Toronto, January 1st, 1923

Thirty-Sixth Year *Twice A Month*

THE SHOE & LEATHER JOURNAL

Hey---Fellers
Look at This!

CORSON'S HIKERS
THE SHOE WITH THE MILEAGE

"The Modern Robinson Crusoe"

Corson Shoe Mfg.Co.,Ltd.

100 Sterling Rd.
Toronto

ACTON PUBLISHING CO., LIMITED
TORONTO *MONTREAL*

Established 1857

"THE WEAR IS THERE"

Resolutions

Let's start the New Year right! One of the resolutions we make every year is to maintain, and, if possible, improve our standard and scope of service to the shoe trade of Canada. We believe if we can accomplish that we shall have contributed no little to the happiness and prosperity, not only of ourselves, but of the whole community. Our objective for the year just commencing is summarized by the one word "SERVICE." We cannot make all the sole leather produced, but we can and will make the best, and supply it when and as required. Let this then be

Our Service To You

The Breithaupt Leather Co. Limited

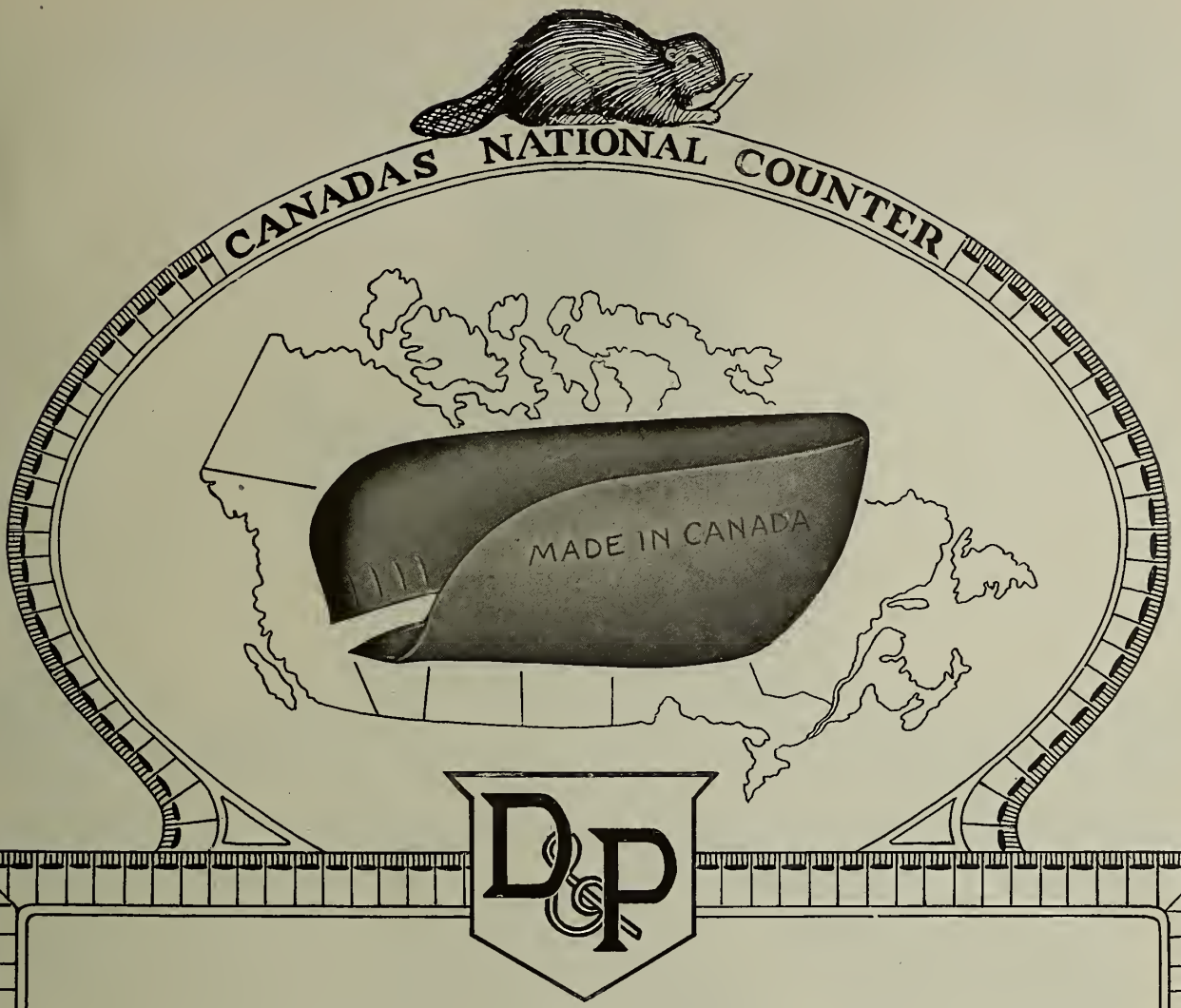
Producers of the Standard of Canadian Sole Leather

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



Welcome, Everybody

From Halifax to Vancouver all roads lead to Montreal, the Shoe Trade Convention City, during Jan. 15, 16 and 17.

Manufacturer, Wholesaler, Retailer, Traveller, we welcome you all, and join in wishing and working for the success of the big Convention.

We invite you to visit us at our Office and Warehouse, where we will be glad to extend to you our best hospitality, and to discuss Counter problems with all who are interested.

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

AIRD & SON
REG.
AIRD & SON
MONTREAL
Welcome To
The Shoe Trade
Convention
Jan. 15, 16, 17
Shoemakers
To The
Wholesale
Trade

A Prosperous New Year!

The way to make it "come true" is to make and sell shoes that stand "the test of time."

DAVIS CALF LEATHER has the qualities of Appearance, Fit and Wear so combined as to insure the maximum of Style, Comfort and Service in the shoe.

Made in Black and Newest Colors
Dominion Matt Topping Calf for Snug Fitting

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

Everyday

of

Snow, Slush and Sleet

Makes Sales of

"G P"

GUTTA PERCHA & RUBBER LIMITED

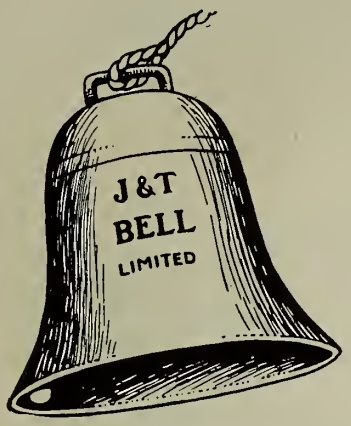
Rubbers

Have You All The Styles and Sizes?

Gutta Percha & Rubber,
LIMITED

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada



CALLING YOU To The Convention

The coming Shoe Trade Convention in the Mount Royal Hotel, Montreal, Jan. 15, 16, 17, is so vitally important that it deserves the full support of every shoeman, and your first duty in supporting it is to attend it.

Coupled with this is the benefit you will derive by taking part in all the activities of this gathering of the progressive men of the industry.

WE WELCOME YOU HEARTILY, AND INVITE YOU TO CALL ON US AT OUR CONVENTION HEADQUARTERS, ROOM 3115, MOUNT ROYAL HOTEL, OR VISIT US AT OUR PLANT, 180 INSPECTOR STREET. WE ARE AT YOUR SERVICE.

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

Make Robinson Shoe Headquarters Your Home---Jan., 15, 16, 17.

With the big Shoe Trade Convention bringing Shoemen from all parts of Canada to Montreal, we are preparing to put forth every effort to make our welcome to all most cordial, and the hospitality of our House very enjoyable to you.

IN THE DISPOSAL OF OUR STOCK IN CONNECTION WITH THE REORGANIZATION OF OUR BUSINESS, THERE ARE STILL MANY SPECIAL BUYING OPPORTUNITIES FOR THE TRADE, AND WE STRONGLY URGE EVERY DEALER TO SEE WHAT WE ARE OFFERING.

Whether you are looking for shoes for Winter Sorting or are completing your lines for Spring, you will find much in the clearing of our stock that will be well worth your while to take advantage of.

Come, and let us renew acquaintances at the beginning of the New Year.

GEORGE ROBINSON

184 McGill St. *Montreal*

The Yamaska Brand
J&M Cote
ST. HYACINTHE, CANADA.

These Staples Lead All Over Canada

Another Yamaska Year

We are out to make Nineteen Twenty-Three another link in the long chain of years of Yamaska Shoe Production.

Constant high standards in workmanship, backed by long experience, assures the dealer who chooses the Yamaska Line for the coming year that he will continue to get the utmost in value and the very best in popular selling features in staple footwear.

If your inspection of our lines for the coming season has been put off until now we urge you to get in touch with us at once.

Yamaska Staples for Value!

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

ARCH PRESERVER SHOE
TRADE MARK REG U.S. PAT OFF.

The Yale Arch Preserver Last

THE ARCH PRESERVER SHOE

Men possess a certain pride in their appearance. They realize that well shod feet indicate personal taste. The shoe of their choice must be stylish and well made, yet *comfortable.*

Through exclusive patented features of construction, Arch Preserver shoes are made to fit with *scientific* comfort, and, at the same time, assure the wearer that his feet are correctly clad.

The fact that Arch Preserver sales for the past three months are larger in volume than for the previous *year* indicate clearly that wise retailers are cashing in on the Arch Preserver feature.

Our sample room in the Mount Royal Hotel, Montreal during the Shoe Retailers' Convention, January 15, 16 and 17, will prove a real mine of information and shoe education to the visiting shoe men. Be sure to call on us and examine our large range of Talbot creations.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

GLOBE

The Globe Line for 1923

The best way to settle the question of your Children's Shoe Trade for the New Year is to make your store the headquarters for Globe "Pillow Welt" and "Baby Pillow Welt Shoes." You will win the permanent gratitude of parents, and their steady trade, by recommending these perfect fitting, long wearing shoes.

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

When in Montreal for the big Shoe Trade Convention, Jan. 15, 16 and 17, call at our Montreal Office and learn all about this superior line.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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

Chums
REGISTERED

At The Montreal Show

See our Samples in Room No. 4124
on the Fourth Floor of the
Mount Royal Hotel

You will be very much interested in the display at Montreal during the Convention January 15, 16 and 17th, of CHUMS shoes in genuine Goodyear Welts and Stitchdown Welts.

We extend a hearty invitation to all retailers to visit our sample room so that we might demonstrate the many fine points which our organization embodies in our product.

CHUMS shoes for Boys and Girls.

MADE IN CANADA BY

Charles A. AHRENS Limited
KITCHENER, ONTARIO

G.L&H.

Put Us On Your Visiting List

When attending the Canadian Shoe Trade Convention, January 15th., 16th., and 17th.

The importance of attending the Convention cannot be too strongly impressed upon every member of the Trade, and in keeping with the big event will be our hearty welcome, and our efforts to assist in making your visit worth while.

WE INVITE YOU

to call on us at our Offices and Showrooms, and as a special attraction we will have ready to show you some

EXCEPTIONALLY FINE SAMPLES IN POPULAR NOVELTIES

You will find it greatly to your advantage to see NOW our new Styles and Values.

Our Convention Headquarters will be at Room 5116, Mount Royal Hotel, where Mr. W. Hébert will be in charge, and will be glad to personally welcome all visitors.

WE SELL TO THE WHOLESALE TRADE ONLY.

Gagnon, Lachapelle & Hébert

55 KENT STREET, MONTREAL

W.A.
LANE
KITCHENER
ONT.
Toronto
Brampton
Brantford
Perth
Hamilton
Tillsonburg
St. Thomas
Preston
Cat
London
Waterloo
Elmira
John McEntyre Limited
Montreal
Shoe Linings, Rubber
Cement & Filler
Daoust & Lalonde
Montreal
Side Leathers, Chrome & Retan
Dope & Shoe Splits
Superior Box Toe Co.
HANOVER, PENN.
Box Toes in Grain, Flexible Split
Leathers & White Canvas.
Paul Galibert
MONTREAL
White, Grey, Champagne,
Havana & Golden Brown Kid.
Fried Lang Leather Ltd.
INC., NEW YORK
Welting
C. H. Peter Sons, Ltd.
ST. JOHNS, N.B.
Side Leathers, Bark Tanned,
& Enamel
Riverdale Leather Co.
Toronto
Superior Sheep Leathers
C. H. Peter Sons, Ltd.
ST. JOHNS, N.B.
Wax & Flexible Splits, Upholstery
& Saddlery Leathers.
Stacey-Wagner Leather
CO., SIMCOE
Black and Natural Waterproof
Elk Lace Leathers
Paul Galibert
Montreal
Empire Kid in Black & Colors
James Cleland Rg'd
MONTREAL
"If It's a DIE We Make It"
Perfection Counter Ltd.
MONTREAL
Leather and Fibre Counters

"At The Hub"

"Frank W. Slater's Strider Shoe"

Pack Up Your Problems and - COME

TO THE BIG SHOE TRADE CONVENTION, MOUNT ROYAL HOTEL, MONTREAL, JANUARY 15th., 16th., and 17th.

