxfords are starting to move more freely, in browns and blacks. Prospects for white shoes are good, and a big season is expected in white straps and sport oxfords. The demand is possibly a little late this year, but with Victoria Day just around the corner, the season is practically here. Dealers in general report having ordered very few fall shoes, with the exception of a few staples and hockey boots. Pressure from manufacturers should change this situation during the next few weeks. Rubber orders have been placed to quite an extent for fall, but not as heavily as manufacturers would like. Rubber houses are already encountering cases where dealers are short on canvas goods owing to lack of courage in ordering last fall, so that as the season advances the shortage may become more pronounced. They feel that dealers should not run into the same difficulty by delay or short buying for fall.

Shoe manufacturing, wholesale and leather branches of the trade are all relatively quiet. Manufacturers are in the between season calm, and are after late summer and early fall business. It is expected that the Style Show in New York this week will stimulate business, and stabilize the style situation. Representative manufacturers, designers, and dealers made the trip to New York and should return full of ideas and pep.

### GRIST FROM THE MILL.

**An Ottawa Dealer says:—**

"Have bought very few shoes for fall. Hardly know what to buy, there are so many different styles offered. Only buying semi-staple lines so far."

**A London Dealer says:—**

"Business slumped so much in March that it is taking all the increase for April and May to even up this year with last. Future prospects very good."

**A Western Ontario Dealer:—**

"It looks to me like more black shoes for women. I look for a greater percentage of black oxfords for fall as compared to brown last season. Brown oxfords and straps have both fallen off recently."

**A Saskatoon Dealer says:—**

"Easter trade was good, and has been fair since, but not as good as last year."

**An Ontario City Dealer says:—**

"1922 is going to be a tough year, and don't make any mistake about it. In 1923 I think conditions will show signs of improvement."

**An Eastern Manufacturer says:—**

"It looks like a poor season for us this summer. Fortunately we had one of the best seasons we ever had for spring, and we anticipate next spring's business will be fair, if the crop is reasonable."

**A Manufacturer of Women's shoes says:—**

"We have been able to maintain the production figures that we set over a year ago, and are running full time."



# Stray Shots From Solomon

You have gone your gait so long without getting caught that you think you lead a charmed if evil life. Nevertheless the Nemesis is on your trail. You can't escape the law of God, although you may manage to dodge the statute book. "Because sentence against an evil work is not executed speedily, therefore the heart of the sons of man is fully set in them to do evil." Some of these days you will sit down in bitter anguish and realize the truth that "whatsoever a man soweth, that shall he also reap." For wrongdoing to go scot free is as ridiculous as that Canada's thistles should produce a crop of wheat. Make up your mind to quit your crooked, perverse ways before the axe falls, and there is no opportunity for repentance. You know you ought to be in jail, and that you would be run out of the community on a rail if people knew you as you are. What others think of you is not a patch on your own thoughts when you get to bed at night. Quit it, man!

\* \* \* \*

It is not what you have but what you are that makes life worth living. "Man shall not live by bread alone." There are heathens going to church, and taking the communion every Sunday, who are grovelling before their appetites or worldly self. "Better is a little with the fear of the Lord, than great treasure and trouble therewith." Poverty is no disgrace but this eternal grabbing and hoarding of money is what makes devils of men. It is no disgrace to make or have money, and it is a useful thing unless we let it dry up our heart springs. The old saying make all you can, save all you can and give all you can is good philosophy as well as good Christianity. Lots of us may thank God that He has not seen fit to give us wealth. True happiness after all is the secret of those who can say with St. Paul "I have learned in whatsoever state I am therewith to be content."

\* \* \*

We can fool our very best friends, and we can often deceive ourselves as to our real character, but we can't pull the wool over the eyes of the Almighty. "Hell and destruction are before the Lord how much more the hearts of the children of men." We are "inside-out" to Him. Even the best

amongst us come to the point where we say with deepest sincerity and humility: "I have heard of Thee with the hearing of the ear, but now mine eye seeth Thee; wherefore I abhor myself and repent in dust and ashes." Let us quit this pretending to be something we are not. Let us try to be "inside-out" to our fellows as well as the Almighty. Let us quit our meanness no matter what kind it may be—talking about our neighbours, doing small things to those who have to live with us, and in general turning the golden rule upside down. The man who is decent to his family and neighbors has begun to qualify for closer relations with the Almighty.

\* \* \* \*

Keep your nose out of your neighbor's business, and especially out of his quarrels unless you want to lose part of your anatomy. Hornet's nests are harmless compared with meddling with strife that does not belong to you. "Leave off strife before it be meddled with." It is a good thing to quit before you begin quarreling. There is nothing in it, no matter which way the battle goes. Did you ever know anybody to be convinced as the result of a set-to with fists or sticks? Nobody yet resorted to brute force, except perchance to bring a bully to his senses, without demeaning himself, and everybody about him. It is necessary sometimes to use the fist or the stick as an argument, and a good right hander can sometimes be used with more effectiveness than argument or loving speech, but the exception only proves the rule. The man too ready with his fists is a danger to himself and a menace to the community.

\* \* \* \*

Trust Mr. Two-face only as far as you can see him. Beware of the fellow who roosts with the fowl, and runs with the fox. Some people turn blessings into curses like the man who found a new rope and hanged himself with it. Some people are never satisfied; like Bill Jones' dog they bark when they are loose and howl when they are tied up. Seeing green cheese in the moon is better than croaking like a pond of green frogs at everybody. A young gambler is sure to turn out an old beggar. It is the petty expenses that empty the pocket. Don't dispute the path with a mad dog. Helping those who don't need it is like putting dripping in the pan with a bit of fat bacon. People get rich not with what they make but what they save. Trying to sweeten a pigstye with eau-de-cologne is a waste of time and good money. The French say "he who washes the head of an ass wastes his soap." Lawyers build their smart houses out of fool clients. You can tell what some men are by the gusto with which they tell a shady story.



# The Round Table

## When to Hold Sales—Cost of Selling.

THE "Round Table" discussion this month centres around two questions, which were selected from the many sent in by retailers. Opportunity will be taken to discuss the others as we work through the list. The first question is:—

### "Are regular month-end sales better than big sales twice a year? Why?"

The question was suggested by a Toronto dealer, who is noted for his original ideas along merchandising lines. The dealer in question does not go in for the semi-annual clearance sales, but believes that he can do better by keeping his lines clear every month. People who are looking for bargains can then obtain them at frequent intervals, while his regular trade does not suffer an upheaval twice a year, which not only covers the actual period of the sale, but a certain period of time before and after.

The question presents itself forcibly at this time, following a January and February characterised by a series of banners and posters on the streets of every town, advising the public that shoe values were slaughtered, and that the millenium had arrived when goods would be given away. Just how many shoes were sold as a result is a doubtful question. But certainly the results were in no way commensurate with the expenses or losses incurred by dealers.

That there are two schools of thought in the shoe trade is evidenced, not only by general practice, but by the opinions expressed in the Round Table discussion. There has always been a divided opinion on the question of sales, and advocates are found for both sides of the question.

January and February are always quiet months, as is also August. And accumulations of odds and ends, and short lines will be found in almost every store. What more natural than an effort to clean these up, and at the same time bring up what would otherwise be a low volume? The difficulty encountered is due to the fact that if this becomes general practice, and prices are cut all along the line at those periods, nobody comes out ahead but the public, and their ingratitude may be taken for granted.

The propounder of the question therefore feels that regular month-end clearance sales, on a modest scale, and without any flamboyant display, will serve to keep stocks clean without destroying the stability of the business.

#### A Montreal Dealer.

Takes the safety of a non-committal statement, saying: "It depends on the grade of merchandise." As this man handles a high class of goods, it may be presumed that he is not in favor at least of the loud display.

#### An Eastern Ontario Man Says:—

"Sales twice a year, I think, keep the trade steadier, as customers are not waiting for month-end bargains."

#### A Western Ontario Dealer says:—

"Month-end sales are dangerous. They keep the buying public over supplied, and cause no demand for footwear. Twice-a-year sales are plenty. An overfed public will fatten at the expense of the merchant. If you keep them hungry, you will get your profit, and have less trouble selling merchandise."

He wants to know:

"Why do we continue to buy novelties which are hatched weekly. Do we realize that we are choking our stock with odds and ends? Why not discontinue buying this way, and go back to twice-a-year buying?"

#### A Toronto Retailer says:—

"Monthly sales are not as good as sales twice a year, for the reason that they would tend to disorganize regular business, coming so often. They would also give the public the opinion that the store was carrying on under a cloud. I always feel that sales in late summer and early spring are best, when one can clear away broken lines, always making a special effort, and being prepared to give some real bargains even to the extent of losses on first cost to do so."

#### A Hamilton Dealer says:—

"We prefer twice-a-year sales. This practice does not cheapen the institution as much as monthly sales."

He asks:

"What can be done to overcome the evil of the repair man actually glorying in telling customers that the counters, heels, box toes, etc., are made of paper? This is a most unfair condition existing all over."

#### An Eastern Ontario Dealer says:—

"Monthly sales tend to cheapen your store, and too many sales lose their effectiveness."

#### A Western Dealer says:—

"Month-end sales are not advantageous because during the busy season you have all you can do, or practically so, consequently you cannot give the time necessary to organize a sale properly. A greater reason is loss of profits or prestige by too many sales."

#### Another Ontario Dealer says:—

"We are only experienced with two half-yearly short, quick-action sales, when only end lots are offered, and are then offered at such low prices that the goods are all sold."

#### An Ottawa Retailer says:—

"Monthly sales upset your regular business too much."

#### A Windsor Dealer says:—

"I believe that the shoe business should be stimulated more than twice a year by special sales, but I would not say that they should be monthly. For instance, I can see no reason for having a sale during the month of December; and I can see no reason for having a sale during any month of the year containing a holiday; that is, Easter, Thanksgiving, etc. On the other hand, it is quite obvious that there are times when a special sale should be put on special lines to clean them out, not necessarily monthly, but at the correct time."

Other opinions received too late for publication will appear in our next issue.

## THE COST OF SELLING.

The other question for discussion was raised by a Western Ontario Dealer, and is: "What wages are paid to clerks? What is the percentage of selling cost to volume of sales?"

The rate of wage paid to the sales staff does not necessarily carry much importance, as it will vary in different localities and communities. It depends on so many factors that one dealer may be satisfied to pay considerably more than another. Mark-up, volume of sales, class of goods, and type of salesman

all have a bearing on the wage paid. The really important feature is the relation of selling cost to sales volume.

In the issue of the Shoe and Leather Journal for October 1st, 1921, we reported on a survey of Canadian shoe retail stores, for 1920 from which it was noted that the average wage paid to the selling staff represented 9.56 per cent of volume of sales. The highest figure noted was 14.32 per cent, and the lowest 5.72 per cent.

The Harvard Bureau of Business Research collected and compiled figures from American retailers which showed that the wages paid the sales force represented 9.7 per cent of sales volume, the high point being 17.7 per cent and the low 4.3 per cent.

In Chicago, last January, the Open Forum discussion brought statements from various dealers, showing that their cost to sell per man ran from nine to ten per cent in San Francisco. A New York man said his cost was  $7\frac{1}{4}$  to  $7\frac{1}{2}$  per cent, while another dealer said his cost ran  $6\frac{1}{2}$  per cent on men's shoes,  $7\frac{1}{2}$  per cent on women's, and  $8\frac{1}{2}$  per cent on children's shoes.

The Ontario dealer who now raises the question said that it was brought up by a visit to another town and inquiry as to wages paid. He says he pays finished salesmen in a small city \$30.00 to \$35.00 a week. Younger men or lads he pays from \$12.00 to \$20.00 per week, depending on what he thinks they can earn. His selling cost is 7.12 per cent of his sales volume.

A Montreal Dealer, whose trade is high class, and turn-over large, says his cost to sell is only five per cent.

An Ottawa dealer pays his clerks anywhere from \$18.00 to \$35.00 and commissions in addition. He gives his total cost of doing business as 26 to 28 per cent, which is normal, but does not state selling cost.

A London dealer pays salaries which amount to nine per cent of his sales.

An Eastern Ontario dealer tells us his clerks cost him about five per cent.

A Hamilton retailer pays his men from \$28.00 to \$40.00 per week, and the total amounts to a trifle over five per cent of sales.

A Western Ontario dealer doing a volume of \$60,000, does some of his own selling, and pays his clerks from \$18.00 to \$25.00 per week. His selling cost runs slightly under seven per cent.

A Central Ontario dealer, doing a fairly large business, says his selling cost runs around six per cent.

**A Toronto Dealer says:—**

"I have always paid under a three-fold feature, viz., weekly salary, commission on sales, and a share in profits. This I have found has worked out very satisfactorily under the following system. The wages are paid weekly, sales bonus or commission is paid monthly, and the share in profits is paid at the end of the fiscal year. The last two we have encouraged the clerks to leave to their respective credits in the nature of a drawing account, bearing interest at six per cent. This is accessible at all times, whenever they need any funds, and has been the means of very much encouragement to them in the idea of saving."

**A Windsor Dealer says:—**

"The question of wages paid to clerks must be entirely local. I think that shoe salesmen should be paid as well as any other first class mechanics in the community.

## Time for the Daily Dozen

**Leading Shoe Manufacturer Thinks Reducing Exercises a Good Thing.**

**W**ITH a tendency towards general grouching and grumblings as to the lack of business, it is refreshing to encounter a spirit who has been looking for the silver lining and believes he has found it. While his medicine may not seem so good to some who have been near the ragged edge, or who have tumbled over to join the heap of wrecks lying at the foot of the cliff, there is so much good common sense and encouragement in what he says, that we can't resist the urge to quote him. The gentleman speaking is modest in not wishing to talk for publication, but few who read this would not recognize the manufacturer's name were it mentioned. He says:—

I am of the opinion that business now is normal, and it is best not to remember anything about the fat years during and after the War. In comparison with our figures of 1913 we are showing quite satisfactory improvement, and it is my opinion that we should obliterate the years between 1915 and 1920, as far as any comparisons go. I think what we made we put back into the trade again, and I consider we are making fairly satisfactory progress. We like others, no doubt, have a plant in which we could make more pairs of shoes. On the other hand, we were, perhaps, a little too optimistic, being fed a little on the big ideas of big times, and to analyze actual conditions and taking into consideration the number of shoe factories and their probable output, I think we are holding our own, and are satisfied. I might add further that to get business these days we have to go after it, and we have to go after it good and hard, just as we had to do eight or nine years ago.

Personally, I think that a campaign to the effect that we are in ordinary normal times right now, would be a good idea and erase the general cry that business is bad; for to my mind business is bad only by comparison with the exceptionally good conditions that may never happen again in the shoe business. It just might be that we all grew a little too fat, at one time, and perhaps do not like the extreme exercise of reducing, but this really is the most healthy exercise we all could take.

### I WANT TO KNOW.

**Retailers have passed on the following questions to the trade:—**

**"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 is the problem we are meeting in a narrow store and have had experience only with ledges."**

**"What percentage of straps to oxfords can a man buy for fall?"**

**"Why do we continue to buy novelties under present conditions? Why not go back to twice-a-year buying?"**

**"Would like to know the value of newspaper advertising to the retail shoe merchant where the cost runs over fifty cents per inch."**



# New York Style Show

**What Was Shown to Shoemen by Brooklyn Manufacturers.**

(Special New York Correspondence.)

**T**HE style show put on by the Brooklyn shoe manufacturers at the Hotel Commodore in New York on May 15th, 16th and 17th, is of interest to the Canadian shoe trade as showing the trend in shoes of the high class and novelty type. Many Canadians from Ontario and Quebec points were on hand to get first hand information.

Perhaps the most important decision reached by the hundreds of visiting buyers at the show was the necessity for extending their lines as regards heel heights in order to create fresh interest in footwear styles by women themselves.

Heels on women's shoes are to be higher. While many stores that have a large flapper trade will carry some low heel lines, in general the welt lines will be more largely bought on lasts carrying 12/8 to 14/8 heels. Turn footwear for street wear will carry both box Cuban heels and full Louis and Spanish Louis heels in 16/8 and 18/8 height, and the latter will gradually gain the ascendancy in volume.

For evening wear, the popular material will be fancy brocaded silks, satins and gold and silver brocade tinsel cloths. Here the full Louis heel has the field nearly to itself.

Strap effects will lead in turn footwear, in new and old designs. Popular patterns are multi strap effects on instep, cross straps, but nearly always with a single fastening. Buttons fastenings predominate over buckles.

Side gore shoes are seen in all leading lines, and there is a difference in opinions as to how strong they will sell. Some who have had them are repeating on these styles, and many are buying them now for the first time. A variation of the gore effects is that of the gore on centre of instep, covered by a tongue effect. Buckle colonials are shown freely, but it is felt it is a style that will sell best in high grade and high priced exclusive shoe stores.

There was no indication that regular boots are being considered as a fall style in the least degree. Cossack and Russian boots are shown, and many cross strap pumps with a leg cuff around the ankle are among the high novelties shown. Few believe that these boots or cuff types will reach any great volume in sales, but they are regarded as "flyers" that may be touched lightly by some few big city style stores.

Side lace Oxfords were shown and are being bought by large city stores. Welt sole low shoes are made in straps in tailor made and simple effects, mostly of the one wide strap variety. Oxfords are custom in effect, perforations on vamp and quarter, and a great many are shown in blucher Oxford patterns.

There is a strong tendency in the better lines to simplify the upper design and thus inject into a shoe stock a few simple styles that will appeal to the better dressed and middle aged trade.

In upper materials there is a distinct broadening out of the range of materials. Patent is a big leader;

satins are being bought freely; gun-metal calf and black kid are going much stronger; in fact, the general tendency is toward black. Some extreme lines are showing colored kid pumps, and buckskin in grey and beige trimmed with colored kid to match. However, women's tailoring houses predict a big season for blue serge suitings, which will make tan low shoes an active seller. Lasts for the most part are short in the forepart, full and medium round at the toe, vamps much shorter on strap pumps, while Oxford vamps remain about as before.

All merchants and buyers believe that the higher heel effects will result in making the women's Fall business very much more active in sales and with a wider range of materials and patterns, that women will buy several pairs of shoes and buy them more often than for the past year.

## NOTES FROM AMERICAN CITIES.

**I**N general volume the lines that lead in sales of women's shoes are the patent leather one strap, while sandals and cut-outs of all patent or combinations show free movement. Indications of a big white and sports season are already plentiful in sales made and displays offered. For medium and lower grade shoes white fabrics with or without colored leather trimmings are favored. White calf, kid, or buck are all shown and sold in the higher grades of shoes. The dressier shoes lean towards the wide one strap model. For actual sport wear the oxford of white fabric or leather with dark trim is coming into its own, while the smoked elk or horse with brown or black instep saddle or other trimmings has a good call. In turn shoes combinations of patent with grey or beige suede are selling freely. Low heels are of course predominating. There is a growing feeling among dealers, however, that the fall will see somewhat higher heels than are favoured at present. Warmer weather is awakening men's business to some extent. The call is largely for oxfords in browns or tans, of conservative type, with straight tips.

### Western Jottings.

As warmer weather sets in the shoe business in middle western centres has registered an improvement in men's lines as well as women's. The steady demand for patent leather is expected to last through the summers, and in many cases half the total sales are in patent leather shoes. This will necessarily be cut down to some extent as the white season takes hold. The one strap shoe is holding its place at the head of the procession, though in some localities sandals are running it close. In some localities there is still quite a demand for kid and calf oxfords for street wear, usually in brown. White shoes are already starting to move, with or without trimmings. For cheaper shoes, the patent trim is accepted, but in better grades the duller finish of kid or calf is preferred. For fancy shoes, green, blue, or even red trims are offered, though these are not expected to sell in volume. Sandals of patent are reported to be displacing the "flapper" pump in a few localities, as the cut-out effect is found cooler to the foot. The Russian boot which was exploited in various localities this spring, is falling into the background. Whether it will revive next fall remains to be seen. Meanwhile, the idea is being applied to designs of low shoes, with a collar effect, while the fall will see it brought back, if not in boots, at least in designs of spats and overshoes. The feeling through the middle west and west, which are so directly dependent on agricultural conditions is that with good weather conditions trade will open up well this summer, and continue briskly through the fall.



# Autumn Styles

## Recommendations of Styles Committee of American Shoe Men.

**T**HE Joint Styles Committee of the Retailers' and Manufacturers' Association met recently to consider the question of what would likely be sold by retailers during early autumn. It was not considered advisable to work any further than the beginning of October on women's shoes, nor the end of October for men's. The thought was to indicate what should be sold up till that time rather than what should be bought.

### Women's Styles.

Women's shoes for selling during August and September are divided into welts and turn effects. The welts are subdivided into straps and oxfords.

Strap patterns—leather heels, 10/8 to 12/8 in calf leather; and up to 14/8 in ooze, patent and kid. In all-over materials, patent first; black kid second; and medium tan calf third. The following combinations are recommended:

Dark beige with medium tan calf trimmings. Grey ooze with patent or gun metal trimmings. Black ooze with patent or gun metal trimmings.

Not more than two straps, and a continuation of the wide one-strap is recommended.

Oxfords—Welt Oxfords with leather heels 9/8 to 12/8 in calf leather; and 12/8 to 14/8 in ooze, patent and kid leathers. The following leathers are recommended in the order named:

(1) black kid; (2) patent; (3) brown kid; (4) medium tan calf; (5) gun metal calf; (6) tailored effects with front bands, top bands and panels of ooze in harmonizing shades.

Turn effects for street and afternoon wear—In turns and turn effects, strap patterns will predominate; not more than two straps recommended. A continuation of the present type of toes. Heels of boxwood and Louis type. Height of boxwood heels, 12/8 to 14/8. Height of Louis heels, 14/8 to 16/8. The following materials are recommended in the order named:

1, patent; 2, black satin; 3, black kid; 4, faun or beige with patent brown kid, on medium tan calf trimmings; 5, medium grey ooze with patent or black kid or calf trimmings; 6, black ooze with patent or black calf trimmings.

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 and satin and satin brocades; 2, crystal cloth or silver brocades; 3, gold brocades; 4, white glazed calf or kid.

It is the belief of the committee that oxfords will sell strong for fall.

In evening slippers for extremely high grade stores, colored satins and colored leathers trimmed with bands of contrasting color that harmonize with gowns or with the trimmings on the gowns are recommended.

It is the opinion of the committee that side-gore shoes will continue to meet with some favor.

### Men's Styles.

Men's styles for selling during August, September and October:

Lasts—Lasts have a tendency towards slightly wider toes and slightly shorter foreparts.

Heels—No radical change, and the 8/8 and 7/8 heels will prevail.

Leathers—Colored leathers will constitute 50 per cent of sales. The prevailing colors will be burgundy (wine shades), medium brown and light brown, in both

plain and boarded. Other materials—15 per cent black calf, smooth and boarded; 15 per cent patent, 12 per cent black kid and kangaroo, 8 per cent brown kid and kangaroo.

Estimate of sales—August, oxfords 60 per cent, boots 40 per cent; September, oxfords 50 per cent, boots 50 per cent; October, oxfords 30 per cent, boots 70 per cent. The committee believes that the sales of oxfords will be heavier during the coming fall than heretofore. If oxfords are forced during August, September and as far into October as the weather will permit, it will mean that the sale of many extra pairs of boots when inclement weather sets in.

Patterns—In medium grade shoes for men, the demand for "speed" shoes will continue, with perforations and other decorations, but these will be somewhat modified, it being evident that heavy perforations and wing tips are now on the wane. In the higher grades, there is a tendency towards plainer effects, brought out by lines of distinctive patterns.

Colors—In the tan colors there is a tendency towards highly glazed leathers, both plain and boarded, in medium and light shades; in the heavier leathers black will predominate in both calf and veals, a large percentage having a boarded finish. Black leathers will have a high percentage of highly glazed finish.

### Juvenile 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, leather or materials in the following order: 1—Patent leather; 2—Patent leather combined with colored fabrics or ooze; 3—Black calf combined with colored fabrics or ooze; 4—Medium tan calf and combinations with harmonizing colors.

Low Cuts—Patent strap effects, dull calf strap effects, and combinations of black and tan leathers with harmonizing colors.

## REFLECTION AND QUERY

From an Ontario shoe man we received the following questions which he suggests to the trade for their consideration:—

"No. 1. Is there a proper understanding among the buying public regarding Patent Leather Shoes and their proper care and uses?"

"Should there be more educative matter employed or should patent leathers be eliminated completely excepting for stage and ballroom use?"

Would not a plebiscite on the question decide finally the practicability of the material?"

"No. 2. What will the kiddie of today demand in comfy footwear when he grows to 50 years of age, if in the tender years his feet are nursed in cushion soled, yet nature shaped shoes?"

"No. 3. Is it good policy to work along the lines of least resistance these days, by meeting the demand of the masses with cheap shoes, especially when there is apparently no limit to the inferred decline that is sought, —rather, should it not be to discourage such inclination by showing and talking quality goods at equivalent grade prices adopting the slogan "more for a pair but less in the year."

"No. 4. How would you catalogue the salesmanship qualities of a proprietor who upon the remark of a lady customer 'I think I can get a better fit than that!' after fitting on a spat, meets her comment with 'Oh you do, do you?' and petulantly snatches the spat from her foot leaving her to put on her own shoe and make her exit as she pleases?"



# Selling the Kiddies

## Advantages of Capitalizing Children's Trade.

WITH the development of the shoe business during the past few years, more attention is continually being paid to the coming generation. Time was when all that parents wanted was some sort of covering for the feet of their children. But that day is rapidly passing, and it is doubtful whether at any time more attention was paid to shoes for children than at the present time. Manufacturers have noted this trend, and gradually the variety and quality of shoes offered for children have been improving, while styles do not change as rapidly as in the case of shoes for adults, there is a constant development paralleling style changes in regular lines.

Canadian manufacturers of children's shoes have been well up in the procession, and late years have witnessed consumer advertising of an educative nature that has done much to put this business on a high plane. Possibly as a result of this, and of the sturdy qualities of the footwear offered, as well as the fact that in that market constant replenishment is required, the one end of the shoe business that has suffered least during the depression is the children's trade.

### Retail Opportunities.

Seeing the many advantages offered, leading dealers have equipped themselves to handle this business particularly. In certain cases, elaborate preparations have been made to handle children, alone, or while waiting for their parents to shop. So we see the installation of play-rooms and nurseries. Other retailers have set aside certain parts of their stores, with small seats for fitting, in some cases raised on platforms for the convenience of the sales people. Decorative designs of suitable and interesting to children are provided, stuffed animals, gold fish and other features added. Every thing possible is done to cater to the interest, amusement, and wants of the child.

But there are many shoe dealers in the Dominion who do not give to children's footwear the attention that this portion of the trade deserves. This is evidenced by the complaints frequently heard from parents, who bewail the fact that their regular dealer has little to offer them in children's shoes. While it is well that a great deal of attention be given to supplying adults with boots, the trade of the younger generation should not be forgotten nor neglected.

Of course, there are merchants who believe that they have a good argument for this oversight. They say that it takes just as much time to sell a pair of children's boots at a small price and a correspond-

ing small profit as it does to sell a pair to adults. They point out that when you sell the head of the house or his better half a pair of shoes you have really something on the sales sheet to show the fact, while with children's shoes the energy is just as great, and the sales price and profit much smaller.

This may be correct, but there is also another side to the question. The grocer does not push the sale of sugar, flour and salt in sacks and neglect the smaller articles he carries. The hardwareman, while he would much rather sell a stove, does not look with disdain upon a purchase of a pound of nails or a pair of hinges. They sell as much of the dearer articles as possible, and they also sell just as much of the smaller lines as possible. It should be the same with the shoe man.

### Children Need Shoes Oftener.

While an adult may require a pair of boots every six months, the youngster needs them much oftener, so that the total sales and the total margin on the juvenile trade may amount to as much in a year as with an older person. Another point in favor of carrying them is that they attract trade in other lines. The writer was in a home not long ago when the housewife was going out to buy shoes for herself and also for her little boy. "I guess I will go down to Smith's," she announced. "He had a good assortment of children's as well." Thus did the attention to children's shoes bring the other trade also.

It would be well, if the merchant finds it is possible, to have a special department for children's footwear. At least, the stock should be separated from the other lines, and a clerk devoted to that one department will bring better results. He would thus learn the whims and fancies of the children and become more efficient in catering to their wants.

### Quality Shoes for Them.

There are certain points which should be remembered in the conduct of the children's department. Quality is the most important, and quality shoes for the children should be strictly adhered to. It is indeed wonderful how soon the schoolboy or girl can "qualify" even the best boots for the junk heap, and if the wearing qualities are lacking, some other store is liable to get a call next time. They will be more certain to enquire if that will wear good. If the clerk assures them that they will and they do not, that store is in danger of not only losing the next sale of the child's boot, but perhaps the whole family trade.

A plain statement of your idea of the wearing qualities of the different lines is perhaps best. Act as adviser on customer's purchases. Here is a case in point. A gentleman came in to get a pair of boots for his son. The clerk showed him several kinds, and, at last, he thought a certain pair rather cheap in price would do. Now, these could have parcelled them up, and there would have been no more about it. This salesman believes in building for the future





however. He looked at the boy and knew by his appearance that the boots selected would be very short-lived with him. So he advised the gentleman not to take them and urged the purchase of another pair, higher in price, but which, he pointed out, were well worth the extra money.

#### Acted On His Advice.

"I don't like to pay a high price, because nothing seems to wear him. He goes through a pair of boots every month." He bought as the salesman advised him, however.

It was over two months before he saw the customer again, when he said: "Those were the best pair of boots I ever bought. They were well worth the money." Then he pointed to four young fellows, who followed in his wake, and said: "I want you to fit them all up."

The clerk in the children's department has to possess special qualities. He is in somewhat of a more difficult position than other sales people. He generally has two persons to please, the parent and the child. Perhaps a liking for children would be the most valuable quality he could possess. Patience is a virtue, of which he should have a good supply. There will be trying times, but he should attempt to wear a smile through it all. But let the store work to put the juvenile department up a notch.

#### Advertising Essential.

This is a branch of the retail shoe business which has to be advertised if success is desired. In fact, a very large trade can be built up, if a merchant uses quality as a talking point for his children's footwear department. Start off on the quality of the shoe—emphasize quality and keep talking "quality, quality, quality" all the time. In order to do this you must be sincere yourself regarding the wear of your goods. There is absolutely no use advertising the lasting value of your stock if it has no durability. Your customer will soon find this out. But advertising will attract the attention of a father or mother with whom the shoe question is an important one, as it is bound to be in a family with five or six children.

Newspaper publicity is about the best way of securing the attention of parents, although circulars, posters, and other like methods will be found helpful. Then, the children have to be considered when advertising their own department. Distribution of novelties with each sale will be found a very strong trade-puller. Such plans as these stimulate trade, increasing the store's customers, and it is a poor shoeman who is unable to keep the family trade once he gets it.

Service is essential. With good service much is possible. The store with the best service is the one that makes the most profit. As regards profit stock should be turned over three or four times a year. This, as you will see, allows for a very neat margin and the shoeman should use every means in his power to increase his profits and with the right attention and a little brain-work the dealer has in the children's department one of his best sources of revenue.

#### CHILDREN'S STYLES

The demand for variety in style now applies to children's shoes, if not to as great an extent as to shoes for adults, at least to a greater degree than ever before. Manufacturers of children's shoes have found that, with-

out detracting from the wearing or fitting qualities of shoes, it is possible to build into them sufficient style to make them conform to requirements in larger shoes. And with lasts and heels of a more common sense type coming rapidly to the fore in women's shoes, the children's article, without much change, begins to look like the rest of the shoes seen worn, and not like a rough-hewn object specially made for little feet.

For years manufacturers of children's shoes have impressed on parents the criminal nature of an attempt to crowd the growing foot into a shoe that causes it to lose its proper shape, and to emphasize the dangerous after-effects of such a procedure. With the result that the public demand, and are getting, nature formed shoes for their children, and to a growing extent for themselves.

The bare-foot sandal used to be the property of children only. This year we see many women wearing them, and consequently there will be even more demand for them for children. The general trend, as in the case of adults, is towards low cuts for children, at least for summer and early fall. Patent has always lent itself to the building of attractive small shoes, and as this year is a patent year, we again find children's shoes in line. The one-strap feature in women's shoes has long been found in shoes for the kiddies, so here again manufacturers have found themselves in shape to follow adult fashions. The buckle is not seen to such an extent, as for general purposes the button strap is found satisfactory. But in the real barefoot sandals, buckles of course predominate. Neat designs in perforations are noted in some of the latest models, which fit in with the current vogue. When warm weather arrives, white shoes will be in vogue, and for kiddies this means to a great extent canvas with rubber soles. The leather soled fabric or buck shoe for dressy wear should also find a wide sale. This in the strap effect makes a pleasing, good fitting, and satisfactory product. Novelty shoes carry black and white, or colors and white.

In larger sizes sturdy oxfords are offered in patent, or in black or brown calf or kid. Built on the same principle as adult shoes, they have not only the appearance but the wear to withstand rough treatment.

Boots are of course still sold to some extent, but would not be expected to move in volume till the fall.

Some manufacturers have offered children's sport shoes modeled after adult patterns. There is no reason why quite a number of shoes of that type should not be sold in various localities. They have the rubber sole and heel, the wear-resisting leather, and sporty appearance which appeal both to parents and to children.

The opportunity for the retailer to sell a fairly wide range of children's shoes was never greater than it was today. To some extent the game must be played carefully, but there are certainly not as many pit falls for the unwary as in the style game for adults.





# Are Shoe Merchants Groping in the Dark?

**Ontario Dealer Believes Style Situation is Dangerous.**

**T**HE demand for style, and still more style in the shoe game today is causing some dealers to do a lot of very serious thinking as to the direction in which they are travelling, and just how long the pace can last. Obviously there are number of dealers in Canada who do not and cannot attempt to play a strictly novelty game is far greater than the class who do and can. The question has frequently been raised as to whether rapid style changes are beneficial or otherwise to the trade in general.

We have received a letter on this subject from a western Ontario dealer, who says:—

"We believe the retail merchants in boot and shoe lines today are groping in the dark. We are buying novelties, which the fickle public are demanding, caused through advertising in ladies' and men's journals and fashion sheets. Is it not time that we studied seriously this affair, and discontinued this sort of buying?"

Let the average retailer today think a moment, go through his stock, look over his lines, and see what he is doing. This is what is happening—a large accumulation of half sold orders. What is the outcome of this situation? It means this, that if we continue buying, we are loading our stocks, and still making manufacturers manufacture; we are making ourselves harder up, and are unable to meet our drafts, caused through the surplus novelty odds and ends. We naturally make it harder financing, both for the retailer and the manufacturer,

as novelty goods depreciate so swiftly in value that it would be impossible to realize on a selling basis fifty cents on the dollar of cost six months after novelty goods have been placed on the shelves. Would it not be wise for the manufacturers and their representatives not to clamour so hard for business, to discontinue manufacturing for a length of time, and create demand for conservative styles and lines? Also to discontinue such a variety of styles and get down to a more sound basis of doing business? They would not have the worry of changing styles and patterns and financing so much, and would make better prices for themselves and the retailers.

"We do not write this letter in a pessimistic way, but we feel sure that a badly deranged stock will be the result if styles continue this way for the next year. We may say that we work harmoniously with our help, and every few days, we join together and the problems of stock are discussed under present conditions. Reliable merchants in the past few years have been able to do business on calm waters, making a little money and putting it aside. But now it has come to be a question of grey-matter thinking and rough sailing. We believe that the merchants in general will agree with us, providing they give this thing serious consideration. We would make the suggestion to the Shoe Manufacturers' Association that when deciding upon styles, they would call together a prominent retailer from every city or large town, have the display, pick out certain styles, and stick to them. Style picking by the retailers can determine the lines which will be in demand, as they deal with the people direct. We offer this suggestion as a co-operative plan for more sound selling principles.

"This letter applies more particularly to merchants in cities and towns of 75,000 population, or less."



*Men's Br. Elk Golf Oxford, with Br. Scotch Grain Saddle*  
Geo. A. Slater, Limited



*Black and White Sport Oxford*  
by Perth Shoe Co., Ltd.



*Patent Sally Sandal Turn with Nick 1 Buckles*  
by Getty & Scott, Ltd.



*Men's Br. Calf Oxford*

Geo. A. Slater, Limited



Patent Mary Jane Slipper  
J. W. Hewetson Co., Ltd.



Strap "Starter"  
Tred Rite Shoe Co., Ltd.



A Youths' Bal. MacKay sewn,  
made in all leathers.  
Getty & Scott, Ltd.



Infant's Boot  
Galt Shoe Co., Ltd.



Blucher "Starter"  
Tred Rite Shoe Co., Ltd.



Brown Kid Boot  
J. W. Hewetson Co., Ltd.

Mention "Shoe and Leather Journal" when writing an advertiser



# Advertising Suggestions for the Retail Shoe Dealers

By the Advertising Service Department.

Size of ad. for publication  
2 columns by 130 lines deep  
Type Face—Cheltenham

**Shoes**

set 48 pt.

**For Kiddies**

set 36 pt.

(a-b-c-d-e)

Description of shoes, with price supplied by advertiser.

set 10 pt.

Your children's health demands shoes that allow for foot comfort.

Your pocketbook demands shoes that give the wearing service for the money spent.

—Shoes for Kiddies. are the happy combination of these two necessary elements.

Come in at anytime and bring the youngsters with you.

set copy matter 12 pt.

**Signature, set 18 pt.**

**Address, set 12 pt.**

**House Slogan, set 12 pt.**

**Italic.**

Size of ad. for publication  
3 columns by 125 lines deep.

Type Face—Bookman

**Summer Days, Sport Days**

set 36 pt.

Demand Cool, Comfortable Sport Shoes

set 12 pt. Italics.

(a-b-c-d)

Description of shoes, with price supplied by advertiser.

set 10 pt.

(e)

Store service or some special feature.

Set 10 pt.

The on-coming days of Summer remind us that we need new sport shoes. The fields of green, the click of the bat and ball, the lure of the beach and canoe, all call to us with their accompanying pleasures. Pleasure that can only be enjoyed to the full advantage when the feet are correctly and comfortably shod.

You will find in our windows and showcases the last word in sport wear from canvas shoes to smoked elk combinations, priced reasonably too.

set copy matter 12 pt.

**House slogan, set 12 pt. Italics.**

**Signature, set 30 pt.**

**Address, set 12 pt.**

Size of ad. for publication  
2 columns by 130 lines deep  
Type Face—Cheltenham

**For Milady the Last Word In**

.....set 24 pt. Italics.....

**Patents**

set 36 pt.

The popular Shoe for the Well Dressed Woman ..

set 12 pt.

(a-b-c-d-e)

Description of shoes with prices supplied by advertiser.

set 10 pt.

The well dressed women of to-day wear patents because they know that the patents are the correct shoe styles set by fashion for this season wear.

We have an interesting display of solid patents in one, two and three strap, button and buckle shoes with Boxwood, Louis or Cuban heels for formal and street wear. Made of the highest grade patent leather and correctly constructed, we guarantee absolute fit and comfort.

set copy matter 12 pt.

**Signature, set 24 pt.**

**Address, set 12 pt.**

**House Slogan, set 12 pt.**

**Shoes**

(a)  Price

(b)  Price

(c)  Price

(d)  Price

**For Kiddies**

Y  Price

(e)  Price

**Summer Days, Sport Days**

*Demand Cool, Comfortable Sport Shoes.*

**THE**

(a)  Price

(b)  Price

(c)  Price

(d)  Price

(e)  Price

*For Milady The Last Word In*

**Patents**

*The popular Shoe for the Well Dressed Women.*

(a)  Price

(b)  Price

(c)  Price

(d)  Price

(e)  Price

# Advertising Suggestions

**I**N OUR last article we touched lightly on the preparation of advertising in general, from type faces to copy. In this issue we shall endeavor to spread out a little and offer further suggestions for the retail shoe dealer's approval. Advertising is practically an inexhaustible subject, and it would prove an easy matter to fill this page each issue, touching one branch only.

Have you ever considered the value of "news copy" in your advertising? The buying public will always appreciate originality or smartness in your advertisements. Watch your local newspapers carefully, keeping your eye on current events and whenever possible introduce some news value into your copy. For example, if you should discover that some important personage in public life wears a certain style and make of boot sold by you, or a well known athlete wears so and so sport shoe, then link these facts up with your copy when advertising, for it is a common thing to make sales through a person's vanity. We have all read these poorly constructed advertisements to the effect that "We Are Here To Sell Shoes". The public is aware of that. What they want to know is why they should spend their hard earned money at your store, and not at your competitor's; hence they will acknowledge with sales the dealer's advertising that shows the efforts of a wide-awake mind, though you must be careful not to antagonize your prospects by appealing too strongly to their imagination.

A glance at the calendar will assure you that we have seven public holidays in the year, and each one demands that you change your copy, thereby giving you a lead by means of which you can increase your sales through seasonable copy; because you buy seasonable goods, and to make a profitable turnover, you must sell them within the season.

Thus, starting in January, we have New Year's Day, a day just preceding the reopening of school. You should, at this time, and a week or two beforehand, concentrate on school shoes for children, making your copy appeal to the parents. Value, durability and comfort should be the chief talking points.

The next holiday is Good Friday and Easter. What a glorious chance to run loose in your copy at this, the accepted dress time of the year. At this season you have a large field of prospects, chiefly women. Your selling effort however, need not be so pronounced, because the greater part of them are already sold, and it is really just a matter of keeping their attention centred on the styles, sizes, widths, prices and your store service. Men however, you will need to impress with that "well dressed look" at this great dress time.

Victoria and Dominion Day are two holidays you can easily tie up with white wear for the whole family, such as canvas sport shoes; smoked elk combinations, tennis shoes and running shoes; copy arousing the imagination to the call of the sport field. Make your copy read interesting. Don't say, "We have sport shoes for summer" but rather "We have a delightful Misses' shoe for tennis or croquet, smart and comfortable, price \$0.00." With a man's sport shoe you can link up golf, or "something comfortable for beach wear".

About Labor Day, your sales of Fall Styles and Children's Shoes for school should open in earnest. For men and women talk style, comfort and quality and price, and for children you could remind the parents of the last

pair they purchased for their kiddies at your store, running this argument in conjunction with prices and serviceability.

There is a very large number of people who go home at Thanksgiving to see the old folks. You can stress the value of being well shod. Also suggest the value of buying heavy weight boots for winter, quietly working in your stocks and all connected with them.

At Christmas we would suggest you advertise shoes as the really ideal Christmas Gift, something that would be appreciated because of their usefulness. Shoes and slippers as a worthwhile present may be given or received by any member of the family anywhere, so you see your sales will depend chiefly on your own efforts. Play a little on slippers for home comfort, and on rubbers as a health protector, and to lengthen the life of shoes.

The suggestions shown here are merely ideas to help the retailer. You must enlarge or condense them according to the community and class of people you serve.

Seasonal copy naturally means variety in your advertising, but it is also possible to get even greater variety by studying the conditions of your town. Don't, when in between seasons business is a little dull, look at your bank book and say you can't afford to advertise. It is at such times that you can't afford not to advertise, the reason being that in stopping your advertising suddenly, you will quickly drop from public attention, and lose what confidence and prestige you have built up through continual and steady advertising. In the between season time you are sure to have a few shelf warmers lying around. Why not liven up trade with a few well planned sales, using a number of cuts and making your appeal to the money saving values and economy? This is a sure way of livening up trade at the same time keeping your name in the public eye.

So much then for the seasonable copy, now let us turn to the available mediums. The newspapers are your greatest and most powerful mediums. We are pretty safe in saying that newspapers are read a great deal more than magazines and periodicals and have greater selling powers, being carried into the home and office and widely read on street cars. Therefore newspapers are your best choice as advertising mediums. If you are in a small town where only one paper is published, close a contract with the manager for a certain position on a space basis; that is, a rate that decreases as the number of lines or inches used throughout the time contracted for, increases. A much sought after position in newspapers is an island position, or in other words an advertisement surrounded by reading matter. With a space rate you can use your space as you see fit, taking into consideration the weather, trade conditions, stocks and local events. When you have made the necessary arrangements with the newspaper, consult the printer. Lay out the advertisement with the necessary copy, tell your printer what you want, and make sure you get it. Secure proofs in plenty of time to allow for corrections. Study them carefully, seeing that your spelling and prices are right, that your layout has been followed closely, and that the right cuts are the right way up, and in their right places.

With a little care on your part your advertising should prove a splendid investment and pay profitable dividends.

## We Beg Your Pardon

In our last issue we described the premises of the Vogue Bootery, 950 Bloor St. W., Toronto, and erroneously stated the proprietor as Mr. S. F. McCullough whereas it should have been Mr. S. F. Hull. We take this means of rectifying the error. Our apologies!



# Showcards For June Selling

**J**UNE is the month of weddings and flowers, the rarest month of all the year. But it happens to come at a time when shoe buying is a little off season, that is, the spring season is just past and the fall season is some months away. As it is quite necessary to do a little boosting to keep up sales during this month there are one or two lines that can be featured. Barefoot sandals, sport shoes and wedding goods.

Even if there should not be one wedding in your town during the month of June you can advertise shoes for June weddings, for you must anticipate these things. A nice window display of these goods will attract attention and anything that will attract people to your windows and store is good advertising. This display need not be confined to the needs of the bride alone for many others attend weddings and will need new footwear. These will include every one from groom to guest and all those in between.

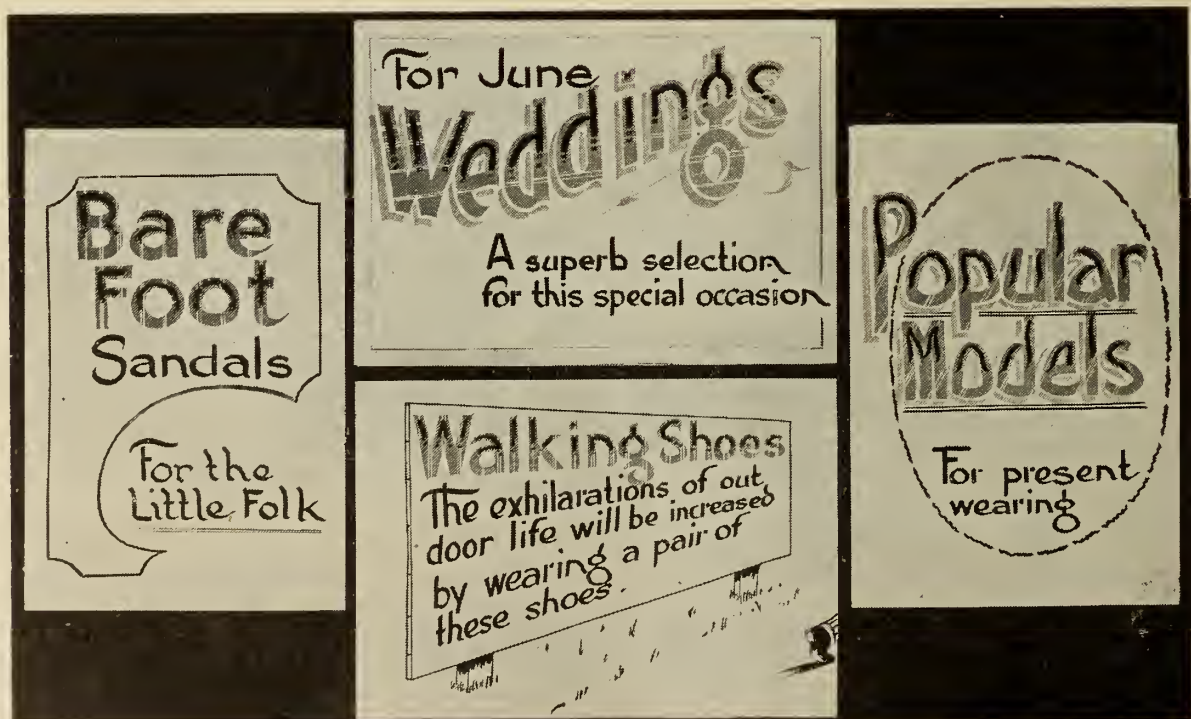
The June wedding card is for a display of this nature. It is designed for a window in which other lines are shown besides those exclusively for the bride. The bride's needs will include slippers, "going away" shoes and regular lines for street and house wear. This card is about half sheet size, 14 by 22, but will look well in a smaller proportionate size. The word "Wedding" in this sample card is done in red, striped with yellow and touched with black on the top. The small letters are in black. Cards for wedding displays if made on grey stock and lettered in white and shaded in some nice tint will look well and be very attractive.