Ideas will be broadcasted, information will be handed out, entertainment will be going on—in fact everything to make your visit good for business and good for YOU.

AT ROOM 3127

We will have a good hearty welcome ready for everyone who accepts our cordial invitation to call on us, and we will also show a fine array of samples of our popular lines in

MEN'S AND WOMEN'S FINE WELTS

We will also be pleased to have you visit our Factory and Showrooms at 587 Beaudry St., where our complete range as well as our In-stock Department is ready for your inspection.

COME AND LET US SHARE IN GIVING YOU A GOOD TIME

"By every standard of comparison Strider Shoes are better"

EAGLE SHOE CO., Limited

587 BEAUDRY ST. MONTREAL

CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

Dalaco
CANADA

FOR THE GOOD OF THE CAUSE

Come To The Canadian Shoe Trade Convention, Montreal, Jan. 15, 16, 17.

Because your attendance means the good of the cause of better shoemaking and shoe merchandising, it means YOUR OWN GOOD TOO.

WE HEARTILY WELCOME YOU

and extend to you our best courtesy and co-operation. We want every visitor to call on us, and we place at your disposal our Convention Headquarters, ROOM 4121, MOUNT ROYAL HOTEL, as well as our OFFICES AND SHOWROOMS, VICTORIA SQUARE.

We urge retailers coming to the Convention to prepare to complete their buying for Spring NOW. Conditions and demands both make it unwise to delay longer. With the fine range of styles and exceptional values we are showing, we are prepared to give you the best buying advantages obtainable.

Daoust, Lalonde & Co., Limited

45 to 49 Victoria Square, Montreal, Que.

BRANCH WAREHOUSE—The Metropo'itan Shoe Co., 91 St. Paul St. E.

At Home To Convention Visitors

Every shoemen who has the good of his Association at heart and is looking for means of improving his own business owes it to himself to visit the big Shoe Trade Convention, Montreal, Jan. 15, 16 and 17.

We will be right at the Convention Centre, Mount Royal Hotel, with a display of our lines at Room 5119, and here the heartiest welcome awaits every visitor.

We also invite you to take advantage of this opportunity of visiting our extensive plant, and will be glad to make you feel at home and to show you the production of our popular footwear.

DUFRESNE & LOCKE, LIMITED

2665 Ontario St., East Montreal

THE ROBSON LEATHER CO. LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

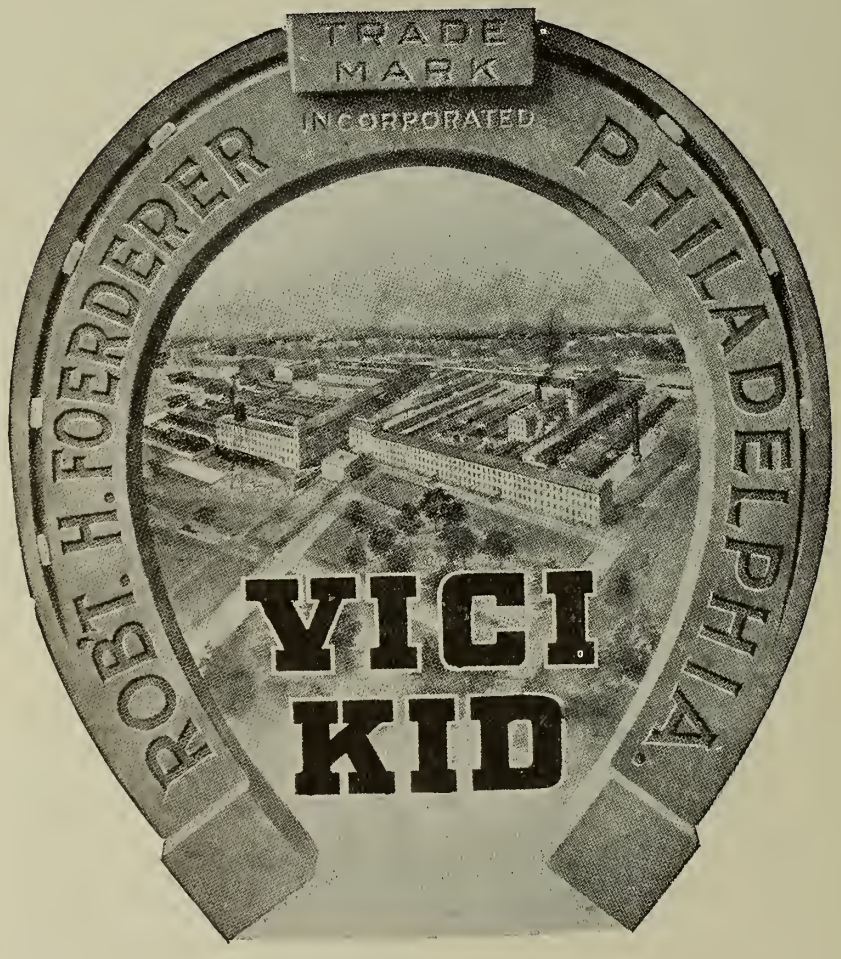
Black Beauty

Chrome Patent Sides

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

ROBERT H. FOERDERER

PHILADELPHIA INCORPORATED **PENN., U.S.A.**



THREE BIG DAYS

January 15, 16, 17.

The Canadian Shoe Trade Convention

Mount Royal Hotel, Montreal

Three days filled with valuable information-getting and pleasant entertainment are in store for all shoemen who attend the big Convention in January. Do not miss it.

It will be a special pleasure for us to welcome all Convention Visitors.

For your convenience, a notable display of our lines will be shown at

ROOM 5121 MOUNT ROYAL HOTEL

which we urge every visitor to inspect. We will be honored if you will make our Room your headquarters.

We also cordially invite you to call on us at our Plant on Aird Ave. Our facilities and service are at your disposal.

BEST SEASON'S WISHES TO ALL

DUPONT & FRERE

301 Aird Ave. **Montreal.**

Marsh's Peggy

No. 5362

Meet Us at Montreal

Visit our Sample Rooms and see our new designs in Men's and Women's Welts and Women's McKays. "Peggy" our latest creation in women's Oxfords for spring selling, will be there in all the glory of Marsh quality and workmanship.

Mr. Harvey Graham
Room 330
Windsor Hotel
Montreal

Mr. W. H. Marsh
Room 1001
Mount Royal Hotel
Montreal

THE WM. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

SOLD BY ALL LEADING JOBBERS FOR THEIR BEST GRADE SHOE

PERMANENT SAMPLE ROOM

ROOM N QUEEN'S HOTEL TORONTO

La Duchesse

OPEN HOUSE

To Convention Visitors

We are always glad of any opportunity to entertain our good friends and particularly is this so when the occasion is such as the coming

SHOE TRADE CONVENTION

Mount Royal Hotel, Jan. 15, 16, 17

the most important event yet held in the interest of shoe production and shoe selling.

We heartily welcome all shoemen attending the Convention and hope you will accept our cordial invitation to call on us at our Showrooms, 92 Beaudry St. We look forward to the pleasure of extending to you the use of our facilities, and will be pleased to show you the latest in footwear production as represented in La Duchesse popular styles.

"LaDuchesse" Shoe Co., Registered

MONTREAL, QUE.

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

SEE TEBBUTT'S

New Radiumized Doctor's Cushion Sole and "Doctor's" Antiseptic and "Professor"

We have the most Complete Line of Hockey & Skating Shoes in Canada
We have several new original designs to show you

at the Canadian Shoe Trade Convention, Mount Royal Hotel, Montreal, January 15th., 16th., and 17th.

Your presence at the Convention means not only the good of the industry generally but the improvement of your own business in particular. You should not miss it. It is the biggest event yet in the Shoe Trade.

ROOM 3121

The reception you will get at our Convention Headquarters will be cordiality itself.

The knowledge of Styles and Values that you will get from an inspection of our display of Tebbutt Shoes, and the important information about their exclusive features of Comfort and Wear, will enable you to successfully solve many a problem for your next year's selling.

JOIN THE CROWD OF PROGRESSIVE DEALERS AND MAKE IT A BIG CONVENTION

TEBBUTT SHOE & LEATHER CO., LIMITED

Three Rivers *Que.*

"If a man can write a better book,

Preach a better sermon, or make a better mouse trap, than his neighbor,

Though he build his house in the Woods,

The world will make a beaten path to his door."

—Emerson

TETRAULT'S build a better shoe

This is why all roads lead to our busy factory.

Visit our Showrooms, Mount Royal Hotel,
Jan. 15th to 17th
See and BUY the newest things.

Tetrault Shoe Mfg. Co., Limited

—Largest Shoe Manufacturers in Canada—

Montreal, Quebec

Invictus
THE BEST GOOD SHOE

983/130 Men's Bro.Cordo Oxf. S.S. Stag last. Price:

$5.65

(Less 5% for 24 pr. lots of not more than 2 widths. No order for less than 6 prs.)

541/177 Ladies' Pat. Lea. 1-Strap. Wht. Elk top, vamp and fox collars; S.S. Sport No.1 last, Price:

$5.50

(Less 5% for 24 pr. lots of not more than 2 widths. No order for less than 6 prs.)

Style leaders, but combining with their smartness that most essential thing in shoes—QUALITY.

GEO·A·SLATER Limited,
MONTREAL·

Vol. XXXVI. No.1 Toronto, January 1st, 1923

Shoe and Leather Journal

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JAMES ACTON, President
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Boston Office: 161 Summer Street

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Dead But Not Forgotten

"Earth to earth, ashes to ashes, dust to dust." Another year has been consigned to the tomb of oblivion. Its joys, sorrows, failures, successes, hopes, fears, opportunities and mistakes once so keen and vibrant have gone the way of all flesh and the place that once knew them shall know them no more forever.

We shall not pass that way again. Yet it would be a strange perversion of human nature that would keep us from emulating Lot's wife and looking backward, be it with feelings of pride, regret or chagrin—pride at what our feebleness may have attained, regret that so little has been accomplished, and chagrin that "failure" may be written over so many of our fondest hopes.

We meant to have done better, but are compelled to confess that not only have we left undone those things that we ought to have done, but have done those things that we ought not to have done, and are "miserable offenders" in every sense of the term.

One thing, however, for which we may be most profoundly thankful is this very feeling of disappointment, provided it leads to better and higher endeavor. This is the spirit which distinguishes man from the brute that perishes. Discontent is not always an alarming symptom.

January is no more suited than April or August for reflection and resolve, but it happens to mark the parting of the ways as far as the calendar year is concerned. It lends itself thus to that instinct of mankind which, like the Roman god Janus, looks both ways.

The man who is not impelled at this time of the year to consider the past and determine to make the future the truer and more effective for its encouragements and warnings is not worthy of the name. He

"Is fit for treasons, stratagems and spoils,
The motions of his spirit are dull as night,
And his affections dark as Erebus.
Let no such man be trusted."

On the other hand the man who realizes that life is made more glorious in its possibilities even by death, and who rears on the failures of the past the foundations of future of purpose and achievement is in accord with that lofty thought of Tennyson's:

"Men may rise on stepping stones
Of their dead selves to higher things."

Stray Shots from Solomon

The year lies before us. What it may contain for each of us is absolutely unknown, thank Providence. After all we are none of us big enough to boast of our wisdom or our prowess. At our best we are but children playing at a game of which we do not see the end. There is one thing we can be sure of and that is a definite straight course for 1923 is bound to be the best. "He that walketh uprightly walketh surely." The surest way to walk is with the head up and the eyes straight ahead. The fellow with his eyes on the ground is almost sure to get his feet off it. Set your eye upon a definite goal. Let it be worthy of your ambition and your effort and make "a bee line" for it. At all hazards have the ambition to live a life during the present year of which you can say when you get to the end, "I have done my best, I am not ashamed.

LOOKING AHEAD.

* * * *

The saying "fools rush in where angels fear to tread" is a dramatization of the words of the Wise Man, "I, wisdom dwell with prudence." To be brave is to be wise. The man who faces a known danger that must be met is a hero. The fellow who rushes needlessly upon trouble is a fool. "The prudent man foreseeth the evil, and hideth himself but the simple pass on and are punished." Watch your step. Keep your eye upon the possibilities that lie ahead. Don't flinch but don't take leaps in the dark. If you stub your toe or bark your shins, don't let it be because you have taken your mind off the race. There are dangers ahead that no man can foresee or avoid. Meet them bravely, but thoughtfully, and let experience teach you to use the lessons well as you go along. It is the foolish reckless fellow who makes the same mistake twice.

LOOK OUT!

* * * *

There are two classes of people who do a wonderful lot of damage in the world. One is the fellow who speaks his mind, and does not care whose corns are trodden upon. He has slain his thousands, but the fellow who totes a gun in his hip pocket or a stiletto up his sleeve, and smiles into your face has done to death his tens of thousands. "He that hideth hatred with lying lips, and he that uttereth slander is a fool." He is a fool because in spite of his cunning and cruelty he finally gets the noose. The snake is at last trodden upon. Meanwhile his slime and fangs play havoc with heart, home and business. The day of reckoning comes to the slanderer. He may not get mulcted in court damages but the day will dawn when people will avoid his presence as they would a plague. The deceiver is always unmasked in time.