The Bare Foot card is for a display of sandals for the little folks. Cards similar to this may be displayed in the store merely as a reminder that you keep these goods. The border on this card you will notice is quite

irregular which gives an odd effect. Borders like this are easily made. This one should be in some subdued shade, or it may be in the same color as the large letters if the lines are not heavy. The large letters will look well if done in some bright color and the smaller ones in a dark color such as blue, brown or black. The sample has the large letters in bright blue and the fine lines in yellow and the tops touched with black. It is about 11 by 17 but may be larger if desired.

The Walking Shoe card is for a display of every day shoes, in reality the standard shoe that sells to the majority of people. It is not necessary that the display must be of shoes made expressly for walking or hiking. During the month of June newspapers usually advocate walking both for exercise or health and for pleasure, for the country is always at its best during this delightful month. This affords an opportunity to take advantage of something that is in the public mind and capitalize it for advertising purposes. The sign board design is very easily made, as the lines are all straight. The only thing with which care needs to be taken is to have the perspective right. This can be done by driving a tack into your work table some distance from your card and at the right of it and ruling all the lines from this point or tack. The letters will need to be made smaller at the right side and should taper nicely in proportion all the way along the lines. The large letters should stand out prominently in some strong color and the smaller ones may be in black or brown. The foot shown just leaving the card is a cartoon effect that is very popular and suggests walking. It is easily drawn. This will make a very unique card if care is exercised in making it.

The Popular Models card is for regular lines, which must never be neglected; for these, of course, are always staple sellers. This card need not be so large as the sample and will look better if done smaller and neatly. The colors need not be so bright if the card is small. This sample is about 11 by 17, the large lettering is in red and the small in black with a dark oval border.



# In - Stock June 1st



"Mayfair"

## Three Quarter Inch Buckle Strap Goodyear Welt Imitation Straight Tip.

1211 .....	Patent, Last 53, Medium Toe, Flat 7/8 Leather Heel.	Code Sturdy.
1202 .....	White Cloth, White Welt, Enamel Heel, as above.	Code Silver.
1208 .....	Patent, Last 51, Medium Toe, Cuban 11/8 Leather Heel.	Code Swan.
1209 .....	Black Kid, as above.	Code Strand.
1210 .....	White Cloth, White Welt, Enamel Heel, as above.	Code Strong.

### Sizes

A—4½ to 7	B—4 to 7
C—3 to 7	D—3½ to 7

Terms, Net 30 days.

Prices on Request.

Order Now To Insure Deliveries.

—In-Stock June 1st—

*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*



FAMILY SIZE



# BLACK OIL DYE

For producing a jet black on all kinds of colored leathers.

Will not rub off.

Manufactured by the  
**LION POLISH CO., LIMITED**  
525 King St. West  
Toronto - Canada

Lion Brand Black Oil Dye produces a permanent black on all leathers. Positively will not rub off.

# Lion Brand Polishes and Oil Dyes at the Head of The Family

Lion Brand Polishes are the accepted leaders.



This enviable reputation has been built and maintained on quality. In the manufacture of Lion Polishes, Dressings and Dyes, only selected ingredients are used, therefore they are the safest for leathers. Lion Polishes will not damage or in any way injure the finest leathers.

They give solid satisfaction to both the dealer and consumer.

Our Suede Powder will be in steady demand this coming season.

Ask about our White Cake Cleaner and White Liquid Cleaner for cleaning white canvas shoes.



*Sold by Shoe Wholesale and Finding Houses*

*The LION POLISH CO., Limited*

525 King Street West TORONTO, ONT.

FAMILY SIZE



# BROWN OIL DYE

For dyeing all kinds of colored leathers a rich mahogany shade



Manufactured by the  
**LION POLISH CO., LIMITED**  
525 King St. West  
Toronto, Canada

Lion Brand, Brown Oil Dye produces a rich and even Mahogany Brown. Will not rub off.

# Tred-Rite Starters



## Appreciated by Parents

The Tred-Rite name for the successful manufacture of shoes for growing girls and boys is firmly established.

The same principles of shoemaking used in this established line has been carried into the construction of Tred-Rite Starters for Children.

A talking point that is going to pull sales

for you! Parents will appreciate these Starters because they give excellent wearing qualities for the money invested. They give the feet freedom of movement and allow them to grow the way Nature intended they should.

Tred-Rite Starters, the first shoes for Infants and Children are Genuine Good-year Welts. Made only of solid leather with a leather insole, cushion covered.

—WRITE FOR DETAILS—

**The Tred-Rite Shoe Co., Limited**  
 Otterville Ontario





**G.L.H.**

## Supplying The Jobber With White Footwear

If there is one line to which Jobbers are particularly partial season after season it is G. L. & H. WHITE FOOTWEAR.

### Our New Lines Now Ready

As usual superior value has been the keynote in the production of this range, and in addition style leadership has been easily won by originating lasts and patterns that are the very latest vogue. Its equal is not to be found, either for quality or choice selection.

Jobbers should arrange to see this line EARLY. It means profitable trade to be well provided with these popular shoes of Style, Comfort and Economy.

## Gagnon, Lachapelle & Hébert

55 KENT STREET, MONTREAL



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



*“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





**IMPERIAL** BRAND

**OVERGAITERS**

and

**LEGGINGS**

**SUPERIOR IN STYLE and  
WORKMANSHIP**

Watch our future advertisements  
Showing new designs

Our Travellers Are Now On The Road  
for Fall. Don't place your order until  
you have seen the Packard Line.

**L. H. Packard & Co.**  
Limited

15 St. Antoine St.

Montreal



**LEATHER?**

**Why Not Use The Best?**

In addition to our Gunmetal and Box  
it is made in all

**Popular Shades, Weights and Grades**

for

**Men's and Women's Shoes**

**THE COLLIS LEATHER CO., LTD.**

**Aurora, Ont.**

# QUEBEC

## Buying for Fall?

It is quite to be expected that buying of novelties or strictly style shoes for fall should be held off under present circumstances.

But there is a certain amount of business on staple or standard lines that can as well be placed now as later. Retailers who intend to be in business next fall must have shoes to sell. And those who do not order in time will not have them when they want them.

Fall styles in certain lines are already established. Samples are being shown and orders taken.

And Quebec is on the job!



# The MARYON Shoe



## Of Interest To Wholesalers

We are offering a complete range of strong selling models in One and Two Strap Slippers, with Buckles or Buttons, in Gun Metal Calf, Colored Calf, Patent Leather and Black and Brown Kid; also a notable line of Oxfords. The attractive prices mean big values that retailers will welcome.

Our showing of Turn Slippers is outstanding for extensiveness and moderate price.

See our new Button Ornaments. The latest thing,—strongly featured for Fall.

## Lachance & Tanguay

70 BIGAQUETTE AVE.

QUEBEC

P.Q.

# N.S.R.A. Notes

## Communication from the Executive.— Correspondence Re-Rubber Dating.

**T**HE following letter from Mr. Howard C. Blachford, Secretary of the N.S.R.A., has been sent to the membership of that body:—

“At a recent meeting of the executive of this Association a number of problems of interest to the members of this Association were discussed and I am instructed to bring to your notice one or two decisions which were arrived at.

“It is proposed to hold the next annual convention of the N.S.R.A. of Canada in Montreal, and in all probability at the new Mount Royal Hotel which is expected will be complete and ready to accommodate us early next year. The date will be sometime during January next and at a period following closely upon the close of the convention of the N.S.R.A. of the United States which will be held in Chicago from January 8-11. This will enable any retailer, or prospective buyer, to make one trip and only one absence from his business and still attend two conventions.

“It is hoped and expected that both the National Shoe and Leather Travellers' Association and the Shoe Manufacturers' Association of Canada will join with us in holding their annual meeting and convention at the same time and in the same place; thus making a “bumper” convention.

“You are requested to read carefully the extracts in the various trade journals with reference to our President's letter to the Rubber Manufacturers' Association, and the reply with reference to a refusal for better dating, and comment on the same as you see fit and in the most effective way. Send any replies to the trade journal. We are asking the journal to publish these replies. This will give you some idea of our activities in the interest of the retailer at large.

“We are pleased to announce that Mr. C. E. Smith of Peterboro has accepted the Vice-Presidency of this Association for the Province of Ontario to fulfil the vacancy made by Mr. F. R. Foley who is now in the jobbing business; and whom the Association wishes every success in his new work.

“We also wish to advise you that as a result of the recent questionnaire by card, which you returned to the secretary, the general feeling is that at least for the present we should maintain our identity as an association independent, and if necessary at a later date, raise our fees slightly to enable us to employ a permanent secretary. But at the present time to carry on as we are until the next executive meeting, which will be in about six weeks' time.”

### Correspondence re Rubber Dating.

We have been handed copies of the correspondence between the N.S.R.A. and the Rubber Association of Canada, with regard to the question of dating on rubber footwear. The N.S.R.A. have asked that these be published in order that the trade may all see what was done, and may comment on it through the trade press if they see fit.

The letters were as follows:—

February, 11, 1922.

The Secretary,  
The Rubber Ass'n of Canada,  
Footwear Dept.

Dear Sir:

We, the officers and executive council of the Nat-

ional Shoe Retailers' Association of Canada, would like to present to you at your annual meeting, the following:

It has been a constant grievance felt from coast to coast by all shoe retailers carrying rubbers, and has been continually brought to the notice of this association and its executive that the rubber companies have not given the retailers a satisfactory length of time in which to pay their rubber account for placing orders and still make their discounts. The average retailer in himself, feeling that he is too small a part of the retail world to make a complaint and have any reasonable attention paid to his complaint by such a concern as the rubber association, is constantly asking his own organization to place this matter before the rubber companies, stating that he is forced to pay for his rubbers in the Fall, and his Tennis goods in the Spring, about one month before any of these goods are sold, and this is a great hardship in nearly every case, as most retailers are naturally anxious to take their discounts, and would do so if they were allowed some extra time in order to merchandise part of their stock before date of payment is due.

It is therefore with many requests at our back that we present to you the petition from your customers as a body and ask you to respectfully consider some extra dating on rubbers and tennis goods starting this coming season. We believe that you will get much better payments, and earlier, if this were the case and would be thus a mutual assistance.

Your very kind attention is asked to the above request, and a reply will be very much appreciated at your convenience.

On behalf of the officers and executive of the National Shoe Retailers' Association of Canada, I beg to remain,

Yours respectfully,  
(signed) E. A. Stephens,  
Pres. N.S.R.A.

March 2, 1922.

Mr. E. A. Stephens,  
President,  
National Shoe Retailers' Ass'n of Canada,  
Ottawa, Ont.

Dear Sir:

On February 14th at the Windsor Hotel, Montreal, I received from you a letter stating that Canadian Shoe Retailers from coast to coast feel that the rubber companies have not given them a satisfactory length of time in which to pay their rubber accounts for placing orders and still make their discounts. You stated the retailers are forced to pay for rubbers in the Fall and in the Spring about one month before any of these goods are sold, and that this is a great hardship, as most retailers are anxious to take their discounts and would do so if allowed some extra time in order to merchandise a part of their stock before date of payment is due.

Your letter was placed before a meeting of the rubber footwear manufacturers of Canada and carefully considered by them as a body.

The manufacturers have asked me to call to the attention of yourself and your associates the fact that their factories are now engaged in manufacturing for Fall requirements; paying out cash for labour and having to finance or pay spot for materials. On the average, for the manufacturer, it is about ten months between manufacturing expenditure and collection of payments for the goods manufactured.

Thus you will see that the manufacturer carries the expense of financing the rubber footwear business for ten months of the year, and the retailer for only two months.



The extension of payment terms, which you suggest, would mean practically that the manufacturers would supply all the capital to handle rubber footwear.

To the manufacturers it appears doubtful if this would work out to the eventful advantage of footwear retailers. Only a certain quantity of rubbers or other footwear can be sold as the demand is limited. If little or no capital were required by the footwear retailer, it is quite certain that the number of such retailers would be greatly increased, to the disadvantage of those now established in the business. By the present method of payments, the manufacturer shoulders the larger share of the financing, and retailers, through being required to assume a moderate share of the financial burden, are protected against the man who would go into the shoe business if it did not require some money.

To the manufacturers it appears that the adoption of the plan you suggest would only result in compelling the producer to increase his prices and creating greater competition for established retailers.

When these facts are considered by yourself and your associates, the manufacturers feel confident that you will not press your demand for the credit extension suggested by your letter of February 11th.

Yours very respectfully,  
(signed) A. R. Hannay  
Manager and Secretary.

There were 173 factories engaged in the leather boot and shoe industry in Canada in 1920 with a production value at \$66,817,174, and utilizing materials worth \$40,291,595, according to the bureau of statistics. The capital invested in this industry was \$34,347,026, of which sum Quebec accounted for \$20,547,595. The number of persons employed totalled 13,230, who received wages and salaries totalling \$14,205,270.

## THE CLERK.

One of the best salesmen for a New England grocery wholesaler was once asked who were his best prospects. His answer was, "The retail clerks." His viewpoint is easily understood and suggests a great prospective market that is too often overlooked. The alert clerk of today is the store owner of tomorrow. If he has been cultivated by a salesman, that man naturally has the first call when the clerk opens his own store. If he has been ignored by the salesman who is so busy that he can talk only to the proprietor, the clerk will form prejudices that it will take a lot of good salesmanship to overcome.

So today there are thousands of clerks who will be big retailers ten or twenty years hence who are being neglected by salesmen who will be only too glad to get their business when the time is ripe. It is an easy task to get the inside track with the retail clerk, and with many salesmen it is one of the cardinal principles of selling. These salesmen are the men who build territories.—Printer's Ink.

## CAVALIER GAITERS

The popularity of the flopping golosh has suggested to designers in other lines the possibilities of style developments based on it. The appeal to beauty is dominant in the feminine mind. Styles which are ungainly and unattractive soon give way to something that appeals. Ladies footwear in no exception to this rule. So this year over gaiter manufacturers are offering a new style of Cavalier design, which it is expected will take hold strongly. They are neat, attractive, and made in a variety of colours and combinations in both cloth and leather.

# A Valuable Line To Have On Hand. SAMSON'S

Samson Staple Shoes are a real asset to any shoe stock. The trade-pulling power of Samson Values is backed up by the exceptionally satisfying quality of Samson Shoemaking.

Our Sporting Shoes have won an unsurpassed position in the Trade because of their sterling quality and exclusive features.

**YOU ARE INVESTING IN MONEY-  
MAKING SHOES WHEN YOU BUY  
SAMSON'S.**



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

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

# Trends in the Shoe Industry

**Analysis of Conditions—By Mr. F. R. Briggs, President of National Boot & Shoe Manufacturers' Association.**

**A**DDRESSING the Tanner's Council in Boston on May 4th., Mr. F. R. Briggs said in part:—"It is fair to point out, however, that ever since 1914 the shoe and leather trade has suffered from the force of economic conditions. There was a period of too much prosperity, followed by a prolonged period of adversity, and the shifting of balances consequent upon both these conditions has brought us face to face with new problems.

"Within the shoe industry, demand is gradually being re-established, and conditions are unquestionably on the upward trend. The trade, in moving cautiously, but surely, in its adjustments to the needs of the times, gives the best assurance of a favorable outcome. Inequalities still exist, but merely deploring them will not correct them. If the prices of the various kinds and grades of shoe leather do not yet bear their former relations to each other, it may well be asked: "What can be done in the shoe industry to restore the balance?"

"I can only say to such a question that shoe manufacturers are vitally interested in restoring a balance that will give an assurance of value, grade for grade, to which the trade of old is accustomed. It is not a healthy condition, when high price or low price alone rules a market; or when style dominates to the exclusion of a proper diversity of kinds and grades of material.

"With the recognition on the part of tanners, shoe manufacturers and retailers generally that not price alone but quality, grade for grade, is the key to the future, there is every reason to anticipate a steadily growing demand for and production of footwear.

"It is this quality, grade for grade, that spells value to each class of consumers. The readjustment of prices in footwear is apparent to every one, and it has tended to help restore buying power all along the line; but buying power will be expressed in real buying activity when value—as expressed in quality, grade for grade—is equally realized. This stabilization of value is coming just as surely as price stabilization has come, and as soon as this is fully realized by consumers we may reasonably look for the full retail and manufacturing activity that the consuming power of our domestic market will justify.

"But when we reach this point we realize again that consuming power is the great factor in restoring factories and tanneries to 100% production, and to its increase we should give every attention. But the farmer's purchasing power cannot be restored either by high tariff or restricted production, because these artificial measures detract from the purchasing power of the farmer's customers. And equally, employers cannot arbitrarily increase the buying power of industrial workers by unwarranted wages or employment, or over-production. Therefore must not uneconomic measures be abandoned, and attention centered upon the fundamentals of mutual understanding, co-operation and fair dealing in the promotion of common interests?

"There is a fair market today for shoes of every grade and of all materials, if tanners, shoe manufacturers and retailers will co-ordinate their efforts to meet it. The ever-appreciated builder of goodwill, "Quality First," is a standard that the American public do not for a very long while depart from. I believe, therefore, that the tendency is toward improved prospects for merchandis-



## LUC ROUTIER

Your sales in Staple Shoes will net you a bigger profit and strengthen your hold on your patronage if our shoes of good workmanship and superior value are featured as one of your leading lines. When buying for Summer and Fall give our complete range your careful inspection.

**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.

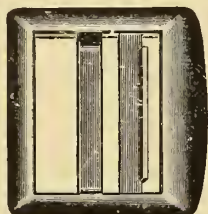
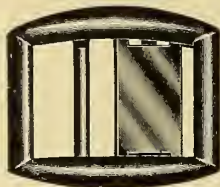
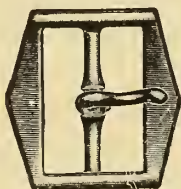
New York Representative  
**SEIDERMAN-SALMON, Inc.**  
95 Gold Street -:- New York City  
**GEO. W. NEWMAN LEATHER COMPANY**  
Cincinnati and St. Louis  
Canadian Representative  
**R. E. Bennett & Co.** Room 32, 70 Lombard St.  
Toronto Phone Main 4016w



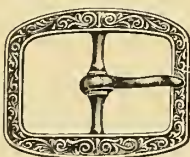


# BUCKLES FOR Summer Footwear

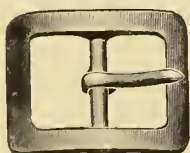
Season of 1922

NO. 1374-1374 $\frac{1}{2}$ NOS. 1375-1375 $\frac{1}{2}$ 

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  
608 VICTORIA BLDG.  
SAN FRANCISCO  
POSTAL TEL. BLDG.

ing an average better grade product than during 1921.

"The keys to the retail demand upon which we all depend are stability and confidence. It is up to all branches of the trade that stand behind the retailers to give evidence of the stability so far established and to work together along the lines of increasing value on a stabilized price basis, realizing that the real foundation of competition for the future must be in quality, grade for grade, for I believe it is realized that competition on any other basis can only be unsettling and destructive within the trade, and react unfavorably upon the buying public.

"Shoe manufacturers, however, are hedged in by conditions on both sides. They must buy leather and sell shoes. They must look to the tanners on the one hand, and aid the retailer in his distribution, on the other. They must insure quality in their grades, to satisfy the retailer, and they must find means of building up quality in their purchase of materials and in the manufacturing departments of their business. Factories are concentrating on greater efficiency in manufacture, to turn out more and better shoes per day. And as it is the purpose of the trade as a whole to put something more than price into their product, so do they look for something more than price in their leathers. It is here that the tanner and the shoe manufacturer have a common interest, in a joint effort to increase the merchandising possibilities of leathers and footwear. Value, grade for grade, and a constant improvement in the finished article, be it leather or shoes, will permit more pairs of better shoes and a greater utilization of leather footage. In leather manufacture equally with shoe making, care and efficiency and improvement in quality of production will aid in the production of more pairs of better shoes by increasing uniformity and reducing waste. Again quality, grade for grade, in leather and shoes, and value for consumers, within each grade, is the key to the future.

"Within the allied industries we are not yet out of the period of planning. Do what we may, and work hard as we may to promote our own individual interests, we must nevertheless proceed from the fundamental position of the industries as a whole. Nothing permanent can be accomplished in any other way. If leather and shoes have not yet reached their normal volume consumption, it is not because of lack of individual effort, but because economic readjustments outside our own industries are still under way. If for example, we look upon the coal mining and textile situations as symptomatic, rather than as isolated disturbances, we can realize how far we have yet to go on the road to normalcy.

"I would not suggest, that the readjustment is yet complete within the shoe and leather industries. Inequalities still remain to be ironed out, but we have fortunately reached a degree of stability that has given marked confidence to the retail trade and to consumers in present shoe prices and values; and to this confidence above all else, we can attribute the noticeably upward trend in the shoe industry.

"Let us hold the ground that we have gained, by maintaining and extending that confidence; and then with the same courage and co-operation we can bring other things into line."

### Going After Eastern Trade

Theo. Mayer Shoe Mfg. Co. Ltd. are going out after business in the Orient and Far East. Their representative, Major D. W. Mathieson, of Mathieson & Co., Toronto, is due to sail from Quebec on May 16th, with a complete line of their footwear, in the endeavor to establish a profitable trade connection in the Far East.

# American Leather Conditions

Discussion of Present Markets by  
Tanners' Council.

At the annual spring convention of the Tanners' Council, held in Boston on May 4th and 5th, various phases of the leather situation were covered. Mr. E. G. Howes, dealing with the sole leather situation, said in part:—

"We are today faced with three distinct problems.

First: A surplus of leather that is constantly becoming more valuable from a replacement standpoint.

Second: A world shortage of hides that will allow the tanners to operate at only 60 to 75% of capacity, which means a cost of several cents per pound above normal.

Third: A definite policy of marketing our product, to enable us to conserve the capital of our companies, earn dividends for our stockholders and partners, and place our customers in a position of stability and security.

While, under present conditions of 80% shoe business in this country, based on pre-war volume, the tanning capacity is in excess of the consumptive demand, the supply of raw material is quite the reverse. These facts may suggest to you two distinct pictures:

First: A combination of interests that will eliminate unsound competition, excessive overhead, and abnormal selling expenses.

Second: "The survival of the fittest," which means the concerns that produce the highest quality at the lowest cost, and market their product to the best advantage.

"We are all on a sea of unbounded opportunity. The past has witnessed an inadequate return on capital invested in our industry, but the future is what a few men around this table wish to make it—either sound, staple industry that will command the respect and confidence of the entire country, or a short-sighted policy of living only in the present, without regard for the future conditions that are as sound and inflexible as the Rock of Gibraltar.

"Look only a few months into the future, and see leather several cents per pound higher, and ask yourself if the carrying charge is an item to be seriously considered."

## Side Upper Leathers

The question of side upper leathers was handled by Mr. F. C. Stresan, who painted anything but a glowing picture.

He said in part:—

"It is quite true that considerably more upper stock has been cut up during the past six months than during preceding months. It also seems quite evident that practically all of the leather manufactured during this time has been sold. The discouraging feature, however, is that the large surplus stocks of leathers carried by tanners and others for the past twenty months have not been appreciably diminished, and it is our opinion that just as long as this surplus exists, we cannot possibly hope for a return to profitable business, and that future losses will be inevitable.

"Undoubtedly all of you have been asked, times without number, by the public, "Why is it that retail prices of shoes have shown so little readjustment when you complain so bitterly regarding the extremely low prices your leather is commanding?" Gentlemen, we can most conscientiously advise the public that, insofar as we are concerned, we have done more than our

share toward getting living costs back to normal. Our leathers are being sold below pre-war figures in spite of the fact that our labor is still being paid 70 percent more than their earnings before the war. We cannot conscientiously cut them further until living costs show further reductions. If the public—and I have every reason to believe this to be true—has no confidence in present shoe values, thereby restricting purchases, it most assuredly is not the fault of our industry, and I believe that it should be the mission of each and every one of us to correct any misgivings the public may still harbor against the tanners of the country. Can it be denied that some of our oldest, best-established and, during the past, most successful concerns, are shaking on their very foundations, and that this very essential industry serving the public not as a producer of unnecessary luxuries but contributing to their daily comforts and health, is in an extremely dangerous position?

"Shoe values have come down, it is true, particularly work shoes and semi-dress shoes. Our tanners are all of the impression, however, that practically all of this reduction has been effected at the expense of the tanner. The University of Harvard statistics show that there are but six commodities selling below pre-war prices, hides and leather being two of the six.

"Practically all upper leathers are dull with the exception of patent leathers, which are having their inning. Outside of patent leathers and specialties, I know of no other types of shoe leathers which are commanding replacement costs today. Thousands and thousands of dozens of side upper leathers have been sold during the past month, netting the tanner no more than five to six cents per pound and, in some instances, less, for his raw material. Of the staple leathers, plump men's-weight calf are in fair demand, while light weights are accumulating.

"In conclusion, I feel that we have positively reached the time when, instead of humoring ourselves that the near future will have better times in store for us and allowing our much-abused optimism and the remnant of our shaken faith to guide us, to limit our operations to the immediate requirements of our customers. Any tanner who is today carrying heavy stocks of finished merchandise, that continues to operate, is not only handicapping himself but is adding to the burdens of the industry at large."

## Glazed Kid.

Dealing with the question of glazed kid Mr. C. Wilson McNeely made an explanation as to why kid should be so much higher in price than calf. He said:—

"When a shoe manufacturer can buy top grade calfskin for 40c per foot and for top grade kid has to pay 75c, there is a perfectly good reason for him to ask and know the why and wherefore. In making these statements I do not in any way refer to the relative merits of calf and kid, but I mention these facts to show the cause of the kid situation as it now exists.

"Calf, as the word implies, is a young, immature animal and the leather produced from it must necessarily be fine grained, small in size, and can uniformly be assorted into few grades, generally with a good percentage of high grade.

"On the other hand, kid leather does not follow so strictly the meaning of the word kid. It is produced from skins of immature, mature and ultra mature animals, with widely varying grain, size and weight, and must be assorted into many sizes, weights and grades.

"The supply of the high grades of small, fine grain-grained skins is quite limited. The kid tanner must buy this wide variation of sizes and sorts in any kind of raw skin. In order to dispose of the unpopular grades prices must be made regardless of cost and the popular





THERE IS NOTHING  
MIRACULOUS IN THE  
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"ROYAL KID" KNOWN  
FOR ITS UNIFORM-  
ITY. THIS REPUTA-  
TION HAS BEEN  
EARNED BY CLOSE  
PERSONAL ATTEN-  
TION GIVEN TO ALL  
THE DETAILS—FROM  
SKIN BUYING TO  
FINAL GRADING

**BONNER  
LEATHER CO.  
MONTREAL**

SALES AGENTS:

MONTREAL: J. H. GOYER, 227 LÉMOINE ST.  
KITCHENER: F. F. DUFFTON, 50 FOUNDRY ST.

grades must bear the burden so that a reasonable profit can be made. The average price of kid is below the average price of calf. It is the 10 percent to 15 percent of kid leather, which is selling above the price of calf, that is causing the illusion that kid is much higher.

"Since the advent of the Gypsy boot, which brought kid into its own, the demand for kid leathers in the United States has increased enormously. Last year, which was a subnormal one, over 10,000 dozen kid per day was sold for domestic consumption. The successful advertising campaigns of corrective types of shoes for men and women have created a demand for which kid leather is so suitably adapted. Last, but not least, the kid tanner has been able to produce colored kid in volume, which has so admirably fitted in with the change in style from the mannish shoe to the feminine type of shoe of beautiful snug-fitting lines.

"Since the high boot has fallen almost into oblivion it has been very much to the advantage of the shoe manufacturer to buy small skins both for satisfactory cutting results and quality which the fine grain of these skins produce.

"Despite the fact that these small, highgrade skins are commanding a premium, it has been difficult for the kid manufacturer to market his large skins. This situation is becoming more serious as the quantities of large skins accumulate. Values between large and small skins are out of all reasonable alignment, for so long as the demand centers on a few grades, which represent such a small percentage of total output, just so long will the prices remain out of proportion with their intrinsic value.

"The kid manufacturer wants a market for his large skins. How can this be brought about? Only by creating styles to use such skins. It is certainly to the best interest of the shoe manufacturer and shoe retailer to give this matter their serious consideration. Their seasonal business is now lost, the same shoe is being worn the year round. It has been shown that limiting the style to low cuts is not lowering prices because it is making a demand for an article of very limited supply.

"It is quite well realized that it would be folly to undertake to bring the passe high boot back to popularity. The losses sustained by the shoe manufacturer and retailer are too fresh in their minds to have anything to do with the old-style high boot. Something new in the way of a high boot must be created. To this end a group of kid manufacturers met last week and concluded that the time is ripe and the possibilities most promising for launching a campaign for a new high boot. With the return of longer skirts it seems a most opportune time to approach the subject of high boots. Well laid plans have already been worked out with most careful consideration from all angles. It looks like the real opportunity for the upper leather manufacturer. The kid manufacturers feel strongly that calf and other upper leathers must have wide and profitable markets for their products if kid is to be successful. This campaign is in no way limited to the kid manufacturers, as it is of equal interest and importance to all upper leather manufacturers. The united efforts of all upper leather manufacturers are to be hoped for in order to accomplish our purpose, which if accomplished will go a long way toward producing shoe economy for the public by stabilizing the upper leather industry and giving the shoe manufacturer and retailer a wider range to buy from and it will mean the return of their seasonal business"

Mr. Harvey Graham of the Wm. A. Marsh Co. Ltd., Quebec City, was at the Queen's, Toronto, last week.

LAST CALL  
COMPETITION CLOSES JUNE 1st.

## RETAIL SHOE MERCHANTS' and SHOE SALESMEN'S EXAMINATION

A Practical Test of Efficiency in Ordinary Salesmanship. Shoe and Leather Journal's Semi-Annual Examination. Paper Open to All Who Sell Boots and Shoes. Every Day Problems of the Shoe Store.

### WHAT WOULD YOU DO?

1. 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?
2. 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?
3. If a customer loses his temper and practically accuses you of making false statements, as to price or character of the goods, what would you say or do?
4. When a man or woman in a loud voice criticizes the store or its methods, what would you do?
5. How would you handle a lady customer who asks for 3½B, when you see she really needs a 4C?
6. When a woman brings in a friend, and the latter insists on giving her opinion, what would you do?
7. When a woman says she saw a similar shoe in a store up the street at \$2.00 less, how would you treat her?
8. 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?
9. 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?
10. 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?

*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	\$15.00
Second Highest Marks	\$10.00
Third Highest Marks	\$5.00

#### 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 will close June 1st, and awards announced June 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



# To The Jobbing Trade Only

## THE HECTOR LINE

for Spring 1923 is now  
ready for inspection



### WE SPECIALIZE

in the making of Turn Footwear exclusively, and our complete line reaches a standard of Value that defies comparison.

Here is your opportunity to do some real money-saving buying. It's a SAFE investment because the shoe-making and the values make the shoes CERTAIN SELLERS.

## HECTOR SHOE CO.,

331 Demontigny St., East.

Montreal

F. X. Leblanc, Managing Director

## GROWING

To keep pace with the increased demand for our lines of High Grade Footwear for Infants, Misses and Children

## We Are Moving

to larger and better equipped premises situated at 287 Aird Ave., Montreal.

Manufacturing on a larger scale we will be in a position to give you still better service, and to maintain in the quality and value of our lines their established reputation—


“Just A Little Better”

## CANADIAN STITCHDOWN CO.

287 Aird Ave.,

Montreal

Toronto Office, 40 Adelaide St., West



# AMONG THE SHOE MEN.

Field's Shoe Store, Deseronto, Ont. is a new retail business started recently. Mr. Field, the proprietor, reports he is doing very well and hopes to build up a good shoe business in time.

The Hurlbut Shoe Co., of Preston, Ont. are planning to enlarge their present plant to take care of their rapidly growing business. It is their intention to erect another building alongside the present one, which will be almost of the same size. It will be built on the same principle as the present one, and will be three storeys high. When the proposed new addition is built the Hurlbut Co. will be in a position to double their output.

Mr. Sutherland of Amherst Boot & Shoe Co. Ltd., Amherst, N.S. and Mr. Foote of the Independent Rubber Co. Ltd., Merritton, Ont. met in Toronto on May 6th and were accompanied by Mr. Hugh White and Mr. J. A. McLaren of Toronto, to attend the funeral of the Late James Robinson in Montreal.

The ratepayers of St. Mary's, Ont. voted recently in favor of making a loan of \$40,000 to a shoe company for the erection of an up-to-date factory in that town.

Carter's Shoe Store, Deseronto, Ont. went out of business some time ago. Mrs. L. G. Carter, who owned the store is not taking up the shoe business any more.

The Murphy Shoe Store, 882 Granville St., Vancouver, B. C. in moving from that address to more commodious quarters at the corner of Granville and Smithe Strs., three doors further south.

Mr. Louis Scheuer and Mr. J. Normandin of Scheuer, Normandin & Co., Montreal, have returned from a trip New York and Boston.

The Arrow Shoe Co. Ltd., have taken over the business formerly conducted by the Children's Footwear Co., 3 St. Alexander St. Montreal.

Mr. Geo. Carle has succeeded Mr. Allen J. Wesley, shoe retailer of Tillsonburg, Ont.

Mr. Chas. Bown was in Halifax, N. S. recently showing samples of the Wm. A. Marsh Co's lines.

Congratulations from his many friends are being extended to Mr. Louis Daoust, Assistant General Manager of Daoust, Lalonde & Co., Limited, Montreal, on the occasion of his approaching marriage to Miss Andree Simard, daughter of Dr. P. E. Simard of Montreal.

The A. B. Shoe Manufacturers, have been registered in Montreal.

Mr. J. J. Keating of the United Last Co. Ltd., Montreal spent sometime recently in Toronto and Rochester, N. Y.

The new Offices of Dufresne & Locke, Montreal, are about completed and ready for occupation. They will provide the firm with splendid office facilities for the accommodation of their employees and the transaction of their business, and will be a credit to the company.

St. Paul Shoe Store was registered recently in Montreal.

Capt. Aubrey Davis, of the Davis Leather Co. Ltd., Newmarket, Ont., sailed to Europe last week and expects to be absent three or four months during which time he will make a thorough survey of conditions in Great Britain and abroad. Mrs. Davis and their son, Mr. Bruce Davis, will accompany Capt. Davis.

W. H. Stewart (firm's name) shoe retailers, have given

up business in Montreal.

Mr. H. L. Taylor, sales representative and Mr. C. L. Hoyt, model maker, of the United Last Co. Ltd., Montreal were among those who visited the New York Style Show.

At the recent annual meeting of the Purchasing Agents' Association of Montreal, Mr. C. G. Jones, purchasing agent of the United Shoe Machinery Co., of Canada Limited, was elected President of the Association.

P. Guilmette, shoe manufacturer has been registered in Montreal.

Mr. Gus. Losman, of the United Last Co. Ltd., Montreal was one of the visitors to the Style Show in New York.

Mr. W. A. Marsh of the Wm. A. Marsh Co. Ltd., Quebec, is just back from the coast, calling on the trade in Fort William and the West.

"Jim" Rochford, representing Parker, Irwin Co. Limited, Montreal, was in Toronto and other Ontario points recently in the interest of his firm.

The following are the travellers for Perth Shoe Co. Ltd., of Perth Ont. with their respective territories. Mr. R. W. Clark, from Winnipeg to the coast, having a permanent sample room in the Travellers' Bldg. Winnipeg. Mr. H. B. McGee, in Toronto and the main line of the C.P.R. to Windsor, having a permanent sample room in the King Edward Hotel, Toronto. Mr. F. R. Burns represents throughout Ontario. Mr. W. S. Pettes in the cities of Montreal, Ottawa and Quebec having a permanent sample room in the Windsor Hotel, Montreal. Just this season Mr. J. E. Petrie is representing them in the Maritime Provinces, with headquarters at St. John, N.B.

Mr. C. G. Jones of the United Shoe Machinery Co., of Canada, Limited, has returned from a recent trip to Rochester N. Y., where he went as representative of the Canadian Purchasers' Association to attend the Annual Convention of the National Purchasers' Association of America. It is understood that the Canadian Purchasers' Association will hold a Convention in Montreal same time next Autumn.

Mr. G. G. Hodges, of Hall & Hodges, Montreal, sailed recently on a business trip to England.

The Regal Boot Shop has opened a Branch Store situated at 213 St. James St., Montreal, where they will carry a complete line of men's footwear. This store is under the management of Mr. Ernie Hanlan, well and favorably known to the trade.

The Regal Boot Shop formerly situated at 415 St. Catherine St., West, Montreal, has moved to much larger and better appointed premises located at the corner of St. Catherine St., West and McGill College Avenue, Montreal. Mr. A. E. Jones will be pleased to meet his many friends at his new headquarters.

Damage estimated at \$40,000 was caused at 1.30 a.m. on May 18th, by a fire which burned out the four-storey building occupied by James Aird & Co., shoe manufacturers, at 15-17 St. Gabriel street, and almost totally destroyed the stock and machinery.

The cause of the fire is unknown. There was no night watchman in the building. The loss is partially covered by \$30,000 insurance which the firm carried.



**RELIGION AND INDUSTRY.**

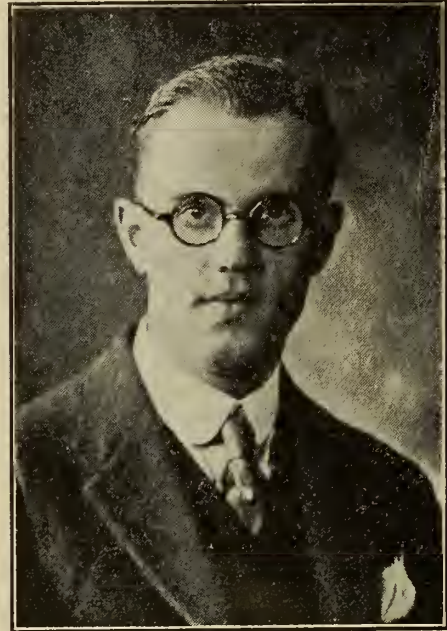
A correspondent of the English Shoe and Leather Record, who is a close student of his hymnal, comes out with the following:

"I think it was in the Record I once found a reference to a hymn for the boot fraternity: 'O God, what boots!' (The full line is, 'O God, what boots it to repine.') But ours is not the only trade, or we the only persons, who can lay claim to being mentioned in hymns. I append a small selection of appropriate and favourite 'hymns.' I am sure Adam when pruning fruit trees in the Garden of Eden, would, had he known the hymn, have been heard whistling 'Even me' (Eve'n'me.) A baker's hymn: 'I need (knead) thee every hour.' Publican's: 'Lord, how bright these spirits shine.' Milkman's: 'Will you meet me at the fountain?' and 'Shall we gather at the river?' Burglar's: 'I love to steal.' Solicitor's: 'Brief life is here our portion.' Harassed ratepayer: 'Take my silver and my gold, not a jot would I with-hold.' Sluggard (at 8 a.m.); 'I will arise, I will arise' (and so on). After the extra glass: 'Lead me gently home.' Beecham's: 'Whither Pill grim are you going?' Keating's: 'Christian, seek not yet repose, Cast thy dreams of ease away. Thou art in the midst of foes, Watch. . .' Umbrella maker's: 'Send showers.' Not too bad, are they? And this is an original selection."

While we do not class ourselves with the above writer we would beg to add to the list: Haberdasher: "Blest be the tie that binds." Tailor: "As pants the hart." Farmer: "Hoe every one that thirsts."

**NEW REPRESENTATIVE FOR GEO. A. SLATER LTD.**

Geo. A. Slater Ltd., Montreal, have appointed Mr. Alfred Werenfels as their representative for Montreal and the Maritime Provinces. Mr. Weren-



fels has had long experience in the shoe trade and for a number of years was connected with C. S. Bailey, one of the largest shoe manufacturers of Switzerland.

## Sport Shoes made of Smoked Horse or Smoked Elk demand a special Cleaner and Dressing.

The Tanners who make this leather and the Shoe Manufacturers who make these shoes have thoroughly investigated everything on the market for this purpose and have asked the New England Blacking Company to offer at retail the material which is used in the shoe factory.

### THIS IS SPORT-SHU CLEANER DRESSING

THE ONLY ONE THAT WILL  
DO THE TRICK

It will clean these shoes without damaging them, and at the same time mellow and soften the leather, restoring its original lustre. It also cleans and softens perfectly full grain calf. You owe it to your customer to sell him a bottle with every pair.



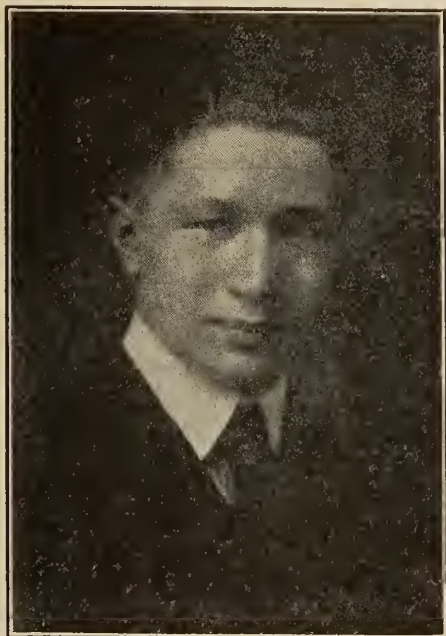
Note—If your jobber cannot supply you send direct for sample dozen, giving us your jobber's name.

**NEW ENGLAND BLACKING CO.**  
24 BINFORD STREET, BOSTON, MASS.

**MR. WILFRID GAGNON JOINS BENEDICTS**

The Old Colony Club, Windsor Hotel, Montreal, was the scene of a very pleasant event on Saturday evening, May 6th., when members of the various branches of the Shoe Industry, and business associates of Mr. Wilfrid Gagnon of Aird & Son, Regd., Montreal, presented him with two beautiful gifts, in honor of his approaching marriage. One of these gifts was an English Copeland China Dinner Set of very handsome design, and the other a cabinet of silverware.

The presentations were made by Mr. John McEntyre, who referred to Mr. Gagnon's many fine qualities of mind and heart, and spoke of his high standard of ideals as well as his business ability. Mr. McEntyre read a number of letters which had been received by the Committee in charge of the event from members of the trade out of town, which included many from shoe wholesalers in Toronto. These letters expressed in warm terms the writers' admiration for Mr. Gagnon. Mr. McEntyre closed by expressing on behalf of those present sincere wishes that Mr. Gagnon and his bride enjoy a long and happy life.



Mr. Wilfrid Gagnon

Mr. Joseph Goyer followed and expressed similar sentiments in French. Mr. Frank Knowlton also spoke in eulogistic terms of Mr. Gagnon.

Mr. Gagnon replied in French and English, and his remarks were a distinct surprise even to those who knew him most intimately. It was a decidedly clever speech, in the course of which he expressed appreciation at the honor which his friends had shown him.

The balance of the time was devoted to songs, recitations and stories, refreshments being served during the evening.

On Tuesday May 9th., Mr. Gagnon was married to Miss Yvonne Senical in the Church of Notre Dame de Lourdes, Montreal. After a reception at the home of the Bride's parents the happy couple left on their honeymoon trip to New York and Atlantic City.

**ABOUT SOLE LEATHER.**

There has been a lot of talk recently in American trade papers about free sulphuric acid in sole leather which it is shown will have a tendency to rot not only the leather, but also the thread used for

# BUTTON! BUTTON!

## Who Has The Button?

### WE HAVE!

## The Finest Line of Ocean Pearl Buttons

In two sizes—five shades, including white.

Uniform in thickness and finish  
—Prices very low.

## And BUCKLES Too!

We are prepared to give the best possible service on Buckles—plain or fancy.

While we have a large variety of Tongue Buckles, we are specializing on North and Judd

## Slide Buckles

Non Rust  
Composition  
No. 1375



Iron  
No. 1375½

Obviates punching of holes.  
Adjustable to a perfect fit.  
Easily attached.  
Thoroughly practical.  
Very attractive appearance.

We are ready NOW to make  
Deliveries in all sizes  
3/8 — 1/2 — 5/8 — 3/4 — 7/8

We carry Nickel finish in stock.  
Other finishes in about ten days.

## INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W. Montreal

BRANCHES

37 Foundry St., W.  
KITCHENER, ONT.

566 St. Valier 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.*

sewing. And of course it is immediately concluded in some quarters that the tanner uses the sulphuric acid to further his nefarious designs of loading the hide and increasing its weight and their profit.

"As a matter of fact," said one tanner, "the shoe manufacturers themselves are to blame for this as well as many other troubles with sole leather. The continual craze for appearance has led many tanners to do things to leather which they themselves know are not beneficial from the standpoint of wear. They must have a light colored leather—not the color natural to well tanned product, but something that looks pretty. As a result, to sell the leather we must bleach it. And as is well known the process of bleaching no matter how carefully it is done, is likely to have a weakening effect on the product bleached. It is hardly fair then for consumers to blame tanners for the effects of processes which are forced on them by their customers. The shoes would look as well, and would wear better, if the manufacturers would use a leather that was just tanned, not doctored to look pretty.

The large sole leather producers in Canada have all seen the wisdom of chemical control of their operations. The hides and most of the tanning materials are of organic, and therefore relatively uncertain and unknown composition. No two hides will respond to the same treatment in a similar manner. So that chemical control of tanning is at best an uncertain proposition. But it is safe to assume that to the best of their ability, the leading tanners are producing the best sole leather they know how, and are constantly studying their methods in order to improve their products.

The day of deliberate loading or adulteration of leather by reputable firms is past, and given an opportunity, Canadian tanners will stack their goods up against the best in the world.

### KEEPING AT IT.

Wm. Wrigley, of chewing gum fame, is spending more than \$10,000 a day in advertising. One of his friends told him he was a fool; as everybody knows Wrigley's gum now; that he should cut down his advertising to one half or less.

"Well, maybe I am a fool," Mr. Wrigley admitted. "But I'll say this: If I would reduce my advertising my sales volume would fall behind. If I stopped advertising, my business also would stop in time."

Discussing the incident with "Printers' Ink," Mr. Wrigley declared his advertising, in inducing several million people to form the habit of chewing Spearmint, has done its work only partially. "It has to keep them sold," he said. "It has to keep reminding them that they bought Spearmint yesterday or last week and liked it."

It seems to be necessary at the present stage of business development to remind some advertisers that the natural tendency of man or woman is to buy an article as an article and not as one bearing a special name. Everybody knows this, but sometimes the rapid march of events can push into the discard the most self-evident truths. When a name has been established by advertising, the person buys by the name instead of asking for merely a pair of shoes, a suit of clothes, a collar or an inner tube.

To confirm people in this kind of a buying habit the name must be kept constantly before them in

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

Mention "Shoe and Leather Journal" when writing an advertiser



advertising. Otherwise some other manufacturer with an equally good product is going to come along and land the business.

Get right down to a serious analysis of various first-class articles of merchandise and you see there is not a great deal of choice between or among them as to quality or performing power. This is why it is so easy—so ridiculously easy, sometimes—for a new product to displace another that has been long in the field. A woman may be sold on a certain name of hose. But after a while she does not see the name advertised. Then almost unconsciously she may ask for just hose. She gets another branded line, likes it and then is "off" the first line perhaps permanently. Constant advertising is necessary in order that competitors may be stood off and that she may be kept sold on the name.

Mr. Wrigley has exactly the same idea about his various gums.

His well-meaning friend was sadly in error in calling him a fool.

Business needs more of that kind of "fool" today.

### SOLVING THE HIDE PROBLEM

A writer in the Shoe and Leather Reporter deals in an interesting manner with some of the difficulties of the leather business, their reasons and possible remedies. As hides are a by-product of the packing house operations their production goes on regardless of the demand.

Briefly, this writer's idea is the formation of a "hide reserve agency" which would result in surplus stocks being kept in the form of hides instead of in finished leather as is now the case. He suggests washing the hides, curing and drying them, in which condition they can be held in dry storage indefinitely, retaining the characteristics of their green grading.

With regard to methods of working out this plan he says:—"Whatever plan is devised must be fair to the tanners and fair to the hide producers. It will probably call for a broad visioned policy of concession on the part of the hide producer, but as many of these also have tanning interests, they will be doubly benefited by the resultant stabilization in both industries. The formulation of the above outlined device will be difficult, but entirely possible. Any plan adopted will probably involve the use of large warehouses at packing-house centers, and in cities in which large slaughter houses are located. These warehouses can be the property of a corporation formed by tanners and packers, the securities of the corporation being open to public subscription and public trading. The corporation could function as a storage warehouse enterprise, issuing warehouse receipts which would be available as collateral just as other commodity receipts are now used. The dried hides going into the warehouses would retain classification data as to origin, season, weight, etc., so that the plan would not involve abandonment of any present method of grading, and the data would make the receipts more definite.

"A more important function of the corporation would be that of buying and selling hides, both as principal and also as agent for tanners who might desire that service. In its latter capacity it would

operate just as other commodity exchanges, making purchases on margin just as wheat, cotton, pork and coffee are traded in, with the difference, however, that in the case of hides actual delivery would be made to warehouse. Financing the stock of hides would not be more difficult than financing the stocks of leather carried by tanners under present conditions, and the financing problem would be the least of the difficulties encountered.

"Utopian? Possibly. And yet if some plan is not devised, the leather industry will continue in its unique position of having to carry a double load in hard times, and consequently continue to require a longer period to recover from its depression. Our business will always have a greater element of risk than other industries, on account of the period of the time elapsing between raw material and finished product, so why not try to decrease the inequitable effect of the other feature peculiar to our business?"

### PASS PROSPERITY AROUND.

Mr. W. H. Rankin says:—

Walk through the chair cars of the New York-Chicago business trains. Count the seats. Full! Count the full cars on the Boston trains, the Philadelphia trains, all the trains connecting the business centres of the industrial East and West. Why are the chairs full? Because men are going out after business. Business men are going out after business because some one is buying. Are you? Salesmen are going on the road because retailers are buying, replacing depleted stocks. Advertising is helping the salesman sell the retailer. Are you? Manufacturers are finding profits in adjusted prices because their orders are increasing. Merchants are advertising because advertising is moving their goods. Factories are running longer hours to take care of increased demands. More men are finding jobs open.

Are you doing your share of buying?

Are you doing your share of placing orders?

Are you doing your share in making right prices?

Are you doing your share in opening up your plant, hiring men, advertising your goods, investing for Prosperity?

Because you are buying, and the retailer is restocking and the wholesaler is ordering and the manufacturer is advertising, prosperity is arriving.

The farmer has money to spend. More laboring men are at work and are now buying. The automobile manufacturers are thirty to ninety days behind in making deliveries. The sales and advertising departments have done their part to bring back this prosperous condition in a large number of lines, especially those lines that "kept on advertising." Other manufacturers can still further stimulate prosperity by increasing their advertising and sales efforts.

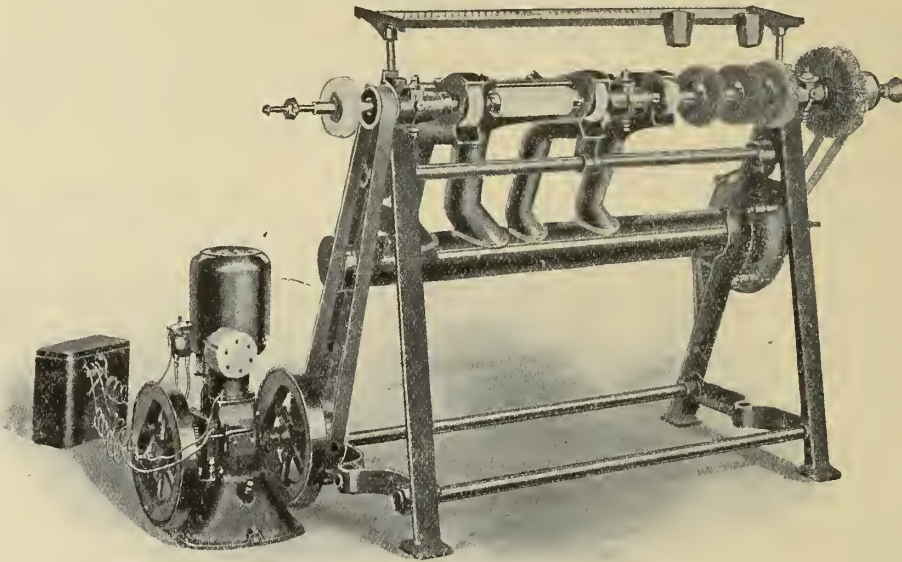
Because you increase your advertising the wholesaler will increase his orders, the retailer will make more sales, and the public will increase its wants and purchases.

When we are buying and selling, we all help improve prosperity, and improve business conditions.

Every business man is doing something to help business. So is every advertising man and every publisher. Are you? Do so, and "help pass prosperity around!"—Printer's Ink.



**ALL THE CONVENIENCES**  
**Of Power Driven Shoe Repairing Outfits**  
**ARE NOW AVAILABLE**  
**For Those Locations Having No Electricity**



Showing Our 8ft. Shoe Repairing Outfit, Model N with 1½ H.P. Novo Gasolene Engine Equipment

**PRACTICAL                      ECONOMICAL                      POWERFUL**  
 Four Cycle, Jump Spark Battery Ignition Engine—Simple in Operation  
 Regardless of your Location we have Outfits in a Size and Style  
 Exactly Suited to Your Requirements.

Electrically Driven or Simplified Gasolene Engine Equipments

**TERMS THAT YOU CAN AFFORD**

**BE PREPARED** to secure the utmost from the Coming Season's Business.  
 Indecision will not earn you money—Get that idea and your outfit started.

*Write For Catalogue and Particulars NOW.*

**UNITED SHOE MACHINERY CO. OF CANADA LIMITED**

MAIN OFFICE AND FACTORY  
**MONTREAL.**

**TORONTO**  
 90 Adelaide St., W.

**KITCHENER**  
 46 Foundry Street, S.

**QUEBEC**  
 28 Demers Street

# The Shoe Repair Man

## Are Findings Salesmen Efficient?

**Repair Man's Ideas as to How Findings Sales and Service Might be Improved.**

**A**S our old friend Bobbie Burns has said: "O wad some power the giftie gie us To see ourself as others see us."

Here is an opportunity for the salesman to look himself over in a mirror held by one who has been in the shoe and shoe repair business for years, and has formed some fairly definite ideas as to some of the faults of salesmen and houses who cater to the repair trade. He says:—

"It may seem a drastic statement to make that the jobbers in findings and shoe store supplies are not getting more than fifty per cent of the business that they should get. Nevertheless, I am making that statement and can demonstrate that the facts will bear me out.

"In the majority of cases the salesman is very much to blame, because as a rule, he is not adequately equipped to convince a shoe repair man or a shoe retailer that his line is superior to any competing line. If he is to bring success to his firm he must prove to the satisfaction of his prospect that such is the case. To announce that he represents a certain firm, means nothing to the buyer, unless he can demonstrate to the buyer's satisfaction that his firm is the premier one in its line.

"It is astonishing the ignorance that is displayed by some salesmen with respect to the stocks carried by the house they represent. We find them continually referring to their books instead of being able to give their prospect offhand the information he is seeking. In my opinion there is too much of a certain lack of understanding between the office and sales forces. Take as an example the following:

"I call on a certain merchant. After getting attention and explaining my proposition, he is still determined that he will not buy, as there is nothing in my line that appeals to him, but he inadvertently drops a hint that he has seen something, elsewhere that interested him. I now make a note of the hint given, and in turning in my daily reports, I lay particular stress in relation to the interview and hint. When my report reaches the office, the sales manager dictates a convincing letter to the merchant, covering the points that have interested the merchant. If this does not result in an immediate order, it will most assuredly make it much easier for the salesman to clinch an order on his next call.

"There is another point in relation to co-operation of office and salesforces. The salesman very often has a great deal of friction to overcome due to the indifference of the office staff, either through ignorance of a complaint or overlooking a claim. It should be remembered that the salesman must meet the complainant face to face and unless he, the salesman, is a real diplomat, he is likely to have a warm session ahead of him. If everyone was attending to his work, this trouble could not arise. Again, from experience I have had, I am convinced that in a great many instances one man is

given too much territory. Large territory not only heaps up the overhead, but it keeps the salesman from cultivating that virile little asset, the personal touch, that is going to mean so much in a business way to the salesman from now on.

"If the salesman is to turn in any great amount of repeat orders, he must not only be a good salesman, but also a good adviser. For instance, if I found that one of the shoe repair men on my list was doing a majority of sewed work, I should be able to give him a reason as to why he should use oak tanned sole leather, and remember the results must naturally substantiate my claims. This being the case, it of necessity follows that a salesman should have a very close acquaintance with every man on his ground. In this matter, concentration on the line, and a thorough knowledge are the only things that can bring creditable results. Therefore I am of the opinion that scattered ground is a mistake. It is a fact, very well known to all of us that the person who sticks to a few bushes in a berry patch fills his bucket the quickest, and has consumed the least amount of nervous energy.

"In conclusion, I would say, let the sales manager see to it that each salesman knows his line from A to Izzard, but that instead of sitting down at the phone, and calling buyers that he is well acquainted with, he



## What is easy to drive on and hard to wear off?

The "NATIONAL" Shoe Plate, of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples. Write us to-day. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**  
160 North Wells Street  
Chicago, Illinois





calls on each one personally. If his ground is too large to cover it in this way, cut it up, for the merchants he misses this week may be on some one else's books when he comes back a month or two hence.

In addition let the office force keep in touch with the merchants. A good deal of loyalty can be ingendered by this means and it is the repeat orders that count.

#### Vancouver Notes

The Easter holidays passed off in the City without any great excitement. The Thursday before Good Friday it rained the whole day, and marred the anticipation of big business the Retailers were looking for. The Saturday following was more satisfactory. White shoes are appearing upon the streets in a timid manner in connection with the combinations of colors.

The one price Men's Boot Store has dropped out after a short existence. Mr. E. F. Hutchings of the Great West Sadlery, Winnipeg is spending a vacation on the coast, visiting Vancouver and Victoria.

Mr. Cummings, representative of Kullman Salze, Tanners, San Francisco passed through Vancouver upon his way home from an extended trip to Japan on behalf of his firm.

The boot store of Wood & Sons, Granville Street, was broken into during the week end and a quantity of boots and shoes stolen. The burglar was apprehended later when trying to dispose of the stolen property.

The repair store of Mr. H. Wilson, Oak St., was broken into during the week end, and a small quantity of heels and cut soles and a few tools were missed. It is supposed to have been done by boys. Mr. Wilson had only moved into this stand a few days previously.

Mr. A. Webb, late of Dunsmuir St. while demolishing some out buildings on his ranch had the misfortune to fall off the roof and break several ribs.

Rumours are current around the city respecting the transfer of one of the wholesale houses. The name of an Eastern firm and also a local house are mentioned in connection with same.

Mr. J. M. Hatte who was with the B. C. Leather and Findings Co. for ten years has severed his connection with the firm to take up business at Terrace, B.C. a small town about sixty miles east of Prince Rupert on the Grand Trunk Pacific Railway. Previous to connecting himself with the B. C. Leather Co. he was for several years with the Johnston's Big Shoe Co. of Vancouver. On the eve of his departure the whole of the staff of the firm were invited to spend a very pleasant and enjoyable evening at his residence, where singing and cards occupied the evening. The prizes for the Court Whist being won by Miss M. Higham and Mr. W. Armstrong.

After supper Mr. Langdon in a short and appropriate speech, presented him with a sterling silver cigarette case with monogram engraved, on behalf of the co-workers as a token of the esteem and good will in which he was held.

Mr. Neill McCuish of Granville St. was taken suddenly sick after business on Saturday evening and rushed to the Vancouver General Hospital, where he was operated upon for ulcerated stomach in the early hours of Sunday morning. He is progressing satisfactorily.

Mr. G. Booth of Hornby St. while proceeding home from business was knocked down and run over by an auto driven by a lady. Fortunately the accident was not serious and after a week's rest, George is again in harness.

The business of the Canada Shoe Repair, Granville St. has changed hands, being taken over by Mr. S. Houston of the S.C.R. Orthopaedic Department.

Mr. J. Walker of Messrs Storey & Campbell Leather and Findings Department was one of the fortunate prize winners in the local Football Guessing Competition. The prize was \$133.00 in cash.

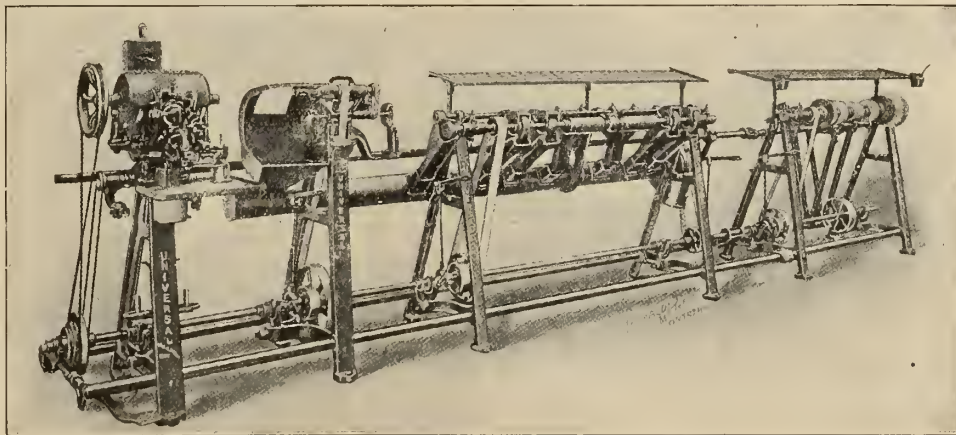
## MODEL F. B.-S UNIVERSAL SHOE REPAIR OUTFIT

"THE ARISTOCRAT OF SHOE REPAIRING MACHINERY"

NO ROYALTY

NO DUTY

We also supply factory equipment and supplies.



WRITE FOR CATALOG

# UNIVERSAL SHOE MACHINERY LTD.

122-128 Queen Street

MONTREAL, Can.

UNEQUALLED SERVICE MAINTAINED

Mention "Shoe and Leather Journal" when writing an advertiser



### Repair Conditions

Mr. W. Ingram, of Peterborough, tells us that business has been very fair in that locality for the past month, but about ten percent below that of a year ago. People are now showing a greater inclination to have their shoes repaired, which is helping some. While prices have been reduced about ten per cent, good work and good materials tends to hold the public from demanding cut rates. In view of the fact that so many people in that manufacturing locality are unemployed, he believes conditions are satisfactory.

Mr. C. J. Graves, of Victoria, B.C., reports business as being fair only, and the tendency during the past year has been downward. He believes people in that locality are starting to realize that they can save money by having their shoes repaired, providing they get a quality job. In general prices have not been reduced to any great extent, prices being \$2.50 for men's sole and heel. He is a believer in first class workmanship and goods, and believes the customer appreciates and will pay for them. He makes a suggestion that he would like to see a Dominion wide Repairers' Association started.

### Repair Notes

The shoe repair shop of Mr. Frederick A. Chittick, Fairville, N.B. was destroyed by a fire which broke out in the business district of that town.

The Centre Shoe Repairing has been registered in Montreal.

Mr. J. H. Goyer, of H. B. Johnston & Co., Montreal, was one of the many dog fanciers in the leather trade who was successful in having his dog win one of the prizes in the Montreal Dog Show. Mr. Goyer's prize animal is a Springer Spaniel.

The International Supply Co., Ltd., Montreal, are supplying their trade with a Stirring Stick for blacking and dressings. The stick is made of stout hardwood and is stamped with the words "The International Supply Co., Serves You Well."

### UNITED SHOE MACHINERY ISSUES NEW CATALOGUE.

We have received a copy of the new catalogue issued by the United Shoe Machinery Co., of Canada, Limited in the interests of the repair trade. This book which covers one hundred and fifty pages is laid out in what might be called a De Luxe style. While they do not claim to show their complete line, they regard the book as a simplified directory that will assist the shoe repairer in easily and quickly selecting his requirements. The merchandise listed is divided into five separate sections under the headings, Machine Fittings, Repair Outfit Findings, Repair Shop Equipment, Hand Tools, Findings and Supplies. If for no other purpose than that of reference, the book should be found very useful to shoe repair men.

### TORONTO ASSOCIATION ACTIVITIES.

Following up the plan outlined at their last meeting, a meeting of the Toronto Association was held in Playter Hall, on May 11th, for the purpose of interesting the men in the Danforth District. The meeting was fairly large in attendance and the new system bids fair to be a great success. Some new members were added, and doubtless more will follow. The Executive are to be complimented on their activity and initiative, and if the process is continued will no doubt result to the lasting benefit of the Toronto Association.

### GET THE TURNOVER.

Turnover has become more than a term for use by the accountant or efficiency expert. It is something vital to business success these days. Merchandising methods of successful dealers today have no place for old, shop-worn, or out-of-style shoes. One is tempted to wonder how much of the retail stock at present, which stands on the inventory at a certain value, is really saleable. During the last year or more nearly all goods in stock have been, or should have been written down very materially. And the majority of dealers have made more or less drastic cuts in the endeavor to clean their shelves. But it must be borne in mind that the days of slaughter prices are not over yet by any means. In the endeavor to stimulate business, or meet the public fancy, styles have been changed rapidly and constantly. So that it is not enough for the merchant to watch his purchases closely, to say that he will buy four or six times a year. He must also sell in proportion. The trade are all wondering what will sell next fall, and next winter. Many of the shoes stocked by retailers this winter, will be equally saleable—except for reasonable depreciation—next winter and spring. But many of them will not.

The novelty game is no longer confined to a few leading dealers. The jobbers and smaller retailers have also been obliged to take a flier at it. But experienced players in this game will admit that close watch must be kept on the goods coming in and going out. For when the short season is passed, the shoes are passé, and cannot be given away. Until such time, therefore, as styles are on a more stable footing than is the case at present, dealers should be prepared to take a quick profit on the line, and clean out. By this means, not only will stocks be kept clean, but turnover will be increased, profits increased, and there will generally be a certain amount of cash available for further purchases.

Goodyear Shoe Hospital was registered in Montreal recently.

### THE NIMBLE SIXPENCE.

"It is difficult to see how any study can be more important to the retailer than that of the whole question of turnover. A close check-up on this aspect of business often chases into the light of day some of the worst ills that afflict it.

"A dollar, in order to turn over once, must first be invested in merchandise, then the merchandise must be sold; then the amount of the sale must be collected. Turnover is not complete until the dollar is back home (with a profit), ready to be invested again.

"It stands to reason that it is better business for a merchant to increase his profits by increasing the speed of his turnover than by increasing the percentage of profit, and thus offering goods to his customers at a price not in consonance with their value.

"His invested capital is the source of his profit, whether that capital be owned or borrowed. It is evident that to double the turnover amounts to the same thing as doubling the amount of stock without increasing the investment.

"Interest must be paid upon borrowed capital

and most merchants are borrowers. If the turnover is reduced from a period of four months to one of two weeks, the interest on the capital involved is also proportionately reduced.

"A stock of goods that pleases is a more sound foundation upon which to build business than a stock of unknown merchandise bought with regard to long profits rather than ready sale.

"A reputation for high character or timeliness of merchandise is much to be desired. There is a distinct waste, measureable in dollars and cents, when the reputation of an establishment is lowered by unknown, unstylish or shopworn goods.

"It is fatal to assume that there is a percentage of profit in each article sold. If the hoped-for profit is 15 per cent, 85 per cent of the merchandise purchased must be sold before any profit whatever can accrue. The gross profit begins with the beginning of the sale of the final 15 per cent.

"No one can count the profits until the goods are sold, and it is not the mythical long profit on off lines that helps the balance sheet, but rather the number of times that he actually does get a definite, reasonable profit on goods that are in high popular demand and esteem. Far better a nimble sixpence than a lazy dollar."—The Optimist.



Mr. Earl L. Stewart who is covering the Maritime Provinces for Scroggins Shoe Co. Ltd., of Galt Ont; The Reliance Shoe Co. Ltd., Toronto; and Chas. Tilley & Son, Toronto, making Amherst, N.S. his headquarters. For over eight years Mr. Stewart conducted a high class shoe store in Owen Sound, Ont.

## Colors For Fall

The Textile Color Card Association of the United States, Inc. has just released for general distribution to the trade the 1922 Fall Season Color Card of America. This is the authoritative forecast for fashionable colors. used by all branches of industries and trades. It contains 80 colors, 66 of which are portrayed in silk and 12 in woolen fabric. Twelve shoe, leather and hosiery shades are featured under separate grouping.

As America's color arbiter, the Association presents an imposing array, resembling all the rich burnished tones of autumn foliage, with virile hues much in evidence. Exotic greens and yellows: reds, blues or orange reflecting the present Oriental and Russian influence of the mode, are prominent, in a group of evening shades—such as—Poinsettia, Chinese Green, Celestial, Golden Glow and Eglantine.

A distinctly new type of smart tans are descriptively names—Muffin, Toast and Tiffin. An interesting feature is the introduction of bright greens of Gaelic persuasion—called Killarney and Erin.

There is also a group of odd coppery greens of the Russian type names Kremlin, Samara and Narva. Bittersweet, a deep orange and Brickdust, a rich copper-red, are two new shades of distinction. Greys are featured in both light and medium tones, such as Woodash, Fog and Lead. Purples are quite prominent—a range of beautiful violet tones are given ecclesiastical names, Nuncio, Pontiff and Vatican. Another range of purples are on the reddish tint, called Mallow and Cyclamen. Various new shades of brown, quite suggestive of the Far East are Spice, Ginger and Chutney—Rangoon and Mandalay.

Kashan is a deep turquoise, named after the famous Persian pottery. Ranges of deep oxheart reds, brilliant liberty blues, also soft firmament blues and deep sand shades are also offered. Periwinkle and cornflower blues, as well as light fuchsia shades from the Spring 1922 Card are again shown.

Of special interest among the woolen group is a novel tan shade called Pigskin. Apache and Tuscany are new browns with golden and reddish undertones. A distinctly new red is introduced, called Akbar. A deep wine shade is named Armada and Dante is a very dark purple of slightly reddish cast. An exotic blue is called Hankow and Gargoyle is a novel medium grey.

The shoe and hosiery colors feature Silver, Mist and Pigeon greys, also soft fawns, Otter and Mouse shades. Browns are much in evidence ranging from light golden, to reddish and dark Rembrandt shades.

# J. HARDY SMITH & SONS

HIDE and LEATHER  
FACTORS

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

Belgrave Gate, Leicester, Eng.

## 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.





# Cabinette Wooden Heels for Ladies' Shoes

+++

Manufactured by

**CANADA CABINETTE HEELS**  
Limited

2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959

## O. K. FIBRE COUNTERS

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

Retailers Know It To Be A Fact

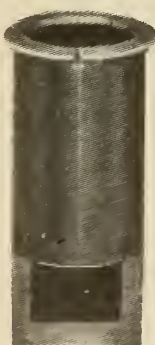
—that there is no part of the shoe subject to greater strains, harder knocks, more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces.

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.

Round Top



### Morton Double Bottom Flange Tubes for Lasts

Made in all sizes,  
straight and flange

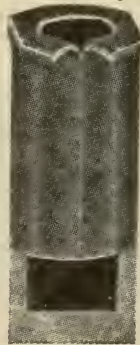
"The strongest Last  
Tube in the World"

E. S. Morton & Co

Pat. Feb. 29, '70  
Pat. Sept. 14, '15

13 Bay St., Brockton, Mass.

Round Top



Pat. Feb. 26, '07  
Pat. Sept. 14, '15

## 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 classes, or are open to consider limited territories for first class jobs. Please forward particulars to:—Joshua Trickett, Ltd., Shoe & Slipper Manufacturers Green Bridge Works, WATERFOOT, Nr. Manchester, Eng.

WANTED.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required. Rawtenstall Shoe & Slipper Co., Limited, Olive Mills, Bacup, England.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

FOR SALE—Shoe repairing business in one of the best towns in the Eastern Townships, equipped with 8-ft. U.S. M.C. Finisher, one H.P. Motor, Repair Jack, Skiving Machine. Apply Box 35, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Position as manager and buyer for first class establishment or department store, West preferred, 15 years' experience. Apply Box 34, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MR. MANUFACTURER: Are you looking for a capable salesman for Western Territory? I am on my eighth year in the better class western city shoe trade as assistant buyer and head salesman. Well recommended, a good salesman, young, single and aggressive. Full information gladly furnished. Box 38, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

WANTED.—By an experienced shoeman, position in a city or good town. Western Ontario preferred. Used to good class trade, 16 years' experience in the retail trade. Can handle hosiery, travelling goods, mitts and gloves, etc. Or would consider buying a small business in a good live town. Box 37, SHOE & LEATHER JOURNAL, 545 King St. West, 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 41, 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.—Prosperous Shoe Repair Business, with 7 room dwelling. Excellent location in west end, Toronto. Established 30 years. Goodyear outfit, as good as new. Trade about \$100.00 weekly. Further particulars, Box 44, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

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.

**Practical Tanning.** By Dr. Allen Rogers. Henry Carey Baird & Co. Inc., Philadelphia. 760 pages. \$10.00

Leather manufacturers, and those interested in the modern methods of leather production will be glad to know that the new edition of "Practical Tanning," a handbook of modern practice as applied in the manufacture of leather and allied products has been compiled by Dr. Allen Rogers, the well known American authority. The new edition may be termed almost an entirely new work, so complete has the revision and rewriting been.

The volume covers the classification and handling of hides and skins, and chapters are devoted to the various stages and types of tanning and finishing. Tanning materials are also discussed at length, and finally methods of analysis and disposal of tannery waste are taken up. It may be safely said that practical men who are seeking the latest literature in this field should have this volume in their libraries.

**Retail Store Management Problems.** By D. K. David, M.B.A., A. W. Shaw Co., Chicago. 1050 pages \$6.75.

In this book the unique method is adopted of educating by means of problems entirely. It represents a collection of actual problems that have been met in large and small retail stores, with sufficient information given in each case to allow the reader to form his conclusions as to the proper solution. It is essentially a book for the merchant who is a thinker, a student of business and methods. And to such a man the information or ideas obtainable from it would be worth many times the purchase price.

The aim of the book is to present, by means of carefully collected and co-ordinated cases, the management problems of a retail store which arise in shaping its merchandise and non-merchandise policies. All of the problems have been gathered first hand from retail stores located practically in all sections of the country.

The topics considered include accounting, statistics, organization, merchandise problems, selling, stock, buying, personnel, finance, price policies, and general administrative policy.

This work really runs the whole gamut of retail store management problems. In Part I considerable attention is given to the classification of accounts and the distribution of operative expenses. Part II points out the importance of statistics in selling, stock, buying, personnel, financial, general operating; presentation of reports to chief executives or subordinates; and brings out the factors in organization of a statistical department. Store organization, location, layout and equipment are considered in Part III. The problems in Part IV include merchandise classification, stock control and other merchandise problems.

Part V takes up selling policy, plans, advertising, display, supervision of salesforce, credit, returns and allowances, delivery, complaints and adjustments, personal service, special types of selling and general selling problems. Part VI is devoted to stock problems, including traffic management, receiving, marking, reserve stock, stock records, inventory and stock shortage. Part VII throws light on the buying problems in organization, plans, sources, methods, terms and discounts and so forth. In Part VIII personnel problems, both executive and non-executive, are considered. Part IX brings out the problems in insurance, taxation and other financial matters. In Part X are problems illustrating the different price policies. Part XI considers general administrative policy.

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Established 1852

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### SHEEPSKINS

Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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## Right Now---Patents

Solid Patent Leather Shoes are the season's rage.

To Manufacturers:

Clarke's Patent Leather used in your shoes will prove economical in cutting. Its beauty of tone is rich, lasting, and pleasing to the eye.

To Dealers:

The appearance of a shoe made with Clarke's Patent Leather will make instant appeal to your customers.

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**Toronto**

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire



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PUBLISHED · TWICE · A · MONTH

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ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL



Make the Most of Summer Sales  
by Concentrating on

**' ' OUTING ' '**

BRAND

**CANVAS SHOES**

That good sales and profits are made on Outing Brand Canvas Shoes is undisputed. The greatest share of success goes to those whose alertness and vigilance constantly stimulate "Outing" sales for their house. The harvest season for "Outing" Brand is here; leave nothing undone that will net you the maximum sales and profits. Display them, push them, and you'll sell them.

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**Gutta Percha & Rubber, Limited**

Head Offices and Factories, Toronto.

Branches in all Leading Cities of Canada.

## CANADA'S NATIONAL COUNTER

Canadians want National Character as well as better quality in their shoes. You give them both when you use exclusively D. & P. FIBRE COUNTERS.

The imported counter takes your shoes out of the THOROUGH-BRED Canadian Class and gives them the name and nature of halfbreeds. Because it adds nothing in quality or value to your shoes it gains you no increased sales and saves you nothing in your shoemaking.

With D. & P. COUNTERS offering EVERYTHING in counter superiority, makers of Canada's shoes have not the slightest excuse for going outside of Canada in providing for their Counter needs.



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*We have a Complete Range of Shoe Findings*

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When you sell a customer a tin of Ralston Polish, you make one sale. Are you satisfied?

Did it ever occur to you that every prospect entering your store for a tin of black paste, probably has a pair of brown shoes or a pair of sport shoes at home. They all need cleaning. You can make one or more sales with every customer



No. 8  
The above line comes in Black, Brown, Tan and Oxblood

when you sell Ralston Polishes. You can sell them Black Beauty Oil Polish for Black Shoes, Brown for Brown Shoes, Kid Cream for calf leather, Suede Powder and Suede Dressing for Suede Shoes or White Beauty for white canvas shoes. Universal Sport for sport shoes, latest addition. A dressing for every shoe. It's worth trying. Think it over.



**Robt. Ralston & Co.,**  
Limited  
**Hamilton Ontario**

# The Seat Of Fashion



Says Browns will predominate in high class shoes this fall for both men and women.

The question is only getting the right shade.

The demand is for a soft, rich, mellow tone with just enough warmth to give it life as well as quiet dignity.

## Davis New 602 Brown

Has that right depth of shade that places it easily ahead of all others in its appeal.

The very newest thing on the market.

DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO  
CANADA.



# SPRING 1923

## Important Announcement To The Trade

❖□□□□□❖  
❖**W**❖  
❖□□□□□❖  
E take pleasure in informing you  
that our new samples for Spring 1923  
will be ready for your inspection on  
June 15th 1922.

We will appreciate the favor of your  
early visit and the opportunity of show-  
ing you these Lines.

AIRD & SON, Reg'd.  
MONTREAL



## A Volume Seller for Summer

The predictions of style authorities that this Bell model would be extremely popular are being splendidly fulfilled in the welcome it is receiving from both trade and public.

Only the worth while style ideas originating in the leading style centres are utilized by Bell designers in fashioning shoes noted for distinctive beauty without freakishness.

## 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*

*Mention "Shoe and Leather Journal" when writing an advertiser*





CALF AND SIDES  
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA



These  
Staples  
Lead  
All Over  
Canada



*YAMASKA BRAND*  
*MEANS BUSINESS*

Dealers everywhere in Canada have found that handling Yamaska Brand Shoes means MORE business.

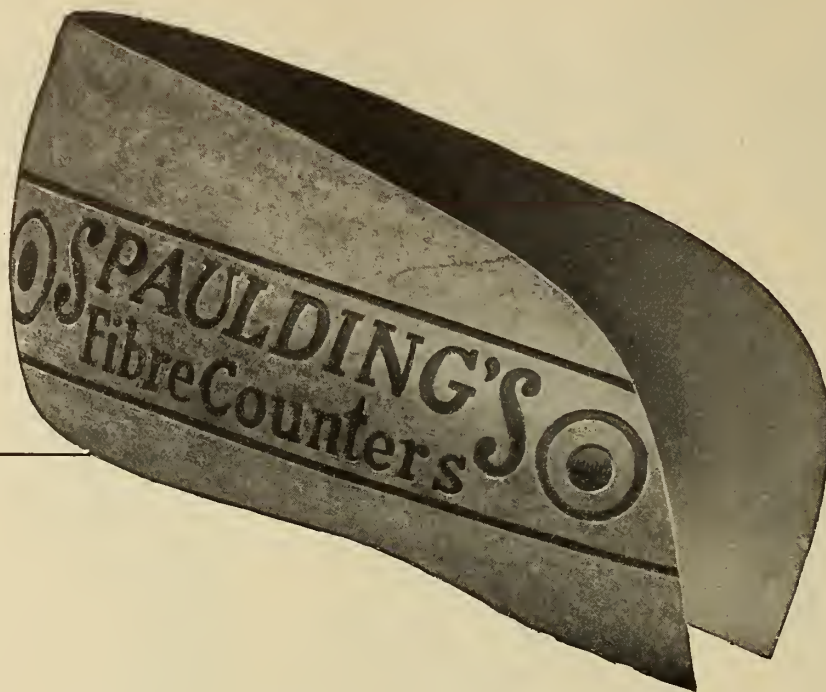
They mean business in selling because they mean satisfaction in wearing. For over fifty years they have been famous for value and each season they are to be found leading all staple lines for Style.

The advantage of buying these shoes direct from the maker is appreciated by the wisest buyers in the trade.

Yamaska  
'Staples  
for  
Value!

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





Every feature that stands for good counters is embodied in

## Spaulding's Fibre Counters

When you buy counters—buy the brand stamped “SPAULDING’S” the name that guarantees the quality.

If you have difficulty in fitting any of your lasts send us samples and we will fit them free of charge with the proper SPAULDING counters,

### J. SPAULDING & SONS CO., Inc.

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

*Boston Office*  
203-B ALBANY BUILDING

Canadian Agents  
International Supply Co., Kitchener, Ontario, and Quebec City. V. Champigny, Montreal.

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**“Frank W. Slater’s Strider Shoe”**

**READY FOR IMMEDIATE SHIPMENT**

NEW IN-STOCK CATALOGUE ILLUSTRATING AND DESCRIBING 24 LEADING LINES NOW READY.

USE IT IN SELECTING YOUR TRADE WINNING SHOES FOR SUMMER AND FALL.



		Last 60			
6000	Gun Metal Calf	W. Foxed Bal.,	Width C	Sizes 5—10	\$5.90
6003	Black Kid	W. Foxed Bal.,	Width C.	" 5—11	
			Width D.	" 6—11	\$6.50
6004	Lotus Tan Calf	W. Foxed Bal.,	Width C.	" 5—10	
			Width D.	" 6—11	\$5.25
6021	Havana Brown Kid	W. Foxed Bal.,	Width C.	" 5—10	\$7.75
6036	Lotus Gun Metal	W. Foxed Bal.	Width D.	" 5—10	\$4.80

THE SHOES THAT MAKE YOUR BUSINESS PROFITABLE

THE CHOICE OF THE PARTICULAR IN STYLE AND VALUE

“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

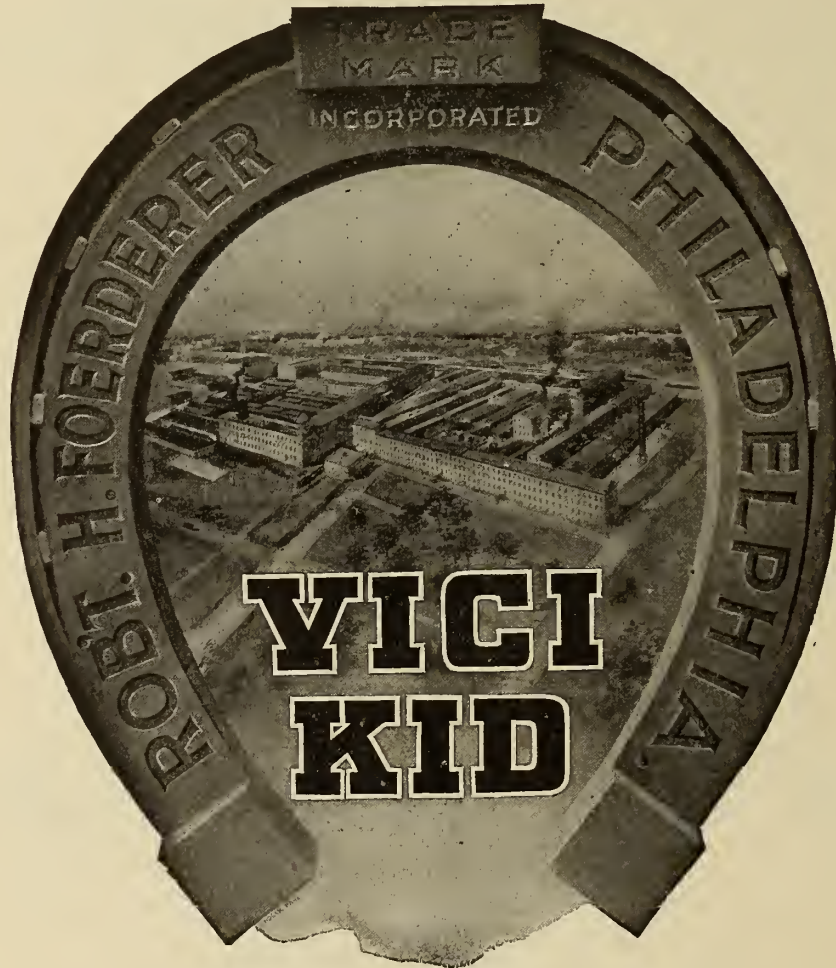


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PHILADELPHIA

INCORPORATED

PENN., U.S.A.



*Mention "Shoe and Leather Journal" when writing an advertiser*

*La Duchesse*

Rivalling higher priced lines for Style but rivalled by none for Value, the popularity of La Duchesse Shoes is doubly secure. By helping your customers to wise saving you help yourself to extra selling in featuring the La Duchesse Line.

Jobbers naturally have the best way of knowing what shoes are the best producers, and nearly every Jobber is particularly partial to "La Duchesse."

**"LaDuchesse" Shoe Co., Registered**  
MONTREAL, QUE.

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



# Something Worth Knowing

**A**DD to the millions of Trade Union members in America, all the shoe buyers in each member's family, and the number totals to many millions more.

Every one of these people when buying shoes, looks for the stamp of The Boot and Shoe Workers' Union.

If you feature this stamp in your window displays and local advertising, their trade will come to you.



## BOOT AND SHOE WORKERS' UNION

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

246 SUMMER STREET

BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres.

CHAS. L. BAINE, Gen'l Sec'y-Treas.

*Mention "Shoe and Leather Journal" when writing an advertiser*

# GLOBE



## They Are Really Better

Better in their extra durability—better in their more attractive style—better in their true-to-nature fit,—Globe “Pillow Welt” and “Baby Pillow Welt” Shoes are actual producers of Better Business in Children’s Lines.

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

A Globe Salesman will call whenever requested and show you the entire line.

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

# GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU





## 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,  
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# Think of To-morrow When you sell to-day

because the future business of your store depends on the value character of the shoes you sell to-day. Inferior shoes do not bring repeat sales. Far-thinking dealers everywhere sell

**AMHERST**  
**Solid Shoes**  
**and**  
**Reliable Staples**

because the comfort, fair value and long wear found in these shoes will always bring the customer back again. An Amherst customer is an Amherst Booster.

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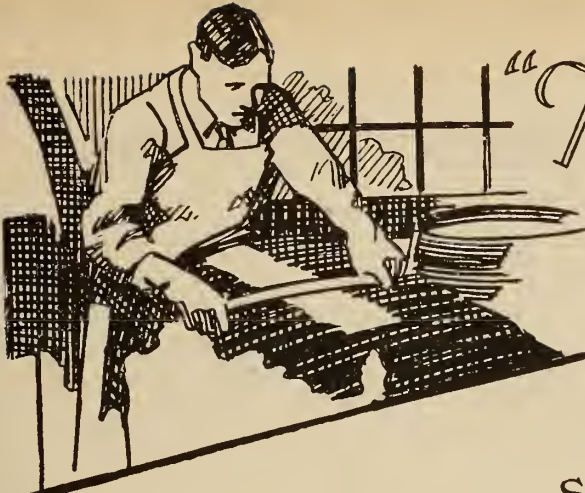
*The Buyer's Guiding Star*

**G**OOD 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.

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*"The Industry a-hum  
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Shoes will grow from start to finish right before your eyes. Leather will be tanned, patterns will be made, lasts will be turned, linings will be woven and all made into a finished shoe.

*Boston—"Capital of Vacation Land"—Awaits You*

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National Shoe & Leather  
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*Goodyear Welt, Imitation Straight Tip*

1211.....Patent, Last 53, Medium Toe, Flat $\frac{7}{8}$ Leather Heel.	Code Sturdy.
1202.....White Cloth, White Welt, Enamel Heel, as above.	Code Silver.
1208.....Patent, Last 51, Medium Toe, Cuban $\frac{11}{8}$ Leather Heel.	Code Swan.
1209.....Black Kid, as above.	Code Strand.
1210.....White Cloth, White Welt, Enamel Heel, as above.	Code Strong.
<hr/>	
9597.....Kid Lace, Oxford Welt, Combination, Last 133. Medium Toe, Cuban $\frac{11}{8}$ Leather heel.	Code Summer.
1200.....White Cloth, Oxford Welt, as above. Last 46, Enamel Heel.	Code Simplex.

### Turns

1206.....Patent St. Mayfair, Last 104, Medium Toe, Cuban Heel.	Code Swanswick.
1203.....White Cloth, as above.	Code Striper.
1204.....White Cloth, Round Toe. Flat Heel.	Code Straight.
1207.....White Cloth, 2 St Marilyn, Last 53, Medium Toe. Flat Heel.	Code Sweatman.

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# In The Market Place

Under the present trying circumstances the eyes of business circles of Canada have naturally been turned towards Ottawa, where the budget speech was awaited as having a very important bearing on the welfare of the country during the coming months and years. That budget speech is now a matter of history, though its provisions are naturally not imitable. From the manufacturer's point of view the decision as to the customs tariff on boots and shoes was quite satisfactory. And in general the same may be said on the part of the retail trade. The rank and file of Canadian shoe retailers are behind the production and sale of shoes in Canada, and it was felt that anything in the nature of a drastic change at present, would have the effect of throwing a monkey wrench into a machine that is just beginning to function and gather momentum after a serious breakdown. So in justice to retail dealers, it must be said that while some of them might feel a desire to have the walls thrown down to allow free access of shoes from other countries, they are willing to forego any temporary advantage they might gain, for the benefit of the trade at large. To that extent, therefore, the maintenance of the protection on shoes coming from countries outside the British Empire is satisfactory to them. The reduction of two and one half per cent in duty on shoes under the preferential tariff is offset by the improved position of sterling exchange in recent months, while the sentimental effect is in the right direction. In so far as American shoes are concerned, the low premium on American funds as against exchange rates a few months ago, is in the nature of a reduction in tariff. The increase of fifty per cent in the sales tax, which will obviously be passed on to the ultimate consumer, while it does not help to reduce the cost of living, is uniformly distributed, and cannot be objected to under the circumstances. It is the easiest thing in the world to criticise government methods, to complain of high taxes, tariffs and the like. The average man would like to see the other fellow carry the heavy end of the load, at the same time realizing that there is a load to be carried. The country is weighed down with debts contracted in various ways, and vastly increased by the world-war. And it is up to the shoe and allied trades to bear their share of the burden as cheerfully as may be.

## RETAIL TRADE.

The month of May has seen a gradual development of volume in retail shoe trade. A general increase was noted as against the previous month, but volume was below that of a year ago, by ten to thirty per cent. Holiday trade was good, and it was generally noted that fine weather boosted sales immediately. Cold weather in some localities held back sales of white goods to some extent, but towards the end of the month summer shoes started to move more freely. As usual women's trade holds the leading place. Children's shoes are also selling steadily, but men's sales continue very slow. Price is a considerable factor in sales though the style factor causes women to pay a dollar or so more for the shoe they really want. City stores find women's

shoes selling best at a range of \$7.50 to \$10.00. In smaller communities, and in factory districts the range is somewhat lower. One dealer reports that he finds more women objecting to high prices than men. Men's prices run largely between \$7.00 and \$8.50 with some establishments moving more men's shoes at around the ten dollar mark. The greatest volume of women's shoes has been confined to straps, with quite a number of sandals also sold, and a smaller volume of oxfords. The one wide strap with buckle in patent, combinations of patent and buck or suede, black calf, black kid, and brown calf or kid, with the low heel, still holds the centre of the stage. Greater numbers of sandals plain or in combinations, with low heels are being sold, and also some with medium high heels. The strap and sandal effects are carrying into the sport shoes, and permit some very snappy and attractive designs. Certain sections of the country are demanding the higher heel. This is particularly noted in Montreal where many of the fair sex do not take kindly to the low heel or flapper types. Sport shoes in combination effects have been selling fairly well in some quarters, but the biggest volume on these lines has yet to develop. Men's lines, where they are selling, consist largely of oxfords. While quite a number of blacks are sold the lighter shades of brown have the call. Men's sport shoes, in smoked elk and white buck with apron of black patent or tan calf have been showing some life, which will likely develop further.