SMOOTH ASSASSINS.

* * * *

The only pride that is worth having is pride in a job well done or a promise faithfully kept. There are a lot of people who if you took away their clothes, their good looks, and the bit of money they have at the bank, would not have enough left to get them inside a faro layout. "When pride cometh then cometh shame." Beware of the pride that is always looking for a pat on the back. It is more important to you what you are than what people think of you. There are people who will tell you what a wonderful fellow you are and when you make a mess of things be the first to say they knew you were a four-flusher. Pride is all right in its place, but the man who takes pride in his reputation instead of his character is riding for a cropper. Be too proud to be a boastful ass.

FALSE PRIDE.

* * * *

There are a lot of us like the old lady who said she was "open to conviction" but would like to see the man who could "convict" her. The millennium would be here in no time if people would only give up their minds to give the other fellow a right to have and to hold his own opinions. Men have "fought, bled and died" for "convictions" that were not worth powder to blow them over Gilroy's barn. The next time your neck stiffens, and your gorge rises when some one finds fault with your politics, or picks holes in your religion, shake hands with him, and thank God for sending you a corrective for one of the worst diseases of mankind—smugness. "Only by pride cometh contention." Instead of telling Mr. Have-his-way to go to the Devil, sit down and let him get it off his chest. It will do you good, and perhaps save him.

LET HIM BE.

Solomon

January Thaw

The Inevitable.—Son—"What is an undertaker?'
Father—"An undertaker is a man who follows the medical profession."

* * *

Sure Enough—Buck—"Can you give a definition of an orator?"
Private—"Sure. He's a fellow that's always ready to lay down your life for his country."

* * *

As Predicted—Uncle Henry Jones had died very suddenly, and a distant relative of the relict was offering her condolences. Finally the lady got round to the point where she felt she could decently ask a burning question.
"And what did poor Henry leave?" she inquired sweetly.
"Leave?" snorted the widow. "He left the barn only half painted, just as I told him he'd do!"

* * *

A Good Start—"That's a powerful hardworking wife you've got, Clint," said the gaunt mountaineer.
"Eh-yop!" was the reply. "If I had a couple m ore like her I reckon I could get along right well.'

* * * *

When Hog Meets Hog—When a road hog meets a road hog in the strait and narrow way
I always stop to listen to what they have to say.
They bless each other's ancestors clear back to Adam's time,
And read each other's titles clear in words that are sublime.
They yell and swear and blackguard, and I listen till they're through,
And enjoy the whole performance, for all they say is true.

* * *

Bring It Anyway—Tommy, after going to bed, became thirsty, or thought he did. He called out: "Ma, I want a drink." The mother's voice answered back: "Tommy, you go to sleep." Tommy grunted, turned over, and was silent for 10 minutes; then again: "Ma, I want a drink." "Tommy, you go to sleep," was the reply. Intense silence again for 10 minutes; then, "Ma, I want a drink." "Tommy, if you don't go to sleep, I'll come up and spank you." More silence; this time for about two minutes; and then: "Ma, when you come up to spank me, bring me a drink, won't you?"

A Toss Up—The young man arrived at the party and made his way to the hostess, greeting her and apologizing for his lateness.
"Awfully glad to see you, Mr. Jones," said the hostess. "So good of you to come. But where is your brother?"
"He was unable to come. You see, we are so busy just now that it was impossible for both of us to get away, and so we tossed up to see which of us should come."
"How nice! And you won?"
"No," replied the young man, absently, "I lost!" National Republican

* * *

Inside Still—"Sad about poor Bill, isn't it?"
"Terrible! How did it happen?"
"It all came of his following the advertisements. You see, one advised him to eat yeast and he did it, and then he read another telling him to eat raisins, and he did that, too. Well, you have made home brew and you can guess what happened. Sad case!"

* * *

An Advertising Stunt—"I can't do a thing with Jones," said the manager. "I've had him in three departments, and he dozes all day long."
"Put him at the pyjama counter," suggested the proprietor, "and fasten this card on him—
"'Our nightclothes are of such superior quality that even the man who sells them cannot keep awake.'"

* * *

Not His Way—"When Johnny Jonks struck you in the eye you should not have given him a black eye in return," severely said mother.
"Huh!" answered Skinny Simpson. "I'm not the kind of a feller that expects to get something for nothing."

* * *

Stickler for Etiquette—William Doublex is noted for his nerve, his shortness of temper, and his scarcity of cash. While he was seated at a lonely breakfast in the club one morning, a debt collector broke in, through the drowsiness of the porter at the door, and presented his bill.
"Sir," said William, glaring at him, "is this all you know of the usages of decent society? To present a bill to a man breakfasting, sir? Do you know that you are an intruder in this club, sir? Do you know I could call the servants and have you thrown out? If you wish to talk business, go outside and send in your card."
The collector went out and sent in his card. William picked it up between thumb and forefinger, adjusted his monocle, and read it.
"Tell the gentleman," he said, sweetly, "that I am not in."

In the Market Place

GENERAL conditions evidence the reaction from Christmas and the usual tendency towards hesitation at the beginning of a new business period. Christmas business was good in all lines practically. Merchants say that they have never known it to be better during Christmas week. People seemed to spend money with a freedom that has been noticeably absent in the past two or three years. The shoe trade enj yed its share of the generosity that prevailed and reports from all over indicate a satisfactory trade. In spite of the drawbacks of the season, which centres largely in retail trade, evidences have not been wanting of a general movement in staple commodities and the greater freedom of Christmas would seem to be the result of the general conviction that we have ahead of us a period of steady development, which, though perhaps slow, will be all the more certain. Already wholesale merchants are beginning to feel the influence, for in spite of the fact that stock taking season is on, quite a brisk ordering of goods to fill up gaps made by Christmas trade is in progress. It will be a couple of weeks before the real effects will be felt but the indications point to a good sorting trade.

Retail Shoe Trade

Christmas business has exceeded the anticipations of many shoe retailers, especially in the city centres where not only in fancy lines but staple shoes has trade been better than it has been for many months. In spite of the seasonable weather prevailing a large business was done in fancy lines that ordinarily sell only in the warmer months. The fact that there was such a large demand for high cut overshoes and spats has been no doubt responsible for the tendency to buy light footwear. One retailer who sells fine lines principally, claims that his trade was fully twenty-five per cent. ahead of last year in volume. Another dealer said that his men's trade picked up considerably at Christmas, and that his women's trade which he had planned to exceed by a large margin last year's was somewhat disappointing. He claims that the men are beginning to realize their "slip-shod" conditions with regard to shoes and are beginning to show true repentance. The fact of the matter is that too much attention has been paid to pushing women's lines for the past two or three years, and this with the general tendency for the men to hold back while the women are spending has made this section of the shoe trade rather disappointing. The outlook is brightening, however, and spring promises to see men on their feet again to speak literally as well as figuratively.

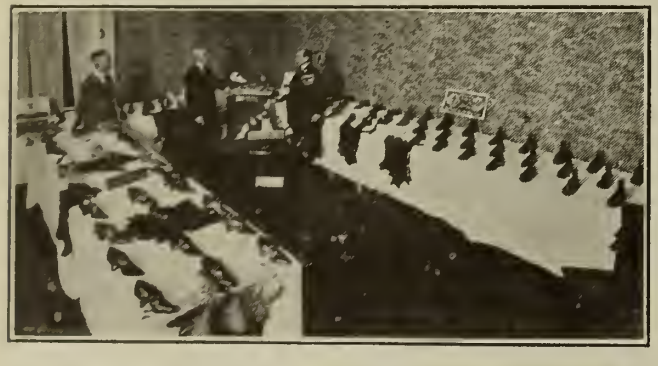
Hide and Leather

The hide market has quieted down again. A couple of weeks ago some good sales were reported and it looked for a while as though the market would revive. The reaction came sooner than expected, much sooner than those who were engineering the movement hoped. Tanners have been holding off for a considerable time and have mostly been stock taking. They will not wet any more hides than they can help or until at least they see some sign of a general revival of interest in shoe leathers. In the meantime while foreign hides and skins maintain a decided firmness natives are finding very little enquiry. Native steers in the Chicago market are quoted 18½ cents for lights and 19½ cents for heavies. In country hides, buffs run about 12½ cents with sales at 12 cents and 13 cents asked. Very few are changing hands, however.

Leather is quiet. There was a slight movement in November which slackened up during the past month. There will not be much change until stock taking with shoe manufacturers is over and spring business gets under way. Speaking of conditions compared with former years a prominent upper leather producer showed the Shoe and Leather Journal an enquiry for a grade of leather that might really be classed as fourth. A few years ago, he pointed out, it was difficult to dispose of seconds while to-day manufacturers were looking for anything with which they might more or less safely bring their product within easy reach of the demand for popular prices. He was afraid this tendency might in the end work serious damage to the shoe industry in destroying confidence in the product.

Wholesale Shoe Trade.

There has been some trade in women's fine lines and a fair amount of sorting during the month to meet the requirements of holiday trade, but very little has been doing in wholesale circles. Manufacturers have been getting ready for the new season, and where they have not been stock taking, they have been completing orders for spring, which have been of a somewhat ragged character, and revising their lines for the new season's requirements, pulling out some of the more or less undesirable ones and retrenching others. From enquiries received, manufacturers seem to think that January is going to witness a revival of interest in spring business on the part of retailers, and that once retail stock taking is completed, there will be a general disposition to figure out spring needs on a liberal basis. The exceptional character of spring business on the part of retailers, and that once retail stock taking is completed there will be a more favorable disposition towards shoe buying than for twelve or eighteen months past. Dealers have also sold up well on their rubber stocks and it is expected that bills will be much better met than was feared a month ago. At all events the situation



Sample Room of Jno. McPherson Co., Ltd. at Windsor Hotel, Montreal, in charge of Mr. Geo. E. Fortier

Style Problem Not Important

Does Trouble Lie With Retailers Themselves?

IF business was good, would you hear this howl about style changes? Why don't dealers sell the shoes they have bought? Is it because they are not good, or is it just because business is not good? Who is to blame?

Those are a few of the leading questions thrown at us in the course of a conversation with a member of the trade, who for various reasons will remain nameless.

Answering his own questions, he said:—

"When business is good the manufacturer is so busy filling orders he has no time to bother about a new style or new pattern between seasons. And the retailer keeps crowding him for delivery of shoes already ordered, and is also too busy moving his stock to hunt for new shoes to stir up business. Consequently you don't hear loud yells as to how various firms or individuals are running the business into the ground.

"But when business gets poor, right down the line there is a search for something to stir it up. Hence we have seen retailers and manufacturers both working on—not new styles, but new ideas in pattern and design, to produce something just a little different from what their competitors have. The so-called "rapid style changes" were not the cause of bad business; they were the result.

"Broadly speaking, there have been no really radical changes in style during the past few years. The low heel wide one-strap was perhaps the nearest approach to it during the last year. And the total volume of that type sold was not as large as you might think from the stir made about it. Straps and oxfords have been worn for a long time, and there is nothing in sight to displace them for some time ahead. The introduction of tongues, boots, or what not, will not affect the real basis of business.

"In turn shoes, of course, where novelty is demanded, on account of the purposes for which they are used, we have seen more variety. Here, too, however, it has been a matter of pattern, design, addition or subtraction of something to change the appearance of the shoe, and to add variety to stock. Moreover, any dealer or salesman tires of a shoe after a certain time, and some little change is needed to freshen his enthusiasm in selling it.

"So I say that the phrase "rapid style changes" is incorrect in the first place, and that in the second place the new ideas brought out have only caused distress in so far as the unwise dealer has loaded up with merchandise he should have known he had no market for."

Thinking it was our turn to put in a question, we asked,

"If the trouble is due to bad business, why is it that business is bad?"

"Well, is business bad?" he countered. "If you could look into the records of manufacturers, you would probably be surprised to find how many shoes were made in Canada during the last year. People must have shoes, and have been buying them. Whether much money has been made on them is a different question.

"You can go into any city you care to name, and you will find a few dealers at least who have had very satisfactory business, and very good profits. Why? Because they know their business!

"It is said there are too many retailers. And it's true. There are also too many wholesalers, and too many manufacturers. The same is true of many other lines besides the shoe business.

"The public demand for commodities such as shoes has not grown in proportion to the number of stores or factories that are after a share in the business. We will always have this condition to contend with to some extent, but it has become aggravated during the past few years.

"If there were fewer dealers, each would have more business and make more money. And under present conditions there will gradually become fewer retailers. It is inevitable that a number of them will continue to go out of business.

"The problem, so far as the dealers are concerned, is there own. The dealers that stay in business will be those that are entitled to stay. Those who have no rightful place in the shoe business must disappear.

"It is impossible to legislate them out of business. Nor can wholesalers or manufacturers do much, if anything, to help.