## Manufacturing and Wholesale Trade.

Many Canadians visited the style show at New York, and while no radical developments came from it, manufacturers who were there came home with some new ideas which will be incorporated in lines for late summer and fall. For the present business is quiet. Some fall orders have been placed, but for the most part dealers are holding off, with a feeling of confusion as to what they should buy. Delay means loss of sales, but on the other hand, they feel that such sales might be more than offset by losses on shoes that were not saleable. The situation will likely remain in statu quo until steps are taken to clarify the unsettled state of mind of dealers and manufacturers with regard to what will sell a few months ahead. To-day sales are being lost on white shoes because orders were not placed in time. The manufacturers who are busy are working close to orders, and most orders received are for small lots and quick delivery. Volume is confined to women's novelties of medium price. Western buyers, both wholesale and retail, have been holding off, but it is expected that a little later, when crop prospects are more assured, they will visit eastern markets, when relatively heavy buying should be expected. Leather markets have naturally remained quiet. Patent is still the outstanding feature. Prices, however, are firm. Raw materials have been showing a decided firmness, and with the hope of improving conditions, and in the face of low stocks in all quarters, leather men can see nothing to indicate lower prices. They rather feel that leather has been below its value, and that advances may be expected on practically all grades.

# Business Is Coming Of Age

*By Dr. Frank Crane*

Business is coming of age.

That is, it has about done standing around like an overgrown boy and apologizing for its existence.

It has been snubbed, sneered at, and given the haughty 0-0 for several thousand years.

All this time it has been, as it were, in its chrysalis. It is now coming out and finding its wings. In plain English it means that the business man everywhere in the world is realizing the importance of his calling, is quietly assuming that dignity which is his due, and is about through with kowtowing and apologizing for being alive before that bunch of idlers we call Society, or that other ancient and honorable bunch we call Nobility.

More young men are planning to enter a business career in this morning of the twentieth century than in any previous period of the world's history. More young men are looking forward to becoming grocers, clothing merchants, railway managers, mining engineers and manufacturers of the things humanity needs, than the number of those contemplating what has been known as the more gentlemanly professions.

And what is more significant, the girls are manifesting a decided preference for the young fellows in business over the young professionals.

This is really a profound change. Time was, and not so very long ago either, that there was very little difference socially speaking between a merchant and a begger, between the man that sold dry goods in the shop and the huckster that peddled knick nacks from a cart.

They were all classified as being "in trade." Duchesses, milords and miladies looked on them as a sort of a lower order of creation.

Education was not for them, and schools, especially universities, made no provision for their training. All the young fellow could learn at school was to be a gentleman idler, or one of the four professionals whose business it is to wait on gentlemen idlers, a lawyer to look after his property, a teacher to instruct his children, a doctor to physic him, and a preacher to save his soul.

That sort of thing is changing. We are realizing that a broad basis of general culture is as necessary for a wholesale hardware merchant or a manufacturer of steam fittings as it is for a man whose chief business is to play golf by day and gamble by night.

The reason of this is that this is the age of democracy.

Democracy is the big, new fact of the world and is rapidly bowling over all of the bunk that heretofore has imposed on mankind.

And the firstborn man child of Democracy is Business.

It is the business man who, other things being equal, has the soundest notions of justice because justice is the basis of all his operations, and the clearest notions of morality because in his hand morality is intensely practical, and makes the best citizen and voter because government, after all, is nothing but a matter of business.

Business is coming of age.



# Modern Shoe Selling

**Buying Requires Prescience Rather Than Experience—The Distractions of Style Outweigh the Uncertainties of Market.**

I AM not only getting bewildered," said a prominent city retailer the other day, "but I am becoming somewhat anxious as to the outcome of present conditions in women's shoes particularly. The price question has ceased to be much of a problem, customers being willing to pay for what they call 'style.'

"For instance, I bought a splendid lot of women's low shoes some time ago, which cost me around two dollars, and put them on sale at \$2.59. They would have been splendid value for the money at \$3.50, but the first day we only sold eighteen pairs. They were nice shoes but were not just what women wanted. A little later I bought a larger quantity at a little higher price, and put a good fair profit on them, and they sold like hot cakes just because that in material and style they were just what women were looking for at the time.

"But how long present conditions are to last is what is worrying me. I don't see how any retailer can judge the future from the present situation. I think that after the white or sport season has had its run we are going to have another spell of straps in patent, black or other shades, that have been popular, but after that it is any man's guess. Some say Oxfords and spats for fall and winter and some prophesy boots. I confess, I do not know, and I wish I did. It would mean big money to all of us if we could tell just which way the cat is going to jump.

"In the meantime I have been cultivating the sale of regular lines of women's shoes, especially those which appeal to the average buyer or more particularly to those who think more of foot comfort or neatness than just style. I am succeeding far beyond my anticipations in building up a clientele that promises to make a very important and profitable department in our business.

"I am not sure whether the particular lines I have featured could be applied satisfactorily to smaller places, but I think there is a lead here for those who see trouble coming from the puzzling condition into which the women's shoe game has drifted in the past two or three seasons. I believe we will have to get away somehow from this nightmare of styles, but how to do it is the problem. Women have been educated by the magazines and daily papers to be quite as 'finicky' about their shoes as they are about their hats, and they insist on getting exactly what they want. There is, however, I believe a large and paying class of women's trade that can be cultivated along saner and safer lines, and it is up to the shoe man to find out how far the remedy may be applied in his particular locality. We certainly do not intend to be left so completely as we have been at the mercy of fads either as regards consumers or makers of women's footwear."

## How Can it Be?

A subscriber commenting on the leading editorial in the SHOE and LEATHER JOURNAL of last issue, says: "I don't see how it is possible to show much discernment or courage in buying for fall at

the present time. While it may be taken for granted that the present craze for straps will continue intermittently throughout the summer as far as the demand for sports and white goods will permit it, I do not know any shoeman who would be prepared to take a great deal of risk on the condition of affairs as to women's goods next September or October. It will all depend on the swing style takes in connection with the new fashions in skirts. I see the latter are definitely to follow Parisian styles and be longer, some say ankle length and others twelve or fourteen inches from the ground. It will probably be somewhere around the twelve inch standard that will take in this country, and if so the effect will not be as great upon present shoe styles as though skirts were shorter or longer. If longer we should undoubtedly see boots return to favour and if shorter the low shoe and spats would go hand in hand until the snow flies. I think it perfectly safe to order a certain amount of oxfords both in patents, blacks and tans for fall and I am looking well after our needs in staples and common sense lines for the coming season, but apart from this I am 'from Missouri.' I don't intend to face the winter season with a lot of left-overs that will be no good next spring."

## Men's Trade Disappointing.

Everybody seems to agree that sales of men's shoes for the past season have been more or less disappointing. The manager of a shoe department in discussing this matter recently said that the subject was up for consideration by his executive, and it was pointed out that three of the four of those present had been staving off shoe purchases themselves and getting their old shoes repaired. There is no doubt that many men have for practically no reason whatever been deferring their purchases in shoes, making the old ones eke out an existence until light summer stuff should take their place. Another retailer who does a nice men's trade in the west end, on being asked his opinion why more men's goods were not sold this spring, said that he had been going into the matter rather carefully, and found that when money was plentiful and prices going up many men made purchases of four or five pairs of shoes, and are still using the old stock. Men are not so particular as women about style and are quite oblivious of the fact that some of the shoes they are wearing were out of date two years ago. He thought that the only recourse of the dealer was to possess his soul in patience and get up a good campaign for fall to shame those backnumbers into doing something for the country, if not for their feet.

## Why Not the Shoes?

"Have you ever noticed," said a prominent shoe man to a Journalite, "that in descriptions of society events there is never anything said about the shoes. Writers will take infinite pains to describe a hat, cloak, dress or even a piece of fur, and leave out the shoes entirely, unless the latter have some feature such as a very expensive buckle. It would seem that in spite of the wonderful development in shoe styles of the past three or four years, that we have not yet reached the point where women take as much pride in their shoes as they do in the rest of their apparel. This fact would seem to be backed up by the fact that in style displays the models are very seldom fitted with shoes to complete the costume they are wearing

# Stray Shots From Solomon

The ruin of many people, and especially young people, is that they never have learned to say "no." Most of us mean all right. We

just drift into evil. We would  
**PUT YOUR** be as sore as a gumboil if we  
**FOOT DOWN.** were told we were easily  
led and yet if we sit down  
and think hard we will see that most of  
our troubles, and practically all of our  
sins have resulted from our not being  
able to say "no" at the right time  
and mean it. "My son, if sinners entice thee  
consent thou not." Put your foot down when  
somebody asks you to go where you know you  
should not. Pull yourself up when you find  
you are drifting. Say "no" when the tempta-  
tion comes to do something which you would  
not like your best friends to know about. This  
consenting to evil has not only been your own  
undoing but you can't begin to figure how  
many others it has injured.

\* \* \* \*

Don't worry about the big noise down the  
street. Exhaust steam may be good for heat  
but not for work. Keep the buck-  
**SAWING** saw moving, and you will have no  
**WOOD.** trouble paying your accounts.  
People these days honor real ser-  
vice. Your job is to give them what they want  
when they want it with a carat standard that  
can always be depended upon. Put it down  
that you will never have to stand on the door-  
way and shout the merits of your establish-  
ment, and more particularly its honesty. There  
is not a man, woman or child in the municipa-  
lity who has not got your number by now.  
If you have built well you have no need to  
worry about the confidence people have in  
your ability or integrity. "Prepare thy work  
without, and make it fit for thyself in the  
field; and afterwards build thy house."

\* \* \*

The fellow who turns to shy sticks at  
every yellow cur that yaps at his heels will  
soon have little else to do. The  
**LET THEM** man who stops to "explain" the  
**YAP.** vapid mouthings of either lea-  
ther-lunged or soft-tongued scal-  
awags has reason to ask himself to what pur-  
pose he has lived. Your friends don't need ex-  
planations, and your enemies won't heed  
them. "He that reproveth a scoffer gets him-

self shame, and he that rebuketh a vicious man  
getteth himself a blot." Let the yapper yap,  
and he will soon yap himself out. As to cur-  
ing him, you might as well try to cure colic  
with soda water. The French say: "A laver  
la tête d'un âne on perd sa lessive."—to wash  
the head of a donkey only wastes soap.

\* \* \* \*

You have enough to do these days run-  
ning your own show without butting into the  
affairs of your neighbour. He also has enough  
to keep him busy without  
**WATCH YOUR** listening to your pouring  
**MOUTH.** your family or business  
woes into his unwilling ear.

The world hates the "bellyacher." He is one of  
the nuisances that the common law can't re-  
move, and who must be endured because he  
can't be cured. Give him a wide berth if you  
expect to be either healthy, wealthy or wise.  
"He that keepeth his mouth keepeth his life,  
but he that openeth wide his lips shall have  
destruction." Some men's mouths are their  
worst enemy. They destroy all that their  
brains and hands can put together. Ask to be  
delivered from a loud mouth or a slippery  
tongue.

\* \* \* \*

Good people often wonder why the Lord  
does not let them jump on or club the fellow  
who says rotten things about them. There  
are men in public life hounded  
**KEEP YOUR** to death by those who do not  
**PLACE.** know the first thing about  
honor or public spirit, and  
these political thugs manage to carry some  
fairly decent people to back up their "gas" at-  
tacks. There is always a temptation to get  
back at the other fellow with the same tactics  
—to whip the devil around the stump—but it  
never pays. "Answer not a fool according to  
his folly, lest you be like unto him." No man  
who gets down to the level of the ordinary  
brawler can ever maintain his own self res-  
pect. Keep your place.

*Solomon*



# How the Manufacturers Look At It

**A Survey of Opinion of Manufacturers on Present Conditions, Prospects, and Some Phases of Trade.**

**W**E have taken the opportunity of making enquiries of representative manufacturers in various localities, with regard to general business conditions as they find them, and how they regard the outlook for the future. The reports to some extent are of a conflicting nature. That is to be expected, on account of the fact that no two manufacturers carry on exactly the same type of business, or adopt the same methods or policies. On the whole, however, they are of an encouraging nature. Pairage is generally up to last year, in many cases materially greater, while value is about equal or slightly less, on account of decreased prices. One manufacturer stated that in pairage his sales to date for the year were forty per cent. ahead of the same period a year ago, while in value they were ten per cent. ahead. Men's shoes as usual make the poorest showing, as men have been notoriously slow in making up their minds to buy new shoes.

## Forget Last Year.

A manufacturer recently made the suggestion that we should forget last year, and the preceding fat years, and turn back to pre-war years for encouragement. And a survey of the situation in retail and manufacturing shows that in comparison to 1913 the shoe business is not in such bad shape as has been felt. With one exception, manufacturers reported increases as against 1913. Some said volume was fifty per cent. greater, and some double, while others reported slight increases in value, and decreases in pairage. The trade are coming to the realization that it is futile to look for business such as obtained in 1918, 1919, and 1920, and that from a pre-war standpoint, the situation leaves little or nothing to be desired.

## The Outlook.

Prospects for the next few months and for the fall are good. The situation is felt to be improving. Of course, the future turns on the harvesting of a good crop, and its marketing at fair prices. Buying for fall has been very slow, but it is felt that the next few months will bring greater confidence in the west, and loosen up the purses of the consuming public. With regard to prices, little or no change is anticipated. Some manufacturers go so far as to state that any change will be in one upward direction, at least to the extent of the increase in sales tax. Collections are somewhat better, and buyers are more careful, which makes for sound conditions.

Men's styles for fall show the trend towards shorten vamps, straighter lasts, broad recede toes, perforations on vamps, with a diminution of wing tips. A possible tendency towards patent leather is predicted by one authority.

## Women's Boots.

Manufacturers do not seem to anticipate a pronounced call for boots for women. Of course all lines carry them, as there is always a demand for high shoes up to a certain point, and of a more or less staple character. Some manufacturers are bringing out boots which have a certain amount of novelty or snap to them, or some individual idea which they hope will prove popular or anticipate public demand. But if they are coming as a predominating factor, manufacturers can only see them in the distant future, and certainly not in the next six months.

## Present Methods.

Comments on the present system of buying and selling are relatively uniform. Manufacturers of women's novelty shoes are cashing in on present demand. But even for them the game is a trying one. They feel that they are continually gambling on styles, lasts and patterns. Orders are all rush, and if deliveries are not to schedule cancellations are very likely to come. Nearly all manufacturers would welcome return to a definite buying season twice or four times a year, and are amendable to any influence which will help bring about that condition. One manufacturer says frankly, however, "The present system has its advantages and should be satisfactory as soon as manufacturers adjust themselves to new conditions."

Another says: "It is better as it is until public confidence be restored, which will of itself bring back the two season buying. Probably nothing else would."

An Ontario manufacturer suggests that special charges should be put on small orders of one or two pairs, in order to stop that sort of buying. It is agreed that less rush buying would result in saving money to both retailers and manufacturers.

## What They Say.

An Ontario manufacturer says: "The present system of buying is not satisfactory. It is much more expensive than it has ever been, our salesmen being obliged to make several trips, where two trips at the most were sufficient in the old days. A return to the definite buying seasons of twice or four times a year would certainly be advantageous, we believe, both to the manufacturer and the retailer. Under the present system the retailer often delays buying until very late in the season, and then demands rush delivery, which is not fair to the manufacturer or the product."

Another says: "These days we are living a life of faith. We can't see very far ahead, but business comes in day by day as it is needed, so why worry?"

A third says: "We do not consider the present method of buying shoes at all satisfactory, and will welcome a return to the old method of placing shoes for spring and fall."

A Quebec manufacturer says: "There are too many foolish styles developed, causing loss of money to wholesaler and retailer. The facts are that shoes worn out only will be replaced. If retailers' shelves are loaded with unsaleable shoes, they cannot pay their bills. They are sore. Will not order new goods, then has to sell the fads for what he can get, often at forty per cent. of cost. Hence so many failures."

An Eastern man says: "Our experience is that business so far is very similar to what it was a year ago, but we look for considerable improvement from now on, and particularly this Fall.

"As to the present system of buying and selling we do not consider it as satisfactory. A return to definite buying seasons would be to the advantage of not only the manufacturer, but everybody, down to the consumer. This, however, we believe will right itself in a short time, as the craze for getting out something different and submitting it every week or so to the retailer, has pretty near run its course. We are looking forward to more conservative styles and therefore lead to seasonable buying.

"As to prices within the next few weeks, or in fact, months, we cannot see how it is possible for any reduction, in view of recent increases of sales tax a slight advance in price is in order. We do not look for changes to amount to anything in prices, one way or the other, but we do look for improved business conditions. The uncertainty as to what might take place in the way of tariff revisions is past and there should be a feeling by everyone that it is safe to anticipate their requirements for the next four or five months."

A manufacturer of Women's shoes says: "We have not sufficient time to deliver shoes. Buying should be done about four times a year under present conditions. The situation could be remedied by the whole trade acting carefully but not too conservatively.

"Prices have already been reduced twice since the first of the year, so that we do not anticipate anything further for some time.

"Trade is terribly upset at the present time. Novelty shoes are wanted at very popular prices. Staples can be reasonably priced, but novelty shoes on novelty lasts and made from novelty patterns cannot be cheap, as the price of lasts and patterns have got to come from the prices of shoes. The trade is also very critical."

## A Complaint

### Shoe Manufacturer Claims Retailers Do Not Realize Rights of Manufacturer.

A REPRESENTATIVE of the Shoe and Leather Journal was talking to a shoe manufacturer—as we occasionally do—the other day, on conditions of the trade and things in general. Some of the manufacturer's remarks were of a kind that should be of interest to the trade, as showing the angle from which he naturally looks at some points on which differences arise between dealer and manufacturer. So we are passing them on. At various times we have been assailed both by retailers and manufacturers, each saying we were playing the other fellow's game. As a matter of fact, we stand rather in the position of a referee. At times we have felt free to draw attention to the short comings of one branch of the trade, but through our whole endeavor has run the spirit of service to the whole trade in the best sense of the word.

"It seems to me," said the manufacturer in question, "that there is a tendency on the part of many retail shoe dealers to forget the fact that the shoe manufacturer has, or should have, certain rights, in

virtue of his position in the chain of commerce, the service he renders, the chances he takes, and the money he has invested.

"The shoe manufacturer has an original investment, let us say, of \$150,000, or more, on which he has to make a profit to stay in the game. In addition, he has a seasonal investment in lasts, patterns, leathers, etc., which runs into a good many thousand dollars. On these factors he is obliged to gamble that he will suit the requirements of the trade throughout the country. If he makes an error in judgment, he will take a loss.

"In order to get his volume of business, he works on his costs till he gets a shoe to sell at a price to the retailer, so that he in turn can sell it at a price in line with the ideas of the public. After he has made his price, which necessarily allows of only a very small margin of profit—usually less—he frequently finds the dealer breaking faith with him, and selling the shoe,—or trying to sell it—at a dollar or more per pair higher than the original figure. Now I have no objection to a retailer selling a shoe at any price he can get for it, with these exceptions, that if the shoe is actually worth the price, then the manufacturer should not be beaten down on his selling price. If there is more money to be made on the shoe, then the retailer should be willing to divide up fairly with the manufacturer. My second exception is this, that in raising the price above that which the manufacturer had in mind, the retailer not only cuts his own throat, but that of the manufacturer. For to that extent he restricts volume of sales of both. As a general rule, he will sell fewer shoes at the higher price, will take a loss on what is left, and will be dissatisfied with the whole transaction. All we want is a fair profit on our shoes, and we want the retailer to get an equally fair profit on his sales.

"Another point. After the manufacturer has put his money and his best efforts into the production of his shoes, the retailer wants to take all the credit for their excellence, but pass back all the blame for defects. He either wants the shoes marked with his own name, or unbranded. In very few cases does he allow the manufacturer's name to be sold to the public with the shoes. Thus any incentive for consumer advertising, which would boost sales, is removed, and the incentive is provided for the establishment of chain stores owned by manufacturers for the distribution of their own branded shoes.

"In spite of the fact that the shoes are unbranded, or marked with the retailer's name, the latter has very strong objections to the manufacturer selling to another store in the same neighborhood. In smaller cities that means that the manufacturer is restricted to one or two stores only. If he attempts to sell the man across the street, the store he has already sold will immediately raise a row.

"Now, I'm not naturally a grouch. We get along very well with most of our customers, bar the usual difficulties of doing business these days. But I do believe that the retailer should give more thought to the manufacturer's side of the problem of merchandising shoes today. I don't think they realize the extent to which they have been unfair to the manufacturer, or disregarded what might be called his "rights." We all realize that the retailer has a hard enough job these days, but I think that it would be easier, that he would get even more co-operation than he does, if he would play the game to the limit with the manufacturer."



1



## Sandal Time

WILL SOON BE HERE

Come in and get the children fitted while our stock is complete.

PRICES RANGING FROM \$1.25 UP

## Haining's Shoe Shop

QUEEN STREET OPP. NORMAL SCHOOL PHONE 454

2

## The New Spring Styles



In dancing, walking or golfing Footwear. You'll like that new 2-button shown here in either high or low heel.

H. B. SHORTT

3



## OXFORDS For MEN

MOST men realize the benefits of solid foot comfort, and it's for these men specially we bought our stock of Spring Oxfords. We took care, though, that comfort was combined with good style and mighty reasonable prices.

### See These Oxfords

- |                                  |        |  |        |
|----------------------------------|--------|--|--------|
| 1. Black Calf Oxford, recode toe | \$5.00 | 3. Scotch Grain, soft toe, new semi-straight last, 100% Shoe | \$7.00 |
| 2. The same in brown             | \$6.00 | 4. The same in brown   | \$7.50 |

"Reddens' for Shoes"

## REDDENS'

BARRINGTON and SACKVILLE

4

## WHY THAT CROUCHY FEELING?

There is a cause for everything and it's a Ten-to-One Bet that in most cases the trouble lies in your feet and not in your head as you may think.

FOOT COMFORT IS ESSENTIAL TO GOOD NATURE

At our store you will find many remedies for foot ailments. Character, Style, Comfort and Refinement are built into the many new models which we are showing for Spring. An inspection will convince you as to their

DURABILITY AND REASONABLE PRICES



Women's Oxfords in Plain and Strap Designs, Medium, Low and Sport Heels in Patent, Gun Metal and Velour Calf leathers, specially priced from ... \$3.65 to \$5.50

These fine Models are also shown in Tan Calf, Brown Kid and Suede, Plain, Strap and Brogue styles from ... \$3.65 to \$6.00

A special lot of Women's Black and Tan Oxfords in Plain and Button designs, Medium, Cuban and Spool Heels. Genuine Solid Leather goods.

SPECIAL LOW PRICE \$1.85 to \$3.50



FOR MEN

We have reserved a Special section in our shelves from which we must greatly reduce our Men's stock. These are all good Boots, genuine Solid Stock formerly selling from \$6.00 to \$10.50.

Sizes 6 to 9 1/2 in many correct styles ..... \$3.95

GET A PAIR TO-DAY AT

## Scotia Shoe Store,

163 Provost Street, New Glasgow, N. S.

5

## Special Prices

LADIES' OXFORDS



Prices—\$4.50 and \$5.50 per pair  
HARTT BROGUE OXFORDS—For Men \$3.00 PER PAIR

A wide range on MEN'S FINE BOOTS \$5.00 to \$10.00 PER PAIR

Splendid line of Suits for smart dressed Men. Hats, Caps and Furnishings

J. R. MONTEITH, North Devon  
It will pay you to walk across the bridge

7



Quality Style Price

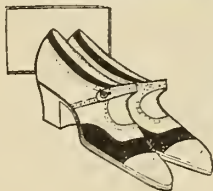
All will please you here. Our business is to give you complete satisfaction in shoes. Let us show you the new spring styles.

C. B. Longmire

The Home Of Good Shoes  
BRIDGE TOWN AND ANAPOLIS

6

## Women's Smart OXFORDS and Strap Pumps



For Street, Dress or Sports Wear.

\$6.50

Our Shoe values, this season are greater than ever in style, material and workmanship

Grey buck brown kid and calf. Golf Shoes in combination of smoked elk and brown calf one, two or three straps.

Sizes 2 1/2 to 5, widths, A to D.

We are showing complete lines of women's white Oxfords or Slippers at

\$2.95 TO \$6.00

Open Till 10 p.m. on Saturday and Tuesday

## ALLAN SHOE STORE

484 MAIN STREET Near Union Bank  
Oldest Shoe Stand in City.

8

The Last is Never Least in Shoes Either

### One Fitting Settles It

Once you've been successfully fitted to our shoes you need not worry about fit again. Feet differ as much as personalities, and knowing this we cover the list of differences with proper lasts and then stick to them.



LAST 62

For Business

Conservative-Comfortable

Have Your Fit Recorded Here This Week

A model that will look the part it's built for—to give you extreme comfort and fit all an every-day need for a shoe that's better than ordinary.

Black Calf Broad Toe	\$8.00	Solid Single Sole Goodyear Welt	\$8.50
Also in Mahogany Calf	.....		

## WIEZELBROS SUPERIOR FOOTWEAR LTD

517-519 BARRINGTON STREET

HALIFAX

## Ad. Critique

**A** MONTH or so ago we had a page of Maritime shoe store ads. which we criticized rather severely. The criticism was directed mainly at the typesetting as the layouts showed more or less careful thought on the part of advertisers. It too often happens that the effectiveness of an ad. is completely destroyed by the stupidity of the compositor or the indifference of the printer to the requirements of a modern newspaper office. This fault may be observed all over the country where good money taken by the newspaper from its advertising patrons is wasted by the slipshod, careless way that advertisements are allowed to be set in their establishments. The reason weekly newspapers do not get more advertising than they do is no doubt due to the lack of attractiveness of the ads. they do get. There should be the utmost co-operation between the advertiser and publisher if advertising is to be the success it should be.

### Some Maritime Ads.

We have selected a number of Maritime ads. again in this issue and may say that our former criticism seems to have borne fruit as evidenced by one or two from the same concerns that appeared in our last selection from this quarter. Nevertheless, we might point out there is still room for improvement, and we would suggest that shoe men keep at this question of getting good service until they get what they are paying for. As a rule typesetters will respond when given to understand what is wanted. Most of them, unless they have worked in large office, are without the technical experience for laying out matter on their own initiative.

### Some Commendation and Criticism.

The "Haining" ad. (No. 1) is well thought out although a little more effort might have been devoted to explaining the advantages of sandals for children who love to go as near barefoot as possible in summer, and whose feet ought to be given the fullest opportunity for development. The cut is good, and is bound to attract attention, but the appearance of the title could have been improved by aligning the two top words at the left next the cut or centering same. Prices would also have improved its "pull." (Size 3 in. 2 col.)

The "Short" ad. (No. 2) is good both as to cut and layout. Of course the space is small, and there is not much choice of matter but we should think that the wording might have contained to advantage more direct reference to this and other strap lines or low cuts with prices. The connection between golfing and this two-button strap is hard to follow. (Size 3 in. 2 col.)

The "Redden" ad. (No. 3) is a good one from every standpoint—space, layout, cut, type and matter. The only criticism that might be offered is in regard to the cut, which is small and looks rather crowded in the corner by the heavy rules. It could have been improved with a lighter single or double rule border, cut a half or quarter inch shorter next the illustration. But it is a good ad. and makes a good model for the average shoe store. (Size 5 inch 2 col.)

The "Scotia" ad. (No. 4) is also a good type of

ad. and shows careful thought as to matter, layout, cuts, etc. It is bright, breezy and convincing. The only criticism that might be offered is that a couple of extra cuts might have been used to advantage, especially of a men's shoe. The reason why most dealers are shy on men's sales is that they are pushing women's lines to the exclusion of men's. The men need the appeal of illustration as well as women. The ad. could also be improved by a quarter inch more white space all around inside the border, which by the way is good. (Size 9 inch 3 col.)

The Monteith Ad. (No. 5) is a good sample of a small ad. in which cut and prices are combined with good effect. The only trouble with this ad. is with the type, which is so light that it is hard to read. A good deal more space could have been given to the lower part of the ad. by leaving out either of the two lines at the top. If the ad. had been headed simply "Ladies' Oxfords," and the special prices put in below, this would have permitted of black face type for the figures. (Size 3 in. single col.)

The Longmire Ad. (No. 7) is an attractive ad. in appearance and the cut is likely to attract attention, but beyond this there is nothing to bring customers. This ad. is a sample of proper style in setting up, but the author of the ad. has lost his opportunity of bringing people into the store by a definite message. (Size 3 in. single col.)

The Allan Ad. (No. 6) is one of the best on the page from every viewpoint. The cut and the price stand out so distinctively that anybody interested in shoes and especially women's shoes will be interested at once in this ad. The typesetter has made one mistake, and that is putting heavy ruling on the upper part of the advertisement, which instead of strengthening the ad. weakens it. (Size 8½ in. 2 col.)

The last ad. that of Wiezel Bros. (No. 8) is another sample of a well thought out layout, and effective work on the part of the typesetter. The three good points about this Halifax advertisement are first, of all, the cut, next, the price prominence, and third the name. It cannot be insisted upon too strongly that there is a great advantage in having a regular "signature" like that in this ad. appearing always in the advertising. The public get used to it, and will pick the ad. out at once. There is one improvement that might be suggested in this ad. The type in the left hand top corner, might have been in black face, which would have balanced it with the bottom and center of the ad., and have made the point with regard to the last more prominent. (Size 6 in. 3 col.)



Window Display, Amherst Boot & Shoe Co., Ltd.



# What Every Shoe Merchant Should Know About Store Financing

By Harold F. Podhaski.

## Part II.

Next let us regard this matter of financing and credit from the viewpoint of the banker himself, the opinion as set forth here being expressed by the president of a large banking institution.

### What the Banker Wants to Know.

Sound financing on the part of the banker demands that there be good security behind whatever notes he may accept. Still, strangely enough, he usually is somewhat adverse to lending money against "slow" or "frozen" assets—that is, fixtures, real estate, buildings, etc. Give the banker his preference and he would much rather lend against merchandise that he is reasonably certain will move more or less rapidly out of stock and into the hands of the ultimate consumer. If that be true then it can be readily seen that a quick turnover is of considerable importance in the upbuilding of credit, for one of the first things that the bank wants to make certain of is that the loan is going to be promptly repaid when it falls due so that the money will be available for the financing of other enterprises.

If the security against which the loan is to be made represents "slow" or "frozen" assets, it is likely that more or less difficulty will be encountered in obtaining the money—and especially is this true during a period of business depression when money is rather tight—for no bank likes to extend credit on non-liquid stock. On the other hand, if the banker who is passing upon the application for a loan can be shown that the store ordinarily moves its stock with more or less rapidity, that the business enjoys the good will of the buying public, is aggressive in its advertising and sales effort and therefore well patronized as a result, there should be little or no difficulty whatever about obtaining credit extension when the need may arise.

### The Relation Between Advertising and Credit.

While a majority of the retail shoe merchants who may read this article probably are buyers of advertising to some extent at least, I very much doubt if many of them have ever regarded this matter before as a policy that really is of considerable importance in the upbuilding of their credit. This, it would seem to me, is a truth that should become evident enough if it is given just a moment's thought, for undoubtedly there exists a very close relationship between advertising and credit.

Now let us see just where this relationship may be.

We have already been told by our friend, the banker, that he prefers to lend his money in dealing with a retailer against merchandise that he is reasonably certain will move more or less rapidly out of stock and into the hands of the buying public. And a majority of the bankers, he further advises, have that same preference.

We know from long experience that an aggressive policy of advertising and sales effort undoubtedly will have the effect of moving our merchandise more rapidly, whether we are trying to sell collars and ties, or hosiery and shoes. And this rapid sale of the merchandise the banker knows will provide the money with which the debt can be promptly liquidated when it falls due.

Investigation develops the fact that a big percentage of the banks in Canada in small towns as well as large ones, are regular advertisers themselves, and the banker as well as the retail shoe dealer also has learned from experience that the right kind of advertising represents a bonafide investment that is reasonably certain to return good dividends. And it is because the banker knows that aggressive advertising and sales effort on the dealer's part will result in the quick disposal of his merchandise that he is willing to extend such credit as is desired, if the merchant who is applying for the loan has a reputation that would place him in this class. At any rate, the circumstance is one that will nearly always have its favorable effect upon the banker when the loan is sought, that will nearly always serve to materially lessen whatever resistance the banker may have against extending the credit.

### Why Advertising is an Aid to Credit.

As a general rule the average banker will recognize in aggressive advertising and sales effort a basis for credit extension when he is dealing with a retail merchant, but there are, of course, some bankers who will not take quite so broad a view of the matter. By this I do not necessarily mean to imply that the banker of the latter type really is opposed to advertising, but merely that he cannot see in it any tangible reason why it should serve to lessen the ordinary stringencies of credit. Still, when it comes to lending his money against "slow" or "frozen" assets, against non-liquid stock, he takes precisely the same view of the matter as the other banker. Almost without exception any retail shoe merchant when he is making application for a loan will find that the banker who is passing upon that application will give serious consideration to the matter of stock turnovers, to the volume of business the store enjoys, to the financial principles that are employed in the operation of the business.

Therefore, if the situation be analyzed it will be readily seen that regardless of what the individual opinion of the banker may be relative to the value of advertising, in passing upon the application for a loan the advertising of the store, and the "going concern" value of the business, will, in at least nine cases out of ten, enter seriously into the question, even though the banker himself may not be aware of the fact. When he is considering your turnovers, or your volume of business, in reality he is doing nothing more or less than considering your advertising. Other things being equal—and of course it must be remembered in this connection that there are frequently exceptions to the rule—the store which adopts and carries out a progressive policy of advertising and sales effort will sell more merchandise, enjoy a larger volume of trade, than the store that does not advertise, or at least does so only in what we would term a spasmodic manner. And the shoe merchant who is able to prove this in connection with his own business when he is making an application for a loan, is not going to have a great deal

of trouble in borrowing enough money to carry his business through almost any emergency period that may arise.

That is sound financing on the banker's part when he extends credit to an aggressive merchant against an anticipated future volume of business, is certainly not a question that is open to dispute.

#### Advertising Should Seek to Attain Definite Purpose.

A final point that every shoe dealer should bear in mind relative to advertising and its relationship to credit, is that he should almost invariably seek to make that advertising attain some definite purpose, or accomplish some definite sales result. This is a point that perhaps can be best brought out by presenting here some actual illustrations from recent advertisements used by retail shoe merchants.

Here, for example, is part of the copy of an ad. that occupied several dollars worth of valuable space in a big daily newspaper:

"Comfort and durability in shoes are first considerations with careful people. And they are our first thought in selecting the shoes handled by this store, no matter how low the price or how dainty the design. The stock of shoes we have at the present time proves that these qualities need not necessarily be costly; nor need they be absent from the smartest and most stylish shoes that are made."

Digest this copy and you will see that it will really accomplish nothing definite in the way of sales results—in other words, that it serves no definite purpose.

Now note the difference in the following copy, which is in reality somewhat general like the above, but which nevertheless serves a definite purpose, brings out definite points:—

"Refinement in style is a feature well-dressed women require in footwear, when a degree of sturdiness is wanted without an appearance of ruggedness. It is a special characteristic of Hanan Shoes. You can wear a pair of these pretty oxfords with a tweed suit or afternoon taffeta, with equally good taste."

The following advertisement was the first of a series prepared by W. W. Orr, chairman of the board of directors of the George Muse Clothing Company, of Atlanta, to show the importance of good will in retail merchandising, to show where the Muse Company had obtained by honest, four-square methods the good will of the buying public. While this, too, really is general advertising, it nevertheless also serves a definite purpose, for evidently if the Muse Company had founded its success upon the good will of the public it is a good place to trade, and people will give their patronage to such a store. Mr. Orr advises that this series of ads accomplished definite sales results for the company.

#### The Power Of Good Will

Good will is called the intangible asset of a corporation. This because it is a spiritual quality—UNSEEN.

Unseen forces are strong forces:

"It is no gigantic Atlas, as the Greeks believed, that upholds the celestial sphere; all the constellations are kept from falling by an impalpable energy that uses no muscles and no masonry."

Good will is the cohesive force that holds an organization together; that gives it continuity and permanency.

It is that quality that causes patrons to feel a sense of ownership in an institution.

It is the force that causes a merchant to keep faith with

his customers—to guard their interests as his own.

A good merchant is so jealous of this energetic essence, that no consideration would cause him to deviate from a pathway that is paved with uniformity and buttressed with dependability.

Select your store—then buy your merchandise; stick to this course and you are safe.

Here is another advertisement of a type frequently used with very good success by the Muse Company. As can be seen this copy also seeks to attain a definite purpose. Why was business good at Muse's? "Take a look at the Muse Spring Merchandise—that's the answer."



MUSE



## BUSINESS IS GOOD AT MUSE'S

Last month was the best February in the history of the Muse store—exceeding *in dollars and cents* all Februarys of the past.

**Business is good!**

Take a look at the Muse Spring Merchandise — that's the answer!



**Geo. Muse Clothing Co.**

Peachtree—Walton—Broad



You purchase your shoes to sell, certainly not to keep, and when there happens to be an error in buying that results in the purchase of stock that does not move as rapidly as it should, or as rapidly as you had thought it would, mark that merchandise



down and dispose of it even if a sacrifice is necessary. Thus the error is rectified and another lesson learned in the hard school of experience with the result that the same error is not likely to be repeated.

The Stewart Company, of Atlanta, has had unusual success for some years with what is called an "Under-Price Cash Basement," and to this department is relegated every article of merchandise that may represent odd lots, may be out of style, may be out of season, or that may represent an error in buying with the result that the shoes moved too slowly in the regular stock. These lines once they reach the "Under-Price Cash Basement," are marked down to the very lowest point and are sold at that price regardless of the sacrifice the company may have to make. The prices are always cash and the department enjoys a tremendous volume of business for it has become a definite part of the store.

**STEWART'S** Under-Price  
Cash Basement

**Fine Slippers and Oxfords**

At **\$3.95**




**For Monday, Tuesday and Wednesday**

We offer a beautiful line of Brown and Black Kid Oxfords with Military heels in sizes 2's to 8's, at..... **\$3.95**

ALSO a Remnant line of Strap Slippers in Black and Patent Kid, Grey Satin and Suede with French Baby Louis and Military heels, in broken sizes, but you are likely to find your size in one style or another. Choice at..... **\$3.95**

Visit our  
Shine Parlor  
All shines  
5c



Visit our  
Shine Parlor  
All shines  
5c

Note this advertisement of two ladies' low shoes recently relegated to this department, and you can see at a glance where advertising of this type will accomplish sales results.

There no longer exists any doubt that a scientific and accurate knowledge of financing, and the correct application of this knowledge in the operation of the store, is vitally essential to the present and future welfare of retail merchandising. Undoubtedly improper methods of financing and of advertising caused by a lack of knowledge is one of the primary reasons there are so many failures in the retail business. With every passing year competition is becoming more keen, it is becoming more and more a case of the survival of the fittest. Such competition demands that the shoe merchant employ sound merchandising principles in the operation of his business, and undoubtedly good merchandising, the right sort of advertising, and an intelligent knowledge of store financing go hand in hand.

## GRIST FROM THE MILL.

### An Eastern Dealer Tells Us:—

"Immediately following Easter, business dropped off very largely. The non-seasonable and backward weather is certainly having an unfavorable effect, but we doubt if this would have bothered us very much had our factories been working. Compared with last year, business is little more than half in bulk sales.

"Women's shoes are certainly selling most largely, and particularly of the style shoe type. The sales in men's boots are of practical staple shoes rather than smart stylish lines. White goods, in the writer's opinion, will sell to a moderate extent but will not go big.

"Our rubber order has been placed entirely. Regarding buying of fall shoes, we may say we have bought practically all our regular lots, but have done no placing whatever, as we find that lets us in for untold worries and troubles regarding long delayed deliveries. Any buying done this year has been for guaranteed delivery within five to six weeks."

### A Winnipeg Retailer Writes:—

"Weather has been unfavorable. There has been considerable cold and wet weather, which has effected, besides the shoe business, conditions in general.

"Trade was not as good as last year. A year ago there was more money in circulation. This year the people are down to strict economy, both rich and poor. Women's trade is the largest, children's trade is holding up well, but men's trade is away down in comparison with a year ago. There should be a big demand for white goods when the warm weather sets in.

"We have placed our regular fall and winter rubber order, only ordering what we feel sure we can sell. We have bought some fall shoes, but we are buying very carefully and conservatively, feeling that this is a time to be most cautious."

### A Maritime Man Says:—

"Business has been fairly good since Easter, but it might have been better. However, under conditions we cannot complain. The cold weather has had the effect of business not being up to the mark, and with a change in temperature we anticipate things picking up considerably.

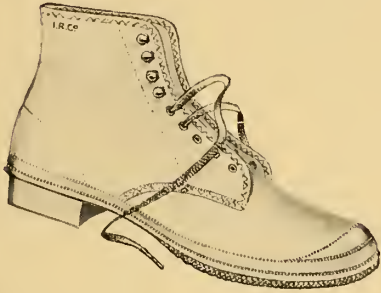
"Business for the month of April was just about on a par with last year. Women's and Men's boots are moving in the same proportion as usual. Perhaps if anything there is a little larger run on men's shoes lately than there was a year ago.

"We anticipate a good business in white goods this year; in fact there has already been a fair demand for them for so early in the season. We have placed what we would term our requirements on rubbers, but no more than we feel we can actually dispose of, our order being along a conservative basis if anything. We have not bought any fall shoes as yet, and do not anticipate buying before the 1st of June.

### An Ottawa Retailer Says:—

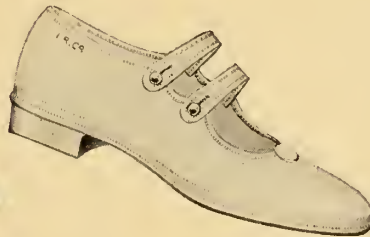
"Business for May shows improvement over previous months, which we think is due to warmer weather. It is considerably below last year. The few days preceding the holiday moved many pairs of shoes. White shoes have been selling quite freely, straps and sandal effects being the big noise."

# Cash in now on Speed Kings



"Speed King" season is at hand. Are you ready for the demand?

Speed Kings for every need in sport and holiday wear, should be on your shelves now.



The dealer with the complete stocks on hand will be the one to cash in on this popular line of summer shoes. Speed King outing and tennis shoes are bought by young and old from coast to coast, supplying the dealer with a continual and profitable demand.



## Order Now

### Independent Wholesalers

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.
Brown, Rochette, Limited	- -	Quebec, Que.
James Robinson Co., Limited	- -	Montreal, Que.
J. A. McLaren Co., Limited	- -	Toronto, Ont.
White Shoe Co., Limited	- -	Toronto, Ont.
C. Weaver	- - -	Trenton, Ont.
The London Shoe Co., Limited	- -	London, Ont.
T. Long & Brother, Limited	- -	Collingwood, Ont.
The Independent Rubber Co., Ltd.	-	Winnipeg, Man.
Amherst Central Shoe Co., Limited	-	Regina, Sask.
Dowers Limited	- - -	Edmonton, Alta.
The J. Leckie Co., Limited	- -	Vancouver, B.C.



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



## About Counters

**A**T this time when so much is heard about all leather shoes, a word from a counter man in regard to counters, perhaps one of the most important parts of the shoe, might not be misplaced. Most subjects, no matter how simple they may appear on the surface, usually have many intricate details when carefully studied. Counters are no exception to this rule. Therefore only the most important phases of the question can be considered.

### Origin of Leather Counters.

In sole stock, the greatest possible number of outsoles, taps, top pieces, etc., are cut from the best portion of the hide, leaving the remaining offal to be thrown into stock for counters and other shoe parts. Makers of expensive shoes can afford to pay the higher prices necessary, in order to buy counters cut from the very best of stock. However, makers of such shoes are in the minority.

Most leather counters are cut from the poorest parts of the best hides, or perhaps slightly better parts of the low grade hides, but at best it is easy to see that there is going to be a great lack of uniformity. There is a point in cutting leather beyond which it is not safe to pass. Naturally there is a great difference of opinion between manufacturers as to just where this point is when the quality of a counter must be considered. Leather counters like the sides from which they are cut, must be sorted and resorted for quality and it requires a very carefully trained person to successfully purchase various lots.

### The Origin of Fibre Counters.

Passing out of the leather grades other classes of counters must be considered. Among the substitutes for counters are fibre, two piece leather, leather and canvas, pasted counters and union counters. Fibre counters are the first mentioned because it is generally conceded that they have most clearly defined their dependability and service.

The one fundamental of fibre counters is the fibreboard from which they are cut. Fibreboard is not manufactured from leather waste, as many people believe, but from a combination of waste Manila ropes, mixed hemp and jute strings, flax and high grade chemicals. Fibre manufacturers differ, some using other raw materials than those mentioned, depending on the connections they can make with some constant source of supply, but high grade boards usually contain most of these raw materials.

It is fully as hard to determine the intrinsic value of a sheet of fibreboard as it is a piece of leather, but many persons fail to realize this. There are a very few counter manufacturers who also are makers of fibre. As such they have a greater inclination to maintain a high quality of fibre than firms whose primary and only interest is a profit from the board they manufacture. A fibreboard must be firm but not brittle and should have strength or toughness, together with pliability and high waterproofing qualities. Many such fibres are being manufactured to-day, but with them there goes a certain minimum cost which must be faced. A quarter or half cent per pair saved in the purchase of fibre counters has often turned out to be expensive economy.

## Selling Steadily--- On their Merits

Samson Staple Shoes are a real asset to any shoe stock. The trade-pulling power of Samson Values is backed up by the exceptionally satisfying quality of Samson Shoemaking.

Our Sporting Shoes have won an unsurpassed position in the Trade because of their sterling quality and exclusive features.

**YOU ARE INVESTING IN MONEY-  
MAKING SHOES WHEN YOU BUY  
SAMSON'S.**



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

# J. E. Samson, Enr.

20 Arago St.

QUEBEC.

### Leather and Fibre Counters.

There is no argument against a nice solid grain counter cut from the right parts of a hide. Such counters, however, cost six to eight cents per pair and their high cost makes them available only for shoes that will retail at high prices. Expensive shoes retailing at about twelve to eighteen dollars a pair are perhaps only about ten per cent. of the total number of shoes manufactured to-day. The origin of the cheaper leather counter has been explained. These cost less but they are still higher in price than the best fibre counters. Nevertheless it can easily be seen that the point at issue is not between the highest grade leather counters and fibre counters. The vast majority of shoe manufacturers, those interested in medium priced shoes, are concerned with high grade fibre counters versus lower grades of leather counters.

There is a demand for cheaper grades of fibre counters and naturally the cheaper fibre counters are made; but here again the production is only on a small percentage of very cheap shoes and in these shoes leather can not even be considered. The fact therefore remains that shoes retailing at from six to twelve dollars are the ones now considered. Eighty per cent. of shoe manufacturers are interested in medium priced shoes and in these can be put either high grade fibre counters or lower grades of leather counters.

### Leather and Fibre Counters, and Quality.

Now, when the quality of the two classes of counters concentrated upon is studied, the prejudice is at once in favor of the lower classes of leather. Rightfully so too, because the minute leather is mentioned, that nice expensive leather counter is brought to mind which has been conceded to expensive shoes because of price. And thoughts on fibre counters run toward those made years ago, with poor skiving, end release and finish, and to the many poor fibre counters that have been put on the market for reasons aforementioned. This prejudice is lasting because it is a first impression but the purpose of this article is to bring out more clearly the advantages of fibre counters and to show their place in the world's shoes to-day.

A high grade fibre counter manufacturer guarantees his first quality counters to outwear the shoe, and this fact while not necessarily a complete insurance, is a wonderful reassurance that such manufacturers will not skimp on quality. It is possible to gamble on this guarantee, basing the gamble on knowledge of the fact that the vast majority of shoes so guaranteed, never come back even though giving poor service, but a fibre counter manufacturer with permanent connections and with a permanent interest in his market will never resort to such expedients. Particularly if he has an ideal back of his products. Methods of this kind are used more often by firms in search of a temporary outlet for an overproduction.

In conclusion we finally come to the question of price. The fact is that the fibre counter is still the cheapest, even though better than the other counters in consideration. Taking the lower grade leather counters at their average price in comparison with the corresponding fibre counters of the highest quality, the difference in price averages at least three cents per pair and is often more.

The biggest consideration in successful economy in the manufacture of shoes, is economy in the right place with interests of the wearer of the shoe constantly in mind. Several cents can be economized by using a standard guaranteed fibre counter, manufactured by reputable up-to-date concerns rather than a leather counter.

The good fibre counter occasionally suffers a black eye because there are always some manufacturers who think they can "have their pie and eat it too." They save on the counter by buying fibre instead of leather; they save on the fibre by getting 2nd grade fibre; they save on the 2nd grade counter by getting a 3rd grade; they save on the 3rd grade counter by not pasting it. Then they put in a poor lining. Back comes a pair of shoes, then another, and still another! And the fibre counter is blamed.

The best fibre counters are rated in with the poor grades and in with the bad grades. Such hasty decisions are not justified nor are they even common sense. A high grade fibre counter is a worthy successor to a poor or medium grade leather counter.

Use a good fibre counter, but insure its life. Shoes have been made with fibre counters and felt box toes and even experts cannot tell them from leather. Most Canadian manufacturers are making shoes like that to-day.

There is much abuse in the use of shoes. Perspiring feet, shoes worn in wet weather without rubbers, patent devices used in shoes, and so on down a long list. A fibre counter will, however, do its work in these instances along with leather, if properly built in the shoe.

### IMPRESSIONS OF BROOKLYN STYLE SHOW.

A leading Canadian shoe manufacturer who was one of many who attended the recent style show in New York, gives us some of his impressions as to style trend. He says:

"I noted a decided tendency towards a medium toe and 10/8 to 12/8 Cuban heel. For spring and up till the present the very low heel has been most popular. This last will continue, no doubt, in flapper shoes and in sports and semi-brogue effects. In turn lasts the flapper shoe will still be sold in a low flat heel, but the real nice dressy shoes will be made on lasts carrying a higher heel. Toes are round, and vamps medium in length. Baby Louis heels are not nearly as strong as the wood Cuban heels, and the full Louis has largely given way to the Spanish Louis. This is good in both the 11/8 and 14/8 heights. Patterns still lean largely to straps and cut-out effects. Buckles predominate on the wide strap, but many buttons will also be sold.

"In welt shoes black kid still appears to be good for fall, then patent, then brown kid and brown calf. There is a strong feeling that blacks would predominate for fall, but students of styles in New York predict blue as the predominating color for women's clothing for fall, and if that is the case the style will continue to demand brown shoes with the blue suits. In turn shoes patent leather should lead, followed by black kid, black satin, patent and beige, all beige suede, and the good old kid pump which is always in demand.

"There is no question but what straps will be particularly good for early fall selling, followed by oxfords.





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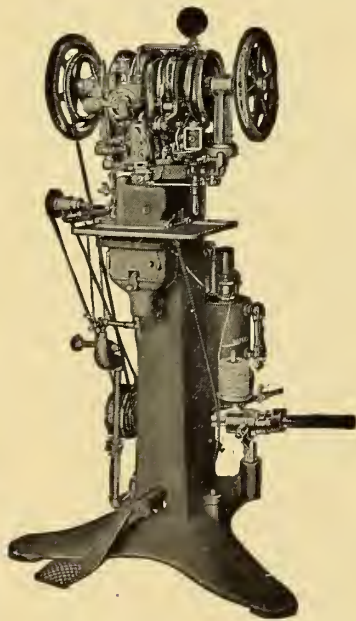
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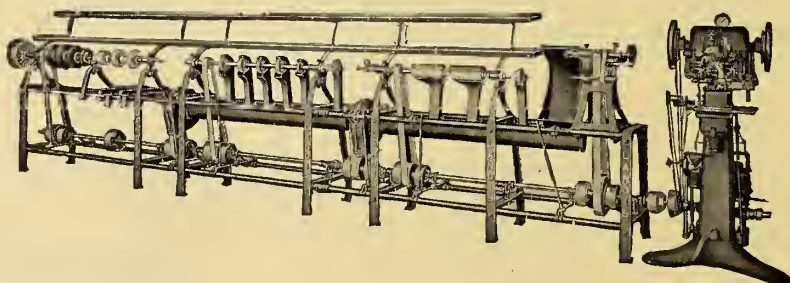
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## American Fashion Notes

SANDALS in women's shoes are now going strong with sports running a good second. Speaking of foot ventilation one manufacturer said the other day that a season or two ago we were trying to see how much leather we could put into women's shoes. To-day it seems to be a question of how little. The leather has been practically cut in two. Soon it will be as common to see exposed ankles or even legs on the streets as necks or bosoms, from the trend of things at present. Severe cut outs in vamp and heel are the vogue. Sport goods are now giving way largely to white goods. One dealer reports that sales in this line have increased very largely in the past two weeks, and that customers who bought sports shoes less than a month ago are now turning their attention to white goods. He says that indications point to the largest white goods season in the history of the trade. Of course, the call is for the strap and sandal variety, and anyone who is well stocked with this class of goods will do a large business in the next month or so.

### As to Heels and Toes.

As has been already intimated the inch heel has about run its limit, and the whole tendency is towards higher models. The longer skirts for afternoon wear mean higher heels. The full Louis promises to be popular. For morning wear with wide straps and oxfords the tendency is largely towards twelve to fourteen eight heels. Shorter Vamps and rounder toes are now accepted as style features in summer, and retailers seem to think that good snappy styles in strap effects will run well into the cold weather this fall. At least there is no let up in sight and dealers are following the general demand for low effects.

### Will Boots Come Back?

The feeling somehow prevails that boots will come into vogue to some extent this fall, in women's lines, although nobody seems to be willing to back up this belief to any extent with orders. The feeling seems to be based rather upon the tendency of women to go to extremes and from the surfeit of low shoes to seek relief in lines that will involve more leather. The majority of women do not seem to regard the trouble of lacing high shoes as any considerable factor. A woman will have what she thinks desirable or stylish no matter what the effort or expense may involve. That is a safe basis to work upon. Retailers seem to think that if something attractive is put up in higher shoes women will stampede from low cuts and especially the spat of which they are tired.

### Russian Boots Go Slowly.

A number of concerns are putting out Russian boots but so far they do not seem to have made a hit with regard to fall trade. In addition to some very expensive lines quite a few samples are being shown around the five dollar figure, and those who have seen them say the Russian boot fad is killed almost before it has begun. But you can never tell. It is too late this season to judge but it might just happen that in the seeking for something new or bizarre in the fall the idea may catch on. Take the galosh craze as a sample. There is neither rhyme nor reason in it, and yet some apparently sensible people affected it notwithstanding the fact that it was distinctly a flapper vogue. "You can never tell" is

right where women's shoes are concerned.

### Classifying Styles.

A prominent New England retailer has hit the expedient of dividing his women's trade into two general classes, which he calls "conservative" and "flapper" respectively. He says all the demand for novelty goods runs practically in small sizes while staple lines run from fives or five and a half upwards. He says he is building up a satisfactory trade in staple and health shoes. He has been devoting considerable space to advertising the latter, and claims that the prices he has been able to get as well as the volume of business have fully warranted the attention bestowed on these lines. He runs what he calls his flapper lines as separately as any other department in his store, and claims that the results have been a revelation to him in more ways than one. He is convinced there is much more profit and satisfaction in regular lines although a man must keep in the swim in popular lines.

### WEDDING OF MR. LOUIS DAoust.

A very pretty wedding took place at the Church of St. Louis de France on Saturday morning, May 27th, when Lieut. Louis Daoust, Assistant General Manager of Daoust, Lalonde & Co., Ltd., Montreal, was married to Miss Andree Simard, daughter of Mr. P. E. Simard, Montreal. After a reception at the home of the bride's parents the couple left on a honeymoon trip to New York, and from there to Bermuda.

Lieut. Daoust was the guest of his old battalion on Saturday evening, May 20th, when they met in the armouries on Pine Avenue and gave a banquet in his honor.



Mr. Louis Daoust, Montreal

The couple received many handsome and costly gifts, including a set of silverware from the employees of Daoust, Lalonde & Co., Ltd., as well as a beautiful remembrance from his old battalion presented on the occasion of the banquet.



## 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.

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**The Leather for Greater Value**

*Fancy Colors, White, Black, Glazed or Mat*

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*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.



# West Pulling Itself Together

**Tightening Up Process Not Unmixed Evil.—Speculative Spirit Pretty Well Eliminated. Solid Progress Made in Collections.—Good Crop Outlook.**

*Special Correspondence Shoe and Leather Journal*

A SURVEY of the West at the present time is very informing and on the whole quite encouraging. We are just at a period when the spirit of the people, both agriculturists and business men, gives quite a fair idea of the trend of events and prospects for the next few months, unless unforeseen circumstances intervene.

## General Business Situation.

The past six or eight months have truly been a time of severe testing all around. Many farmers, owing to the fact that it cost more to harvest the last crop than they were able to get for it, were practically on their beam ends, and have had to face the coming season heavily burdened with debt. But the outlook is good and the eternal optimism of the prairies has risen to the occasion. So far the crops have come on very well indeed, and promise a yield that will help considerably to right things out here financially. Of course, it will take more than one crop to put the country on its feet, and every body realizes this perhaps more fully than ever. The result is that there is less disposition to speculate upon the outcome of the present season. There is not the tendency to mortgage the harvest ahead, which is probably due to the fact that it cannot be done as freely as in the past the scarcity of money and the disinclination of merchants and others to anticipate having brought things down to a fairly sound basis in this respect. The tightness of money has thus been perhaps a benefit to some extent. Everybody in this country seems to realize that it is necessary to get down to brass tacks, and look facts in the face, and a hand to mouth policy has been forced upon all classes with a result that there is a carefulness in expenditure and buying that is somewhat new to the West.

## Collections and Sales.

Merchants, both wholesale and retail, have been more anxious for the past couple of months to get in money owing to them than to create fresh obligations, and, in many cases, collections have exceeded sales. The latter have been more on a cash basis than they have for a considerable time past. Buyers are buying carefully and not anticipating their wants for any great distance ahead. As already has been said, credits have been curtailed, and the feeling prevails throughout the country that the bottom has been touched, somewhat hardly in

spots, and from now on business will be on a safe and sane basis. May has not been quite as good as was hoped from April, but June promises well. The great fear now is that farmers who are hard up will have to sacrifice part of their crop to keep going. However, the market promises better things this year than last so that he will be ahead of the game anyway. Shoe retailers report loans and debts in their districts being satisfactorily reduced.

## Some of the Lessons.

For years past the agriculturists of the west have been insistently urged to vary their crops, and not put all their eggs in one basket. The experience of last year, and three or four of its predecessors, has driven home the wisdom of this advice and in Manitoba and some parts of Saskatchewan there has been a marked change along this line. One-line farming and extravagance have been the bugbears of the farming community for many years. In southern Alberta a steady effort is being made to increase the irrigation area. Of course it will take some years to develop the scheme fully but both government and people are now seized of the importance of definite efforts along this line. Municipalities have also been learning the folly of recklessness in expenditure and are mending their ways. It will be some time however, before the inhabitants will experience substantial relief.

## The Whole Outlook.

Taking it by and large, there ought to be a good safe business for the west this year, unless wind, hail grasshoppers or other visitations intervene. But business will be on a very conservative basis, until September at least, when the results of harvesting operations will be fairly assured. In the meantime price has become a matter of moment more than it has ever been in the west. People in the cities and towns as well as the rural districts are modifying their requirements in daily necessities, and going in for medium and cheap lines rather than the more expensive class of goods. There will be a good demand for staples, but it will be somewhat slow going for fine goods for a while.

## 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

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**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*

## Wholesaler or Jobber

THE "jobber" correctly speaking is a man who "jobs." He used to be a free lance who went into the market periodically picking up cheap "jobs" of goods and peddling them later amongst retailers at a profit to himself. Sometimes this "jobbing" was profitable to the retailer also, but often otherwise.

The "jobber" in the strict sense of the word, did not carry stocks to any extent, and was simply a go-between operating between the needy manufacturer and the grasping distributor, and his function was not always to the advantage of either the trade or the shoe industry as a whole.

The WHOLESALER to-day is quite a different proposition from the "jobber" of a yesterday. He goes regularly into the market with a full knowledge of what is selling or likely to sell. He studies style quality, methods and finish in the goods he is handling, and is able to make comparisons and selections that would not be possible were he to remain at home and simply scan traveller's samples.

He is able to make a careful choice of lines suited to the particular field his establishment happens to cover, and can by concentration of purchasing methods secure values in each such as would not be possible with any retailer no matter how large his business. But the great distinction between the wholesaler of today and the "jobber" of yesterday lies in the fact that the wholesaler carries a large stock and is able to serve his customers in a way quite impossible with any individual manufacturer or group of manufacturers.

The "instock" policy is becoming more and more a feature of shoe manufacturing as well as shoe wholesaling. These days when style is such an important, if troublesome, factor, no retailer can begin to carry stocks adequate to meet the constant pressure upon his establishment.

It is the wholesaler's "job" to stand in the breach and, from a widely varied well selected stock of saleable lines, to be ready at a moment's notice to make good shortages in styles and sizes that result from modern business conditions.

The Wholesaler has SOME JOB, but he FILLS it.



# J. A. McLAREN COMPANY LIMITED



*"IMPERIAL" the trademark of a better made shoe.*

## Are You Fully Prepared For Summer Sales?

Have you sorted your stocks? Do you know what you need for summer selling? Some dealers often have a run on one size or width of a certain shoe. Good business, but it leaves the stock depleted. Eliminate this by checking your stock now and ordering McLaren

Leaders for summer selling. Concentrate on these women's Goodyear welts and McKay Sewn one strap, one buckle, in Patent Leather, Mahogany Calf, Gun Metal Calf and White Canvas, with Cuban or Low Heels. Samples on request.

### "Imperial" White Canvas Shoes

The "Imperial" in white canvas, in one, two and three strap slippers, also in laced oxford McKay sewn and Goodyear welt. These are made with flat and medium cuban heels, in canvas covered and enamelled heels, also in covered Louis heels.

Also in stock the popular one wide strap, one buckle, McKay sewn slipper, in low and medium cuban covered heels.

*We can give you immediate delivery in "Speed King" Tennis and Outing Shoes*

**J. A. McLaren Company Limited**

30 FRONT STREET W.



TORONTO

## THE ROUND TABLE.

In connection with the last Round Table Discussion we have received several more opinions which we are passing on to the trade. The two questions were:

1. Are regular month end sales better than big sales twice a year?

2. What wages are paid to clerks; what is percentage of selling costs on sales?

We have felt consistently that added value would be given to the opinions expressed if the names were given. But so many dealers have expressed reluctance in this regard that we have restricted ourselves to mentioning the locality of the dealer.

The following letter from Mr. C. F. Rannard, of Winnipeg, may be of service in this connection. He says:—

"With regard to the 'Round Table' idea, would say that I am quite willing to have my name published in connection with any opinions that I give, if you wish to use it, as I think we should not be ashamed of offering our opinions.

"There, no doubt, will be a multiplicity of opinions, and from them you will be able to take the average, and thus help the trade, which is most needed at this time. I think that not only the shoe business, but every business is carefully scrutinizing costs and expenses to-day.

"With regard to your questions would answer as follows:—

"Twice yearly sales are best, when a merchant has his stock in a normal condition, but in these times, in order to speed turn-over, and when merchandise does not look as favorable as money in the bank, he is liable to feature month end sales.

"There is a wide variety in salesmen's wages. They run from \$18.00, \$25.00 to \$35.00. Anything above that should be charged to Management, or one in charge of special work, buying, etc.

(b) From 8% to 10%, not including management.

"Many are asking the question to-day, what will be the new styles, or what changes will appear. I think that the trade, from the manufacturer to the retailer has been paying dearly for the style changes that have appeared the last year or two. This was brought about with the desire to create trade. While it has no doubt created trade, it has brought about increased expenses, increased depreciation, so much so that the shoe business to-day, in a general sense, can hardly stand on its legs. This takes in the manufacturer, wholesaler and retailer, and we all know the buying public have had to pay their share for this craze. It would appear to me that as everyone is aiming at economy it is about time that we got right down to sane, plain dependable shoe styles and shoe making. Of course there are occasions that demand style footwear, such as weddings, the ball room and parties, but for street and business wear we do not need the style fracas that we have been and are going through. I would like to see this matter taken up with the trade in general, including the manufacturer, retailer and wholesaler."

### Another Winnipeg Dealer Says:—

"I believe that the monthly clean up is better

than semi annual sales, for they do help to keep the stock cleaned up, and nothing is overlooked. Of course, I do not altogether like the words "monthly sales," but I think that at least each season's stock should be cleaned up, whether it is done, quarterly or monthly. But I also think that too much is being said these days of sales, and if we could improve our buying so that we would not find it so necessary to have these sales, or if we would keep unloading in a more quiet way,

"The question of wages is one that depends on two or three different circumstances, first I think that it is more or less of a local question, and it also depends a great deal on one's location and the class of trade done. But I do not think that they should average more than 8% on a clerk's sales per year at any time.

### A St. Catherine St. Retailer Says:—

"I believe it is necessary for every merchant to watch his stock constantly. Do not believe in running continuous sales, but if a store has shoes at \$10.00 that are not selling and would move at \$7.00 or \$8.00, believe in featuring them during the season, rather than waiting for a big stock to accumulate.

"The ideal selling percentage for salesmen, not including office or executive, is around 5%. The percentage in some stores, however, will run as high as 7%, but believe the ideal percentage is around 5%."

### A Toronto Dealer Says:—

"We have never had sales as above, but think big sales twice a year to be O.K. and should be productive of much good."

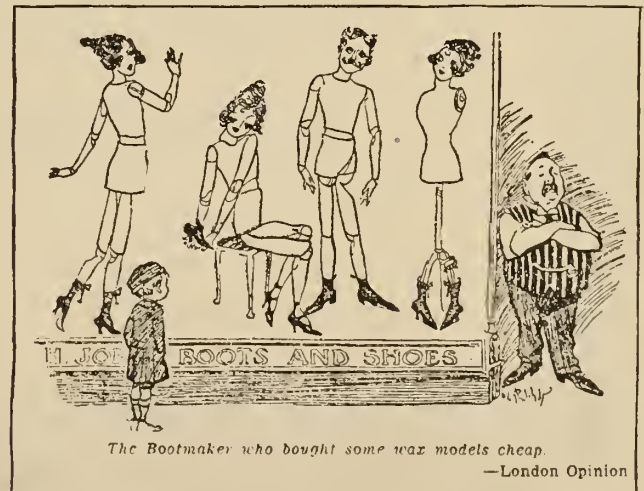
"My men are paid somewhat different to most, but would imagine for a thoroughly competent man \$35.00 would be considered real good, while you can secure ordinary salesmen at \$20.00 to \$25.00."

He would like to know:—

"Are manufacturers and wholesalers taking the precautions they should in the protection of the legitimate shoe trade? By that I mean, are they not too careless in granting credit to those who have no methods at all, or those who do not keep proper records?"

### A Maritime Dealer Says:—

"In the writer's opinion, sales generally have a disorganizing effect in any community, if done any oftener than twice a year.



The Bootmaker who bought some wax models cheap.

—London Opinion





## Brings The Factories To The Retailer

That is what Robinson Service does. It offers you a wide selection of shoes, to meet every demand, bought from factories that give the best in quality and value in their particular lines.

Sure Sellers for Summer—values that catch the trade—popular styles, in strap effects, button or buckle—we have them all—and any that you need are on the way to you immediately on receipt of order.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

# Maritime Business Conditions

**Business Picking Up Generally.—  
Bright Prospects for Coming Season.—  
Natural Industries Thriving.—People  
More Willing to Buy.**

**T**HE general outlook in the Maritime Provinces has improved considerably in the past few weeks. With the advent of warm spring weather, and the opening up of navigation and fishing operations generally, there has come a spirit of healthy optimism that is making itself felt on every hand. There is of course the disposition still to hold back common to other parts of the country, and in those sections especially which are affected by the slackness in lumbering and manufacturing involving unemployment, but nevertheless conditions are steadily improving.

## Natural Industries.

The fisheries promise so far the largest results for many years. Reports so far indicate catches considerably above the average which is accounted for not only by the large runs of fish but the larger number of men engaged in the industry on account of unemployment in other lines. The dried fish business promises particularly well, and so far prices are remunerative, being somewhat ahead of last season. The lobster pack promises also to be larger than usual notwithstanding the fact that in November and early December considerable fishing was done. Both the shoe and bank fisheries report hopeful indications of a most successful season. The lumber business is still in the dumps, and prices are such as to discount anything that has been known for some time. This fact, however, has started a boom in many places in building with the result that not only are houses going up that have been held over for several years, but new factories and additions that have been delayed by excessive building costs. There are reports of a revival of manufacturing in various towns, and cities which will relieve the unemployment situation.

## General Business.

Business in all lines has shown a marked tendency towards improvement, since real spring weather set in. Of course, the season down here is somewhat later than in Ontario, and May is usually well under way before the balmy breezes stir the new foliage and people begin to agitate themselves with regard to their summer requirements in apparel and footwear. Business in staple lines such as groceries and hardware have already shown considerable recuperation and wholesalers claim that the prospects of improved general conditions, especially in the fisheries, have made themselves felt. Agricultural operations are now well under way and will be practically completed by the time this goes to press. Drygoods and clothing people both say that there has been a marked improvement manifested in the past month in the demand for regular lines and quite a spirit of hopefulness with regard to the coming late spring and early summer. Orders for fall in some lines of drygoods as well as clothing have been coming in well. In clothing the feeling that costs are at bed rock and may go up rather than down is the basis for the confidence dealers seem to have in the market. This added to the general indications of improved demand has put the clothing business in a much better position. Business in underwear has been particularly good and drygoods people generally seem to think the end of the downward trend has been reached.

## Boot and Shoe Business.

Trade has been good so far but is all in small orders. Dealers are still so uncertain as to styles and prices that they prefer to order goods as they need them. Business is of course, largely confined to low shoes in womens and many dealers have lost good sales through not having stocks to meet the demands. Oxfords do not seem to have met with the popularity some expected, especially at city points, the straps having the big demand. Sally sandals and even cross straps have sold like hot cakes, since the fine weather set in, but the big demand is for one and two straps, especially the one. In staple lines there has been a good spring sale so far. The increased activity in the fishing districts has loosened up buying considerably, and returning confidence all around has created a spirit that is finding expression in a demand for all classes of everyday footwear.

## A SAD FATALITY.

The trade was shocked by the news of an unfortunate accident at Beaconsfield, just outside of Montreal, on May 20th, which resulted in the drowning of Mr. Emile Gagnon, of Aird and Sons, Montreal. Mr. Gagnon was canoeing with two friends, and returning to shore the canoe was upset within a short distance from land. His two companions swam to shore, intending to return with another boat, but meanwhile Mr. Gagnon, taken with cramps, slid into the icy water and was drowned.

It is particularly sad to record the untimely death of one of the rising generation of shoemen. Mr. Emile Gagnon was of the type that made friends and held them. It is doubtful whether there was a young man in the shoe and leather circles of Canada, who was more widely known, and more universally popular among those who knew him, than Mr. Gagnon. Twenty-six years of age, he had been associated in business with his father Mr. Narcisse Gagnon, for the past seven years, and was just in a fair way to make himself a factor in the Canadian shoe trade when he was cut off.

Three years ago he married Miss Juliette Lesard, of Montreal, who survives him. He also is mourned by two sisters, Mrs. O. Noel, and Mrs. Geo. Latourel, one brother Wilfrid, as well as his father Mr. Narcisse Gagnon.

The funeral took place on the morning of May 23rd. A great many members of the shoe and allied trades attended, as well as a large number of other friends. The funeral procession was one of the longest seen in Outremont in many years.

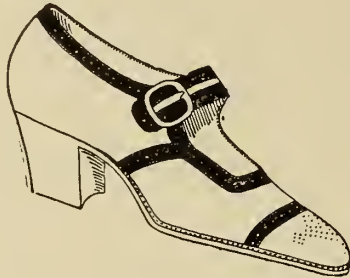
We feel sure we are joined by the trade in general in paying personal tribute to the late Mr. Gagnon, and in offering our sincerest sympathy to his family.

## SOUTH AFRICAN FOOTWEAR EMBARGO.

A communication from J. T. Henderson, advises that the embargo on the importation of shoes into the Union of South Africa has been renewed for another year. While it is felt that the embargo to date has resulted in saving merchants from taking heavy losses on stocks, many people believe it has more than outlived its usefulness, and that any further protection required is amply afforded by the duty of 20 per cent., plus other charges incidental to the placing of foreign shoes on the South African market.



# White Canvas Shoes



*for Sport and all  
holiday occasions*

## Summer Sale Boosters

- |             |                          |                   |
|-------------|--------------------------|-------------------|
| <b>5128</b> | White Canvas Pat. Trim.  | 1 Strap 12/8 Heel |
| <b>5129</b> | White Canvas Brown Trim. | 1 Strap 12/8 Heel |
| <b>5125</b> | White Canvas,            | 1 Strap 8/8 Heel  |
| <b>646</b>  | Misses' White Canvas,    | 2 Strap           |

*Order Now For Prompt Shipments*

We have complete stocks of these saleable white goods, and can make prompt deliveries on short notice.



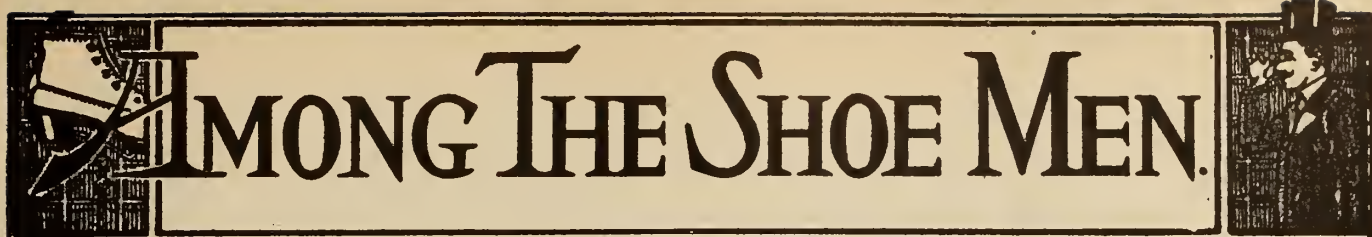
**JOHN LENNOX & COMPANY**

*The Slipper House of Canada*

Hamilton,

Ont.

*Buy "Made in Canada" Shoes*



# AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. B. W. S. Martin, of the John Ritchie Co., Quebec, visited the trade in Toronto recently.

Mr. G. H. Ansley, of the Perth Shoe Co., Ltd., was in Toronto last week.

Boot stores in Victoria, B.C., will close at six o'clock on Saturday evenings under a by-law which will be introduced in the City Council soon. Shoe store owners have asked the City Council for this regulation.

Wallace Bros. have re-occupied their Barrington Street Home, Halifax, N.S., from which they were driven out by fire two months ago.

Mr. Wm. Taylor, Tanner and Larrigan Manufacturer, of Parry Sound, was on a business trip to Toronto recently.

Mr. B. F. Ackerman, of B. F. Ackerman, Son & Co., Ltd., Peterboro, was in Toronto recently.

Mr. Harvey Graham, of the W. A. Marsh Co., registered at the Queen's, during his recent Toronto visit.

Joseph Tanguay, Quebec City, has again resumed operations after having made satisfactory arrangements following his recent financial difficulties, and will do business in future as Jos. Tanguay, Reg'd., making a full line of medium priced McKays and Standard Screw Shoes.

Robt. Ralston & Co., Ltd., of Hamilton, have a new representative in the person of Mr. W. H. Hinton, who is covering the Maritime Provinces.

Mr. C. H. Hall, shoe and harness dealer of King, Ont., was in Toronto, recently on business.

Mr. Ed. Wayland, of Montreal, spent some time recently in Quebec City calling on the shoe trade.

Mr. Harry McKellar, salesman for Oscar Rumpel, of Kitchener, was a business visitor to Toronto recently.

Mallette & Co., leather, were registered in Montreal recently.

Capt. Charles Swift, a veteran of the Fenian Raid, of 1866, and of the Northwest Rebellion, of 1885, and for 46 years bugle major of the famous Queen's Own Bugle Band, died recently in Toronto after a week's illness of pneumonia. He was 68 years of age. Born in England, the late Capt. Swift had lived in Toronto since boyhood, for the greater part of the time at 68 Church St., where he was a custom shoemaker. He was buried with military honors, the burial taking place at St. James Cemetery.

Mr. Jules Payan, of Duclos & Payan, Montreal, recently called on the trade in Quebec City.

The Longo Shoe Store, 1161 St. Clair Ave. West, is a new business to open recently in Toronto.

Armand Bastien, of Loretteville, Que., was in Toronto, recently calling on his western salesman, Mr. C. F. Ross, 32 Church St.

Mr. O. H. Hymman, of the Kaufman Rubber Co., Montreal, spent some time in Kitchener and other Ontario cities recently on business.

Mr. A. G. Sim, of the Missisquoi Tanning Co., Farnham, Que., spent several days in Toronto recently, with R. E. Bennett & Co., their Toronto and Ontario selling agents.

Mr. Bert Tilley and Mrs. Tilley, of Toronto, returned last week from Atlantic City, where they enjoyed a week's holiday.

Two thieves entered the premises of A. R. Clarke and Co. Ltd., Toronto, one night recently, and stole leather goods valued at between \$300 and \$400.

Mr. Alex Davidson, of the Beckwith Box Toe Co., Ltd., Sherbrooke, Que., was a visitor to Quebec City, recently in the interests of his firm.

R. E. Bennett & Co., Toronto, are representatives for Wm. Taylor, of Parry Sound, Tanner and Larrigan Manufacturer.

Fire caused considerable damage recently to the Corbeil Shoe Store, Montreal.

The F. H. Hulburt Shoe Company, Barrie, sustained a loss of \$11,000 in a recent fire.

Mr. Peter A. Doig, of the Tetrault Shoe Manufacturing Co., of Montreal, was registered at the Queen's Hotel, Toronto.

Mr. Chas. Tilley and Mrs. Tilley, of Toronto, have returned from a visit to California, where they spent some time with their daughter.

The shoe store of Mr. H. E. Munday, Victoria, B.C., was damaged seriously by a fire recently.

J. B. Drolet & Co., Ltd., have moved from 585 St. Valier St., to their new building, situated at 17 Caron St., Quebec City. Their new premises allow them one third more space, where they will be better equipped to manufacture men's and women's Welts and women's and boys' McKays.

Mr. Hatch, of Gale Bros., Que., was a visitor to Toronto, recently.

Mr. Hyman Richardson has taken over the shoe retail business formerly conducted by Mr. Morris Komer, in Windsor, Ont.

Mr. J. R. Roche, of Factory Supplies, Montreal, was a recent visitor to Quebec City, on business.

Mr. A. Roy Neilson, of Chatham, has purchased the boot and shoe business of Mr. W. J. Trott, of that city. Mr. Neilson has had a wide experience in the shoe trade, having been manager of a large store in Fort Wayne, Ind., for a couple of years, and also several years in the business at Windsor and Chatham. He will continue his new business in all its lines and the stock will be up to the minute.

Mr. Armbrust, of the Lady Belle Shoe Co., Ltd., Kitchener, was in Toronto, on a business trip recently.

The Empire Shoe and Slipper Mfg. Co., Ltd., Toronto, have added a new line of Boys' and Misses' McKay shoes, in box kip and patent leather. These are an addition to their present line of slippers and shoes in Turns and McKays.

Mr. W. D. Duncan, of Seaforth, Ont., was a business visitor to Toronto recently.



# R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"



No. 1452



No. 1473

## The Expected Has Happened

The greatest white shoe season on record is with us.  
White Shoes will sell well into August.  
Do not let your Stock run too low as there is certain to be a  
shortage very soon.

*Write or wire your requirements to*

## R. B. GRIFFITH & CO.

HAMILTON, ONT.



No. 1121



No. 1126½

### DEATH OF MR. WILLIAM DAVIDSON.

The leather trade of Canada lost one of its most widely known and most popular members in the death of Mr. William Davidson, of Montreal. Mr. Davidson, who was Eastern Manager of Marlatt & Armstrong Co., Ltd., died on May 26th, at his residence in Westmount after an extended illness.

He was for many years prominent amongst members of the leather industry, and was well known in both English and French-speaking business circles. Coming to Canada fifty-two years ago, from Kingston, Jamaica, he resided for a time in Toronto, but came to Montreal over thirty-two years ago in order to establish the Montreal branch of Marlatt & Armstrong Company, Limited, whose headquarters are at Oakville, Ont. He was the son of the late Mr. and Mrs. Joseph Davidson, and was born in Kingston, Jamaica, in 1853. Mr. Davidson was for many years interested in yachting and was an old member of the Royal St. Lawrence Yachting Club. He was also a member of the St. James Club, Manitou Club, St. Andrew's Society, and St. Paul's Presbyterian Church. He is survived by his wife, who, before her marriage, was Miss Marion Bunton, of Burlington, Ont.; his sons, William J. Davidson, of General Motors, of Canada, Limited, Oshawa, Ont.; Stanley Davidson, of Montreal; and his daughters, Mrs. Barclay Drummond, whose husband was a son of the well-known poet, the late Dr. W. H. Drummond, and Miss R. Davidson, both of Montreal. His son, Lt. David Grant Davidson, was killed during the war in 1917.

### SMARDON QUALITY CLUB DANCE.

Three years ago, was conceived the idea of regular meetings of the foremen, and all concerned in an executive capacity in the production of Smardon Shoes.

The idea was at once carried into effect with the result that to-day the above members, department heads and others are a regular organization whose principal object it is to promote harmony and foster the spirit of co-operation within the factory, with the end in view of keeping the Smardon Shoe Co. Limited, products up to the very highest standard of quality, hence the name Smardon Shoe Co. Quality Club, which this organization bears.

The Quality Club on the tenth of May held its second annual dinner and dance at the Place Viger Hotel, in the Old English Banquet Hall. Covers were laid for twenty-five, which included the members of the Club and their guests, consisting of members of the firm, office-staff and sales-staff. The dining room and dance hall were tastefully decorated with flags, palms and spring flowers; the programme was carried out in an enjoyable manner as a result of the efforts of a Committee appointed for the purpose and who spared neither time or expense to make it a success.

Those present were:—Mr. W. Smardon, President of the Company; Mr. W. R. Smardon, Vice-President; Mr. G. F. Smardon, Superintendent; Mr. J. F. Carney, Miss B. Belanger, Mr. V. Renaldi, Mr. A. Meunier, Mr. T. Lacroix, Mr. L. Bergeron, Mr. A. Parser, Mr. W. Tarrant, Mr. A. MacNabb, Miss O'Hara, Mr. J. A. Hamill, Mr. J. P. Buchanan, Mr. W. H. Mack, Mr. A. W. Grant, Miss MacMillan, Miss McAlear, Miss Connell, Miss Layburn, Miss Maylor, Mr. Robert McCall.

### NEW REPRESENTATIVE FOR GEO. A. SLATER LIMITED.

Announcement has been made by Geo. A. Slater, Limited, of the appointment of Mr. E. E. Laberge, as their representative in the Province of Quebec, outside of the city of Montreal. Mr. Laberge, who is 30 years of age, is widely known in the shoe trade, having been recently connected with the A. L. Johnson



Mr. E. E. Laberge

Shoe Company, of Montreal, for whom he covered the Eastern Townships. Mr. Laberge comes naturally by his interest in shoe manufacturing and selling, as he is the son of the late J. A. Laberge, one of the most popular representatives of the old James McCready Shoe Company. Mr. Laberge is a live wire with many friends in the trade and his identification with Invictus Shoes will undoubtedly be a happy one for all concerned.

### MR. GRIFFITH B. CLARKE WEDS.

Mr. Griffith B. Clarke, of A. R. Clarke Co., Ltd., was married on Thursday, June 1st, to Miss Lea Irving, daughter of Mr. and Mrs. W. D. Irving, of Dayton, Ohio. Mr. Clarke's host of friends in and out of leather circles will join us in wishing him happiness in his new venture.

### THE SEASON'S WEAR.

Seventy-nine pairs of shoes had been shown to the customer, and still he wasn't suited.

Producing the eightieth, the shop-assistant said blandly:—

"Now, here's a pair which I think will suit you to perfection."

The customer eyed them closely, and then said decisively:—

"No; I don't like them. They are too narrow and pointed in the toes."

"But, sir," said the assistant, in a last desperate effort, "everybody is wearing these toes this season!"

"May be," was the quiet reply; "but I'm still wearing my last season's feet."



### WEDDING OF MR. NORMAN CLARKE.

On Saturday, May 6th, in Montreal, Mr. Norman Dwight Clarke, of Clarke & Clarke Ltd., Toronto, was married to Miss Irene Rosamond Brophy, daughter of Mr. & Mrs. W. A. Brophy, of Montreal, formerly of Toronto. The wedding marks another stage in a romance which began some years ago when the young couple were neighbours in Rosedale. After their wedding trip they returned to Toronto, where they are at home on Glenrose Ave.



Mr. Norman Clarke, who is one of the rising generation of leather men, is not as yet very widely known to the shoe trade. The name of Clarke, however, has been connected long and honorably with the development of the leather industry of Canada, and Mr. Norman Clarke will be best recognized as one of the two sons of the late Fred G. Clarke, who may be expected to become important factors as age and experience accumulate.

### MR. BONISTEEL RETURNS FROM ENGLAND.

Mr. Arthur Bonisteel, of Collis Leather Co. Ltd., of Aurora, has just returned from a trip to England. Discussing conditions in that country, as he found them, he said that in general trade is dull, and conditions quiet. The coal mining industry is making rapid strides towards normality, and export markets are being recovered. This should be an indication of general prosperity to follow. Shoe and leather trades he found spotty, the situation being very similar to that on this continent. Certain lines of women's shoes are moving fairly well, and business is of an immediate character. But most factories are very quiet. Multiple stores have been doing a good business at close prices, but retail trade is not in any too good shape. The outlook, however, is not discouraging.

### ATTITUDE TOWARDS WORK.

In a very trenchant and telling comment on some of the effects of the late war, a noted French

writer, Clement Vautel, who writes for the "Chausure Francaise," under the nom de plume of Vieux Cordonnier, says: "The zest, love and dignity of labor have disappeared. This is one of the 'ruins' that count, and which will be hard to restore.

"In my time a workman was proud of his trade. He learned it with zeal, and exercised it with a species of professional glory. To-day the opposite is the case. He is no longer in love with his job, but often looks on it with disgust or hatred. Formerly men spoke amongst themselves about the merits of their achievements. They even boasted of their skill, but it was a good sign, because it showed they took pride in work well done.

"But things are now quite different. Listen to them! They never speak of their work. That does not seem to interest them. If they have any shop talk at all it is about wages, shortening the hours of labor, strikes, etc.

"Ah indeed! I know quite well that it is not the fault of the workman that industrial development accentuated by the war has reduced his interest to the care of an automatic machine, which leaves nothing to his imagination, intelligence or desire for self expression? Progress has killed in the workman love for his work, to which he has sacrificed his independence and joy. Right there mark you, is one of the great misfortunes of our times, however convinced we are that we are better off than our fathers. The workman sings less at his work—bad sign!"

### ENGLISH AFTER EXPORT TRADE.

The following from the English "Shoe Trades Journal" is of interest. British export trade has been the foundation stone of the wealth of that country. Like every other country that produces shoes, her shoe factories have a greater capacity than is required for home consumption. Consequently she is seeking to rehabilitate and extend her export trade. They say:

"After all the depressing talk we have heard about lost export trade, it comes as a pleasant surprise to know that a Northampton firm has booked a substantial order for boots from the United States. Comparing the exports of footwear during the month of December, 1921, returned by America and the United Kingdom respectively, one might draw the inference that our chances of competing with American manufacturers, either in their own country or any market, were decidedly poor. The actual figures returned show that the United States in that month exported 559,878 pairs, while we sent out of this country only 331,548 pairs. These totals compare very poorly with those of December, 1913, when we exported 1,434,888 pairs in comparison to 712,741 pairs sold abroad by the American manufacturers. Apparently the United States is recovering from the general industrial depression more rapidly than we are, and although the rates of exchange still favour our exporters a little, this has not helped them very much in competing on open markets with American manufacturers. With these figures before us, the fact that one of our manufacturers has found it possible to do business in the United States market itself becomes a matter of some importance to the whole industry. It may be the first indication of the trade recovery which is already overdue, and has been awaited so anxiously during the past twelve months."

# The Shoe Repair Man

## Shoe Repair Window

**A Cross Country Visit to Shoe Repair Shops.**

**By Ernest A. Dench.**

**T**HERE is nothing I like more than exploring the window displays of a country. It is the best tonic I know for any business man in search of ideas.

It is a recognized fact that the shoe repairer too often neglects to make good use of his window display space. Often times it is very limited in regard to size, but nevertheless this need prove no obstacle.

I covered something like seven thousand miles over the wonderful transportation system of the Canadian Pacific Railway. While we look to the West as the most progressive section of North America, strange as it may seem, I found most of the attractive shoe repairing displays in Toronto and Montreal.

### **Explaining How Shoes Are Re-Built.**

Shoe Craft, Ltd., Montreal, placed an oblong card, captioned "Re-Built Shoes," on the orange crepe paper floor down in front. In other parts of the window were single shoes in different stages of repair, and backed up by appropriate cards. The cards described the different processes in the following manner:

"We first remove the old sole, exposing the welt, shank, heel seat and cork fitting over the insole."

"The sole we use is cut from the very best Tanned leather. Note the clean, close grain that means long wear."

"The sole is then cemented to the bottom of the boot, trimmed, channelled and the heel seated."

"This shows the boot after the sole has been stitched and the heel put on. Note the close, even stitching."

"The stitching is extremely important. We use the famous Barbour's Irish Linen lock stitch cord. It is expensive, but it pays us and you to use it exclusively. Our stitching is done on the Goodwear Outsole Stretcher, the same that is used in Making new shoes."

"When the sole and heel are finished, your boots are as good as new."

### **The "Before and After" Appeal.**

The Progressive Shoe Repair Parlor, Montreal, exhibited a stack of re-built shoes at the left side of their show window. The exhibit was accompanied by a card that was brief and to the point: "After." At the right side was a stack of dilapidated shoes, backed up by a sign worded "Before." Behind both exhibits were piles of leather soles, with a card advising:

"Save your money instead of buying new shoes."

### **Being Up-to-Date.**

J. B. Calderon, Peterborough, Ont., is an electrical shoe repairer. He emphasizes this modern method by flashes of electricity painted on his window glass, along with the following announcement in gilt lettering:

"NEW IDEA—Electric Boot and Shoe Repairing."

### **Price Reduction Stunt.**

The Premier Shoe Repair Stores, Ltd., Toronto, Ont., recently reduced their scale of shoe repairing prices. In so doing they employed a large banner over the window, bearing the announcement as below:

"Leather has come down in price, so have our prices."

The list of prices followed the above caption, so that people could really see that the statement was an absolute fact.

### **A Novel Window Card.**

The Practical Shoe Repair Company, Toronto, made effective use of a novel show card in their window display. The showcard contained the illus-



## What is easy to drive on and hard to wear off?

The "NATIONAL" Shoe Plate, of course!

You may be one of the very few houses not selling this national findings accessory.

If you are we ask the privilege of sending you samples. Write us to-day. You will get your samples at once.

These plates are made from special cold rolled steel in three convenient sizes.

**National Shoe Plate Mfg. Co.**

**160 North Wells Street  
Chicago, Illinois**



tration of a man carrying a "Stip" banner, he was overtaking a man in the act of throwing away a pair of shoes. The caption contained the following appeal:

"Don't throw away your old shoes. We will make them like new."

**Emphasizing Quality Work.**

The Foot Comfort Parlor, Toronto, specializes in high-class shoe repairing, and a recent window display dealt with their service in a convincing manner. The central exhibit consisted of samples of their half-soling, flanked on both sides by shoes in various "Before and After" stages. The background was covered with a large piece of heavy oak leather supported by the following sign:

"Look—This is No. 1 Oak Leather—the very best and the kind we use every day in our business."

**Human Interest Element.**

A display by the A. W. Cheeseworth Company, cleaners and dyers, Toronto, could be adapted for use by the Shoe repairer. The object that attracted considerable attention was the life-like cut-out of an old-lady, who held a youngster across her knee while repairing a rip in the seat of his pants. The title to this cut-out was: "A Stitch in time saves nine." At one side of the trim was a chair, over which hung a pin cushion. On the floor at the opposite side was a box of thread, needles and other sewing accessories. A card announced: "Yes, we do repairing." To adapt this display to shoe repairing, employ the cut-out of a small boy dancing for joy because his shoes are worn out and he does not have to go to school. This might be captioned:

"He might sing a different tune if mother had brought his shoes to us for repair."

**A Bicycle Delivery Stunt.**

The Jazz Shoe Repairing Parlors, Winnipeg, Man., make bicycle deliveries. Their bicycle also comes into play as an advertising medium. Attached to the handle bars is the following sign: "Meet me at the Jazz Shoe Repairing Parlors."