"What each dealer should do right now is to sit down and look himself over as a prospect for a permanent member of the business. He should ask himself whether he has made a place for himself in his community. If he has, he has a fair chance of sticking, otherwise, he has not.

"But in the months ahead of us, the retailer, wholesaler, or manufacturer can safely feel that there are three possibilities ahead of him:—

"1. He must go out of business, or

"2. He must be put out of business, or

"3. He must help put some other fellow out of business.

"Just which of the roads he will travel is up to him."

The Davis Hunting Party at Horse Shoe Hunt Club, Haliburton County, Ont.

These men, many of whom look like "tough birds" are in reality fairly respectable citizens. In the group may be noted Hon. E. J. Davis, Mr. Elmer Davis, Mr. Aubrey Davis, Mr. H.W. McFarland and Mr. James Acton. They got their quota.

Printer's Ad. Competition

THE above are not shoe retailers' competitive advertisements, but the result of a circular sent out three months ago to daily and weekly newspapers throughout the country, offering prizes to printers for the best set shoe ads. in their papers.

The SHOE AND LEATHER JOURNAL has from time to time deprecated the poor service merchants are getting in their advertising efforts in local papers, and would venture that any ordinary business concern serving its patrons in the same half-hearted slip-shod manner would be on the rocks in six months. Our competition has fully proved what we have claimed.

In the second place it has turned out as we feared with regard to the competitions sent in. Considerably more than half of them showed that the compositor was handicapped by lack of type equipment. Some of the faces used must have come out of the "Ark", and the combinations might be described simply as "fierce". Taking one as an example of the effect of this, the merchant had gone to the expense of procuring excellent cuts and a goodly number of them, only to have the whole effect completely ruined by crude combinations of old fashioned type. In another example, where the type was comparatively modern, it was altogether unsuited for newspaper advertising, being designed as a matter of fact for fine job work.

The first prize of $15.00 was won by Stroyan Leith of the Evening Examiner, Peterboro', Ont., who sent in quite a number of specimens all of which were good and any of which might be classified as good advertising. The Examiner is to be congratulated as much as its compositor for its part in this competition. It evidently has an equipment equal to the best modern city office for the handling of its advertisements. The ads. in this case were all accompanied by original layouts and instructions and had attached copies of the ads. as printed in the paper. They represented five separate shoe concerns which shows that Peterboro probably stands at the head of the list as an advertising centre for shoes. We congratulate the Examiner and Mr. Leith who came out on all counts so far ahead that there was really no doubt as to pre-eminence. We have selected two advertisements of different types from this competition as being practically equal from a typographical standpoint.

The second prize of $10.00 is carried off by Herb. J. Smith, of the Times-Journal, St. Thomas.

The third prize of $5.00 is won by Fred. J. Miller, of the Recorder-Times, Brockville, Ontario.

Prize Ads. Printers' Competition

"Across The Years"

If anything were needed to prove the changes wrought by time in business as well as social life, one has only to go back over the shoe and leather industries of Canada for the past third of a century and note the blanks left in the ranks of shoe manufacturers and tanners since the Shoe and Leather Journal was established in 1888.

A striking illustration is afforded by a glance at the groups of portraits of the principal men of the industry issued by the Journal two years later (1890) in which there were exactly one hundred faces. Of this number there are only fifteen living, and in business to-day, of these, two entered the field between 1888 and 1890.

Some of the Casualties

Amongst the casualties in the shoe trade have been such men as Ames, Holden, Linton, McCready, Smith, Bell, Hagar, Stephens, Whitham, Cochrane, Cassils, Slater, Porter, Lapierre, Mullarky, G. Boivin, the Fogarties, Hemond, Archibald, Turner, Thompson, Wells, Crossley, Savage, Leggat and Robinson of Montreal; Botterell, Bresse, Migner, Marsh, Polley, Woodley, and Griffith, of Quebec; Louis Cote, Seguin and Lalime, of St. Hyacinthe; and Pride, Taylor, Humphrey and Palmer in the Provinces. In the West, Hamilton, Cooper, King, Damer, Turner, Garret, Valiant, Hepburn, Griffith, Orr, Hally, Bonnick, Beemer, Rumpel, Taylor, Charlesworth, Oberholtzer and some others have passed on.

In the leather trade such faces as those of Shaw, Wardlow, Rochette, Whitehead, Gourdeau, McLean, Hallam, Jacobi, Walter Beardmore, Chas. King, T. D. Craig, Robson, Daville, Lamb, Alexander, the Clarkes, the Beals and others who served their generation are now but little more than a memory, although it may be said, by the way, that the tanners have come through the ordeal of the years in better shape than the shoe men.

Of the rubber shoe trade there is not a man left who headed a concern in 1888, Miner, Scholes, Robinson, Warren, Rieder, have all gone.

The Survivors in the Shoe Trade

The survivors of this Balaclava of the shoe industry number nine with the possibility of there being ten. We are referring to men who were at the head of their business in 1888, and who are practically at the head of the same concern that existed at that time.

First and foremost of these is that "Nestor" of the shoe trade Mr. John Ritchie of Quebec. Mr. Ritchie is still hale and hearty although not so young as he used to be. Nevertheless he maintains his interest in the shoe game. Mr. Ritchie started in the shoe business in 1879, and has been at it ever since. He is as much a landmark of Quebec as the citadel.

Mr. Chas. A. Ahrens, of Kitchener, began business in the manufacture of slippers away back in 1881, his line gradually extended to children's and women's goods, and to-day is one of the foremost in the country. He is still on the job, and feels as young as he did twenty-five years ago.

Geo. A. Slater with his brother succeeded to his father's business. While the firm's name differs by a single initial, he is practically at the same job as his father handed him over in 1887. He is still going strong, and as invincible as the name of his product.

E. O. Weston, of Toronto, was the head and management of F. J. Weston and Sons in 1888, the factory in Toronto being built in 1878. The firm did a jobbing as well as a manufacturing business until 1904, when after the big Toronto fire, the Campbellford factory was organized, and put on a separate basis, the Toronto concern doing the distributing. The original concern, however, still remains.

Samuel N. Sterling and his brother C. E. Sterling, of London, formed the partnership of Sterling Bros. in 1883, and commenced business as shoe wholesalers in April 1883. They commenced the manufacture of boots in 1893, and in 1905 changed their partnership into a limited company with S. N. as President and C. E. as Vice-President. The same management has continued from the beginning, and it looks as though it would last another decade at least.

Mr. R. T. Hayes, of St. John, N.B., joined the late J. M. Humphrey in his jobbing business about thirty nine years ago, and succeeded him in the management of the concern, when he passed away later. He has always been a strong figure in the Maritime trade, and occupied for some time the position of Mayor of St. John. He is as young in heart as his picture and looks good for another quarter of a century in the shoe game.

J. A. McLaren formed a partnership in 1888 with R. H. Greene, now of the Gutta Percha and Rubber Limited and on the retirement of the latter did business in his own name uniting with Harry Dallas on the death of the late Mr. McKellar. Mr. McLaren is one of the best known and most esteemed of Canadian shoe wholesalers. He has for thirty four years held the tiller on the business, and his friends, although they would like to see him relax and take up something like water polo for instance, hope to find him at the desk for a couple of decades to come for he finds happiness in work.

Thomas Ryan, of Winnipeg, is one of the oldest shoemen in experience in the Dominion of Canada. He was one of the first to see the opportunities of the great West, and was established in Winnipeg at the time of the great boom in 1880-81. His fortune has varied with the fortune of his great city, which honored him with the position of Mayor. Probably no man in any part of Canada has had a wider personal and business connection and all who know Thomas Ryan speak of his sterling character.

Edward Packard, of Montreal, began business in a small way in findings and shoe store supplies with his brother L. H. Packard in 1872. The management and inside work was done by L. H. while Ed. held the selling end. The business was a success almost from the start, and grew until it occupied commodious quarters on McGill St., when the JOURNAL first met its principals. Later the company built its present fine building on St. Antoine St. On the death of Mr. L. H. Packard a few years ago, the business was organized as

a joint stock company with Mr. Ed. Packard as President; M. L. Packard, Vice-President; James W. Strike, Sec.-Treas. and B. E. Packard, Sales Manager and Director. This is one of the two big findings' houses in existence when the JOURNAL started, and the only one of which the management is in the hands of one of the originals.

The Remnant of the Leather Trade

Hon. E. J. Davis may be considered to be the "Daddy" of the leather trade of Canada. He entered his father's business at the age of sixteen in the year 1867, and the firm name of A. Davis and Son continues in the Kingston plant where the original business of making side leathers is conducted on a very much larger scale than at King City. A comparatively new development has been Davis Leather Co., of Newmarket, which makes calfskins only. Mr. Davis has "thought" leather all his life, but it has not so occupied his attention as to exclude other things. He filled successively and successfully every office in the County of York, and was made a Cabinet Minister, of the Ontario Government. He is a good sport and in spite of his seventy one years, takes his golf and deer hunting seriously.

S. R. Wickett, President of Wickett and Craig Co., Toronto, is known as well probably as any name connected with the shoe industry of Canada, and has spent a lifetime at the business of producing upper leather. He is a practical tanner who knows all the points of the game, and a salesman still of no mean quality who can tell a story or talk a little "francais" with any of them. He knows every man in the shoe trade and knew their fathers before them, and can tell you off the bat what hides were in 1885 or what wax splits sold for in 1870. He looks good for another couple of decades at least.

Mr. Wm. Craig the Vice-President of the Company, was associated with his brother the late T. Dixon Craig, M.P. of Port Hope before the latter's decease and upon the discontinuance of the Craig business joined Mr. Wickett in producing shoe and bag leathers. He is a quiet, staid man whose long practical knowledge of the leather trade makes the Wickett and Craig combination a good one.

L. J. Breithaupt and his brother J. C. Breithaupt, of Kitchener, took over the management of their father's business known as Louis Breithaupt Co., on his decease in 1880. They have been on the "quarter-deck" ever since, the one on the outside end and the other on the inside. Since the formation of the concern into a joint stock company, L. J. has occupied the office of President and J. C. of Secretary-Treasurer. Both were in their present positions in the business in 1885, and with the exception of a few grey hairs they do not seem to have changed. In spite of the vagaries of the hide market, and the perplexities of providing "sole" for the shoe industry, they seem to retain their mental poise and physical robustness. They look good for the century mark especially J.C.

Cecil J. Marlatt took over the management of Marlatt and Armstrong, established in the fifties, before his father died, and was a factor in the shoe and leather trades even before the JOURNAL came on the scene. He had his share of responsibility both in the upper leather and sole leather departments of the trade for quite a while and has seemed to thrive on it. He has not only made a success of the leather business but has found time to devote to sport,and for some years was Commodore of the Royal Canadian Yacht Club. Golf might have done more for him, but his conscience does not smite him. He is one of the most genial spirits of the trade and is as much on the job as he was thirty-five years ago, although his two able sons relieve him of a good deal of responsibility and effort.

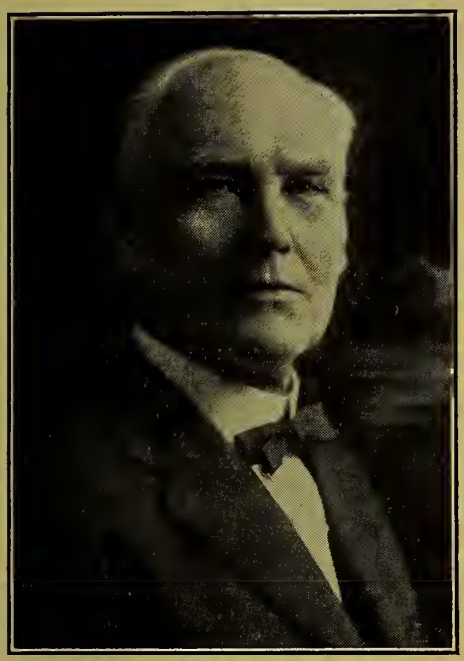
When the Shoe and Leather Journal began its somewhat uncertain career in 1888, the Beardmore business was just beginning to get into its stride. The head of the concern was then the late Geo. L. Beardmore, one of the finest men from every viewpoint ever connected with the leather trade of Canada. He was a far seeing business man, a good citizen and devout churchman. His sons Walter D. and George W. were then his able lieutenants and practically managed the business. On the death of W. D., Geo. W. succeeded to the presidency. In addition to his business duties, Geo. W., who is by the way still a bachelor, devotes considerable attention to field sports, and is Master of the Fox Hounds of the Toronto Hunt Club. He is as proud of his title as a knight of his C.M.G.

In the early days of the JOURNAL, R. Lang and Sons made only harness leather, and their "Anchor Brand" was as well and favorably known as the Sterling mark in silver. In recent years the Lang Tanning Co., has gone into sole leather production and has built and equipped a large plant for this purpose. George Lang has through all the past three decades and a half been the head of the management and selling department of this great business, and is as wide awake and keen as he was thirty five years ago. He is on the job every day, and then some.