**Shoe Shining Service.**

Jordan's Valet Service, Winnipeg, Man., called attention to their shoe shining work by a pair of Wellington boots hung over the door. The boots were very dirty. A card hanging below the boots showed Mutt, of Mutt and Jeff fame, making a pair

of shoes sparkle like diamonds. The caption to the illustration was:

"Mutt says you'll get a real shine here."

**The Advertising Cartoon.**

No Delay Shoe Co., Ltd., Vancouver, B.C., attracted attention to their window display by an amusing cartoon. The cartoon depicted a hen-pecked husband passing a shoe store with his domineering wife. Then followed what the characters were supposed to be saying:

"Can I have my shoes repaired at the No Delay Place, Maggie?"

"Of course you can, insect. Don't I always get them done there?"

The reading matter below this invited one to:

"Come in and look over the most modern and up-to-date repair plant in Canada."

**A Newspaper Announcement.**

Newspaper advertising by Canadian shoe repairers is also of a high grade of excellence.

Take, for instance, the fine piece of copy employed by the Royal Shoe Hospital, Fredericton, N.B.

**"You Will Put Your O.K. on Our Work."**

When you give us a pair of shoes to repair, and they come back to you looking like new, looking like the pair you bought several months ago, you will be more than willing to stamp your O.K. on the job, won't you? Why not? You save money, get back your old comfortable pair ready for months of wear, and your feet are grateful."

The illustration at the left hand corner of the ad. showed a clean-cut young man in overalls, examining a pair of shoes brought to him for repair.

**VANCOUVER NOTES.**

Trade at the present moment in the city is marking time, like a great army that is resting anticipating a great push at any moment. The spring trade has not got under way yet and from enquiries light fancy footwear is not moving in any quantities. The up country camps and works are not fully opened up and there are more unemployed than usual at this time of the year, and it is principally cheap and low grade goods that are being pushed to the front. Whether it is good policy or not is open to question as many stories are heard from the repair men on this subject. The writer heard of one

**"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

Mention "Shoe and Leather Journal" when writing an advertiser



case of a lady purchasing from a departmental store a pair of ladies' shoes for \$1.45 on Wednesday, and having to have the same soled and heeled on the following Saturday morning. Needless to say the soling and heeling cost within a few cents of the first outlay.

Mr. J. W. Johnson, of Kingsway, has remodelled his store and installed a new front which has given more space inside.

Mr. J. J. Ownby, of Cincinnati, has purchased the repair stand of Rod McDonald. The latter is anticipating going back to the land.

Mr. C. E. Brown has opened a stand on Kingsway.

Mr. E. Scott, of Commercial Drive, was presented with a bouncing son and heir by Dr. Stork on his last visit to these parts.

The art of high financing which is not altogether modern, was practised recently by a son of the Orient. Upon obtaining a bend on credit from one of the wholesale leather firms to the value of \$14.00, he immediately offered it for sale to a shoe maker for \$10.00. The firm was at once notified and the leather recovered. Had he gone to one of his own countrymen, he no doubt would have got away with it.

Mr. G. Morris and H. Pavier, of the Goodyear Shoe Repairing, spent the week end at Seattle, doing the journey by motor.

Mr. W. Edgley, of the B.C. Leather and Findings, with friends motored to Billingham during the week end to attend the Tulip Carnival. Upon returning to the city a cablegram awaited Mr. Edgley to inform him of the death of his father who was in his 78th year. Out deepest sympathy is extended to W. E.

As fashions have a peculiar way of being copied, so have methods. It is only a few years ago that Vancouver instituted the business tax on shoe repairers of \$5.00 per year, and made it double that amount only this year. So the Municipality of South Vancouver inaugurated the system on the twenty shoe repairers living in that district, which will bring into the coffers of the Municipality, the magnificent sum of \$40.00 per annum. The members of the trade are very interested to know how much it costs to collect this amount.

#### REPAIR NOTES.

Mr. C. Petronzio, shoemaker, has been regist-

ered in Montreal.

Fontaine and Derome, shoe repairers, were registered recently in Pointe aux Trembles, Que.

The residence of Mr. Copping, who formerly ran a shoe store and repair shop on Kingsway at West Burnaby was recently destroyed by fire. Mr. Copping's herd of goats were saved, although their shed was burned. The loss is partially covered by insurance.

The last general meeting of the Toronto Shoe Repairers' Association was held on May 25th, in Forresters Hall, 22 College St., Toronto, the attendance was small.

The annual picnic, arranged for June has been indefinitely postponed. Suggestions for a membership campaign were discussed, and it has been decided to circularize all repair men, both members and non-members, before the next meeting, in an effort to increase the membership and establish the repair man as a trained mechanic.

#### REPAIR CONDITIONS.

Mr. James P. Hull, of Woodstock, N.B., tells us that business in that section is quite good. Steady improvement is noted over early months, and a general increase over a year ago. Prices are about fifteen per cent. lower than they were a year ago. The public do not show as great an inclination towards getting their shoes repaired as they did a year or two ago.

Mr. S. Touaville, of the Quick Service Shoe Repair, Truro, N.S., reports good business during May, about fifty per cent. better than the previous month



### 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.



### "Wilmac" Laces Are Stronger

An absolute assurance of SUPERIOR STRENGTH in Laces is the Wilmac Label. The guaranteed solid tag is a real selling feature.

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.

Selling "WILMAC" means lace satisfaction for your customers.

**E. W. Mc MARTIN**  
45 ST ALEXANDER ST. MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser



and about twenty five per cent. better than a year ago. He finds people anxious to get their shoes repaired, but insistent on value for their money. He is a firm believer in service as against low prices, and tries to give his customers a little more and a little better service than at other stores. Prices range ten to twenty per cent. below last year.

He makes the suggestion that if the shoe manufacturers could be induced to leave the welt a little fuller on goodyear welt shoes, and also to use leather insoles instead of fibre, the trade and public would benefit.

### ONTARIO FEDERATION.

The secretary of the Ontario Federation of Shoe Repairers, Mr. A. R. Wilton, of Hamilton, has sent out the following preliminary announcement, dated May 31st:—

"The Second Annual Convention of the Ontario Federation of Shoe Repairers will be held in Hamilton, on July 26th and 27th, 1922, to which all Shoe Repairers are most cordially invited to attend.

"Good speakers have been secured and several papers will be given by members which will be of interest and benefit to all shoe-repairers.

"The executive are making all necessary arrangements and all visitors are assured of a good time.

"Wednesday morning and afternoon will be devoted to the business of the Federation. In the evening a banquet, Thursday morning, business session. Afternoon picnic to Dundas Driving Park."

## 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

### 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.

WANTED.—Resident Representatives for the Provinces of British Columbia, Alberta, Manitoba, Western Ontario and Maritimes. Cater to shoe stores and shoe repair shops, for a staple line. Replies to Box 19, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Reliable and Experienced Representative for Canada, on commission. Apply, stating age and commission required, Rawtenstall Shoe & Slipper Co., Limited, Olive Mills, Bacup, England.

AN ENGLISH SHOE REPAIRER would like a permanent position with any of the Toronto Shoe Shops. Steady and willing worker. 16 years' practical experience. Mr. Summerskill, St. Stephen, N.B.

FOR SALE—Shoe repairing business in one of the best towns in the Eastern Townships, equipped with 8-ft. U.S. M.C. Finisher, one H.P. Motor, Repair Jack, Skiving Machine. Apply Box 35, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED.—Position as manager and buyer for first class establishment or department store, West preferred, 15 years' experience. Apply Box 34, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MR. MANUFACTURER: Are you looking for a capable salesman for Western Territory? I am on my eighth year in the better class western city shoe trade as assistant buyer and head salesman. Well recommended, a good salesman, young, single and aggressive. Full information gladly furnished. Box 38, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

WANTED.—By an experienced shoeman, position in a city or good town. Western Ontario preferred. Used to good class trade, 16 years' experience in the retail trade. Can handle hosiery, travelling goods, mitts and gloves, etc. Or would consider buying a small business in a good live town. Box 37, SHOE & LEATHER JOURNAL, 545 King St. West, 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.

**Edwards & Edwards Limited**

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**SHEEPSKINS**

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SHOES GLOVES

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Represented by

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**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

**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.

**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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Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que

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FACTORS

CODES: MARCONI. BENTLEY, LIEBER.  
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**Belgrave Gate, Leicester, Eng.**

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We are headquarters for all Finishes,  
Grades and Kinds.

Sheepskins Skivers "Ryco" Matt Kid

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36 and 38 Spruce Street - NEW YORK, U. S. A.

Branch: 54 South Street, BOSTON, MASS.





## 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



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"We deliver what you buy"

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# USMC QUICK SET HEEL, EDGE AND BOTTOM INK



Packed Quarts and Gallons in Distinctive Red and Black Lithographed Cans  
**IS RAPIDLY WINNING**  
New Friends In The Shoe Repairing Trades

The Rich Lasting Colors and Good Body  
Excellent Covering—Rapid Drying and Quick Setting Qualities

**PRODUCE MOST SATISFYING RESULTS**

Endorsed and Adopted by the Successful Men in the Industry  
Used by Hand and Machine Methods

**Colors - Black, Brown and Oxblood**

When Ordering Stipulate **QUICK SET** and be assured of the best results

*May We Send You A Sample Can*

**UNITED SHOE MACHINERY CO. OF CANADA LIMITED**  
MAIN OFFICE AND FACTORY  
**MONTREAL**

**TORONTO**  
90 Adelaide Street W.

**KITCHENER**  
46 Foundry Street S.

**QUEBEC**  
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# An Extremely Popular Style Selected From Our \$5.00 RETAIL PROPOSITION



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

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" 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

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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 ---*

*Salesmanship Examination*

*Leather Information*

*The Round Table*

*Costs and Profits*

*Show Cards*

*Collection Methods*

*Advertising Ideas*

*Stray Shots from Solomon*

ACTON PUBLISHING CO. LIMITED  
TORONTO MONTREAL





Established 1857



“THE WEAR Is THERE”

# “PENETANG” In a New Color

The same standard of quality, but a new color, and finish.

To supply the demand for a lighter colored hemlock, we are now producing this dependable tannage in a handsome union color instead of the former cherry red tinge.

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*Used by Canada's Most Discriminating Trade.*

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## 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

*Let  
Your  
Better  
Judgment  
Be Your  
Guide*



You KNOW that only a Canadian Counter should be used in a Canadian Shoe.

You KNOW that an imported counter has absolutely no advantages either in quality or value over a D. & P. Canadian Counter.

You KNOW that a D. & P. FIBRE COUNTER has all the superior features of durability and fit that can possibly be put into it.

Let this undisputed knowledge guide you to always use D. & P.—

**CANADA'S NATIONAL COUNTER**

**DUCLOS & PAYAN**

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Keep Them Displayed!

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BRAND

CANVAS SHOES

**D**ISPLAYS attract new prospects, make sales and increase business. Let your windows be made as alluring as practicable with attractive, interesting displays of “Outing” Brand Canvas Shoes. These excellent shoes have proved themselves in quality and satisfaction. Let your windows, your advertising and your satisfied customers all combine to spread the good tidings that you sell “Outing” Brand Shoes.

*Keep Your Stock Well Sorted!*

**Gutta Percha & Rubber,  
Limited**

Head Offices and Factories, Toronto.

Branches in all Leading Cities of Canada.



# Our New 602 Brown

*Is Just the Right Shade*

To justify the popularity of Browns that has been predicted for the coming fall.

It has the necessary depth of shade, giving it an appearance that will appeal to all.

In tone it is rich, mellow and soft, with just enough warmth to give it a sparkling vitality.

This new shade is the ideal leather both for men's and women's shoes.

**DAVIS LEATHER COMPANY  
LIMITED  
NEWMARKET, ONTARIO  
CANADA.**





*Mention "Shoe and Leather Journal" when writing an advertiser*



Dealers who have the faculty of picking style models that command the widest popularity are ordering this Bell Style extensively. Noting its medium low heel, slightly shortened vamp and rounded toe shows how ideally it represents the vogue of the times. It shows, too, how Bell Styles, while being up-to-the-minute, appeal to taste rather than to whim.

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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*

*Mention "Shoe and Leather Journal" when writing an advertiser*





## Cashing In On Summer Demands

Progressive merchants make use of the conditions peculiar to each season to create extra trade in footwear.

Featuring light snappy models for women, in strap effects, button or buckle—and oxfords for men—will produce additional trade during the warm weather days.

Cater to this trade without any risk of dead stock by using Robinson Service. Our lines of Summer sellers are complete in selection and compelling in value.

Robinson's is an ALL ROUND SERVICE made indispensable because of its PROMPTNESS.

**James Robinson Company**  
Limited

184 McGill St.

Montreal

*La Duchesse*

Attractive patterns, beautifully formed lasts and extremely moderate prices keep La Duchesse Shoes permanently popular among women.

This popularity is reflected in the greater volume of business being done by those Jobbers who supply La Duchesse Lines to the Trade. Everywhere you will find them featured as sales leaders for Summer and Fall.

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

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





## 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.



These  
Staples  
Lead  
All Over  
Canada



*Their Name Alone Is  
An Asset*

Confidence in "Yamaska Brand" Shoes is just now saving many a dealer the trouble and expense of experimenting with unproven lines in getting shoes to meet the demands of a critical buying public.

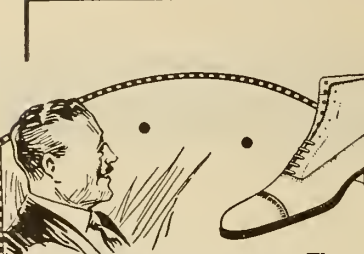
When you buy on the strength of the Yamaska Name you are not only relying on a reputation rooted in fifty years of good shoemaking, but you are securing staple shoes whose leadership in value and style is as outstanding to-day as ever.

Buying these shoes direct from us and thus saving the middleman's cost, your margin of profit is the widest possible.

Yamaska  
Staples  
for  
Value!

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





**The Man Who Sees Is The Man Who Believes.**  
**The Man Who Wears Is The Man Who Knows.**


All the things we can tell you about the high quality and the distinctive style of Liberty Shoes, aren't so convincing as a personal inspection.

**The Liberty**  
*The Aristocrat of Footwear*

Liberty Shoes will appeal to your taste, you'll like the pair, and then you'll know how long they wear, how well they keep their shape.

We make them to impress particular men like you.  
**At Leading Stores Everywhere.**

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA



**The Shoe of Super-Quality**


The well-dressed man of to-day selects the shoe of quality.

**The Liberty**  
*The Aristocrat of Footwear*

Because it embodies quality from the artistic turn of the toe to the neat undertrim edge. Made from the finest leather, by the most skilled shoe craftsmen, over lasts of the latest styles, without a flaw anywhere in make or texture, they are indeed a shoe of super-quality.

**At Leading Stores Everywhere.**

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA




**Shoes For You**

They are made to your size—they should fit snugly, without bulging, sinking, or sagging; in a word, shoes that keep their shape.

**The Liberty**  
*The Aristocrat of Footwear*

...but the highest grade materials used in their manufacture.


Liberty Shoes always carry style with popularity, and they are in such demand by men careful of their appearance.

**At Best Stores Everywhere.**

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA

Liberty Shoe Advertising will help sell Liberty Shoes. Liberty Shoes are good Shoes ; Shoes you can sell your most particular customer and be sure of satisfying him.

WRITE TO-DAY FOR PRICES



**The Liberty**  
*The Aristocrat of Footwear*

**Is Really "De Luxe" of Canada**

Every pair is built to a standard; each pair is individually made, each pair receives the same attention in making that a tailor gives when making a suit of clothes for a particular and fastidious customer.

All the latest styles are incorporated in Liberty Shoes and no matter what shape you desire, it can be obtained. Every Liberty Shoe is of finest material and high-class expert workmanship.

Ask to see The Liberty, and note the finish—the perfect stitching, the beautiful line, the Master Touch of a Master Craftsman on every Liberty Shoe.

**There is a Liberty Last To Comfortably Fit Every Foot.**

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA



**Good Shoes Add Tone To Your Appearance**


Liberty Shoes are always correct in style and appearance. We make them to fit—and they do fit, that's why they keep their shape so well and wear so long.

Ask for the best shoe in the shop—the shoe made from the best material, by the best workmen, the shoe that leads in style.

Ask for it By Name

**The Liberty**  
*The Aristocrat of Footwear*

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA

**That's The Liberty**

It takes all kinds of shoes to satisfy the footwear needs of the nation, that's admitted.

Yet as far as we are concerned, there is but one kind of shoe—the good kind.


**The Liberty**  
*The Aristocrat of Footwear*

Liberty is the distinctive shoe for the well-dressed man—the shoe foremost in style and quality. Liberty shoes wear well—that's why they wear so long.

Liberty is a Liberty to fit your foot, and to please.

**At Best Dealers Everywhere.**

**Scott-McHale Limited**  
 MAKERS OF ALL LEATHER SHOES  
 LONDON — CANADA



# GLOBE



Patented 1919

## A Parent Never Forgets

the genuine satisfaction and greater value they get when they buy Globe "Pillow Welt" and "Baby Pillow Welt" Shoes. With both trade and public these shoes are noted as excelling in those three essentials in Children's Footwear—Correct Fit, Long Wear and Attractiveness.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW INSOLE. At your request a Globe Salesman will gladly call with the entire line.

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

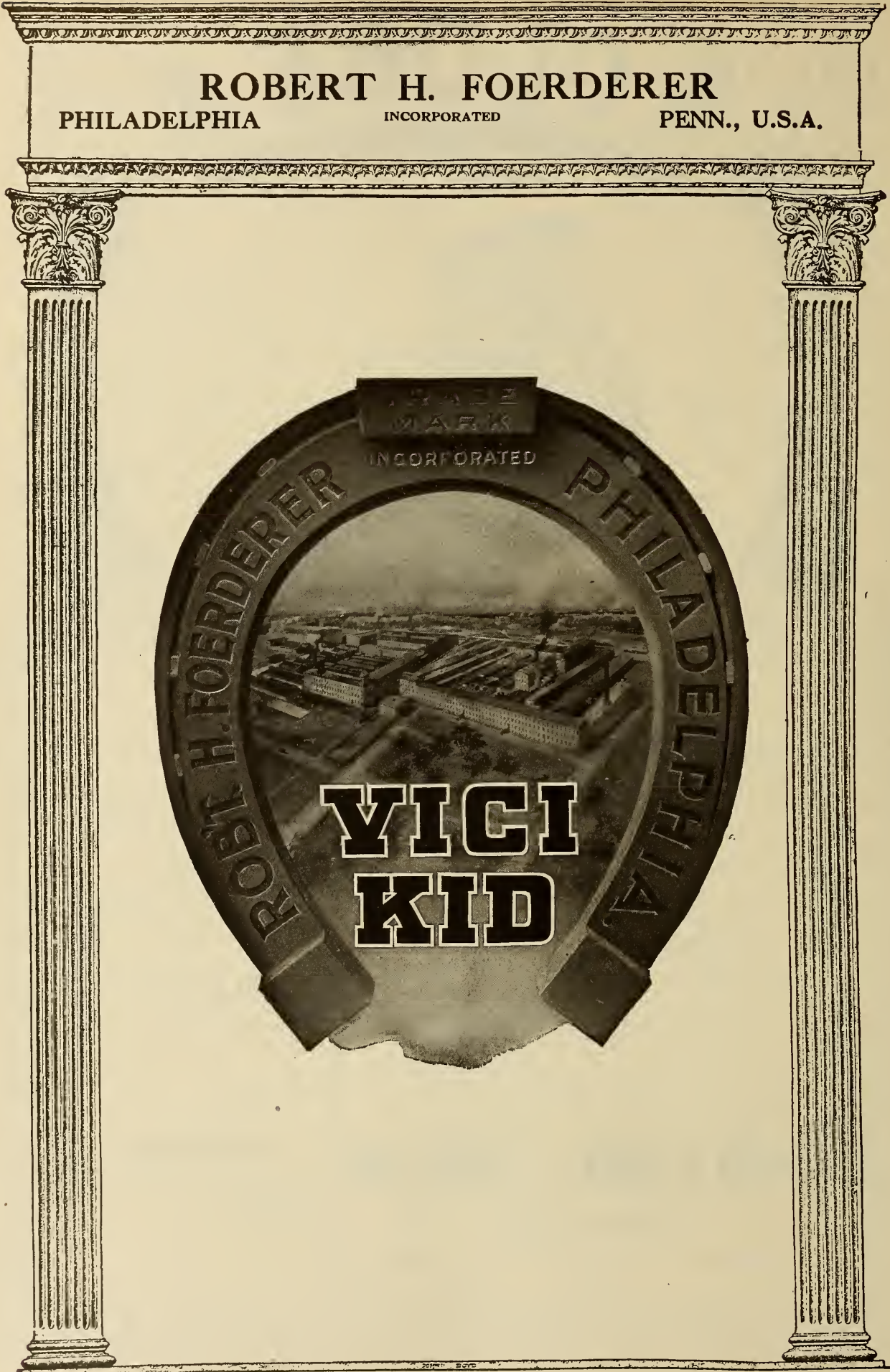
# GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



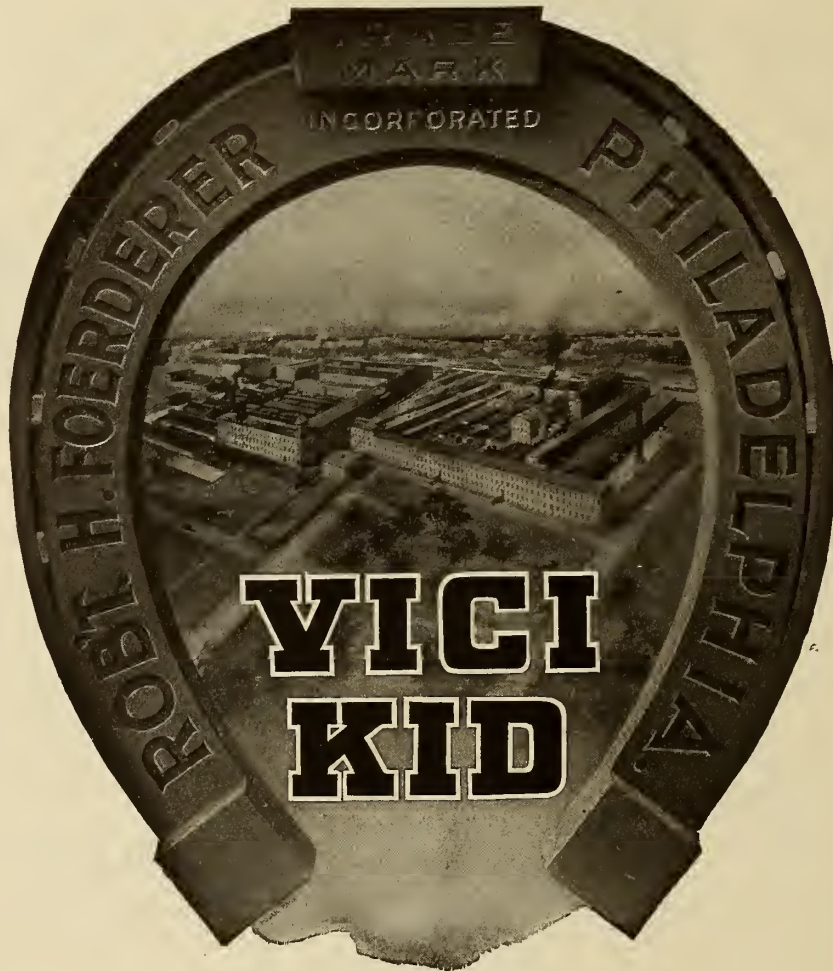


**ROBERT H. FOERDERER**

**PHILADELPHIA**

**INCORPORATED**

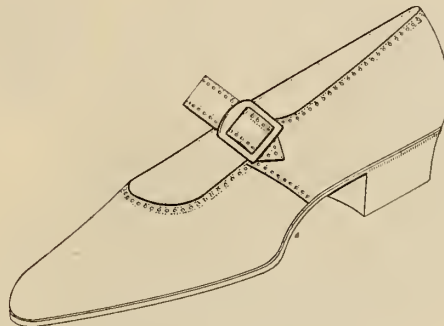
**PENN., U.S.A.**



*Mention "Shoe and Leather Journal" when writing an advertiser*

# WHITE BUCKS

Correct For Summer



9044—A White Buck Wide One Strap, Nickel  
Buckle, Black Edge and Heel, Turned Sole.  
C and D widths, - - \$4.00.  
9044—In Patent, - - \$3.65.



*Children's Patents are selling largely this summer  
as more serviceable than white goods.*

*We have them in stock in Sandals and strap  
patterns.*

## Getty & Scott, Limited

*Makers of the Classic Shoes for Women and Children.*

Galt - - - Ontario



# Black Beauty

Chrome Patent Sides



Justify Fashion's

Choice of Patent Leathers

**The ROBSON LEATHER CO., Ltd.**

OSHAWA - CANADA



## A Solid Foundation

Talbot Shoes as your best grade sellers assure you of a solid foundation for your business. Built on honest principles by shoe makers of long experience and with a true desire to give you the best in Service and Quality.

The very best only in Men's and Women's Welts.

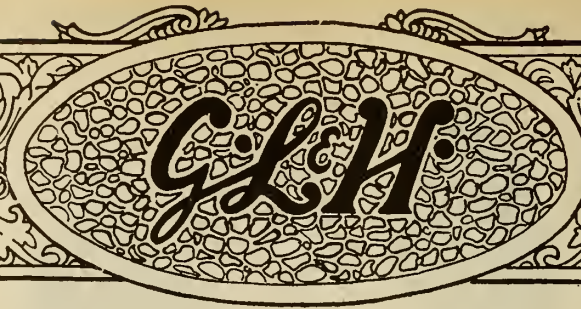
Talbot Shoe Co., Limited

St. Thomas

-:-

Ontario





# LOOKING AHEAD 1923

*Our Lines of White Canvas and Leather Footwear Now Ready for Inspection*

OFFERING AN ARRAY OF NEW LASTS AND PATTERNS AND EXCEPTIONAL VALUES THAT EVEN EXCEL ANY WE HAVE YET SHOWN. THERE WILL BE MORE JOBBERS THAN EVER FEATURING G. L. & H. WHITE FOOTWEAR WHEN OUR NEW LINES ARE SEEN BY THE TRADE.

AS PARTIAL AS JOBBERS ARE TO OUR WHITE GOODS OUR LEATHER LINES ARE JUST AS STRONG SELLERS. THEY ARE AS OUTSTANDING FOR STYLE AS THEY ARE FOR VALUE. THEY SELL BECAUSE IN STYLE, PRICE AND WEAR THEY **SATISFY THE MAJORITY.**

GIVE TO YOUR NEXT SEASON'S TRADE THE FORETHOUGHT IT NEEDS BY SEEING THESE LINES NOW.

## **Gagnon, Lachapelle & Hébert**

55 KENT STREET, MONTREAL



# 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	} .....
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Congdon, Marsh Limited, .....	Regina, Sask.
The Haileybury Wholesalers, Limited ..	Winnipeg, Man.
Coates, Burns & Wanless .....	Haileybury, Ont.
R. B. Griffith & Co. ....	London, Ont.
The Miner Rubber Co., Limited .....	Hamilton, Ont.
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High Pressure Curing makes an auto tire tough and strong.

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Test them for wear. We'll accept your verdict.





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# DO YOU USE CLARKE'S

## There is no Patent Leather to



Manufacturers who use Clarke's Patent Leather are sure of the finest finished shoe that can be made.

It is attractive in every way and is endorsed with the ability to give

*Capacity 1600 Sides per day*



*The Largest Producers of Patent*

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In this season of patents, Clarke's has proved itself to be all he claims it, the leading and most dependable Patent Leather made in the British Empire

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# Your next Folder!

*Printed with an Eye to Results*



**G**OOD printing is the life of your shoe booklets, folders, and direct - by - mail literature.

It carries weight because it commands attention, a fact that promotes sales, and sales justify good printing.

Actons design and print your literature with an eye to results—a printing personality that appeals to progressive men in the shoe trade. The close connection to the shoe trade enjoyed by the Acton organization makes it possible for them to handle shoe printing in an intelligent and comprehensive way. Let our Service Department construct and design your next printing order.

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Men's Brown Vici Kid  
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## SLIPPER SPECIALS

We are concentrating on the production of a complete and exceptionally fine line of Slippers—including two different grades in Goodyear Welts, three grades in Turns, and also a line of McKays to fill the demand for a low priced slipper.

Made in Black and Brown Kid, also in different shades of Morocco.

Our better grade slippers will compare to advantage with similar imported lines.

Our cheaper grade in Turns will meet all local competition as to quality and price.

These lines are money makers and meeting a big demand. See the samples and **ORDER EARLY FOR FALL.**

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Smart lines and ingenious patterns are, of course, all important in the productions of artistic footwear.

When, in addition, WEILDA CALF is employed, the beauty and attractive power of such shoes is decidedly emphasized.

*LET US SEND YOU SAMPLE CUTTINGS*

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## A. C. Lawrence Leather Company

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## A NEW LINE OF STITCHDOWNS

There is an urgent need in the Trade for a good reliable line of Stitchdowns.

This new line of ours is the outcome of very special effort to give you Stitchdowns that will be the best possible combination of Style, Value and good shoemaking.

It offers a choice selection, covering every need for Men, Boys, Misses and Children—all made the Daoust Lalonde way that means customer satisfaction.

This is an ideal Sport Shoe, Chrome Sole,  $\frac{3}{4}$ " Heel, attractively patterned in the most popular leather combinations.

WITH THEIR EXTREMELY LOW PRICES AND GOOD QUALITY YOU WILL WELCOME THESE SHOES AS EXCEPTIONALLY STRONG SELLERS.

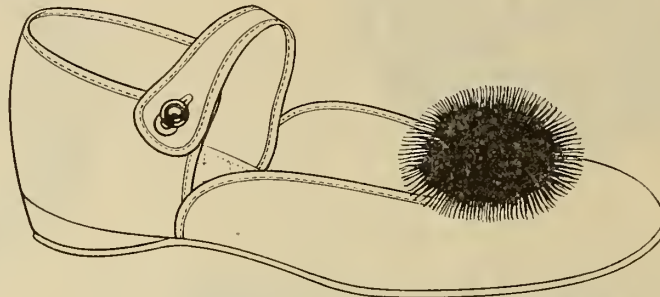
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# 3 Great Big Value Leaders 3

Out of Many Specials --- Samples on Request  
Our Latest 'Temptation' Novelty Slipper

Colors — Glace  
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Grey—Baby Blue  
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Strike While The Iron Is Hot. Stock Griffin Polishes Now  
ADVERTISING CAMPAIGN NOW IN ALL LEADING CITIES

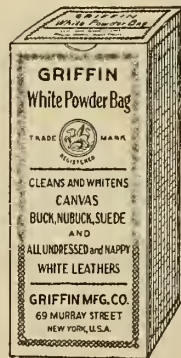
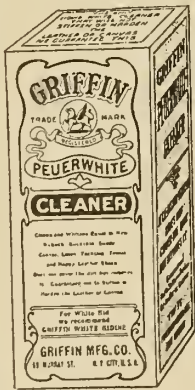
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In this part of last making, the United Last Company Limited, has no peer, for into our organization we have drawn many of the last creating geniuses of America—extremely interesting men who dearly love their work. Just as great composers and famous artists endeavor to put into music or picture the beauty of their visions, these tireless artisans of ours strive always to give to Canadian shoe manufacturers lasts in which are embodied the style features of their inspiration.



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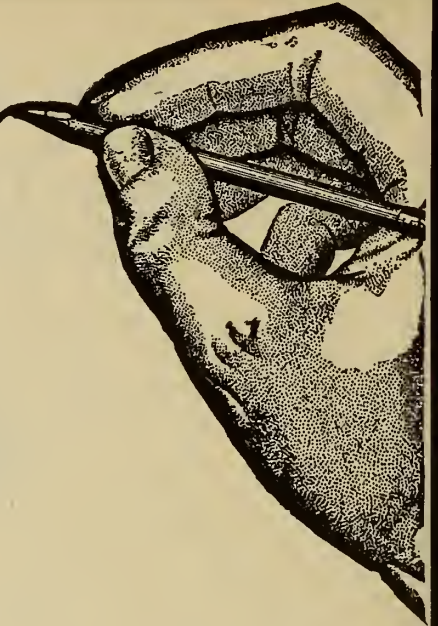
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# Satisfaction



## In Norfolk Solid Shoes

We Specialize in Solid  
Leather Shoes for Boys,  
Youths and Lads. Made  
in Black and Mahogany  
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Write for Price List.

We serve the wholesale trade only.

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**IN STOCK**

***“Frank W. Slater’s Strider Shoe”***

**READY FOR IMMEDIATE SHIPMENT**

WHEN BUYING YOUR STRIDER SHOES, THIS MODEL IN PARTICULAR CAN BE DEPENDED UPON TO OUTFIT COMPETITION.

THEY OWE THEIR POPULARITY TO THE PREFERENCE SHOWN THEM BY THE DISCRIMINATING MEN AND WOMEN OF CANADA.



Last 22

- 6006 Men's Gun Metal Calf W. Foxed Bal. Width D, Sizes 5—10 \$5.90  
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THESE ARE VALUES THAT WILL UNDOUBTEDLY PRODUCE TRADE THIS SUMMER AND FALL.

BE SURE YOU HAVE OUR NEW CATALOGUE SHOWING 24 LEADING IN-STOCK LINES.

“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***  
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*Misses' Whole Quarter Box  
Calf Blucher McKay.*



*Men's Heavy Chocolate Chrome Retan  
An ideal boot for the farm.*

# Sisman Staples

## Stimulate Sales

Made of real leather by skilled artisans.  
The Shoe super-excellent.



*Men's Combination Chocolate Elk  
Blucher, Smoked Elk trimming.*



*Men's Eleven Inch Smooth Elk Blucher  
with Chocolate Elk Trimming.*

Write for Price List Now!

# The T. Sisman Shoe Company

Limited

Head Office, Aurora

Branch, Newmarket

# Shoe and Leather Journal

*Published Twice a Month*

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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.

## Grounds For Confidence

**T**HE business situation continues to evidence the most hopeful signs of returning stability. In spite of the fact that we have almost reached the period of summer hesitation, there is as yet little sign of slackening in the demand of staple necessities.

The recent slump in the stock market in New York is but an indication of the fact that we are progressing steadily though slowly towards more established conditions. There has been very slight, if any reflection of the settling of stocks in Canada during the past week or two in which several listed securities have actually recommenced the payment of dividends. The whole trend of stocks would seem to indicate continued growth of confidence in industrial conditions.

The steady improvement in crop prospects is having its due effect from coast to coast. From all quarters come encouraging reports as to grains, roots and fruits. Even the West is "perking up" although there have been untoward conditions in a few districts that mar the outlook to some extent. Nevertheless reports from the West have a healthy tone of sane optimism that is not inclined to bank too heavily on the results of the present season's agricultural operations.

The recent amendments to the budget proposals remove to a considerable extent the unrest and anxiety with regard to tariff and excise changes that existed and business is bound to feel the beneficial effects in a general way. Unemployment has also been considerably reduced in some localities where manufacturing was held in abeyance.

Business with the retail trade has shown a marked improvement over May and both orders and payments show an appreciable increase. There is a noticeable increase in the willingness to take chances on ordering ahead, and manufacturers report that there is a growing confidence with regard to fall prospects that promises well for the sale of staple lines.

In the meantime everybody appears to be following a well-defined policy of unremitting effort and relentless elimination of extravagant habits and methods.



# The Round Table

## Are Women's Boots Coming Back?— What About Present Buying and Selling Methods?

For this month the Round Table is discussing two questions which are of prime interest to the trade at the moment. The first is:

### Are Boots for Women Coming Back?

A survey of the opinions of the manufacturing branch of the industry was printed in our last issue, as follows:

"Manufacturers do not seem to anticipate a pronounced call for boots for women. Of course all lines carry them, as there is always a demand for high shoes up to a certain point, and of a more or less staple character. Some manufacturers are bringing out boots which have a certain amount of novelty or snap to them, or some individual idea which they hope will prove popular or anticipate public demand. But if they are coming as a predominating factor, manufacturers can only see them in the distant future, and certainly not in the next six months."

From so many directions rumors have been coming to the effect that women will inevitably tire of low shoes, that the cycle of styles must continue, that it is worth while to discuss the situation from all possible angles.

#### A Toronto Dealer says:

"From any indications as yet there looks to be very little sign of boots for women for fall. Possibly a few of the matron or staple lines, which seem almost always necessary, and those in black."

#### A Western Ontario Retailer.

"There will be a slight showing of high boots for mid-winter, for the older class. The younger women will wear oxfords through the winter, with spats or goloshes."

#### A St. Catharines Dealer.

"Indications here (near the border), are not favorable to boots, as far as our individual demands go, though they may be bought to some extent for fall. If they do come in, the call will likely be for black kid and brown calf. Few black calf."

#### A Toronto Retailer says:

"Longer skirts will bring boots back for the fall of 1923. Ten inch black and colored, with Louis and 16/8 Cuban heels."

#### A London Dealer.

"Boots will not come back this year, and can't say when. Customers like the convenience of the low cuts; merchants like them; manufacturers like them, and will likely keep producing styles that will keep up the interest."

#### An Ottawa Retailer Says:

"Boots will certainly come back just as all styles return. If New York says 'boots,' then they will come, but when, nobody can say."

#### A Yonge Street Dealer says:

"Yes. Because they are the only new thing in sight. Would expect button boots with low tops."

#### A Winnipeg Dealer says:

"I do not think that boots for women are coming back in the near future, and not until longer skirts are worn."

#### Another Ottawa Man says:

"I cannot see a come-back on boots very soon. Only boots selling are black staple lines. Low cut shoes are smarter and more convenient."

#### A Nova Scotia Dealer:

"There are no indications as yet, down here 'by the sea.'"

#### A New Brunswick Man says:

"We consider women's boots are coming back in the fall to some extent, as this country particularly is not an oxford country, and the average weather calls for boots, except in the summer time. The height will be just an average height, not the extreme height that was worn in the past, nor do we think they will come very low."

#### A Saskatchewan Dealer:

"We are selling very few boots. Some ladies are talking against oxfords and straps. Boots may be stronger a year from this fall."

#### A Western Ontario Man:

"Boots are not coming back soon. What will be sold will comprise a few for growing girls, mostly cheap shoes, and a few black kid with medium heel for middle-aged women."

#### A St. Catherine Street Dealer:

"We believe we will sell a fair quantity of high shoes in low and military heels, but they will be of staple variety. Believe the average retailer has overlooked a lot of good business in high shoes this past season, but believe the big volume will continue in low shoes."

#### A Winnipeg Retailer says:

"Boots will certainly come back some time, but when, nobody can tell. One indication will be when present wholesale and retail stocks of boots have been depleted and bargain clearances are over."

"They will come back in a different style. What that style will be is impossible to tell now. Button boots should be making their appearance soon."

#### A Saskatoon Man Says:—

"Boots will not come back for a while. Some will likely be called for another season."

#### A Parkdale Dealer Says:—

"If women are going to wear longer skirts there is a possibility of boots coming back. We may see some in December, but not many before next year. I don't think they will be button boots, but rather look for lace boots, or some novel type of boot. Women's ankles have grown so large from constant wearing of low shoes that it will take years of boots to bring them back to the point where button boots will look at all neat."

# About Buying Methods

The second question discussed by the "Round Table" is one of immediate interest to all branches of the trade. When business slackened off a year or so ago, and the trade got tired of "waiting for something to turn up," the word was passed down the line to "jazz things up a bit." As a result manufacturers on both sides of the line started out in a contest to find out what the public would buy, if anything. Retailers entered into the game, and a succession of novelty offerings came along which has bewildered most of the operators themselves. While it has undoubtedly resulted in a larger distribution of shoes, it is still a debatable question as to who is ahead of the game in the long run. From opinions expressed, one of the consequences has been that buyers are ordering in smaller lots than ever, and are fearful of being nipped by every style change that comes along.

While it is quite true that numerically "styles," as they are known to shoe men, have been few, the question of patterns and details of appearance is just as important from a style point of view. The retailer does not worry so much about toes long or short vamps, low or relatively high heels, as he does about the kind of straps, cut-outs, sandals, saddles, colors, leathers, buckles or buttons, etc. And too few realize that an oxford sold means that a strap will not be worn; a patent shoe displaces calf or kid; and so on. In the effort to suit all tastes, the dealer is likely to over-buy, with resultant disaster. And to quite an extent, the same applies to wholesalers and manufacturers.

A perusal of the American trade press indicates misgivings as to the future, and efforts to arrange some sort of standardization. A survey of Canadian manufacturers printed in our last issue elicited the information that with few exceptions manufacturers would welcome a return to a measure of stability. The opinions of representative retailers which follow indicate the feelings of that section of the trade. We asked them:—

**"What do you think of the policy of buying novelties under present conditions? Do you favour the present method of buying, or would you prefer the twice a year method, or four times a year? Why?"**  
**A Winnipeg Dealer Says:—**

"We think the best policy is to buy as near the time of delivery as possible **with safety**. This applies to both novelties and staples."

**A Toronto Retailer Says:—**

"The policy of novelty buying seems to have worked itself into a position where it would be hard to change from under present conditions.

"Fickle notions and ideas seemingly change so very quickly one feels it necessary to quietly feel out the new ones, and then buy them cautiously as often as it looks necessary. Cleaning up as much as possible, lot after lot. The idea of a given period for buying for that class of trade seems to be passed for the time being anyway. And if it were possible we surely would prefer the twice-a-year buy back again; for the reason that one can study out his sup-

posed requirements for the season ahead, and cover for it, using his sortings to fill up and carry on."

He asks:—

"Why do so many manufacturers send their men on the road to secure placing business; then send them out with two or three of the so-called novelties? This is apparently the great bone of contention. Re. post season buying, can we get away from it?"

**Another Leading Toronto Man Says:—**

"We are not buying many novelties, but prefer our present method as long as novelties prevail. We buy quarterly on staples."

He asks:—

"Why do the last and pattern makers insist on changing styles so often?"

"Who is it really demands the style changes?"

**A Leader in Winnipeg Trade Says:—**

"I believe in buying goods every month, if we could get deliveries. And I hope they will never ask us to buy novelties six months ahead; for when they do arrive, in many instances they are back numbers."

**A Nova Scotia Man Says:—**

"In view of the fact that 'Foot Millinery' styles change over night we are watching things carefully, and think four times a year would help out a lot."

He wants to know:—

"When is shoe labour going to 'ease off' in its wage scale and help reduce costs? These are 'no profit' days for the retailer, as the consumer thinks he is being held up!"

**A Western Ontario Man Says:—**

"The present methods of buying from hand to mouth with manufacturers carrying more stock lines is suiting us better than buying four or six months ahead. A few novelties are all right."

He asks:—

"Will brown oxfords and straps sell as well this fall as last? I do not think they will. I look for more black than usual."

**A New Brunswick Man Says:—**

"We are buying novelties just as the demand comes for them, and only buying them from hand to mouth, pretty nearly down to a special pair basis. We favor the present method of buying, that is, four times a year, until conditions become normal. In fact this method keeps our stock in much better shape than buying twice a year."

**A Saskatchewan Dealer:—**

"We buy very few novelties. It is too risky, and there is no money in them in the end. I prefer sorting all the time. I buy very little ahead now."

"The retail shoeman should be advised at least six months ahead as to the coming change in style. This would give him a chance to clean up."

**A St. Catherine Street Merchant:—**

"Buying novelties under present day conditions is quite a problem, as I believe style is what the individual store makes it. I do not believe in just following the season, but in continuous buying on the budget plan."



**Another Winnipeg Man Says:—**

"The present system is very hazardous. More money will be lost than made in novelty clean-ups. I hope we will soon return to buying twice yearly. At the present time, buying three months in advance, or four times a year, is dangerous. Because the merchant, big or little, is at his wits' end to know just what to do."

**"Would it not be better for the manufacturer, wholesaler and retailer to get together in such a way as to bring about a moderation in footwear? If this is not done very soon, the trade, including the manufacturers will find the business financially bankrupt, because of the heavy depreciation caused by novelty styles, heels, sandal freaks, colors, and the wide range of prices. So that the business on a whole is in an uncertain condition."**

**An Ottawa Retailer Writes:—**

"It is a novelty game at present. One should not buy too many pairs or in large quantities. Factories should be able to turn out goods in four or five weeks time. No more twice a year buying for mine. By buying often you can run with a smaller stock, always show what is new, and avoid congestion in factories."

**An Ontario Dealer Says:—**

"Twice a year by all means. It is the only safe and sound way to do business."

"I would suggest that all merchants buy for the fall, and if a new style comes out for mid-winter, merchants refuse to buy it. This would stop sudden style changing. Pay less attention to your competitor, and more to your own business. It will pay you well."

**A St. Catharine Retailer:—**

"The novelty or 'millinery' idea in shoes is a problem. Stock carried might eliminate somewhat the risk of being 'stuck.' The difficulty is that the new style is in before the past merchandise arrives. Style extremists or fashion makers in U.S. are just so many jumps ahead of our own that border cities are necessarily keyed up more than inland retailers. More frequent opportunities might overcome this. Candidly, the condition would have to be seen to be appreciated."

**A Toronto Retailer:—**

"Buy small quantities of newest novelties every day. The present method of buying helps to keep stock down."

He asks:—

"Why do not all manufacturers put laces in their goods?"

"Jobbers and manufacturers should not send out post cards and folders with prices where postal clerks and carriers see costs."

**A London Man Says:—**

"We would of course prefer that styles lasted just a little bit longer, so we could clean up better. But as long as they change as they do, we prefer to buy as we are doing, small lots often."

**An Ottawa Dealer:—**

"Buy novelties; sell them out and do not size up

on them. On account of extreme changes of styles four times a year or oftener is becoming the only way to buy."

He asks:—

"Will buckles and straps continue through until 1923?"

"Why do not the factories carry more styles in stock?"

**A Windsor Man Says:—**

"We are buying as we require anything. I do not believe that there is any likelihood of the shoe business getting away from the novelty proposition, and while that is the case, we prefer to buy as required. We will not place ahead for anything other than the absolute necessities."

**A Saskatoon Dealer Says:—**

"Buying will likely be more on the four times a year basis."

"I should like to see a general style forecast each season, showing possible later developments for that season."

**A Parkdale Dealer Says:—**

"I think present system, or lack of system is rotten. Let us buy four times a year by all means as soon as possible. The only remedy is for the various organizations of the trade to get together and work out a solution."

He asks:—

"Why should there be such a difference in the price of women's and men's shoes. At present, for the amount of leather and labor involved, men's shoes are cheaper than the same grade of women's. Why is this?"

A hardware man put a washing machine in the window saying it would be sold to the highest bidder, and invited sealed offers. He got a lot of bids, and a very fair price. Better, he aroused a lot of interest in this particular line. Why not a shoe?