Paul Galibert was to use a well known expression "to the manor born." The late Calixte Galibert his father, was for nearly half a century identified with the leather industry of France before coming to Canada in 1863. He brought his ideals with him, and that has had largely to do with the success of the Galiberts in turning out high class leathers ever since. In 1880 Paul Galibert embarked in the business for himself and after years of experimenting produced the first glazed kid in Canada. Their model tannery has now a capacity of 500 skins a day. The head of the concern is still in the saddle although his two sons are his able assistants. He has never lost his genuine French vivacity, and retains his perennial youthfulness in a manner that is the puzzle and envy of his contemporaries.

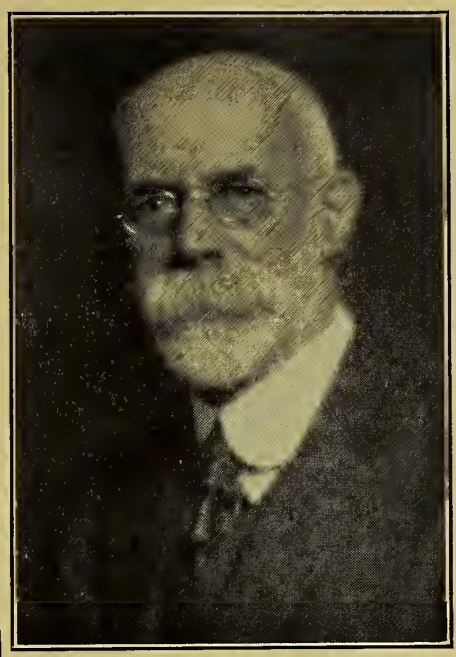
C. J. Miller, of Orillia, is perhaps not as close to the shoe trade as some of the other leather men, as his product is largely harness leather. Mr. Miller has, however, for nearly half a century been identified with the leather industry of Canada. He is still actively engaged in the business although his sons are now associated with him, and the concern is now C. J. Miller and Sons.

With these men and those whose names have been mentioned as having passed from the scenes of their earthly endeavors, the writer has been

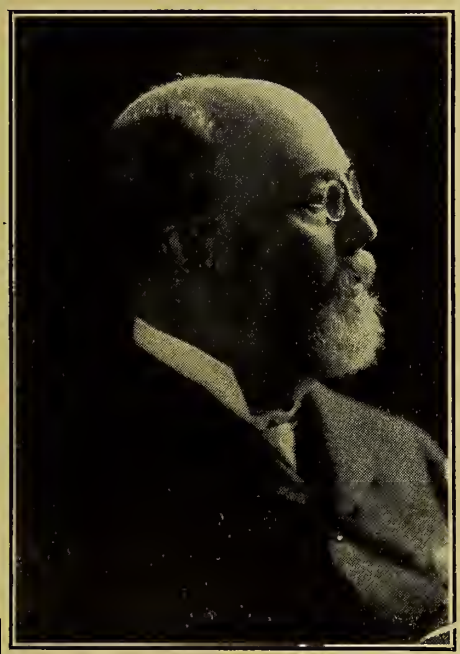


Chas. A. Ahrens, Kitchener

"Across The Years"



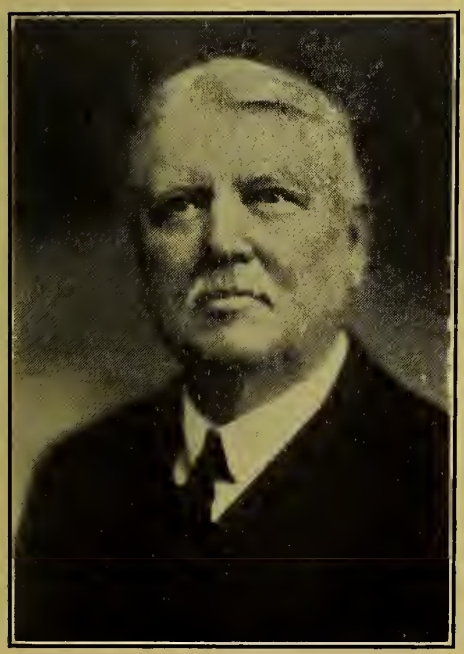
E. O. Weston, Toronto



John Ritchie, Quebec

1888

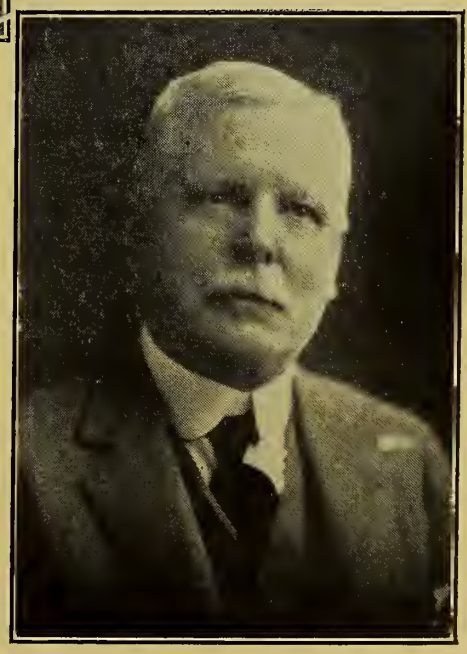
1923



S. N. Sterling, London

Shoe Trade Veterans

In Active Service After Thirty Five Years



C. E. Sterling, London

Geo. A. Slater, Montreal

"Across The Years"

Edward Packard, Montreal

1888

Thos. Ryan, Winnipeg

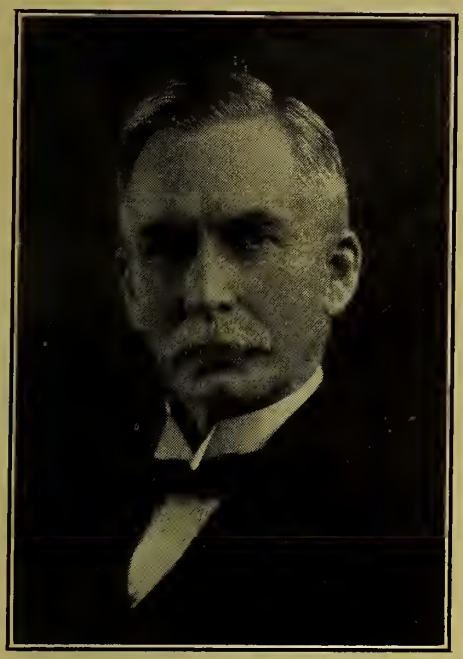
1923

R. T. Hayes, St. John, N.B.

Shoe Trade Veterans

In Active Service After Thirty Five Years

J. A. McLaren, Toronto

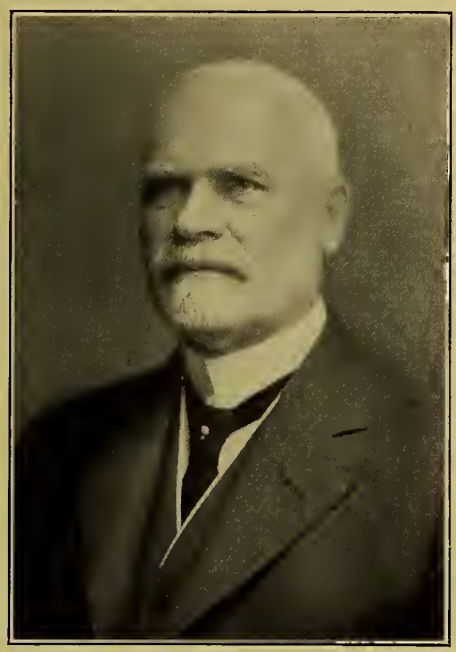


L. J. Breithaupt, Kitchener

"Across The Years"

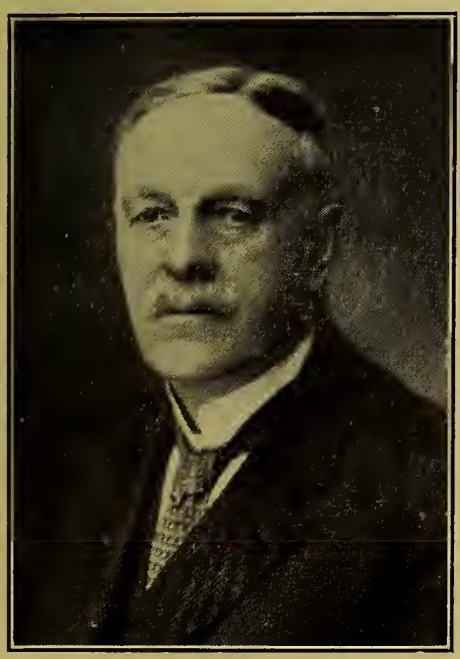
J. C. Breithaupt, Kitchener

1888



Hon. E. J. Davis, Newmarket

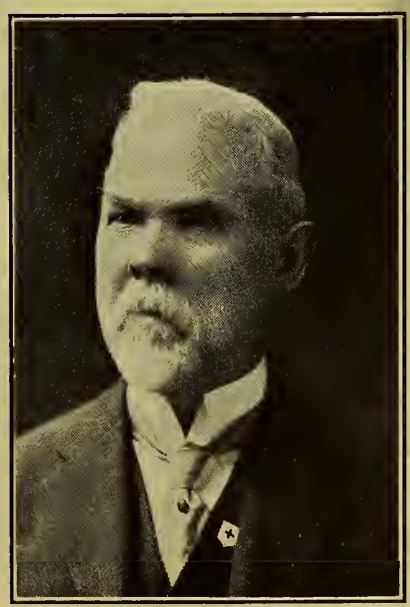
1923



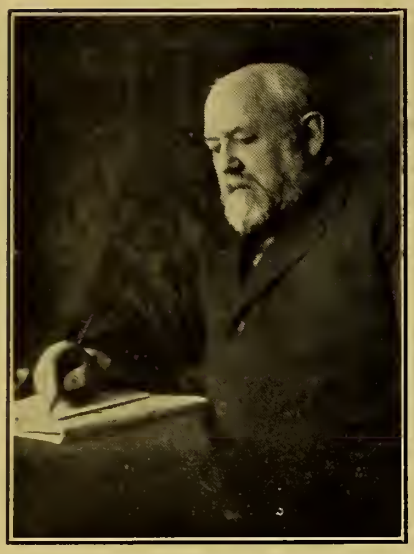
S. R. Wickett, Toronto

Leather Trade Veterans

In Active Service After Thirty Five Years

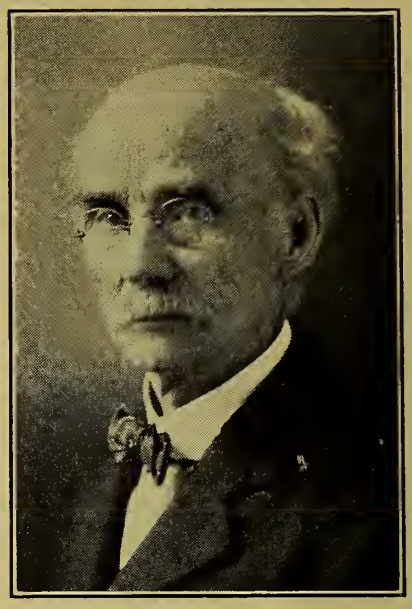


Wm. Craig, Toronto



C. G. Marlatt, Oakville

"Across The Years



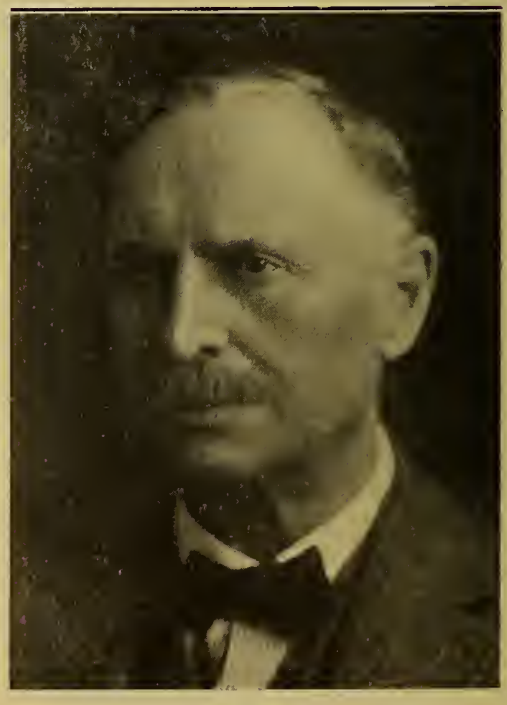
S. T. Duclos, St. Hyacinthe

1888---1923

Geo. W. Beardmore, Toronto

Leather Trade Veterans

In Active Service After Thirty Five Years



Geo. Lang, Kitchener

in personal intimate contact, and is indebted, not only for many kindnesses and courtesies, but information and advice that have helped to make the SHOE AND LEATHER JOURNAL what it is. Of those who have passed on we reverently say "requiescat in pace"; to those who remain we extend our cordial congratulations and good wishes for the lengthening out of the allotted span to the century mark. It has been an education and an inspiration to work with them for the general advancement of the industry in Canada.

Firms Still in Business with Same or Similar Firm Name but Management Changed.

Ames Holden McCready Co.	Montreal, Que.
Amherst Boot and Shoe Co. Ltd.	Amherst, N.S.
J. and T. Bell Limited	Montreal, Que.
Wm. A. Marsh Co. Limited	Quebec, Que.
John McPherson Co., Ltd.	Hamilton, Ont.
A. R. Clarke and Co., Ltd.	Toronto, Ont.
W. B. Hamilton Shoe Co. Ltd.	Toronto, Ont.
J. A. and M. Cote	St. Hyacinthe, Que.
Philip Jacobi	Toronto, Ont.
John Palmer Co., Ltd.	Fredericton, N.B.
Robson Leather Co., Ltd.	Oshawa, Ont.
Chas. Parsons and Sons	Toronto, Ont.
King Bros.	Whitby, Ont.

In Business Still with Change of Name.

Geo. A. Slater, Ltd.	formerly	Geo. T. Slater & Sons
London Shoe Co.	"	Pocock Bros.
Anglo Canadian Leather Co.	"	Shaw, Cassils & Co.

Tanners' Review and Outlook

THE Tanners' Section of the Toronto Board which comprises the principal leather manufacturers of Canada held its annual meeting on December 15th last. A representative gathering was held and the members were entertained by the Chairman to a luncheon at the National Club prior to the meeting. Major K. D. Marlatt, the retiring Chairman, made his annual report as follows:

Chairman's Annual Report

It is a pleasure to be able to state that the year 1922 has shown a large turnover in leather for our domestic trade. Early in January last there was a decided revival of business in Canada and the United States due to the scarcity of finished goods, especially shoes, but so far as tanners were concerned, this revival of business made an increased demand for hides with advancing prices. The tanner was compelled to contract his leather at figures which were satisfactory at the time the contract was taken, but when replacement occurred, the value of raw materials had increased and leather at no time advanced proportionately with hides.

According to the figures which have been published in the trade papers, hides advanced from a low point fully 80% during the year, while leather did not advance more than about 20%. There has been some decline in the price of certain classes of hides recently due in part to the inferior quality of the late fall and winter take-off, but it will require a far greater decline than has occurred to bring leather values and hide values to a point where a profit can be made by the tanner.

The Canadian market could but in a minor way be held responsible for any shortage of the world supply of hides. The market in the United States, however, is quite a different factor. There, an enormous population has to be supplied and control of the supply of hides is held by a few wealthy concerns who can always influence prices.

Recently the changing hide value was responsible for a feeling in the shoe trade that produced a conserative system of buying, as all remembered the unfortunate condition met by those who were over-stocked when prices made the great decline two years ago, and the least lowering of prices makes it difficult to get buyers of leather to purchase more than for immediate needs. In this connection, the point that seems to be overlooked by many buyers when they expect lower leather values because of the present decline in the price of hides, is that apparently this decline was largely brought about because the tanners refrained from buying hides. Needless to say, this condition can only exist for a short time, and when the tanners resume buying, it seems altogether probable that prices in the hide market will again advance, in fact, the latest market reports already indicate an upward turn. Recent purchases have been made at advanced prices.

So far as can be learned, the stocks of leather are not large, and the supply can soon become exhausted if, after the first of January, the same conditions obtain that occurred in January of this year, so we can reasonably look forward to a brisk trade after the first of the year. This should be appreciated by the shoe trade, as supplies of some classes of leather were soon absorbed early this year, and, it may tax the productive power of tanners to produce in a limited time the quantity of leather required for the coming Spring trade.

The export trade to Great Britain and the Continent has been of a disappointing character, due to the unsettled condition of Europe, but with the recent marked improvement in Sterling exchange, tanners are hopeful of the early resumption of this trade especially with Great Britain. A fair trade has been done with different parts of the British Empire and the effort made to secure the preference with New Zealand and Australia it is hoped will be successful, and, from the reports received of the work done by our Finance Minister, Mr. Fielding, and his colleagues in Europe and Mr. Robb in Australia and New Zealand it is evident that our Government is desirous of assisting manufacturers to secure a permanent trade within the Empire.

At the beginning of the Great War, the tanners met a number of the Ministers of the Crown in Ottawa and unanimously offered to place their plants at the disposal of the Government to manufacture requirements. While this offer was not accepted, it was appreciated by the British Government who assisted the tanners in obtaining hides and tanning materials from South America direct to Canada by British Steamships, when they could not be secured in any other way.

War may come again. We hope not, but, should such an unfortunate event happen, if we have reciprocal trade within the Empire the offer that was de-

(*Continued on page 53*)

January Ideas For The Retail Shoe Man

By The Advertising Service Department

Size of Ad. for Publication, 130 lines by 2 columns
Type Face Caslon

For the Night
You Stay at Home.
Set 36 pt.

A strenuous day of work. Longing thoughts of the comforts of home. A shrieking wind, a howling storm, below zero, a comforting fire and engaging book, your favorite chocolates and—slippers. Slippers bring ease to tired feet and a sense of comfort to the body. Slippers are not a luxury but a necessity, and when they are as reasonably priced as ours, the price does not count.

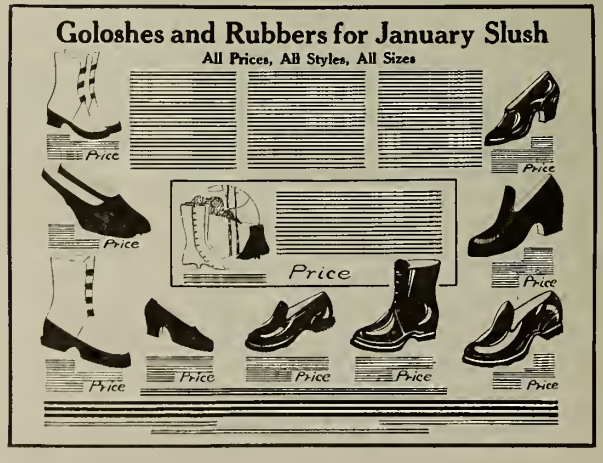
Set 12 pt.
Description and price, where shown
Set 10 pt.
Price bold display
Signature, Address and Slogan
Set to suit

Size of Ad. for Publication, 105 lines by 5 columns.

Type Face — Cheltenham
Goloshes and Rubbers for January Slush
Set 36 pt.
All Prices, All Styles, All Sizes
Set 24 pt.

We have a complete showing of rubbers and goloshes for men, women and children. We pride ourselves that whatever your rubber requirements may be, we can suit your feet and purse. Rough weather supplies for the entire family from "Pa" to little "Willie". All good quality, made by the leading manufacturers. Fully guaranteed to give satisfaction and service. Come in and look our stocks over.

Set 12 pt.
Under cuts give description of shoes with price in bold type.
Set 10 pt.
In panel show some special spat features with descriptions and price. Set according to copy used.
Signature, Address and Slogan set to suit



Suggestions For After Christmas Selling

By The Advertising Service Department

Size of Ad. for Publication, 130 lines by 2 columns
Type Face — Bookman

Fur and Felt Creations for Style and Comfort

Set 30 pt.

Goloshes! The real health protector during winter weather
The popular thing for stylish women
Set 14 pt. Bold Face

The Golosh Season
Set 24 pt.

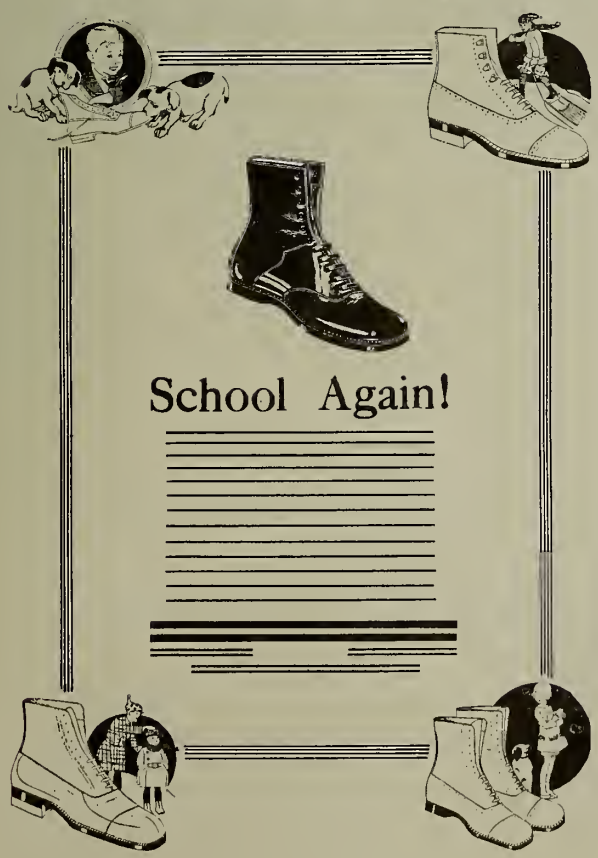
Describe here your regular line of goloshes with price in bold type

Set 12 pt. with price in bold face

The very latest ideas in combination fur and felt goloshes. Stylish to the last degree. Comfortable and easy to wear. Good looking and well made.

Finish this with a general description of your latest novelty

Set 12 pt.
In description block give details with price in bold face
Set 10 pt.
Signature, Address and Slogan set to suit



Size of Ad. for Publication, 130 lines by 3 columns.
Type Face — Caslon
School Again!
Set 36 pt.

The holidays are over. School is again in full swing. Back again are the problems of dependable shoes for boys and girls of the school age. Something that will look nice, something that will wear, something not too high priced. The ideal school shoes for children of all ages, are to be found in the appealing displays of——shoes. (Give here a description of your best lines with price.)

Set 12 pt.
Set Signature, Address and Slogan to suit

NATIONAL RETAILERS' PROGRAMME

CO-OPERATION DAY

Tuesday, January 16th.

9.00 A.M. Registration Bureaus Open.
9.30 " Call to Order.
Address of Welcome by Mayor Martin.
President's Address.
Reading of Minutes of Convention in 1921.
Report of Committee on Nominations.
Election of Officers.
2.00 P.M. Joint Open Session of the Shoe Trade Association.
sideration and discussion of shoe trade problems and constructive suggestions.
Address: "Retail Shoe Trade Problems", Mr. C. F. Rannard, Winnipeg,
Discussion, each speaker limited to 3 minutes and no one to speak more than once.
Address: Mr. Joseph Daoust, Montreal, spokesman for The Shoe Manufacturers' Association of Canada.
Discussion, limitations as above.
Address: Mr. J. A. McLaren, Toronto, spokesman for The Shoe Wholesalers' Association of Canada.
Discussion, limitations as above.
Address: Spokesman for the National Shoe and Leather Travellers' Association of Canada.
Discussion, limitations as above.
4-6 P.M. This two-hour period will be specially set apart to afford merchants an opportunity to inspect manufacturers' and wholesalers' samples in hotel sample rooms (Metcalfe Street wing).

7.00 P.M. SHOE TRADE BANQUET.

RETAILERS' DAY

Wednesday, January 17th.

9.30 A.M. Second Business Session of the National Shoe Retailers' Association of Canada.
Reports of Secretary, Acting-Secretary and Treasurer.
10-10.30 A.M. Address—"What the retail shoe merchant should know about fire insurance."
10.30-11 A.M. Address—"Shoe Leathers, their relative merits and how to distinguish them", Mr. Arthur Bonisteel, Aurora.
11-11.30 A.M. Address—"Service in a Retail Store", Mr. Hugh Murray, London, Ont.
11.30-12 A.M. Address—"Successful stock-keeping", Mr. Louis Adelstein, Montreal.
2.30 P.M. Third Business Session of the National Shoe Retailers' Association of Canada. Address—"Handling Stock and Cash in a Retail Store", Mr. L. Lockett, Kingston.
2.30-3 P.M. Address—"Shoe Store Publicity"—Mr. Albert Lasalle, Montreal.
3-3.30 P.M. Address—Mr. George D. Wallace, Halifax, N.S.
4.00 P.M. Report of Committees on Resolutions.
Unfinished business

MONTREAL CONVENTION NOTES

Monday January 15th.

Mr. Howard P. Cobb, Boston, an expert in shoe costs, who has been writing a series of interesting articles for "Hide & Leather", will address the Convention on Monday. Shoe Manufacturers have been much interested in Mr. Cobb's articles, and his address will be a feature of the morning session. It will be given in English, but will be summarized in French by Mr. Wilfrid Gagnon, General Manager of Aird & Son, Reg., who will also discuss some other phases in cost accounting, dealing with some of the special problems of the Canadian shoe situation in this respect.

Mr. A. Belanger, principal of the Montreal Technical School will deliver an address on Technical Education for Shoe Workers. It has been definitely decided that classes for shoe workers will be instituted at the Montreal Technical School, and arrangements are being made with the Provincial Government for the purpose of defraying the expense in providing the necessary equipment.

At this Session there will also be a discussion regarding the Credit situation, and the desirability of extending the present credit services of the Association.