**I WANT TO KNOW.**

**"What is the best method of displaying hosiery in a shoe store to increase its sale?"**

**"Can we get away from post-season buying?"**

**"Why do the last and pattern makers insist on changing styles so often?"**

**"Who is it really demands the style change?"**

**"When is shoe labour going to 'ease off' in its wage scale, and help reduce costs?"**

**"Will brown oxfords and straps sell as well this fall as last?"**

**"Why do not all manufacturers put laces in their goods?"**

**"Will buckles and straps continue through until 1923?"**

**"Why do not the factories carry more styles in stock?"**

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

**"Why should a retailer keep a detailed stock record?"**

# Stray Shots From Solomon

The world is not so much concerned as to who you are as to what you are. Solomon says:

WHAT ARE YOU?  
"I have seen servants upon horses and princes walking as servants upon the earth." Of

all the asses in this world the man who is always trying to appear "somebody," is the most hopeless. It is said that the celebrated wit, Sydney Smith was in the habit of going up to self-important looking individuals on the street and asking the question very gravely, "Pray, sir, are you anybody in particular?" You can always tell the upstart from the fuss he occasions wherever he happens to inflict himself. In the railroad coach he brawls about seats and in the pullman orders the porter about like old boots, exacting all kinds of attention. At the concert hall and in church he is always suffering from drafts and fusses about the management. The other day one of these self-important individuals was making his presence felt on a street car, when a seedy looking, red-nosed individual gave the whole car the cue to his antecedents by going up to him and saluting him with "Hello, Billy!" When you find a fellow, who is anxious to impress his possession of "blue blood" upon his acquaintances or neighbors, you can safely put it down that you won't have to go back two generations to find the soap grease cart or the pick. And in nine cases out of ten the cart or the pick were handled by cleaner hands than those that make greater pretensions. If you are worth knowing, people will find it out, and if you are not, no amount of tin horn tooting will help you out.

\* \* \*

In this age of talk, one would think the mouth got in enough work without any assistance from the other members,

THEIR FEET and yet, as Solomon says, there are people who "speak with their feet." There are men

who profess to be able to tell a man's character from the way he wears out his boots. There is a sense, however, in which feet talk that is not contemplated by those who profess to be able to tell the size of a man's pocket-book by the heels of his shoes or the way he treats his wife by soles at the toes. A man may talk religion till he can't spit; but if his feet take him into the back entrance of a dive they will soon out-

talk his mouth, and land him on the street. A man may talk down the most talkative traveller that shows him goods; but if his feet lead to the betting ring or the ball game when they should be in his store, they will soon talk down his commercial rating. A man may have a university education and may be able to delight those who call at his store with his conversational powers as well as his gentlemanly manners; but if his feet tramp the path to the house of the "strange woman" whose steps "take hold on hell," their voice will be heard above his soft accents and courteous words, and the virtuous will learn to shun his presence and the wise creditor his account. It is not now so often asked of a man how much he has in the bank as where he spends his leisure time. Young man, how do you feet talk? Let me know where your feet take you at night when the store is closed, and I will tell you where you will stand five years from now.

\* \* \* \*

The reason some men have such a hard time doing right is because they are always "at home" to the Devil. He is too

THEY "RUN" much of a gentleman to stay WITH HIM. when he is not wanted. When

you find a man walking arm-in-arm with a crook or entertaining a black-guard, you may put it down that it is a case of mutual affinity. People who whine about being "led" into temptation in nine cases out of ten tempt the Devil. The man who camps in an enemy's country, and complains when he is pressed into service, doesn't deserve much sympathy. The fellow who spends his time and substance with loafers and prostitutes, or devotes his evenings to poker and hootch, ought not to feel astonished if the prayer meeting seems tame or legitimate business is dull and uninteresting. There are people on the lookout for anything, from an angel to a devil, to help them crawfish out of their evil ways. As wise a man as Shakespeare puts into the mouth of Othello, referring to association with a certain vice the words:

"He that means virtuously, and yet does so,  
The Devil his virtue tempts, and he tempts  
Heaven."

Solomon himself saith, "Enter not into the path of the wicked."

*Solomon*



# Results of Examination

## Names of Winners of Prizes and Honor List of Those Passing Examination in Shoe Salesmanship — Keenly Contested Competition.

IN its April 15th issue the Shoe and Leather Journal announced its Semi-annual Examination in Shoe Salesmanship open to proprietors and clerks throughout Canada. The popularity of the proposition was evidenced by the large number of competitions that reached us before the second announcement of the examination paper. Dealers and their assistants from all parts of Canada have taken a hand with the result that the work of the examiners became quite an arduous one.

From a practical standpoint the result has been even more satisfactory than anticipated by the management, some very fine efforts being submitted. Answers have come in from clerks as well as proprietors from the Atlantic to the Pacific, and also from all kinds of stores. As announced in setting the examination papers the answers were judged solely by their practical character and not by mere literary merit and the judges were so instructed.

The judges appointed were as follows: C. E. Smith, Peterboro, Vice-President of the N.S.R.A.; Fred A. Blachford, Toronto, one of our leading city shoemen, and James Acton, Toronto, to all of whom typewritten copies of the questions and answers were supplied with numbers only attached. The judges had thus no opportunity whatever of knowing either the names or addresses of the candidates, and the answers were therefore impartially considered. Ten points were allowed for each question, and the papers marked accordingly. The three different sets were then carefully compared, and the final results established from this comparison.

The winner of the first prize was so distinctly ahead of all other competitors that there was no question as to the standing of his paper. For the second and third prizes the competition was keen and several of those competing missed reaching the goal by comparatively few marks. There were at least a dozen outstanding papers evidencing the selling ability of contestants and the number who passed the fifty per cent test shows that brains are being used today in selling shoes as never before.

The competition has been so successful that the Shoe and Leather Journal, which will announce its next "Examination" in September next, feels sure that the trade will be sufficiently aroused on this subject to more than double the list of contestants. By the way, the suggestion has been made that the first prize instead of being a cash one should take the form of a cup or other trophy and the other prizes in the nature of suitable souvenirs. We will be glad to hear from our readers on this subject.

### The Winners.

The prize winners, as noted in the adjoining column were Messrs. Rowland Hill, Jr., London, Ont.; Roy A. Malcolm, Red Deer, Alta., and A. B. Zacks, Peterboro, Ont. The following grading over fifty per cent were passed with honors: Messrs. Ray Co-

lumbus, St. John, N.B.; Herbert Shill, London, Ont.; F. C. Sutherst, Hamilton, Ont.; V. M. LeBlanc, Moncton, N.B.; G. F. McArthur, Guelph, Ont.; F. M. Gray, London, Ont.; V. F. Pearsall, Galt, Ont.; W. B. Johnston, New Westminster, B.C.; M. Ironstone, Sudbury, Ont.; H. G. Lutes, North Vancouver, B.C.; M. F. Carter, London, Ont.; A. H. Grigg, London, Ont.; Fred W. Ham, Fort William, Ont.; W. E. Robertson, Renfrew, Ont.; A. F. Alexander, Vancouver, B.C.; T. W. Watson, Hamilton, Ont.; Gustave Caron, Montreal, Que.; J. H. Flaherty, Amherst, N.S.; John Phillips, Bracebridge, Ont.; M. MacLeod, Saskatoon, Sask.; Milton F. Steinke, Elmira, Ont.; F. J. Mairs, Hamilton, Ont.

The following ladies also passed the examination: Miss Mae MacDonald, Halifax, N.S.; Miss Jessie Cummings, Acton, Ont.; Miss Lillian Strachan, and Mrs. B. H. Earle, Edmunston, N.B.

### THE EXAMINATION.

1. 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?
2. 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?
3. If a customer loses his temper and practically accuses you of making false statements, as to price or character of the goods, what would you say or do?
4. When a man or woman in a loud voice criticizes the store or its methods, what would you do?
5. How would you handle a lady customer who asks for 3½B. when you see she really needs a 4C.?
6. When a woman brings a friend, and the latter insists on giving her opinion, what would you do?
7. When a woman says she saw a similar shoe in a store up the street at \$2.00 less, how would you treat her?
8. When you have done your best to sell a customer, and she seems to become more uncertain the more shoes she is shown. How would you close a satisfactory sale?
9. 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?
10. 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?

### THE WINNERS.

**FIRST PRIZE**—Mr. Rowland Hill, Jr., London, Ont.

**SECOND PRIZE**—Mr. Roy A. Malcolm, Red Deer, Alta.

**THIRD PRIZE**—Mr. A. B. Zacks, Peterboro, Ont.

# The Prize Winning Paper

1. In answer to question one, I would say to my customer: "What you say in regard to American shoes was quite correct until a few years ago, but conditions in the last few years have changed. Today we have Canadian shoes that I can prove will fit you as well as the American shoes you have been accustomed to. For instance let me show you this model which we have just received (proceeding to produce a shoe which would likely appeal to the customer) I'd like you to see for yourself just how well this style will fit you." As it is being fitted, the fine points of the shoe, as well as its perfect fit would be commented on, not forgetting to mention that this shoe could be bought for about one third less than a similar quality American shoe could sell for in Canada. I would also remind the customer that the Canadian buyer was helping her own country in buying Canadian goods. The aim would be to be frank and friendly, siding with the customer as far as possible, but also to show in a tactful and convincing manner, that we had every reason to be proud of, not only the perfect fit, but also the quality and style of our Canadian footwear.

2. In answer to this question, I would tell the customer that we could not understand how it could be possible that he had received the shoes in such a condition since we bought shoes only from makers who made and shipped us perfect goods, and we always carefully examined each shoe before placing it in stock. However, in case the customer still maintained that the shoes were damaged when received we certainly would be glad to take them back and make full allowance. My policy would be to take the customer's word without question and rather be imposed on than run the chance of having a customer dissatisfied. Allowances of this kind I would charge to advertising, and make the customer feel so pleased that I would consider I was getting valuable low priced advertising.

3. In answer to question three, I first of all would have a fight and win—a fight to hold my own temper. I would let the customer have his say full out. In meeting a customer of this kind I would lead him first of all to a corner of the store as far as possible away from all other customers. After he had said all he had to say, I would begin by saying that I was sorry he felt the way he did as our reputation for veracity was one thing that we were proud of. One of our rules was not to make statements that we could not make good; that we always stood ready to make an adjustment. If by any chance we had made some mistake, as even the best intentioned people make mistakes sometimes, we would be glad to be set right. The hardest task in dealing with a customer of this type would be to tactfully and pleasantly lead him to a place where he would be open to reason. I would try by all means to have him leave the store with the feeling that here was a store where those in charge were anxious to please, and a store that was willing and ready to go the very limit for the customer.

4. It is important in handling a customer who has come to the store to loudly criticize its methods, etc., that the customer be handled in a part of the

store as far away as possible from customers making purchases, so that they might not be disturbed or otherwise prejudiced by what they might hear. The best way to handle this customer would be to hold your temper and explain in as few words as possible, that if we had any complaint that we could adjust we would gladly do it. Tell him too that you regret that he feels the way he does and assure him that our business policy is always the same, "the best goods and service possible at the lowest prices, and real guarantee with every purchase." Then let him understand that you expect him to leave the store,



Rowland Hill, Jr., London

and try to get rid of him at once. After that forget the incident or it may have an unfavorable influence in your dealing with the next customer.

5. In fitting a customer who asks for a 3½B. and who needs a 4C. I would proceed in the same way as if she had not asked for a special size, and after having the customer seated would take off her shoe and measure her foot with the size stick and then proceed to get the shoe I thought would fit her. As far as possible all further conversation would be about the quality, style, finish, etc., of the goods, and I would try to make the sale without ever mentioning the size again. However, in case the matter was brought up I would again use the size stick and explain how shoes were fitted, trying to convince her that we don't fit shoes merely according to the size marked, as the sizes and widths vary so much. With a hard customer one might even have to go as far as explaining the system of size marking and then diplomatically fit two or three extreme styles and shapes which would back up your arguments as to which was the only safe method to procure a real fit. Explain also that she was quite welcome to any size she asked for, but that you made a specialty of giving a perfect fit, and could only stand behind the size you were recommending.

6. In dealing with a customer with a friend it is wise to say as little as possible until it is seen which party is really the one who has come to do the choosing. Once this is decided the course is

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# Sole Leather Situation And Outlook

By Mr. L. O. Breithaupt.

To analyse the sole leather situation and general outlook we must first consider the status of the hide market.

The present hide situation indicates higher hide prices all along the line. About 200,000 Packer hides were sold toward the end of last week at an average advance of 2 cents per pound. The market is cleaned up to date and there seems to be no surplus of suitable stock available. There has also been a proportionate increase in the price of dry hides recorded during the last week. Sole leather tanners are unable to manufacture leather from these hides at present prices of sole leather without effecting serious losses.

Export of sole leather to England and other European countries had for the time being been very much curtailed owing to the unfortunate exchange conditions. With the general improvement along these lines, export is gradually being resumed and the pre-war trade channels are once again being reopened.

Those who have been following the trend of the markets on hides and leather in the United States have noted that there has been a decided improvement during the last three weeks. The increased sales of men's shoes in that country distinctly indicates that large numbers of men all over the country are being re-employed. Large unexpected shoe sales found jobbers and retailers alike, unable to meet the demand and compelled them to make rapid replenishment of their stock and to send in hurry up orders for new supplies.

Canada is never very far behind the United States in regard to market conditions, and the same conditions that exist there are sure to exist here as our raw material markets are identical.

We feel that shoe jobbers and retailers are well advised to place their orders with the shoe manufacturers at this time if they have not already done so. Sole leather prices have advanced slightly and will advance further in keeping with the stronger hide market.

To further substantiate our contention we submit the following table which we have prepared to show that further declines in prices of sole leather cannot possibly be reasonably expected, but, on the other hand, further advances are highly probable.

<b>Packer Heavy Native Steers.</b>	
Pre-war Jan. 1/14.....	17¾
War Dec. 1/17.....	35
Peak post war Aug. 1/19.	53
Lowest point Apr. 1/21..	9½
Jan. 15th. ....	13
Present June 15/22.....	16

It will be seen at a glance that the trend of sole leather prices is bound to be upwards as there has been a gradual but sure movement upward ever since the low point was reached on the 1st of April, 1921. The advance since Jan. 15th, is significant as there has not been a similar advance recorded in leather prices based on re-placement cost. Shrewd buyers are anticipating this advance and buying whatever they can at to-day's prices.

There are several outstanding reasons why everyone is feeling more optimistic. The Ottawa budget has passed and on the whole, is considered as not imposing any serious hardship on the industry. The crop outlook has not been as good for a number of years. Exchange has improved making export trade once more possible. And taking all these facts into consideration, everyone feels that prosperity and normal business conditions are at hand.

## THE UPPER LEATHER SITUATION AND PROSPECTS.

With low shoes holding the centre of the stage, it is quite natural that even under normal conditions of shoe distribution the volume of upper leathers of all classes should be restricted. This has been the case for some time, and will doubtless continue in some measure till shoes are worn which involve a greater footage of upper leather pair. The summer season coming along, with its vogue of white fabric shoes, and fancy effects has emphasized the situation, and still further curtailed distribution, particularly of kid and calf leathers.

Patent leather has had an unusually wide distribution, as a result of which producers of all types of the shiny leather, for export or local trade, have been working under pressure to meet the demand.

While hot weather usually causes sales of patent leather shoes to decline, the effect has been minimized this year by the fact that all lines showed many effects involving either patent alone, or with or as trimming. The public have been educated to the belief that patent shoes are hot in summer, and while the present styles afford plenty of ventilation, tradition is hard to down. Every thing points, however, to a continued call for patent shoes through next fall, so that it may be expected that, after a temporary lull, this leather would maintain its activity. With demand in its present condition, prices may be expected to maintain their present position.

Calfskin tanners report conditions as quiet and unchanged. While there has been an easing of prices in women's weights, the heavier weights required for men's goods have been hard to get, and exhibit a firm tendency. Production of shoes for fall and winter wear is bound to make heavier demands on calf leather, and as producers have not been working to capacity, any extra pressure is likely to result in a firming of the market. Raw materials have been steady to firm, and are fairly well cleaned up. Imported skins are high in price, and held very firmly, so that there is little to indicate that prices of calf leather are likely to weaken during the next few months.

Glazed kid has been held in the background by the patent leather vogue. Producers have been working on a curtailed basis, and even under present conditions supplies are not heavy. Raw skins have remained firm, to the extent that profitable operation has been difficult and often impossible.

Recent sales have been confined to lower grades, as the higher grades have not lent themselves to the manufacture of popular priced shoes. It is felt, however, that the kid shoe will make its appearance in gradually increasing numbers as we work into the fall, and this with a better will to buy on the part of the public should bring this leather to its proper position again. Here again, therefore, we find an undertone of optimism, and a belief that, for some

time at least, prices cannot be expected to recede.

As long as prices of hides and skins remain firm, or show a tendency to advance, it would seem logical to believe that leather prices cannot go down. There is no doubt that many lots of leather have been sold at a loss during the past six months, in order to secure some cash or negotiable paper. But with volume curtailed, labor unchanged, and raw materials firming, the tanner can only operate a certain length of time on less than a replacement basis. There is a growing feeling in the trade from retailer to tanner, that a sound basis of merchandising must be established. Liquidation is or should be, practically complete. From now on, the man who will stay in the game is the one who knows his costs, and who gets at least a new dollar for an old one. The spirit of "live and let live," is coming back, and the day when the buyer sees that to be satisfactory a transaction must be mutually profitable to him and to the seller.

## Leather

### The First of a Series of Articles Dealing with Source, Production and Uses of Leather in Manner of Interest to the Layman.

WHILE the question of leather is an old story to the tanner, and shoe manufacturer, the average shoe dealer picks up his knowledge, as he goes, from various sources, from salesmen, from the technical press, and from such limited literary sources as exist. And while it is quite possible for a man to sell shoes to the consuming public without a detailed knowledge of leathers, where they come from, how they are made, etc., it is quite certain that he cannot know too much about the goods he is handling, and the raw materials from which they are made.

Therefore, without going closely into technical and to many people uninteresting details, we are commencing a series of articles, which will appear from time to time and which we hope may provide an occasional point of interest or information to those who may read them.

#### Raw Materials.

While leather, as defined by Mr. H. G. Crockett, an English authority, is "the core of an animal's skin, preserved from natural decay and rendered pliable by means of fats, oils, tannic acid, and various other chemical agents," and may be produced from the skin of almost any animal and even some fish, we are primarily interested in its production from the hides of cattle, calves, sheep, goats, horses and pigs, and a few other animals. The process of tanning, originally derived from the use of tannins, or tannic acid found in the bark and wood of trees, consists essentially of permeating the skin with suitable agents which make it pliable, durable, strong and tough, partially waterproof, and susceptible in the case of upper leather, to a brilliant polish. Were the skin not treated in this manner, the substance of which it is composed is of such a nature that it would putrefy and decay very rapidly. It might be thought that knowledge of such an everyday product as leather would be common to the man

on the street. On the contrary, a Canadian tanner tells of a friend who is a doctor, who had a vague impression that tanners took hides of cattle, put them through a machine, something like a sausage machine, ground them up, mixed them with chemicals, and turned out slabs of sole leather.

When one considers the processes through which the hide goes from the time it leaves the field or stall, till it is worn on the street, he is impressed with the wonderful nature and development of the shoe and leather industry.

The principal types of leather in which the shoe man is interested are sole leather, upper leather, and leathers used for insoles, linings, counters, welts, etc. Upper leather divides itself principally into calf, side leather, kid, and patent leathers, in addition to suede, buck and other special types or finishes.

#### Sole Leather.

The principal sources of sole leather used on this continent are the large packing houses of North and South America. The latter, coming as they do, from a long distance, are largely in the form of dry hides; that is to say, the hides are either dried thoroughly, or given a partial curing with salt and afterwards dried. The name "frigorificos," applied to certain types of South American hides, is derived from the fact that the hides came from large packing houses whose chief product was chilled or frozen beef, going to the European markets.

But the bulk of the sole leather in North America is produced from so-called "Packer Hides," the by-product of the slaughter of cattle in the large packing houses of the continent. There, the art of removing the skin has been developed to such a point that the minimum number of cuts and avoidable defects is obtained. These hides, as contrasted with those taken off by farmers and country butchers, which are called "Country Hides," give a better yield, and grade higher, as there is less waste and trimming due to rough and inexperienced take-off; for it must be understood that every knife cut that weakens or marks the hide, represents a definite loss to the tanner, as the leather at that point is useless. The same is to a large extent true of holes or marks made by grubs or parasites, scratches caused by wire, sores, etc. Moreover, in buying from packers, the tanner is able to inspect his purchase, or to buy a certain selection of weight and grade of hides. The curing is more uniform and the hides cleaner, freer from manure, and the tanner is less likely to meet with losses through decay, putrefaction, or discoloration.

While country hides may be and are used for the production of sole leather, their value is considerably lower than that of packer hides, for several reasons, among which are the facts that no selection is obtainable, the tanner must take a chance on how the lot will grade and sort, how it is trimmed, cut, scarred, and cured.

Packer hides are subject to a selection by weight, size, and general qualities. For instance in Chicago markets they have native steers, spready steers (large skins), Texas steers (characterised by being branded on the butt), Colorado steers (side branded), native cows, bulls, and country hides.

Packer hides are cured in special hide-cellars, in a uniform manner, and when bought can be inspec-

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# Selling Children's Shoes Through the Parents

In our last article we gave pointers on seasonable advertising. It is our intention to follow this up with a few words on specialty advertising. By that we mean concentrating on one particular field.

Let us start on children's shoes. Children do not buy their own shoes; their parents buy them. That means you must sell the parents before you can make a sale. In most cases the buying of children's shoes is done by the Mother, therefore, in your advertising address your copy to the lady of the house. You can address your appeal in many ways.

For the very young child and growing kiddie not yet started school you can talk foot health and protection. A child's foot is easily ruined by the wrong kind of shoes, tight shoes crowd the feet, preventing free blood circulation, a fact that sick headache, eye trouble, nervousness and tiredness have been traced to.

By the careful study of these many points the retailer will find numerous excellent and educating selling points. The writer believes that the average Mother would not tolerate low price or cheapness with poor quality, where her child's foot health is at stake. So in your advertising, put your price in plain and large, but do not talk too much of "the best for the least money."

In dealing with the boy and girl who goes to school, and takes part in the rough and tumble of school play, foot health need not be so strongly mentioned. What is chiefly lamented by parents is that they are everlastingly buying shoes for their youngsters at school. In other words, they can't buy shoes that last. If you are selling a really worthwhile make of shoes, shoes that stand up to the wear and tear of daily usage, you have some fine talking features to put up to the parents.

In this style of copy you can link up quality, materials, comfort, ability to wear and price. Your community should yield a rich harvest of sales in children's shoes. Go after it.

Size of ad. for publication  
3 Columns by 100 lines deep  
Type Face—Cheltenham

Blanks Summer Sale  
Set 36 pt.

Money Saving Bargains In Men's And Women's Shoes  
Set 12 pt Italic

We are overhauling our stocks in preparation of our new fall style. We have an unlimited choice of patents, combinations, sport and canvas shoes that we are selling at a money saving reduction. This is your opportunity to save money at our expense. Drop in and look our stocks over while we have a complete range of sizes and widths.

Set 12 pt.  
(A. B.)

Description of shoe with price supplied by advertiser.

Set 10 pt.  
Men! This is for you.  
Set 18 pt. Italics.

With description and price of shoe.  
Set 10 pt.

(C)  
Special store feature  
Set 12 pt. display  
(D)

Address Set 18 pt.  
Blanks Summer Sale  
Set 36 pt.

**Blanks Summer Sale**

*Money Saving Bargains in Men and Women's Shoes*



(a) Price



(b) Price

**B**

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(c) Price

Men  
This is for You

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(d) Price

**Blanks Summer Sale**



# COSTS AND PROFITS

**Post-mortem on failures in the Shoe Manufacturing Industry and amongst the wholesale trade, with a view to ascertaining the cause of the many casualties and how repetition of such experience can be averted.**

**By S. Roy Weaver, Manager, The Shoe Manufacturers' Association of Canada and The Shoe Wholesalers' Association of Canada.**

A shoe manufacturer of many years' experience, who is one of the most successful in the industry in Canada, attributes his success in considerable measure to observance of the following

## "Good Rules for Business Men."

Don't worry; don't overbuy; don't go security.  
Keep a high vitality; keep insured; keep sober; keep cool.

Stick to chosen pursuits, but not to chosen methods.

Be content with small beginnings and develop them.

Be wary of dealing with unsuccessful men.

Be cautious, but when a bargain is made stick to it.

Keep down expenses, but don't be stingy.

Make friends, but not favorites.

Don't take new risks to retrieve old losses.

Stop a bad account at once.

Make plans ahead, but don't make them in cast iron.

Don't tell what you are going to do until you have done it.

The Shoe Manufacturers' Association of Canada recently compiled a list of 42 shoe manufacturing organizations which have failed, discontinued shoe manufacturing because they could not make a profit at it or for other reasons, or undergone financial reorganization since the armistice. During the same period some 20 wholesale distributing houses have assigned, compromised or applied to their creditors for extensions. Post-mortems never are pleasant, but sometimes they are not only desirable, but productive of information of real value. One may well inquire as to why the casualty list in the shoe trade has been so heavy. If that question were submitted to a group of shoe men probably there would be considerable variety in the replies.

Some attribute the trade's tribulations to "too much competition." We are told that the shoe manufacturers are too numerous and that there is an excess of wholesalers. It probably is true that the list of shoe manufacturing concerns could be still further abbreviated without the Canadian public being obliged to go un-shod, and an armchair economist possibly could show that fewer wholesalers could distribute footwear as efficiently and possibly more economically than is done by the present number. But competition does not fully explain the situation.

Still other students of the shoe trade's trials would place the blame on the supply houses, on the ground that they have not exercised adequate caution, or dealt fairly with the older established houses, in extending excessive credit to new firms either in the manufacturing or the distributing of footwear. There would seem to be some justification for this criticism, inasmuch as the bad debts incurred by the supply houses go to increase the cost of the supplies which such houses sell to the shoe manufacturers,

and to enhance the price of shoes all along the line from manufacturer to consumer.

A criticism occasionally heard, but not so often now as formerly—is that there are too many men in the shoe trade who have had little or no experience in business affairs. It is sometimes said that so-and-so is too much shoemaker and too little business-man. Or that a certain manufacturer produces too good shoes to make money on them. There is an element of truth in all of these and in many other attempts to explain the lack of adequate profits in the manufacture and distribution of shoes. Yet the vital factor in the situation too often is not recognized.

There never has been a time when exorbitant profits have been made in the manufacture or the wholesale distribution of shoes in Canada. Moderate profits have been made in some cases, but at the present at least there is little or no money either in shoe manufacturing or in wholesale merchandising of footwear. Abnormal conditions which have obtained since the Summer of 1920 and which in large measure still obtain, have complicated the situation, but they alone do not explain it: there is a fundamental weakness in the trade which needs to be remedied. Many manufacturers and some wholesale distributors do not know the minimum prices at which they can afford to sell shoes. Costing has either been ignored or is defective. It has been the experience of the trade for years that when business is good new manufacturers and wholesalers will enter the field, take a speculative profit on a rising market, make no provision for a reaction in business, and be totally unprepared so that they become business casualties when prices drop or business slackens. In the process of failing they constitute a serious menace to all in the industry and sometimes actually bring disaster upon houses which deserve a better fate.

There are four factors in successful business:

1. Good Goods.
2. Prices which cover the full cost of the goods and all the expenses of doing business and in addition a reasonable margin of profit.
3. Volume of sales at such profitable prices.
4. Proper care in financing.

There is no surer road to business poverty than a large turnover at unprofitable prices. A merchant can pave the way to the poor house with orders at prices below cost. Yet too many will meet the alleged prices of a competitor, arguing "If he can sell at that price, so can I."

Sales without profit and even below cost not infrequently are made in a wild effort to obtain ready cash or easily negotiable paper. This necessity may be forced by financing exigencies and by failure to prepare for unusual cash requirements or poor collections. Not a few manufacturers and wholesalers have crippled their business by making "permanent fixed investments" which tied up too much of their liquid assets and could not be converted into ready money in time of emergency.

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# Showcards for July Selling

**Some Helpful Hints that Should Increase Sales During the Hot Month of July.**

**T**HERE is much window space that is not utilized to advantage in the shoe stores of this country and especially is this applicable to stores in towns from 2,500 to 10,000 population. The term "waste" here used is applied advisedly and means that there is not sufficient thought and care given to the displays to obtain the best results.

Like the farmer with his land, the shoe merchant should work his windows and care for them and make them yield the best crop possible by employing the latest and best methods available. It is true the merchants have dressed their windows and made displays; but have they exercised much thought in making these displays?

That show windows are profitable sales-getters may be verified by noting the time and money spent on window displays in large cities. And while the merchant of the small town may feel that the cases are not parallel, he should not forget that what is applicable to a large store in a large city is basically applicable to a small store in a small town.

July is holiday month and those who can, will get away from home for that annual change, if not a real rest. Even the shoe merchant will feel the effects of the hot weather and may want to lie down on the job, which feeling, if it comes, should be taken as an indication that it is time to hustle. And he should hustle with his displays to counteract, if possible, this holiday feeling and its effect on the public.

July will afford a time for a sale to clean out lines that have not sold so quickly as anticipated. Dress your windows with these lines you are offering at reduced prices and the people will be able to see exactly what you have. This should enable you

to reduce your stock to a point where there will be no dead lines and there will be plenty of room for your fall goods when they arrive.

The sample cards shown with this article should be of material help to you in making sales. The July Sale Card has the words "July Sale" standing out so there will be no mistaking them. This is panel shaped, about 14 by 22 inches, and is done on buff stock with the letters in red, outlined with yellow, and topped with black. This is very attractive. The small letters are in black. The border is in yellow the same as the out-lines of the letters.

The \$4.95 card is a very easy card to do and at the same time, is effective. The price stands out prominently which of course is the feature of the card. This may be done in bright colors such as red or blue, shaded with grey or light green. The panel at the side should be in the same color as the shading of the letters. The small lettering is in black.

The Old Woman and her Shoe will naturally be for children's shoes and while this old lady may not have known what to do with so many children, this card will venture the hint that, so far as shoes are concerned, you are able to supply the whole family and then some. The ornamentation on this card is done in plain black, but the lettering is in red for the sake of contrast. The large letters are topped with black and are shaded at the bottom with a grey tint. The small letters are in black.

The summer wear Shoe Suggestions Card is the same design as the old woman card, but without the illustrations or figures. The lettering, when done in bright colors on a card of this kind, shows very prominently. In addition to being in bright red these letters are striped with white which makes them stand out still stronger. They are shaded with grey. The small letters are in black. This style of card is very attractive if the colors used in the lettering are good, strong contrasts with the black design of the card.

These suggestions should be of service in making increased sales during the hot period usually encountered in July.





### TREATING THE SALESMEN RIGHT.

"While it may be true that this is a 'buyer's market,' said a leading traveller to a Shoe and Leather representative, "too many of them are overlooking lots of good opportunities these days by not giving the salesman a square show. A lot of dealers have got cold feet to such an extent that they not only won't buy, but refuse to look at goods. Whether they don't trust the salesman, or whether they don't trust their power to say "No," I can't say, but in any event, while it is tough on the salesman, it is really the dealer's loss." He told a story that is going the rounds, that hasn't anything to do with the case, but is worth telling just now perhaps.

It appears that a man called on a doctor for examination. Looking him over, the doctor discovered a peculiar bump on his head, which he eventually decided was due to a growth on the man's brain. So he said:—

"You'll have to have that fixed up. I'll take out your brain and straighten out the kink for you."

"How long will that take?" asked the man.

"About a week," answered the doctor.

So he took out the man's brain, and told him to come back for it at the end of a week. But three weeks went by, and the man did not show up.

Finally he met him one day on the street and said: "What's the matter? You never showed up to get your brain put back."

"Oh," said the man "I'm doing fine. I find I don't need any brains."

"Why, what do you do?" asked the doctor.

"I'm a shoe buyer in a department store," was the reply.

All of which, as we said before, has nothing to do with the case in point.

The retailer in the shoe business, or most any other game these days, has troubles enough of his own, without worrying about anyone else. But he is often likely to forget that the salesman, if he is

handled right, can be one of his best friends. The selling of goods to-day is a strenuous job. It is not a question of order-taking any longer, but one of digging up business and giving service. And one of the best methods of getting orders has been found in the giving of service that is worth while.

The shoe-traveller to-day is in a position to help the retailer in a multitude of ways, and is only too glad to do so when the opportunity is offered. He can keep the dealer posted on styles, steer him away from bad buys, and lead him up to good opportunities. He can help him to fill up his shelves with timely goods, and can often help him shift stickers, or unload stock that is more saleable in other quarters.

But he most certainly will not do any of these things for the man who doesn't treat him right. An instance was given of a large buyer in one of our cities who has a reputation for unfailing courtesy to salesman. Whether it be the first or tenth or twentieth man that is calling, the reception is always the same. The goods are inspected, and a decision made.

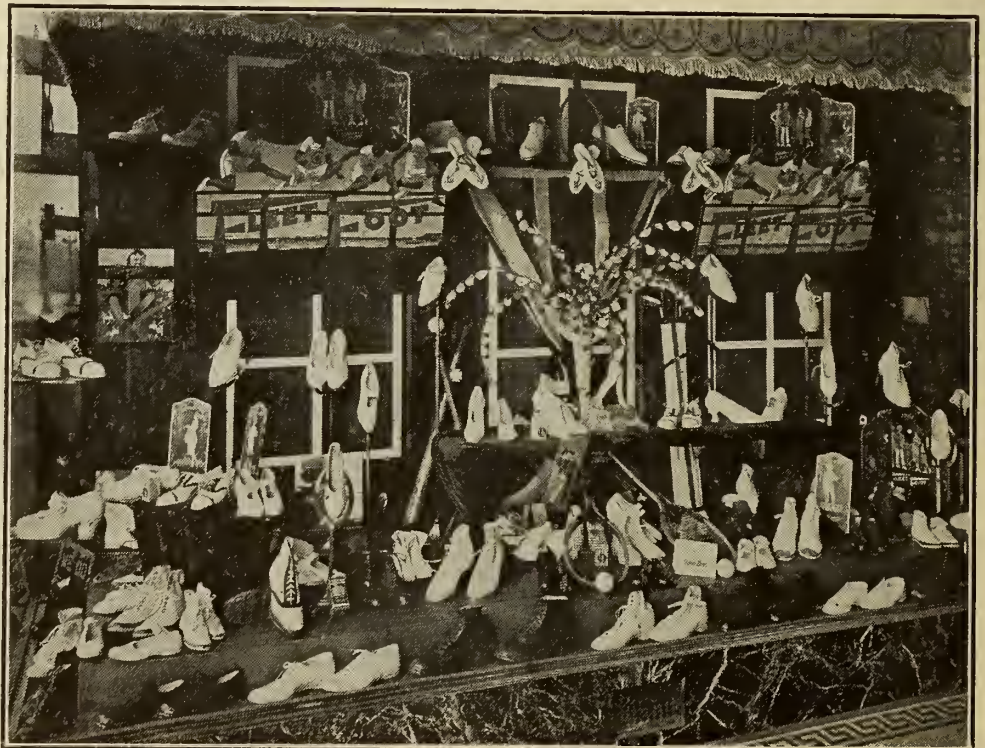
What is the result?

When a real choice block of goods are available, it is dollars to doughnuts that this buyer gets first or at least an early crack at them. Does it pay him?

On the other hand, when a buyer gets a reputation for "treating them rough," he will be called on, true; for business, as we said, is only to be had by constant digging. But he has very few chances at real bargains, nor is he given any valuable assistance or tips by the selling fraternity.

It may well be noted, too, that a man's reputation travels rapidly amongst salesmen. Long journeys on the train, and evenings in the hotels afford numerous opportunities for open exchanges of information and opinions. So you can paste it in your hat that every salesman of any standing who calls on you has your number, and the treatment you get from him is in large measure governed by the reception he gets.

Window of Tennis Goods by James Maynard, Victoria, which won Dominion Rubber System Prize



# *Onyx & Georgina*

Shoes for Women



*"Marilyn"*

*Two Strap Button Pump*

*SUGGEST—Patent, White Calf, White Cloth*

*Four Weeks Delivery*

*Blaehford Shoe Manufacturing Company*  
*Limited*  
*Toronto.*



# 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.**



### 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



### 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.

## EXHIBITION PLANS.

The plans for the exhibit of shoes at the Canadian National Exhibition, at Toronto, in August, are gradually being completed. The space has practically all been taken up, and the spaces allotted to the allied trades have also been spoken for.

The following extracts from a circular issued by the Shoe Manufacturers' Association of Canada indicate what is being done:—

A meeting of representatives of those members which have applied for space in connection with the display of Canadian-made shoes at the Canadian National Exhibition this year, was held in Toronto on May 31. The following firms were represented: The Macfarlane Shoe Limited, Williams Shoe Limited, The Brandon Shoe Company Limited, Blachford Shoe Manufacturing Company, Limited, Scott-McHale, Limited, The Lady Belle Shoe Company Limited, Weston Shoe Company, Limited, Charles A. Ahrens, Limited, The Murray Shoe Company Limited, The Eagle Shoe Co. Limited, Clark Bros. Limited, The Tred-Rite Shoe Co. Limited.

Although most of the exhibitors favored an open display, it was feared by some that an open exhibit would preclude the showing of delicate shoes. This objection was recognized and the meeting decided to allow the use of uniform show cases at the ends of the light well only, so as not to interfere with a uniform display on each side. It was understood that in order to have the show cases uniform they should be secured through the Association and that they would be an extra charge on the exhibitors using them. Pursuant to instructions from the meeting the Manager has obtained quotations on display cases.

Instead of a table in each booth on which to display shows it was decided to have a shelf, 18 inches wide, extending the full length of the sides and across the end of each section. The shelving will be covered with green baize and will afford more room for display than would the tables. In sections in which a show case exhibit is made the shelving must be omitted.

It is proposed that each section be backed with lattice work, 2 feet above the light well railing and the dividing railings surmounted by lattice work descending in steps from the back. Considerations of cost may make necessary some modification of this plan. Two potted ferns will be placed on each dividing partition. Signs will be prepared and put in place by the Association. A large bilingual streamer will surmount the entire display and the name of the exhibitor will appear in a frame above the lattice work at the read of each booth. Such signs will be in gold on a white ground. In preparing these name signs, we shall follow the style used by the exhibiting firm.

A General Committee consisting of the Toronto exhibitors and Mr. G. W. McFarland was appointed to direct the Manager in carrying out details and to pass upon any questions which may arise.

It was decided that each exhibitor should be allowed reasonable discretion as to how many shoes should be shown and that there should be no prohibition of showing men's, women's and children's shoes in a single booth. It is expected, however, that exhibitors will not make any radical departure from the general plan and that nothing will be done which would detract in any way from the general

uniformity of the displays. The committee was given authority to decide any matters in this connection. The majority were not in favor of souvenirs, but it was decided that this was a matter which should be left to the judgment of each exhibitor.

## THE SAME OLD QUESTION.

The question of labor and material costs of shoes was again brought to the front in a speech in the House of Commons, at Ottawa, on May 31st, by Mr. William Elliott, member for South Waterloo. Mr. Elliott said:—

"Take the boot and shoe industry, and there are quite a large number of factories in the south riding of Waterloo. We find that labour is blamed very largely because of the high cost of boots and shoes. Never in the history of Canada, as far as I can remember, has the cost of the raw material which enters into the manufacture of boots and shoes been so low. Why, beef hides were actually selling as low as 2½ and 3 cents a pound; they are a little higher now, perhaps in the neighbourhood of 4 or 5 cents a pound, but these prices are very much lower than those paid during the war. Consequently, it cannot be the cost of the raw material that is keeping up the price of boots and shoes. I have a statement made by the secretary of the Boot and Shoe Workers' Union of Ontario, Mr. O'Dell, of Hamilton, in which he says that the cost of the labor entering into a pair of shoes which retails at \$12.00 is only \$1.70. Now, Sir, I maintain that that is not an undue amount to pay for labour; I believe it is only a fair wage. When we consider further that, according to one manufacturer, 14,000 Canadians engaged in the shoe trade receive an aggregate yearly wage of \$10,000,000, this works out at only \$715.00 each. But footwear never cost so much as it does now. Where does the profit go? I maintain that a wage of \$715.00 on the average for the shoe workers in the Dominion is not an excessive wage; and I do not think that any fair minded man can justly charge labour with being responsible for the high cost of shoes."

Following the publication of these remarks, the Shoe Manufacturers' Association, of Canada, wrote to Mr. Elliott as follows:—

Dear Sir:—

Our attention has been called to certain references to the shoe manufacturing industry in a speech which you made in the House on May 31. We enclose herewith several leaflets issued by this Association which we hope that you will be good enough to read.

"You are misinformed in your statement as to the average wage in the shoe industry. Government statistics for 1920—the latest report available—showed the number of employees as 13,230 and salaries as \$14,205,270—an average of \$1,073. Slightly more than one-third of such employees are women or girls, and it must be remembered that the figures include payments to a considerable number of beginners and minors, many of which are only learning the trade. The average wage per adult male worker would be substantially higher than the average stated above, which is 50 per cent., in excess of the figures which you are reported to have quoted.

"Your statement that 'footwear never cost so much as it does now' also is incorrect. Our leaflet Shoe Industry Facts No. 4 will explain the situation:



# The MARYON Shoe



## *Helping The Wholesalers*

Our line of Strap Slippers are filling a big demand with the wholesale trade. It is a most complete range in One and Two Strap Models, with Buckles or Buttons, in Gun Metal Calf, Colored Calf, Patent Leather and Black and Brown Kid. Our Line of Oxfords is also a leader. Because of the attractive prices at which they can be retailed these lines offer exceptional sales possibilities.

We are featuring a very complete and moderately priced range of Turn Slippers.

See our new Button Ornaments. They will be very popular for Fall.

## Lachance & Tanguay

70 BIGAQUETTE AVE.

QUEBEC

P.Q.

please note that manufacturers' prices have been very greatly reduced.

"You have implied that the shoe manufacturers have been making excessive profits. On the contrary, our records show that since the armistice no less than 44 shoe manufacturing concerns in Canada have failed, been obliged to compromise with their creditors, discontinued shoe manufacturing for other reasons, or been forced into financial reorganization. During the same period at least 20 wholesale shoe houses have become business casualties.

"We believe that you do not wish to be unfair to the shoe manufacturing industry in this country, which does provide an important home market for Canadian hides and in various ways contributes to the well-being of the agriculturists and other elements of the population.

"If there should be any additional information relative to the industry which you would care to have, we should be glad to have you call upon us."

### STANDARDIZATION REQUIRED.

An Eastern manufacturer, in expressing his opinion on conditions and prospects, says:—

"The outlook for fall is most encouraging.

"A return to two definite buying seasons is most desirable. The situation could best be remedied by the standardization of styles and by the pointing out to the retailer the necessity of allowing manufacturers sufficient time in which to make up orders. The retailer's confidence must be restored. This can only be done by acquainting him with actual conditions prevailing in the trade and the prospects for the future.

"For fall, women's low heels in dark brown and patent welts and turns will be popular. These will be made in wide one straps. Women's heavy oxfords of brogue type will also be in demand. Men's wide English toed lasts will be the best sellers. These will be made chiefly in brogue patterns and also in plain pattern with spray on tip.

"We expect that owing to the urgent need for footwear, with the opening up of fall trade, both leather and labour prices will go up in accordance with the law of supply and demand.

"We feel that there will be no large demand for women's boots. The gaiter has now become so popular that it will be very difficult to displace it with high boots.

"We believe that good times for the shoe industry are just around the corner. Stocks in retailers' hands are not large. The buying public have held off, owing to lack of money, and to a feeling that shoes were going back to pre-war prices. Both of these handicaps we feel have now been removed."

### PRICES OF RUBBER GOODS.

The manufacturers' side of the price controversy was taken by Mr. Alex Johnston, Managing Director of the North British Rubber Co., Ltd., of Edinburgh, in an article in the Bulletin of the Rubber Growers' Association. Mr. Johnston dealt with the critics who, seeing a slump in crude rubber, immediately claimed that manufacturers were overcharging for their goods.

"These allegations," Mr. Johnston says, "are always general in their tenor, and are never supported by any practical data. A seeming anomaly is seized

and dwelt upon, apparently without regard to the surrounding circumstances. The result is that many rubber shareholders, after having assimilated a series of these superficial criticisms, in time become imbued with the idea that the rubber manufacturer is unquestionably the 'villain of the piece.' . . . ."

This attitude Mr. Johnston challenges roundly, and points out that the whole matter is one of fact. What, he asks, is the position in regard to actual manufacturing costs? How, for instance, do prices in force today compare with those of pre-war times in the cases of articles in which the rubber content remain substantially the same?

He showed that in the case of solid rubber tires, prices were well below pre-war prices, while pneumatic tires were from twelve to eighteen per cent higher in price than before the war, this being due to the fact that rubber is not the main ingredient in pneumatic tires.

The article then proceeds: "The high quality Egyptian canvas which, at the commencement of the war, was ruling at 22d. per square yard, is now 52d. per square yard. Wages, too, have increased to the extent of 150 per cent to 200 per cent. On top of this, all manufacturing charges have multiplied, approximately, three-fold. Considering all the adverse influences, therefore, the marvel really is that motor covers can be offered at the present-day moderate prices.

"The fluctuations in the price of Egyptian canvas are alone an instructive illustration of the difficulties that beset rubber manufacturers. This material rose persistently during the war to the dizzy heights of 16s. to 17s. per square yard, or, in other words, something like nine times its pre-war value. The tremendous drop that eventually took place in the price of this fabric, it is no exaggeration to say, was disastrous in its effect on the rubber manufacturer.

"Owing to the possibility of a dangerous shortage, all rubber manufacturers were compelled to protect their position by holding unusually heavy stocks, and at the same time entering into large commitments for forward delivery. When the slump came, all had to cut their losses on stocks and commitments by writing them down to the market value. But, even at current market prices, it will be observed that the price of Egyptian canvas is still about two and a half times over pre-war; and this factor—apart altogether from the labour charge, which is also heavy in motor tire manufacture—is in itself much more than ample to offset the comparatively small percentage of increase over pre-war that is now charged for the pneumatic tire cover. . . ."

In the case of motor inner tubes of different grades, figures are given which prove that present-day prices show a reduction of 5, 10, and 12½ per cent on sizes 700x80, 810x100, and 815x105 respectively, and taken in conjunction with the figures given under the heading of band tires, the deduction is obvious that where rubber is the main and controlling factor in a production, rubber manufacturers have been quick to pass on to the consumer the benefit of the fall in price to the utmost extent that conditions will admit.

He concludes: "Few industries it may be safely said, have been more severely hit by the trade depression, owing in the main to the fact that the rubber manufacturing industry is one in which, for the carrying out of the manufacturing operations, it is imperative to hold large stocks of the crude materials—rubber in all stages of preparation and supplies



of cotton of every conceivable kind. No other two classes of goods have shown a bigger relative fall in price, following on the slump. None the less, the situation was met boldly at an early stage by the industry in general by the writing down of stocks, and the reduction in price that was made possible by this step was accorded in full to the consumer—a procedure which is in contra-distinction to that of certain other industries which, although they may have written down stocks, are evidently even at this date trying to get back their original cost price from the consumer."

### RETAIL TROUBLES.

Discussing the question of complaints, returns and adjustments recently, a retailer said:

"Manufacturers complain that the retailer wants it his own way all the time; that he returns goods with or without the slightest provocation, and that he throws the blame back on the manufacturer on every possible occasion.

"I wish the manufacturers or their salesmen were with me when I am receiving complaints from customers, some of which are quite justified, and others quite unreasonable. It is not possible for me to get customers to wait till I have communicated with the factory and get whatever satisfaction I can from the manufacturer. She wants satisfaction right then. And if I want to keep her trade and that of her family and friends, I have got to meet her more than half way.

"The other day a woman complained that one shoe fitted and the other did not. According to all the measurements I could make, I found one shoe

was a half size smaller than the other. I gave the woman a new pair of shoes, and sent the mismatched pair to the factory. All the satisfaction I got was the return of the shoes with the statement that they were mates. And I'm out one pair of shoes.

"Another woman brings in a pair of shoes which I sold her myself three weeks before. One sole was worn right through, and the leather had evidently been soft and flanky. Of course I had to make an adjustment with her, but whether the manufacturer will take my word for the circumstances remains to be seen.

"There are some factories to which I would not bother returning shoes after making an adjustment, for I know I'd either be wasting my time or would have to wait weeks before I even heard from them.

"The manufacturers may have plenty of troubles but, believe me, they don't hear of half the troubles the retailer has that are caused by defects in the goods."

### DEATH OF MR. C. F. TUGMAN.

Toronto lost one of its well-known retail shoe dealers in the person of Mr. C. F. Tugman, who died on June 12th, at his residence on Palmerston Boulevard, after a brief illness. Mr. Tugman, for many years was proprietor of the Royal Shoe Store on Yonge Street, handling the higher types of footwear, and specializing in novelty goods. His store was the training ground of some of the leaders in style merchandising. He was 54 years of age, and was born at Fenelon Falls, Ontario, but had lived in Toronto about thirty years. His widow and two children survive.

## Dominating the Hockey Shoe Field

Because their exclusive features make them ideal for Fit and their good shoe-making makes them superior for wear, Samson Hockey Shoes LEAD in popularity from every standpoint.

Wise merchants are ordering their Samson Hockeys for the coming Season NOW.

The Values make buying SAFE, and selling sure and profitable.



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

Executive Send Out Style Bulletin

Activities of the executive of the N.S.R.A. are including the issuing of occasional bulletins, the latest of which involves a study of the style trend.

The following letter was sent out by the secretary, Mr. Howard C. Blachford;

"As an outcome of the recent Style Show in New York City, and a combination of ideas and conclusions reached by a number of the executive and members of this Association who attended, it has been considered wise to pass along to our members, the following information which must be used by each as he sees fit, taking into consideration, of course, his present stock, his class of trade and his local demands.

**In Welts**

Heels seem to be higher; namely, about 10/8 and 12/8. Buckles on the straps are losing favor; one wide strap—not two or three. Oxfords in all leathers appear very safe buy. Very few lace boots and practically no button boots except in real staple lines, and then very few.

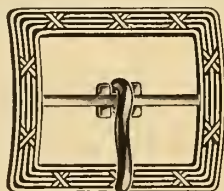
**In Turns**

The baby LXV and full LXV heels seem to have given place to the full Spanish and Junior. There will be, no doubt, some full French heels used in very high grade lines as has always been the case. For the popular priced turn shoes the covered Cuban heel appears very good and safe; also less expensive than the full LXV. The leather Cuban heel, although heavy, will be used extensively. One strap patterns, both plain and cut-out sides, seem good; also a few plain opera pumps or court shoes. Fabrics for evening slippers are unlimited in variety, but brocaded satins look to be the favorable and more attractive, particularly in black. Vamps, medium, neither long nor of the French short toe type. Toes also medium, neither pointed nor stub toes.

As, no doubt, you are aware the shoe trade has been very fortunate in having levied on it only an excise tax of 6 per cent on all imports and a 4½ per cent tax as sales tax. This should be considered very fair by all retailers who have weighed the situation as it is an absorbed tax, and it means a continuance of patronage for Canadian factories.

It would appear good advice for the average merchant to buy his Fall requirements well, but in somewhat restrictive manner in order that he may be in good shape to present to his 1923 Spring customers a good variety which he will be able to do if he does not overstock for the winter.

Trusting that the above may be of some service, and considered as a result of observation only, and not as a means of deciding what any member must buy, which decision must be made by the merchant himself after observation."



**A POPULAR BUCKLE.**

Among the popular shoe ornaments being shown this Season is this new type fancy tongue buckle featured by the International Supply Co., Limited, Montreal. It is a three-quarter inch buckle, finished in French grey, Silver, as well as other popular finishes.

**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

**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  
 BOSTON · CLEVELAND · CINCINNATI · DETROIT





THERE IS NOTHING  
MIRACULOUS IN THE  
PRODUCTION OF  
"ROYAL KID" KNOWN  
FOR ITS UNIFORM-  
ITY. THIS REPUTA-  
TION HAS BEEN  
EARNED BY CLOSE  
PERSONAL ATTEN-  
TION 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.

### MR. WILFRID GAGNON.

Among Montréal's shoemen of the younger generation, one who is well known as a man of parts and whose abilities have been displayed in other connections than in the shoe game, is Mr. Wilfrid Gagnon, of Aird & Sons, Reg'd., Montreal.

Mr. Gagnon's early life was devoted to study, he being a university graduate holding the degree of Bachelor of Arts. Since joining his father's firm he has been acting in the capacity of factory manager, buyer, and assistant to his late brother Emile Gagnon in the sales department. Since the lamentable accident which resulted in his brother's death he has assumed the position which his brother occupied as general manager.



To Mr. Gagnon's many friends and acquaintances he is known as a man of exceptionally good judgment and likeable disposition. All who have been fortunate enough to witness his abilities as a speaker give him great praise for his qualities along this line, and in 1920 he was prominent in political circles as a candidate for the House of Commons in the bye-election in St. James' Division, Montreal.

Mr. Narcisse Gagnon is still the Executive Head of Aird and Son, Reg'd., and under Mr. Wilfrid Gagnon's direction the affairs of this firm are in the hands of a well liked, energetic and capable man.

### THE TRAGEDY OF THE SMALL STORE.

The following, from The Toronto Saturday Night paints a characteristic picture of our large cities:

In walking along our business thoroughfares one is struck with the number of small stores. Butcher shops, groceries, stores that sell women's hats. In six blocks on one street recently I counted twenty-two millinery establishments, and these to the exclusion of the large department stores. Then there are shoe stores by the dozens, and photographic establishments, one for every block or so. A walk along one of the shopping streets of the second grade during the evening hours when the presumption is that business would be brisk, gives the following results in one long block: Stores open but empty so



far as customers are concerned, ten; stores with customers, three; stores dark, seven.

One might well ask why so many shops, and do their owners make a living? For the most part the capital cost of maintaining these establishments for the time they survive under any one proprietor comes from people who have saved a little in former occupations. They have a trifle of capital and some credit, and stock up under the impression, false though it is, that anybody can operate a retail business successfully. It happens, however, that in the long run, taxes, rent, clerk hire and general overhead, to say nothing of poor management, eats them up. The trifling profits are dissipated, and soon they are at the end of their tether. Then they disappear from the scene, each one a little financial tragedy, and others take their places. And the pity is these people will not learn from the experience of others. But who does?

**MR. C. F. RANNARD REACHES THE HALF CENTURY MARK.**

Mr. C. F. Rannard, whose establishments in Winnipeg rank with the leaders in the country, celebrated his fiftieth birthday on June 3rd. Mr. Rannard was born in Boston, Lincolnshire, England, but as he has lived in Winnipeg since 1880, he can be claimed as a true Winnipegger. His progressive ideas have exemplified themselves in the development of his establishment from a very small beginning, nearly twenty years ago, and that he has opinions on topics of interest to the trade is shown by frequent quotations from him in the trade press.



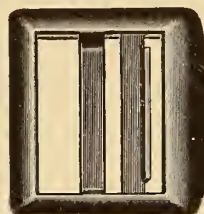
Mr. C. F. Rannard of Winnipeg

As one of his town papers says of him:—

“Although Mr. Rannard has been connected with the shoe business in Winnipeg for almost twenty years and to-day reaches the half century mark in his life, he is one of Winnipeg’s young business men. The passing years have treated him lightly and he is to-day as keen a business man, with vim and vigor unimpaired and as good a citizen as he was twenty years ago. The only apparent change is that the years have given him added experience and ripened his judgment.”



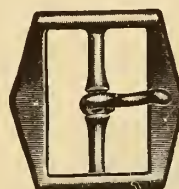
**BUCKLES FOR Summer Footwear Season of 1922**



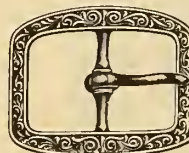
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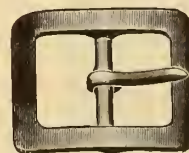
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NO. 1364



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 608 VICTORIA BLDG.  
SAN FRANCISCO POSTAL TEL. BLDG.





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



*“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 PRIZE WINNING PAPER.

(Continued from page 37)

plainly one of seeking to cater to the one who is choosing the shoes and direct the selling efforts to include their co-operation in making the sale.

7. To a woman who says she can get the same shoe for \$2.00 less up the street, I would tell her candidly and pleasantly that if she were sure that it was exactly the same shoe she certainly would be wise to get it there. However, I would explain that shoes looked so much alike that it was almost impossible to judge shoes not placed side by side and even then sometimes shoemen themselves were deceived. I would continue that the shoe she was now looking at were quality shoes that we could stand absolutely behind and recommend and as far as the price was concerned our policy was always to sell at just as low a figure as possible. I would also say that we were not in a position to tell what any other dealer might have to offer but we did know our own goods, and knew that the prices marked were only fair ones. If this line of argument would not convince the customer and she left the store, in nine cases out of ten we could console ourselves that she was only trying to use this story to try to get a cut price from us, and more than likely the whole story was a "frame-up."

8. To sell to a customer who has become uncertain as to what to buy, I would first of all act as quickly and quietly as possible put out of sight all the shoes she had been shown and bring again the one I believe would most likely please her. Then I would put all my best selling efforts into convincing her that the shoe shown would suit her exactly as to fit, style, wear, comfort, appearance, etc. I would hope in this way to get her mind to concentrate on one shoe and then as a closing argument I would suggest that she buy the shoes, take them home and try them on there, where she could tell better whether or not they were satisfactory. In case she was not entirely pleased they could easily be returned for a refund or exchange. In making her feel that she was under no obligation to keep them she would likely take them on these conditions and in most cases would decide at home that the shoes suited her.

9. Knowing that most frequently a mother will let her grown child have the style it wants in shoes, I would first of all try to win the child into wanting one of the styles shown. At the same time I would appeal to the good judgment of the mother and bring out every good point that the shoe had that would be liable to convince the mother of the advisability of buying it.

10. To close a satisfactory sale with this man would mean that I would have to convince him that it was good sound business for him to go the \$12.00 for the shoe which suited him. First of all I would dwell on all the various points in which the shoe suited him so well and try in this way to have him forget the price, and create a desire for the shoe. Then again when the price would be mentioned, I would remind him that the price of this same shoe a short time ago was \$15.00 and even \$16.00, and the present price really was much less than formerly. To demonstrate the difference between what he would get at \$10.00 and the \$12.00, I would have him carefully examine a good \$10.00 value alongside of

the \$12.00 shoe and in this way point out to him the superior quality of fit, finish, leather, make, appearance, feel, etc., and in this way appeal to his own buying judgment in selecting the better shoe, not forgetting to impress him with the fact that from a wearing standpoint the better shoe would be a cheaper shoe in the end when the length of service were measured with the price paid.

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## LEATHER.

(Continued from page 39)

ted, and allowance made for tan, which includes salt, manure, etc. Buyers can buy selections which will produce approximately the weight and grade of sole leather they require, and can accommodate their markets accordingly.

### Upper Leather.

Obviously a straight cowhide which would produce leather thick enough for the sole of a shoe could not be used for upper leather where softness, pliability and comfort are required. So that for upper leather purposes, for cheap shoes, work shoes, etc., the hide is split by the tanner into several layers, depending on the thickness of the hide, and the material required. The outer layer, which has the grain, is used for uppers of shoes, while the other layers may be given special finishes, and used for shoe uppers, or may be used for insoles, trimmings, upholstery, bag leather or other purposes.

When calf leather was at its peak, grain side leather, or the outer layer mentioned above, was used by manufacturers quite extensively in the effort to produce a shoe at a relatively reasonable price. The statement is also made, incidentally, that in some cases the substitution was made by manufacturers and the impression given that the stock was calf leather. But we feel sure this could not have been true in the case of any of our Canadian manufacturers.

Midway between the cowhide and calf, comes what is known as a kip. These are skins from large calves, or undersized cattle, which range in weight from 15 to 25 pounds. They are largely tanned and sold for the purpose of a heavy, relatively coarse-grained upper leather.

Calf leather is produced from the skins of calves the weights of the skins running from eight to fifteen pounds. Below that range they are known as light calfskins, and the very light skins as deacons. Calfskins are also divided into packer and country classes, and prices grade accordingly. Some of the finest skins are imported from Europe, notably France, where the feeding and care of the animals produces a skin which is free from grubs, scars, and other blemishes, and also a plump skin which is particularly suitable for the heavier grades of leather used in men's shoes. At the moment these skins are relatively scarce and expensive, which tends to have its effect on the price of heavier selections of calf leather, and consequently on that of men's shoes. Right here it is worth noting that the condition of rural life in France or other countries may be reflected in the price the retailer must ask the public for his shoes.

Glazed kid, which has been and will be one of the most popular of light upper leathers, is another product which reflects conditions in foreign country. Produced as it is from the skin of the goat, a very



# BUTTON! BUTTON!

## Who Has The Button?

### WE HAVE!

## The Finest Line of Ocean Pearl Buttons

In two sizes—five shades, including white.

Uniform in thickness and finish  
—Prices very low.

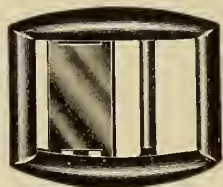
## And BUCKLES Too!

We are prepared to give the best possible service on Buckles—plain or fancy.

While we have a large variety of Tongue Buckles, we are specializing on North and Judd

## Slide Buckles

Non Rust  
Composition  
No. 1375



Iron  
No. 1375½

Obviates punching of holes.  
Adjustable to a perfect fit.  
Easily attached.  
Thoroughly practical.  
Very attractive appearance.

We are ready NOW to make  
Deliveries in all sizes  
3/8 — 1/2 — 5/8 — 3/4 — 7/8

We carry Nickel finish in stock.  
Other finishes in about ten days.

## 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

small proportion of the raw material is to be found in North America. Goatskins are nearly all the product of poorly developed tropical or semi-tropical countries. The Canadian manufacturer must bid against the world for his product, or buy it from distributors in the United States, and take his chances on the selection he obtains. The chief sources of supply are India, China, South America, Northern Africa, Arabia, and Central Europe. As the animals live a relatively rough life, the sorting and selection is difficult and extremely important. Moreover, uniformity of size, condition and quality is almost impossible to obtain, so that in handling goatskins the tanner does not know how his stock will grade up until the leather is practically finished. Size, grain, appearance and other factors have all to be considered.

Patent leather is produced from various types of stock. Patent kid, calf, colt, side, and other leathers are all on the market, available according to price and quality required. The methods of production in all cases are parallel, and will be dealt with in detail later.

### COSTS AND PROFITS.

(Continued from page 42)

Volume of business is important. The manufacturer or merchant who has a large turnover can afford to sell at a small margin of profit. Yet the successful business man does not build up sales by below-cost prices. Turnover at any cost is not a sound business objective. A profit on current sales is worth two on prospective future orders. The man with good goods, who keeps his overhead expenses within reasonable limits, who is prepared to sell at a moderate profit and to develop his business slowly and on sound trading principles, without assuming risks beyond what he can afford, is the one who succeeds.

Probably all manufacturers and most wholesale merchants make some effort at costing. But too often their figures are fair weather computations: they fail to make provision for the inevitable storms in business. In time of prosperity prepare against adversity; this is a precept which many times is ignored. The merchant who fails during the periods of fatness to fortify his business against lean months and lean years sooner or later will pay the penalty.

This principle applies not only in respect of building up reserves but also to credit policy. Under stress of competition in the shoe trade there has developed a dangerous laxity in respect of credit. The situation cannot be corrected overnight, nor can any one manufacturer or wholesaler adopt an arbitrary, high-handed policy in disregard of the practice of his competitors. Excessive severity may kill the trade which it was designed to protect. But risk can be so distributed as to reduce it to a minimum and then be insured against by allowance for bad debts and creation of reasonable reserves. Here is what an officer of one shoe manufacturing company said recently:

"In our business we have followed a conservative policy in regard to our credits. **We are reaping the benefit of this, and while we have met losses during the past year, they have been comparatively light and have never at any time exceeded our reserve.**"

This company built up a reserve against bad

debts and business losses by insisting upon a price which enabled it to provide for such contingencies. Provision for bad debts and for business depressions is just as much a legitimate and necessary item in cost as is fire insurance. Occasional losses are inevitable, even with the best of management, and are not a business crime: but lack of preparation against such losses is an offense against a man's own business and against his creditors.

Merchant, know thy costs. This is the first and greatest commandment of business success. Those costs, if properly computed, will include provision for all business hazards. The second commandment of business is like unto the first: Merchant, sell not below thy costs, except to clear dead stock, for such policy if persisted in it will lead thee to the Bankruptcy Court.

Those who cannot sell their goods at prices which give them a reasonable margin of profit might better look elsewhere for investment for their money. The hope of being able to sell so much below cost as to reduce unit expenses and give a profit is only a mirage of unsuccessful and unsound merchandising.

Nor would public interests suffer if manufacturers and wholesalers paid more attention to their costs and insisted upon selling their goods at a reasonable profit. Prices to the public would not be increased. A manufacturer may sell below cost or without profit for a few weeks or a few months—until he has lost his own investment and perhaps most of the money loaned to him by creditors. Bankruptcy is costly to both debtors and creditors. It is also costly to the public. Creditors may suffer the loss in the first analysis, but ultimately it has to be passed on to the wearer of shoes by other manufac-

### A NEW NAME.

The name of Norfolk Shoe Co., Ltd., has been substituted for that of Canadian Boys' Shoes, Ltd., of Simcoe, Ont., as the latter name conflicted with that of an eastern manufacturer. The error was made in the Department at Ottawa, who originally granted registration of the first name. The new



Mr. L. C. van Geel

name therefore became effective on June 5th.

The general manager is Mr. L. C. van Geel, who is well known to the shoe trade of Canada. Mr. van Geel came to America about twenty years ago, and came to Canada in 1912, where he has been identified with the Tillsonburg Shoe Co., Ltd. The new company, located at Simcoe, will be under the superintendency of Mr. Ed. Leonard, and has a capacity of about four hundred pairs per day.

### MR. G. H. NICKEL.

A man who has achieved success in the Rubber Trade, in Montreal, is Mr. G. H. Nickel, of the Columbus Rubber Co., of Montreal, Limited.

Mr. Nickel is a native of Quebec Province. On coming to Montreal some years ago he started in the rubber industry with the Canadian Consolidated Rubber Co., Limited, and was in their sales depart-

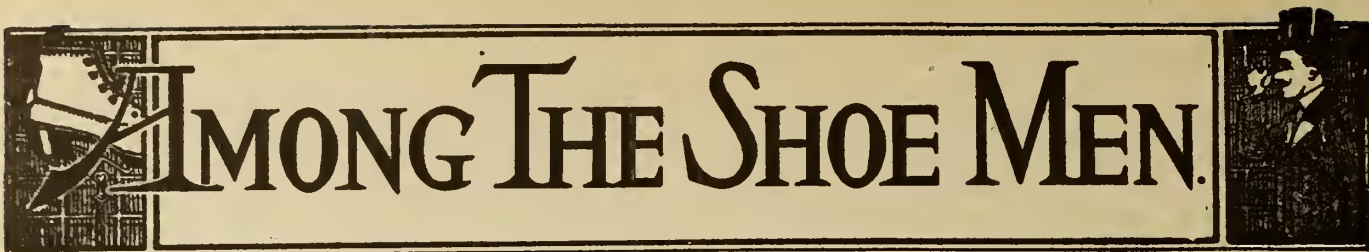


ment for three years. For the past three years he has been connected with the Columbus Rubber Co., Limited, first accepting a position with them as manager of the Montreal Branch, and he has recently been appointed manager in charge of sales at the Head Office, Montreal.

### WEST TORONTO BUSINESS MEN.

The West Toronto Business Men's Association, of which Mr. Morley Chisholm, the well known shoe retailer, is president, staged a demonstration on June 7th, with a view to stimulating the idea of "Shopping in West Toronto." Manufacturers and retailers all participated in the celebration, which took the form of a parade through the district. About one hundred and fifty floats were in the procession, which included many attractive as well as novel effects. The parade wound up one street and down the next for a period of two hours, till the whole district had been covered. Retailers' floats had placards on them advising the people to shop in their own community, while the manufacturers' floats announced that their goods were sold by reputable retail stores in the West Toronto District. This is one of several methods adopted by this live organization to promote the idea of shopping near home.





# AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. John Tebbutt, of the Tebbutt Shoe and Leather Co., Three Rivers, Que., has recently been a visitor to Montreal in the interests of his firm.

Mr. J. J. Keating, of the United Last Co., Limited, Montreal, has been calling upon the trade in Quebec City during the past week.

Mr. D. Trepanier has opened a retail shoe store on Boulevard Monk, Montreal.

Mr. Percy Greaves, of the United Shoe Machinery Co., of Canada, Limited, Montreal, spent a few days in Quebec City recently calling upon the manufacturers.

Mr. Geo. G. Gales, of Montreal, was one of the members of the Kiwanis Club, who recently visited Toronto.

Mr. John J. Scully, of the Newcastle Leather Co., has returned from making a tour of the shoe manufacturing centres of Ontario.

Mr. J. B. Martin, of Valentine & Martin Limited, Waterloo, Ont., accompanied by Mr. Keener, is enjoying a motor trip visiting some of the principal cities of the United States.

J. Cochrane has succeeded Capt. Chas. Swift, one of Toronto's best known custom shoemakers, who passed away several weeks ago.

Mr. Cochrane was employed by Capt. Swift for upwards of ten years, and is a worthy successor to his late employer.

S. B. Livingston, one of Canada's best known shoemen, is now with the Silver Footwear Co., Toronto, in the capacity of superintendent. They are producing a line of boys' youths', girls' and Misses' McKays.

Mr. Chas. Duclos, of Duclos & Payan, Montreal, accompanied by Ed. Lewis, their Ontario selling agent, was calling on the trade in Toronto and several Ontario cities recently.

Mr. Troster, gen. manager of the Silver Footwear, and Mr. Moore, motored to Montreal on a business trip the week end of June 17th.

The late John Guinane, Toronto, shoe merchant, who died March 17, left an estate of \$73,942.

Mr. C. F. Rannard, of Rannard's Limited, Winnipeg, celebrated his 50th birthday on June 3rd.

Mr. C. Hulbut, manager of the local branch of the Hulbut Shoe Company, St. Mary's, is organizing a new shoe factory to be known as the "So-Cosy-Limited." A modern two-storey structure will be built on Park and Treacy Streets.

Mr. S. Monk, of Montreal, has been registered.

Mr. J. K. Williams has moved his business activities from Saskatoon to Edmonton, where he has taken over the store and stock of the Hallatt-Rodgers Company, Jasper Ave. West, and has opened for business as the Williams Shoe Store.

Mr. W. P. Meyers, of the Parisienne Shoe Co., of Montreal, is showing his new line to the trade in Toronto.

Hon. E. J. Davis, President of Davis Leather

Co., Ltd., Newmarket, spent last week in Toronto.

Mr. W. Sisman, of the T. Sisman Shoe Co., Aurora, motored to Toronto last week.

Mr. Bonisteel, of the Collis Leather Co., Aurora, spent a day in Toronto recently.

The Tanners' Council held a meeting in the Manufacturers' Association Rooms, at Bank of Hamilton Bldg., Toronto, on Friday.

Mr. Harrington, representing the John McPherson Co., Hamilton, was a recent visitor to Toronto.

Mr. Sam McDougal, Sec.-Treas. of the McQuay Tanning Co., Owen Sound, called on his Ontario representative, Mr. Ed. R. Lewis, as he passed through Toronto on his return trip from Montreal.

The McQuay Tanning Co., Owen Sound, have extended their plant.

Mr. Jarvis, of the C. S. Hyman Co., was in Toronto last week.

Mr. W. Edwards, of Galt, Ont., registered at the Queen's last week.

Mr. J. E. Pare, of Dupont & Freres, Montreal, registered at the Queen's on his recent Toronto visit.

Mr. Ludger Duchaine was in Toronto recently. Messrs. George and Louis Lang, of Kitchener, were in Toronto last week.

Messrs. L. J. & L. O. Breithaupt spent a day in Toronto last week.

Mr. Jos. Daoust, of Montreal, paid a flying visit to Toronto last week.

## MR. OLIVER EATOUGH, J.P., RETIRES FROM SIR H. W. TRICKETT, LTD.

Mr. Oliver Eatough, J.P., who is well known in the Canadian trade from his long connection with Sir H. W. Trickett, Ltd., of Waterfoot, England, has retired from his position of Chairman and Managing Director of that Company.

In a letter to the trade, Mr. Eatough speaks of the satisfaction and pride he has had in the connection with a firm for such a long time and under such progressive conditions. He expresses his appreciation of and thanks for the many kindnesses received from his many personal and business friends throughout England, Canada and other countries.

While he proposes to live a more retired and less active business life, he will retain an interest and connection in the development of Eatough's Ltd., at Earl Shilton, Leicestershire. Established just three years ago, their three factories are now taxed to their utmost capacity with a weekly output of 20,000 pairs of slippers.

On Mr. Eatough's retirement from Sir H. W. Trickett, Ltd., the directors appointed Mr. J. T. Lord as Chairman, and Mr. Stephen West, and Mr. Albert Ashworth as Joint Managing Directors. All of these gentlemen have been connected with the business for over thirty years.

**MR. CHAS. F. HOYT WEDS.**

The many friends of Mr. Chas. F. Hoyt, chief designer of lasts for the United Last Company, of Montreal, will join us in congratulating him on his recent marriage. Mr. Hoyt was married to Miss



Irene B. Fairly, of St. Louis, Mo., in that city, on June 13th. After a short trip, they will be at home in Montreal.

Mr. Hoyt was tendered a banquet at the Press

Club on Saturday, June 3rd., on the occasion of his approaching marriage, at which his friends took advantage of the opportunity to present him with a handsome remembrance in the form of a cabinet of silver. Mr. J. J. Keating, Manager of the United Last Co., was master of ceremonies. The banquet was a very successful social affair, enlivened by music and interesting addresses. Among the many speakers was Mr. Frank W. Knowlton, general manager of the United Shoe Machinery of Canada, Limited, as well as Mr. Carl Sturgis, Mr. Geo. Mason and others. Mr. Hoyt fittingly expressed his gratitude at the mark of friendship extended to him by his associates.

**BOSTON STYLE SHOW.**

The National Shoe and Leather Exposition and Style Show, to be held from July 10th to 13th, in the Mechanics Building, Boston, promises to be bigger and better than ever.

In addition to a big and exclusive display of leathers, footwear and accessories, located in the two main halls, there will be held an evening Style Show which in respect to quality of product and artistic beauty will excel all previous events.

Besides these scores of displays, there will be maintained for the first time a series of "working exhibits" which will include the operation of a tannery, a complete shoe factory, and also the turning of lasts, the weaving of shoe linings, demonstration of shoe pattern making, and the manufacturing of shoe cartons. In other words, this department will show the visitor the entire operation of converting calfskins into leather and leather into shoes, and the boxing of the footwear all ready for the shelves



# JOBBER!

THE HECTOR LINE for  
Spring 1923 is ready for  
your inspection AND IT'S  
A WINNER.

**A HIGHLY SPECIALIZED LINE OF  
TURN FOOTWEAR**

Popular Styles and reliable quality at exceptionally moderate prices.  
See the lines EARLY and provide yourself with trade producing shoes.

**HECTOR SHOE COMPANY**

331 DEMONTIGNY ST. EAST

MONTREAL

*F. X. Leblanc, Managing Director.*



### A PATRON OF SPORT.

Among the younger generation of leather men, there is probably no name better known than that of Mr. Griffith B. Clarke, of A. R. Clarke Co. Limited, manufacturers of patent leather. Trained from an early age by his father, he followed the various branches of the business over a period of years until when the mantle fell on his shoulders he was capable of carrying on the management.

Throughout the country, however, "Griff" Clarke, as he is popularly called, is more widely noted as a patron of various branches of sport. For the past five years he has been a follower of the power boat racing game, and his series of "Leopards" have taken trophies and won fame in many speed races in various parts of the Great Lakes. He is retiring from active participation in that sport, in order to give somebody else a chance. He is launching for this season a new cruiser, sixty-five feet in length, with two 300 horse power engines, and equipped with living quarters, shower bath, piano, radio outfit, and in fact everything one might reasonably require for comfort or pleasure. As the craft should be capable of thirty miles an hour, and is staunch and seaworthy, the entire chain of lakes, lie open, as well as the coast waters of the Atlantic.

Last year the various athletic associations with which he was linked up achieved a notable series of successes. He was president of the Riverside Lacrosse Club, and of the Hillcrest Baseball Club, both of which were returned champions of Ontario. As manager of the Argonaut Football Team, he helped pilot them to a Dominion championship. He is also active in promoting the interests of the Don Rowing Club.

The factory organization naturally follows the inclinations of the head of the concern, so it includes a body of men who rank high in athletic circles of Toronto. Last winter they entered teams in the Industrial League of Toronto, and the Toronto Hockey Leagues. Both teams won their championships without a defeat. This year their baseball team is entered in the Toronto Manufacturers' League, and to date has not been beaten.



Mr. Clarke has already made a name for himself as a lover of clean sport, and by giving his whole-hearted support, moral and financial, to various organizations has already been a factor in the development and stimulation of sporting activities in the country.

Mr. Herbert Blackburn has returned to Canada as Canadian manager for L. B. Holliday & Co. Limited, of Huddersfield, England. Mr. Blackburn is well known to the leather trade in Canada, with which he is very popular.

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.

## J. HARDY SMITH & SONS

HIDE and LEATHER  
FACTORS

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

## Belgrave Gate, Leicester, Eng.

# The Shoe Repair Man

## Some Thoughts For Repairmen

Extracts from Address by President Butterworth to Toronto Repairmen.

**M**R. A. BUTTERWORTH, the genial president of the Toronto Association, has demonstrated that he is qualified to talk on the subject of shoe repairing and its problems. The development of a chain of successful repair stores in a large city is no mean task, and its accomplishment, together with the development of a knowledge of the various phases of the business, has stamped Mr. Butterworth as one of the leaders in the trade in this country.

Moreover, those who know him and have heard him speak, grant him a smooth flow of speech, a quickness of thought, and a bright turn of wit, that make him a welcome speaker at any event, and one who helps to liven the proceedings at the meetings of the Toronto Association.

At the last regular meeting, Mr. Butterworth dilated on some topics of interest not only to Tor-

onto men, not only to Association men, but to any who may be in the shoe repair business. To the extent that we are taking the opportunity of quoting him rather freely.

Dealing with the question of association work, Mr. Butterworth said in part:—

"Anyone who was in Toronto and in the shoe repair business before the Toronto Association was formed, will remember the deplorable conditions that existed at that time. Neighbouring repairmen did not know each other except by sight, and then as bitter rivals. A man's prices were as high as he could get, but generally as low as he could make them. Hours were long, and the work virtual slavery.

"Then the association was formed. One of the first things taken up was the question of prices. It was found that many did not know what prices they should or could get, but were mostly willing to line up for better prices. Some who did not join the association got copies of the price list, and used it as a basis either to work to, or to cut under. But in general it meant an advance in prices and improved conditions. The old status of enmity was removed. Now, you can go into a neighbor's shop, shake hands with him, swap experiences, prices, information of different kinds, and even look at his

## 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.

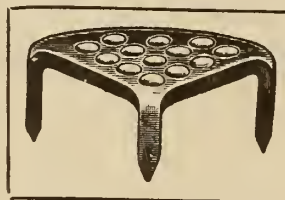
GET THEM FROM YOUR JOBBER—IF  
HE CANNOT SUPPLY YOU WRITE—US

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



machines.

"We must hold the association together, work on new members, and also on those who have been members, but have fallen away. Many of them, as has been suggested, would like to be good members, and attend meetings. But with one man shop, by the time they close up, get cleaned up and have supper, it is hardly fair to them or to their families to expect them to coop themselves up for a couple of hours at a meeting.

"But we must maintain the association if we are to hold prices up and maintain favorable conditions for work. Once let the association die and discard the price list, and we drift back to the old sweated conditions. For men all over Canada have their eyes on the Toronto Association. It is fair to say that many repairmen in isolated or unorganized districts use our prices as a guide. And without such a guide city and country repairmen, in hard competition will commence to cut the heart out of things.

"So far as reducing prices is concerned, I don't see how we can go any further. And in some lines we have already gone too far. Costs have not gone down ten per cent. by any means. Rubber heels are about the only materials that are cheaper, and I am not sure of the actual advantage that has given us. Rents are going up, rather than down. Wages have not decreased. Power, gas, taxes, paper, twine, etc., have all remained unchanged or gone up; while higher prices are being talked for some materials. With volume down, overhead is considerably higher. Add together all the small items you don't figure in on each job, and you'll be surprised at the total for a year. That is where the profits went that you thought you had. The trouble with a lot of repairmen is that they don't know what their work is costing them, and wouldn't know what to ask for their work if they did not have the price list to go by."

With regard to cut-rate competition, Mr. Butterworth said that nobody knew what it meant till he was really up against it. He instanced some very poor sole stock originally intended for one of these cut-rate artists, which he took in and found suitable for anything but outsoles. It is that sort of stuff

that the public are getting at what they think are low prices. The suggestion was made that the repair association should ask the jobbers to be more careful of those to whom they extended credit. The cut-rate man as a rule stays in one place only so long, eventually discovers his losses, moves away, owing the trade a lot of money, which has to come out of the pockets of the other repairmen eventually.

Mr. Butterworth mentioned the fact that repair associations in other cities were advertising to educate the public to the value of shoe repairing, and the service rendered by the association. As soon as the funds were available he suggested that the Toronto Association should work along similar lines.

The consensus of opinion of those present was that the most important thing to do was to boost the association and its activities to maintain prices, and to give full value and a good job.

### REPAIR CONDITIONS.

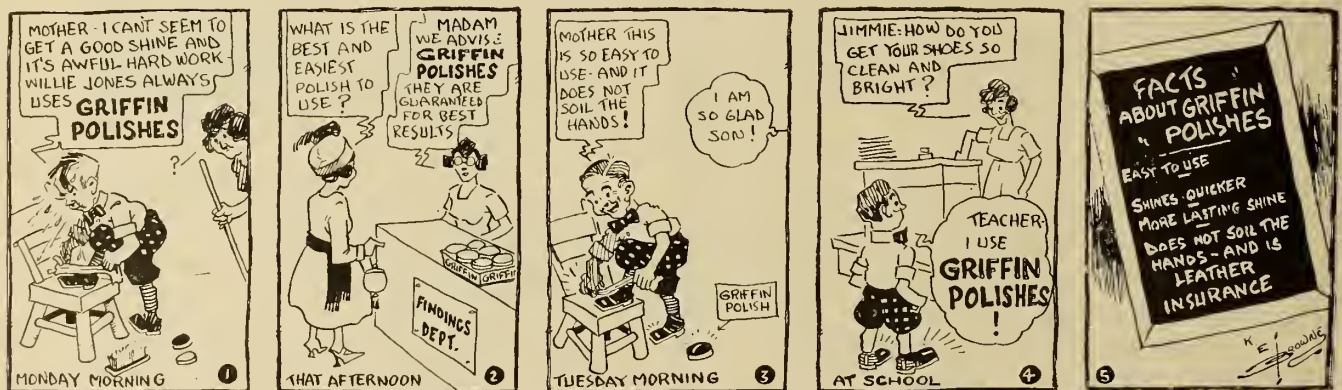
Mr. Thos. Grayson, of Hamilton, reports that business continues to be fair only. To stimulate trade he sent out a few thousand dodgers, while he is a firm believer in the drawing power of his window display, which he always keeps attractive. He considers this as one of the best means of advertising. He says:—

"I don't consider it good policy to have two qualities and two prices. It is better to use the best material and give good service and have one price. It not only saves considerable time when serving customers, but gives better satisfaction."

Mr. C. J. Graves, of Victoria, B.C., who reports business as fair, says:—

"We cannot expect business to be brisk under prevailing conditions. Every business is very quiet indeed, and will remain so until outside work opens up."

The Goodyear Shoe Repair Shop, of Winnipeg, report business as good, considering the conditions. Trade in May was much better than in April. They rely on service, quality and fair prices, to hold trade. They say:—



A unique advertisement of Griffin Polishes, used by Canadian Shoe Findings Novelty Co.

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

"We have only one price. Our opinion is that two prices are detrimental to the interests of the trade as it lays the road open to argument as to which quality the customer got for his money. If you have only one price and one quality goods you can honestly refute any statement made to the contrary.

### WE BEG YOUR PARDON.

In our May 1st issue, under the heading "A Compliment" appeared an article from "The Shoe Repairer and Dealer," Boston. Owing to an error in our mechanical department, however, the name of the above paper was omitted from the end of the article, and we take this opportunity of apologizing for the omission. In April first issue, in order to give point to an article on "Graded Prices" we quoted parts of several letters from American repair men taken from the same publication. This whole article was quoted by "The Shoe Repair Shop" of Chicago, and credited to the Shoe and Leather Journal. In justice, therefore, to the Shoe Repairer and Dealer, we are making this explanation. Mistakes occur in the best regulated families, and we are sorry if any of ours have caused any misunderstanding or inconvenience to our esteemed contemporary.

### VANCOUVER NOTES

The retail trade amongst the shoe stores can be described as fair. The average turnover with many has not come up to former years. The primary cause being the reduced prices at which footwear is being offered at this time. Retailers seem to vie with each other

to sell goods at the lowest price, and many times are below pre war prices. The June sales are the order of the day.

The Murphy Shoe Company on Granville Street have located in their new premises on the corner of Smyth and Granville Sts. The store has large display windows on each street giving the largest display surface in the city.

Burglars for the second time entered the premises of Mr. C. Bailey on Granville St. South during the Saturday night or Sunday, and removed about 100 pairs of men's boots, valued at \$600.00 or \$700.00.

Mrs. W. Theobald, wife of Mr. W. Theobald of Victoria Drive left for an extended visit to her friends in England. She was a passenger on the Montcalm, C.P.R. Boat, that stranded on a sand bank on the St. Lawrence on its outward journey.

The whole of the stock and fixtures of the Miller Boot Shop, 1180 Granville Street was offered to tender by the Canadian Credit Men's Trust Association.

Mr. J. Hicks who operated a shoe store on Yew Street, previous to his going south to California is in the city with a view to locating here again.

Mr. S. Goodall and family have returned to the city after an extended visit to England.

Mr. J. Welburn of the Canada Repair on Granville St. has sold out and left for Southern States and South America where he hopes to do business on behalf of Canadian firms in the interest of rubber plantations.

Mr. A. W. Dunbar is again in business after being on the sick list with a slight attack of lung trouble.

Mr. H. B. Rory late of Dunsmuir St. has opened a store on two blocks south on Robson St.

**Don't forget the Big Convention at Hamilton, July 27th and 28th.**

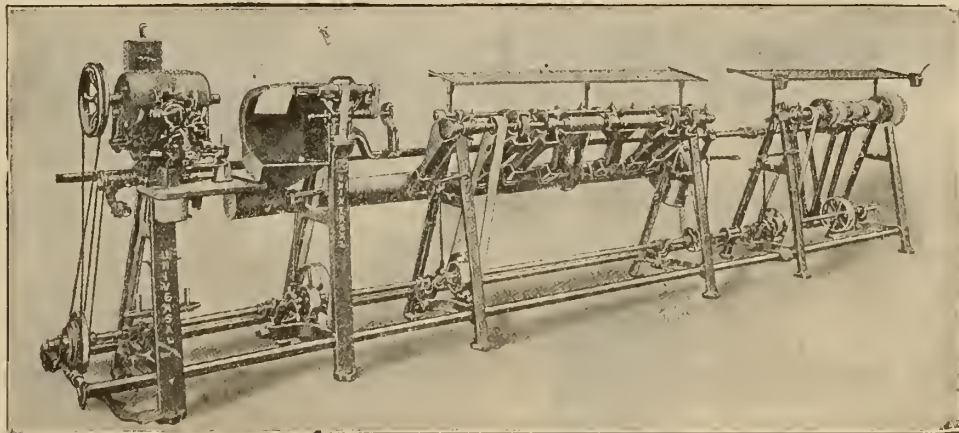
## MODEL F. B.-S UNIVERSAL SHOE REPAIR OUTFIT

"THE ARISTOCRAT OF SHOE REPAIRING MACHINERY"

NO ROYALTY

NO DUTY

We also supply factory equipment and supplies.



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# UNIVERSAL SHOE MACHINERY LTD.

122-128 Queen Street

MONTREAL, Can.

**UNEQUALLED SERVICE MAINTAINED**

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# Cabinette

## Wooden Heels

for

## Ladies' Shoes

+++

Manufactured by

**CANADA CABINETTE HEELS**  
Limited

2732-2736 St. Hubert St., Montreal, Canada  
Calumet 1959

# FIBRE COUNTERS

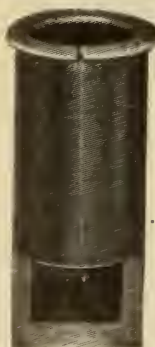
A  
Little Thing  
To Ask For—  
A Big Thing  
To Get!

#### 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

Round Top



### Morton Double Bottom Flange Tubes for Lasts

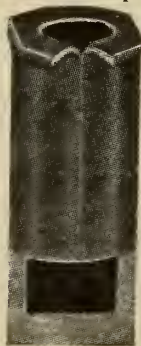
Made in all sizes  
straight and flange

"The strongest Last  
Tube in the World"

E. S. Morton & Co

Pat. Feb. 29, '77 13 Bay St., Brockton, Mass. Pat. Feb. 26, '07  
Pat. Sept. 14, '15 Pat. Sept. 14, '15

Round Top



## 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. Advertiser is requested to phone the Shoe & Leather Journal as soon as possible.

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.

WANTED.—Position as manager and buyer for first class establishment or department store, West preferred, 15 years' experience. Apply Box 34, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MR. MANUFACTURER: Are you looking for a capable salesman for Western Territory? I am on my eighth year in the better class western city shoe trade as assistant buyer and head salesman. Well recommended, a good salesman, young, single and aggressive. Full information gladly furnished. Box 38, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto, Ont.

WANTED.—By an experienced shoeman, position in a city or good town. Western Ontario preferred. Used to good class trade, 16 years' experience in the retail trade. Can handle hosiery, travelling goods, mitts and gloves, etc. Or would consider buying a small business in a good live town. Box 37, SHOE & LEATHER JOURNAL, 545 King St. West, 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.

# American Shoe and Leather Conditions

(Special Boston Correspondence.)

Retail merchants in the States are now ordering for Fall in better volume after much delay during which the shoe producing centers have been marking time.

While the Fall style situation is unsettled, merchants are placing advance business on men's shoes and the more staple models of women's footwear.

The white shoe season opened with the dealers strong in the States, although it was late starting in some sections because of unfavorable weather conditions. The white season is now in full swing with a wide variety of styles. White kid, canvas and nubuck with patent trim are good sellers. Colored kid is also used extensively in trimming. All white is also popular, although there is decidedly more color in summer footwear, naturally following the brilliant hued costumes milady is wearing on Fifth Avenue

For afternoon and semi-dress wear, there has been a drifting away from Patent leather with a stronger call for kid and satin. Patent leather has had a strong run and is still going well in cut out effects, but now appears to be on the wane with a likely return to the lead in the Fall.

Heels are slightly higher ranging from 12/8 to 14/8 except on the sport shoes which carry 8/8 and 10/8 heels. Little change is noted in lasts or vamp lengths with the possible exception of a more rounded toe. Designers are still specializing in variations of the vamp and quarter with cutouts, colored bands and trimmings. There are also more models shown with a tongue and buckle, with a better call for this Colonial type.

Retail trade has been good since the summer weather set in. While a tremendous volume of white and sport footwear was made up, the demand has been as heavy as expected and they should be cleaned up.

There are no indications of a return of the boot for Fall, although the influence of the Russian and Cossack boot which appeared late last winter is to be noted in many of the Fall samples which carry turned cuffs in various colored leathers. The Russian boot itself is considered dead, due to the ability of some manufacturers to imitate the real thing at a very low price, therefore taking away the element of exclusiveness so much favored by the ultra-fashionable.

It is also interesting to note the activities of the rubber footwear firms at this time. Practically every rubber footwear firm in the United States is putting out something new in the line of gaiters for next winter. Here again the Russian boot influence is noted, as many of these gaiters carry cuffs and other style effects never dreamed of in overshoe wear. Overshoes will certainly be more attractive and carry a touch of style next winter. The height of the heel is naturally of great import to the rubber man and the general run are expecting the 14/8 or 16/8 to be the most popular.

Shoe factories are generally busier, although around 70 percent normal. July is expected to be a busy month with retailers ordering at the last minute for early Fall delivery. A large attendance of buyers at the Boston shoe and leather exposition is assured, the exposition being probably the most extensive annual affair held.

There has been some labor trouble with strikes at Rochester and Cincinnati, where the manufacturers are declaring for an open shop.

The raw material markets are stronger. The Chicago packer hide market has advanced with hides well sold up to late slaughter. Leather prices are also firmer with some advances in sole leather and kid.

## Edwards & Edwards Limited

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### SHEEPSKINS

FOR

SHOES GLOVES

SADDLERY

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BAGS AND SUIT CASES

BOOKBINDING

FANCY AND

NOVELTY GOODS

SKIVERS

EMBOSSED LEATHERS

ETC., ETC.

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Represented by

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### SHEEPSKINS

Of all kinds

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PERCY J. MILBURN, Agent

BRANCH WAREROOM

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RICHARD FRERES, Agent





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HEEL, EDGE AND BOTTOM INK



Packed Quarts and Gallons in Distinctive Red and Black Lithographed Cans

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New Friends In The Shoe Repairing Trades

The Rich Lasting Colors and Good Body

Excellent Covering—Rapid Drying and Quick Setting Qualities

### PRODUCE MOST SATISFYING RESULTS

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*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.

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