At the afternoon Session, short addresses will be delivered by practical shoemen, dealing with such matters as "The Style Situation," the question of trade terms, and the possibilities of a still further development of the services of the Association.

Tuesday January 16th.

On Tuesday morning all four groups, the Manufacturers' Association, the Wholesalers', the Retailers' and the Travellers', will be in their different Sessions.

At the Manufacturers' Session, addresses will be given by Mr. James Acton and Mr. J.A. Beaudry. Mr. Acton's subject will be "Some Reminiscences of the Shoe Trade In Canada", and Mr. Beaudry's address will deal with Soviet Russia. On Tuesday Afternoon Mr. Jos. Daoust will address the meeting on Compromises and Extensions. A discussion on the Style Situation will be led by Mr. A. Lecour of Canadian Footwear Co.

At the Session of the Travellers' Association which will be held on Tuesday morning, the programme is not definitely arranged, but there will be an election of officers and the transaction of any business that may be brought before the meeting.

At 12.30 o'clock on Tuesday, the Session of the Wholesalers' Association will be followed by a Luncheon, to which all the registered wholesalers will be invited, as guests of the Shoe Wholesalers' Association of Canada.

On Tuesday afternoon the big Joint Session of the four Associations will be held.

Big Banquet Tuesday Night

On Tuesday night will take place the big Banquet, one of the outstanding events of the Convention. It is expected that this Banquet will have an attendance of at least five hundred, and will be the largest shoe trade banquet ever held in Canada. Tickets are obtainable at the office of the Convention Secretary, Room B. 9 Board of Trade Bldg., Montreal, the charge being $5.00, and this also includes registration fee for the Convention. At the time of going to press we are not able to announce the name of the principal banquet speaker, but the Committee is awaiting the decision of a man of outstanding ability. An unusually attractive entertainment programme will supplement the speeches. Song sheets have been prepared, and the shoemen will have a sing song during the banquet The banquet hall will accommodate 850 if necessary

Blachford "In-Stock" Service

Three Leading Staples

"Combination Fitting"

9597—Kid Lace Oxford W. C. Cuban Heel Combination last 133-Code Summer
Price $5.15

6588—Patent Lace Oxford W.C. Cuban Heel Combination last 133-Code Sybil
Price $5.00

7589—Glazed Black Calf Oxford W.C. Cuban Heel Natural Calf Lining Combination last 133-Code Scarlet
Price $5.15

8860—Chippendale Brown Calf W.C. Cuban Heel Natural Calf Lining Combination last 133-Code Scarrow
Price $5.15

"Nature Shape"

9622— Kid Lace Oxford, Whole Cut Tip, a Neat Medium Toe, Cuban Heel. Code Shapino
Price $5.15

"Combination Fitting" Bunion last

9589—Kid Lace Oxford, Whole Cut, Comfort Low Heel Combination Last 21. Round Toe. Code Sturdy.
Price $5.15

(All lines A-B-C-D widths, Sizes 3 to 9)

We will be glad to see you at the National Shoe Retailers' Convention, January 15-16-17. Samples displayed Room 5127, Mount Royal Hotel.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

Wednesday January 17th.

At the Session of the Retailers' Association on Wednesday, January 17th., in addition to the programme already announced, Mr. Arthur Bonisteel of the Collis Leather Co., Aurora, Ont., will give an address on "Shoe Leathers, Their Relative Merits And How To Distinguish Them." This address will be of great interest and value to retailers, and will in itself make attendance at the Convention well worth while.

A practical Insurance man will give an address on "What The Retail Shoe Merchant Should Know About Insurance."

In the Wednesday afternoon Session, in addition to the addresses already announced, there will be an address by Mr. Geo. D. Wallace of Halifax.

The Manufacturers' Association and Wholesalers' Association will not be in session on Wednesday, but arrangements are being made for a big deputation from the two Associations, probably accompanied by representatives from the National Shoe Retailers' Association, to go before the Canadian Freight Association to present arguments in opposition to the proposed freight classification No. 17, which would involve an increase in freights in shipping of boots and shoes in any containers but wooden boxes, bound with metal strapping. Special appointment has been made for a meeting with the Canadian Freight Association at 10 o'clock Wednesday morning, January 17th., at the offices of the Association, Shaughnessy Building, Montreal, and all manufacturers and wholesalers are urged to set aside that morning and join the deputation. The National Shoe Retailers' Association will be in session then, but it is hoped to get representatives from that Association to accompany the others.

Members of the Shoe Manufacturers' Association and the Shoe Wholesalers' Association have been asked to bring their records to support the Associations' contention that damage and pilfering claims for shipments of boots and shoes in properly packed fibre containers have been very small during the past year.

Reservation of Rooms

Reservations of sample rooms at the Mount Royal Hotel for the period of the Convention has been very extensive. Already between forth and fifty sample rooms have been reserved, and these will open on the morning of January 15th., and remain open until Wednesday night. All of the regular sample rooms in the Hotel have been taken and in addition fully twenty bedrooms have been converted into convention sample rooms. A number of the bedrooms in the sample room wing of the hotel still are available, and may be reserved by applying to the office of the Convention Secretary, Room B 9, Board of Trade Bldg., Montreal. A directory of the firms which have sample rooms is being prepared and will be located in the lobby of the Hotel.

The Programme Committee is preparing an elaborate programme of one hundred pages, which will serve as a useful and handy directory of the firms of the Allied Trades throughout the Dominion.

The Committee on Registration and Badges has completed its arrangements, and urges that all persons attending the Convention should register promptly upon their arrival. Special leather badges are being printed, and one of these will be supplied to each registrant, and will entitle such registrant to attendance to the sessions of his own group.

Persons arranging to attend the Convention are reminded that arrangements have been made for special reduced fares, on the Convention Certificate Plan, but in order to take advantage of this they must purchase a one-way ticket and when buying such ticket obtain from the Ticket Agent a Standard Certificate Form which will be validated during the Convention.

Railway Arrangements

Notice has been received by the Convention Secretary that the Western Railway Lines will participate in granting reduced rates to the Convention. Going tickets and certificates will be issued in the Province of British Columbia January 5th., to 11th., inclusive, and in the Province of Alberta, Saskatchewan, Manitoba and Ontario (west of Port Arthur and Armstrong) from January 6th. Return limit January 20th.

On the Eastern Lines Convention Tickets and Certificates will be issued from January 11th., to the 17th., returning by January 20th.

A Committee of Retailers has been organized in Montreal for the express purpose of assuring the largest possible attendance of the local merchants at the Convention, and it is expected that within the next two weeks every retailer in the city will be canvassed.

SERVING HIS CITY.

The shoe and leather industry has contributed quite a number of men to the service of the community in various ways. For the past three years Mr. Louis O. Breithaupt, Sales Manager of Breithaupt Leather Co., Ltd., has been an Alderman in Kitchener, and also Chairman of the Finance Committee. He has been active in the promotion of many projects of benefit to the citizens and to the city. The appreciation of his service is evidenced by his having been elected

Mayor of Kitchener, on New Year's Day. Though Mr. Breithaupt is young, as Mayors go these days, his ability has been proven in municipal as well as business circles and that the people have confidence in him is shown by their action on election day. In tendering our congratulations, which we are seconded by his many friends in the trade, we express our pleasure in the fact that he has many years ahead of him in which to serve in this, and in wider fields. Incidentally, Kitchener is extremely fortunate in being able to attract its best citizens, many of whom are in the shoe or leather business, to take an active share in municipal affairs.

Salesmanship Examination

Results of Second Semi-Annual Competition in Shoe Salesmanship, and Names of Prize Winners and Honor List.

THE keen interest taken in the semi-annual salesmanship contest of the Shoe and Leather Journal establishes the fact that Canadian shoe retailers and their salesmen are alive to the problems that confront them in the merchandising of shoes. Owing to the large number sending in papers the Committee this time had its hands full, and the competition was so keen that the thirteen best answers had to be gone over the second time by the examiners.

The Committee handling the papers were as follows: Mr. Warren T. Fegan, Toronto; Mr. Arthur Wilson, Hamilton and Mr. James Acton and these gentlemen were each provided with type written copies of the papers with numbers only at the top so that none of them knew who the writers were when marking the papers. Ten marks were allowed for each question or a hundred in all and the decision was made on the aggregate marks.

This will explain why in some of the papers receiving a high aggregate, the answers in individual questions may not seem to have been up to the mark. For instance in the first question, the store was said to be an absolutely cash establishment, and some of the answers that evaded this point received on that particular question lower marks than others that definitely met the problem. It may be noted that no account was taken of the length or literary character of the answers, the deciding point being the satisfactoriness of the answer from a practical business standpoint.

It happens that Archie B. Zacks, of Peterboro, who won third prize last spring wins first this time and therefore gets $25.00. A lady, Alice Farebrother, of Glintz Boot Shop, Niagara Falls, Ont., takes second prize, $15.00, and Mr. Baxter Hooper, of David Spencer Co., Vancouver, B.C., wins third, $10.00. These will no doubt have the congratulations of the trade as they have of the Shoe and Leather Journal. Their papers are reproduced elsewhere.

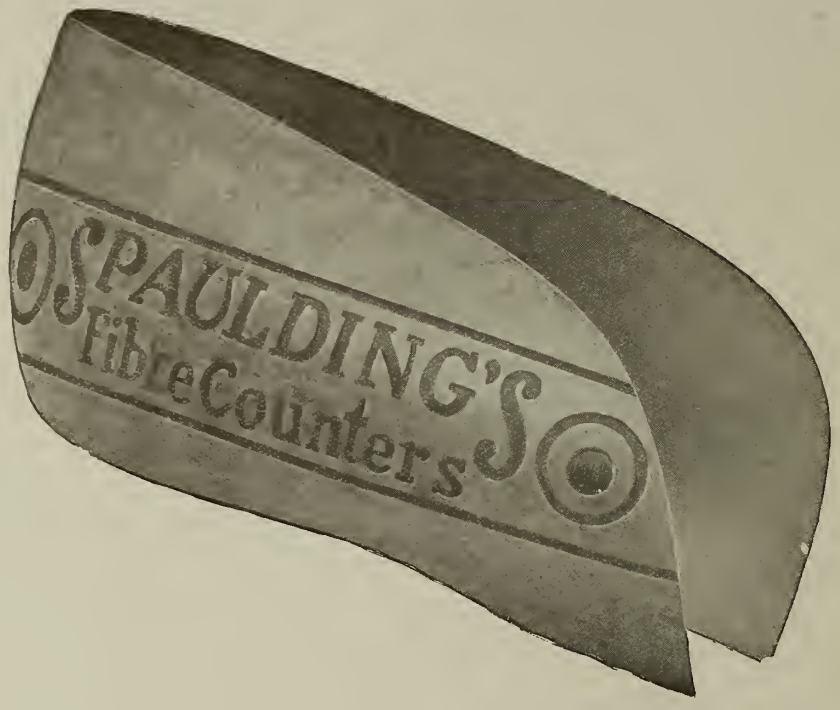
For the satisfaction and to the credit of the rest of the competitors, it may be said that there were almost a dozen who gave the prize winners a good run for their money. We will reproduce some of the other examination papers in later issues.

The following passed with honors, and are entitled to one year's subscription to the Shoe and Leather Journal:—

B. B. Black, 34 Havelock St., Amherst, N.S.; Thomas G. Bowie, of M. B. Young, 924 Bloor St. W., Toronto; Harry J. Broome, of Ludlow Bros., Brantford, Ont.; Gustave Caron, of J. P. Vinet, 1293 St. Lawrence Blvd., Montreal, Que.; M. F. Cartier, 25 Cathcart St., London, Ont.; W. A. Cochrane, of Bruce Stuart and Co., 275 Bank St., Ottawa, Ont.; Miss Rachel Columbus, 611 Main St., St. John, N.B.; Geo. A. Cowieson, Queensville, Ont.; Mrs. C. A. Dunkley, Ridgetown, Ont.; Geo. W. Eades, Shawville, Que.; J. W. Farnden, 10 Robinson St., Simcoe, Ont.; A. D. Holland, 131 Dundas St., London, Ont.; Fred. W. Horne, 531 So. Syndicate Avenue, Fort William, Ont.; Fred Laframboise, Jr., 50 St. Andrew St., Ottawa, Ont.; G. D. Humphrey, of Wm. A. Marsh Co., Limited, Quebec, Que.; J. Melbourne Lane, Bridgetown, N.S.; Clarence Macdonald, of M. B. Young, 296 Concord Ave., Toronto; Geo. McVicar, Goderich, Ont.; Charles Moscovitch, 543 Selkirk Ave., Winnipeg, Man.; Donald W. Robb, 26 Gloucester St., Ottawa, Ont., Salesman for A. Bookman; W. E. Robertson, of Stuarts Limited, Renfrew, Ont.; Harry Rhoden, of F. R. MacMillan, Limited, Saskatoon, Sask.; Milton F. Steinke, Elmira, Ontario; F. C. Sutherst, of J. S. Townshend, 43 Hughson St. Hamilton, Ontario; F. Watson, of James Matthews Shoe Store, 89 James St. N., Hamilton, Ont.

The following are given honorable mention:—

Some Novelties by Newport Shoe Co:



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

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

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

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

Miss Susie L. Fitzgerald, 112 Queen St., Halifax, N.S.; J. H. Flahertey, Cash Shoe Store, Amherst, N.S.; A. E. Jones, Box 688, Nelson, B.C.; W. F. Knaack of Johnston's Big Shoe House, 409 Hastings St. W., Vancouver, B.C.; A. E. McEacher, Box, 364, Charlottetown, P.E.I.; Model Shoe Store, 641 Main St., St. John, N.B.; G. T. Schuyler, Simcoe, Ont.; H. J. Smith, Shoe Repairer, Dutton, Ont.; C. A. Terhune, Simcoe, Ont.; Fred. W. Wigg, Seaforth, Ont.

1st. PRIZE

Archie B. Zachs, Peterboro, Ont.

1. If you are only a clerk this is quite a simple problem. You would say, "I am very sorry, Sir, but this is an absolutely cash store, and my orders are not to give credit. I am sure when the rule was made it was not to refuse credit to people like you, but, still, I have not the authority to change the rule. May I put the shoes away for you, or perhaps you would prefer that I send them to your home C.O.D." The customer cannot be offended, because he will realize that the clerk must obey orders. If you are the proprietor you will have to grant such a man credit because he will feel insulted if you do not, and will "knock" your store to his friends. As a result you will not only lose his trade but also his friends'. You might however, impress upon him that your store does not give credit but that you are making a special exception of him. This will flatter him and will make him a friend of your store.

2. Try to keep the goods away from the child. If you cannot do this, there are usually some blotters or booklets around which you are distributing, which you can give the child to detract its attention. Or you might give the child a couple of coppers to buy candy. This would please the child and probably the mother also.

3. If the customer gave a valid reason why the goods are not satisfactory, and also a sufficiently good reason why she did not bring the goods back sooner, I would allow a refund. Otherwise, I certainly would not because I would not value such a customer's trade. In any case, I would offer to exchange the goods if the shoes had not been soiled.

4. A real salesman would not allow a customer to wait any length of time without attention, when a customer enters and you are busy you should say; "Good day, will you please be seated for a few minutes, and I will serve you." If however, a customer should be overlooked, you will apologize for letting her stand unserved and ask her what she wants. A good salesman should be able to wait upon two and even three customers at the same time. Your apologies must be profuse because the customer is in bad humour and feels antagonistic towards you. It will require tact to bring her back to her good humour.

5. This customer is evidently not in a hurry so show her several shoes, and give her all the time she wants to decide. In the meantime, you can be serving the other customers. You can serve the other customers first, and ultimately come back to the first one and close the sale.

6. I do not see as it makes any difference what the subject of conversation is while you are in the act of fitting the customer. After she is fitted however, change the subject by asking her how she likes the fit, and commenting upon the style or quality of the shoe, that you are fitting. After you have made the sale, and the customer is still talking excuse yourself and wait on some other customers.

7. What I do in a case where the customer distrust me is to tell him frankly that I see that he does not believe me. I ask him to tell me what part of my state

"Lady Belle" Shoes

at the Covention

During the Retailers' Convention in Montreal, January 15, 16, and 17, we will have an interesting display of LADY BELLE CREATIONS in our sample room in the Mount Royal Hotel. You are cordially invited to visit us and see our lines at first hand.

The Lady Belle Shoe Co., Ltd.

Kitchener Ontario

Shoe Trade Convention

Montreal, January 15-16-17th.

While at the Convention be sure to call at Sample Room, 2125 Mount Royal Hotel. It is a pleasure to show the "New Model" Shoe.

No 280. Pat. with Buck Trim

W. B. Hamilton Shoe Co.

LIMITED

TORONTO

Makers of the "Model" Shoe

Hockey Shoe Selling Time Is Here

It brings a volume of profitable trade to the merchants who feature

Samson's Hockey Shoes

The superiority of these shoes in improved features and in shoe-making has been proven by big sales everywhere. See that your lines are complete NOW.

Our values in Staple Lines are the strongest kind of a trade attraction.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

ment he does not believe, and then I prove to him that what I said was true. Suppose that you were trying to sell a customer a $10.00 pair of shoes, and he thought that you were trying to charge him too much. Show him by comparison with a cheaper shoe where the difference in the price lies. If you are able to show facts and speak intelligently on the subject the customer will have no reason for distrust.

8. When a customer tries to tell you about the shoes you are showing him, put on the expression that you are believing what he says, and that you realize that he is a man of great knowledge. This is better than making the customer antagonistic by arguing with you. Often do I say to a customer, "You probably know more about shoes (or leather) than I do but don't you think, etc, etc." A person likes to feel that you think he is important, and is willing to pay for flattery.

9. I have noticed that in such a case the salesman usually says, "All right." Personally that is when I try harder to sell. I bring out new points about the shoes, and become more enthusiastic over them. If this does not help I ask her for a small deposit and I promise to put the shoes aside for the customer. Or you can tell her that she may change the shoes or get a refund if she does not like them after she gets home.

10. If the customer is reasonable, I give a refund. That is if she has a reasonable excuse why she does not want the shoes. In any case, I always change the shoes for anything in the store. If the customer has no valid reason for returning the shoes, I would not allow a refund and the customer cannot legally demand it.

* * *

2nd PRIZE

Alice Farebrother, Glintz Boot Shop, Niagara Falls, Ont.

1. You cannot show favor and this should be politely explained it being the policy of your store not to give credit to anyone.

2. Secure some articles of interest to amuse the child thereby taking its attention from the merchandise.

3. You should first find the reason why the shoes are not satisfactory. Try and suit her in some other lines and if this cannot be done cheerfully refund the money.

4. Apologize to customer for your oversight and have her seated diplomatically changing the subject so as to convert her into a better frame of mind, excuse yourself from the customer you were serving and endeavour to give both customers service.

5. After properly fitting this customer leave a couple of other styles for her inspection, excuse yourself and wait on some other customers.

6. As soon as possible break into the conversation and change it being very careful not to let your customer know you have not the time for gossip.

7. Explain to him the reputation of your past business methods in selling and service of merchandise, gaining confidence.

8. At all times let this sort of customer keep on believing he knows it all. At the same time convince him he cannot be fooled that is to say he knows merchandise, explaining to him, he is the kind of person it is a pleasure to serve.

9. If impossible to sell such customer treat her as if she had purchased; making it very clear that it shall be a pleasure to serve her at any time she came to your store.

10. Serve such customer with some attention as if it were her first purchase, showing it is a pleasure to suit her.

THE EXAMINATION.

WHAT WOULD YOU DO?

1. If you are running an absolutely cash store, and a well known customer of good financial standing insists on having goods charged?
2. If a mother with an ill behaved child is being waited upon, and the latter insists on upsetting and handling the goods you are showing?
3. If a customer brings back a pair of shoes two or three weeks after the sale, and asks for the money back, claiming the goods not satisfactory?
4. If you are waiting on a customer, and another interrupts to say "I've been standing here for over ten minutes waiting to look at some shoes."
5. When you have two or three other customers waiting and you have one who will ultimately buy, but insists on seeing every shoe in the shop.
6. What would you do with a customer, who on a busy Saturday wants to tell you all the family's history, and give you the gossip of the town while you are fitting her?
7. What would you do with a customer who acts as though he thought you were trying to put something over on him?
8. How would you treat the "Smart Alec" customer who "knows all about shoes", and who is anxious to tell you all about the materials, make, etc., of the goods, and tries to impress you with the idea you can't fool him?
9. When you have shown a customer about a dozen shoes, and tried half of them on and she says she will call to-morrow, what would you say?
10. What do you do with customers over whom you spend from half an hour to an hour making a sale, and they call next day and wish to return or exchange the goods?

THE WINNERS.

FIRST PRIZE—A. B. Zacks, Peterboro', Ont.
SECOND PRIZE—Alice Farebrother, Niagara Falls, Ont.
THIRD PRIZE—Baxter Hooper, Vancouver, B.C.

3rd PRIZE

Baxter Hooper of David Spencer Co., Vancouver, B.C.

1. Keep a cool level head, firmly but very respectfully point out the rule you have established, appeal to the business side of your customer's makeup, tactfully point out the apparent unfairness of his insistence and the bad effect of any discrimination in his favor (should such discrimination become known) suggest that your prices are based upon a "cash basis" only, and finally and with dignity and amiability assure him of your keen appreciation of his business, and express your regret that your inflexible rule does not permit of any deviation from that rule. Even if it means loss of business which you are sorry to lose, but which you must in this case, regretfully lose in the interests of your business policy. Reflection, on the customer's part

MEET THE STEADY INCREASED DEMAND

for strap effects by featuring the popular styles and values offered in

THE DOMINION LINE OF FINE McKAYS

Shoemen visiting Montreal during the Convention, Jan., 15th., 16th., and 17th., are cordially invited to visit our plant and prove by investigation the superior selling features of Dominion Shoes for Growing Girls, Misses and Children, as well as Boys Youths and Gents.

DOMINION SHOE, LIMITED

2298-2302 Chabot St. Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

PERCY J. MILBURN, 252 Notre Dame St. West, Montreal, P.Q
RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO

will possibly lead him to come back, and the ultimate result will be more and better business.

2. Smile, and with good humored tact, make friends with the child, realize that the mother is just as much to blame as the child, be prepared for such emergencies as this by having some small toy or trinket always on hand, with which to detract the child's attention from the "stock." Substitute the toy or trinket for your shoes, and you'll have no need to worry about offending the mother or child, on the contrary you'll gain your point, and add to your patrons one more advertising customer. In brief, gain your point by friendly firmness, through tact and diplomacy in making a "pal" of the child.

3. Keep very cool, think fast, smile and pull out your full stock of courtesy. Keep in mind the fact that this kind of customer is not the rule, but the exception, and maybe your refunding the cash this time, will be the means of bringing her or him back again for future buying. Look at the potential possibilities of this customer, and unless there are special conditions laid down at the time the sale was made refund the money with pleasure, and suggest that at some other time you may be able to have the pleasure of customer's business. Above all, keep your eye on the future.

4. No real shoeman would allow any customer to wait standing for ten minutes, therefore, the statement of this lady, if true, reflects lack of courtesy on the part of the salesman. But, assuming the facts to be literally as outlined by the question, I would act as follows; excuse myself to the lady I am waiting on, express regret that you happen to be so busy at the time, assure the second lady that you will give her every attention as soon as possible, endeavor to get customer number one to permit you to divide your attention between the two of them, and if that is not workable, confine your attention to number one. A case of this kind is not common, and can usually be handled very nicely if the salesman uses tact and courtesy. Lady number two is of course, upset by waiting, and that is the very best evidence that the service was not quite 100% right or the lady would not have had to wait so long before being approached by someone. Prior right to your services is due to first customer, unless you have obtained permission from first customer to wait on second customer, and in such cases as this, a pleasing personality is a "trump card."

5. This question suggests that the salesman positively knows that one customer, the one he is waiting on will buy. Therefore, it is fair to assume that the personal element enters into this particular transaction. In this case the personal touch would warrant your suggesting to customer number one, your desire to give her your undivided attention. Will she object if you attend to the other customers while she, first customer, is looking at some other shoes which you know will fit her, but which you want her especially to see and admire before you fit them on her. Hand her the other shoes. Capitalize the fact that her footwear requires careful fitting, play up the personal attention stuff strongly, because if, as the question implies, the customer is fastidious then it almost invariably follows, that that customer is willing to wait for you. To allow one customer to monopolize your time, when others are waiting of equal importance is simply to show lack of courtesy to three customers, and would be bad business policy. If your customer is lacking in consideration toward others who are waiting, to the extent indicated, and would not wait for the undivided attention which the question suggests, then I would choose the lesser of two evils nd not allow "Mrs. Fastidious" to monopolize my services at the expense of other and equally good prospects. But this question suggests that you need more help in the store, and such extreme cases are rare. No customer ever wants to see "all the shoes" in the shop. Courtesy always—but volume ever.

6. If such a customer is friendly enough to tell you all the family history and discuss town topics, then it is safe to assume that no diplomatic move would be in order. I would act "thusly" "Miss 'Gossipee', do you know that it's a real pleasure to wait on you. You always get the news first, and are so pleasant to wait upon. I wish I wasn't so busy, I'd just like to hear all about that little affair. It just happens that I'm extra busy when you come in. Now won't you come in to-morrow and tell me all about it, I'd sure appreciate it." "Yes, Mr. Hurryup! I'm coming right now, sure, I won't be a minute." "You'll pardon me Miss Gossipee, won't you? Isn't it annoying that I have to leave you, but Saturday is such a rush. Won't you come in on Monday? Well that's just fine of you. I only wish all my customers were as amiable as you Miss Gossipee. Oh, Goodbye, Goodbye————" Always have an arrangement to induce the "personal" trade to come early in the week, your "personal" trade will certainly fall for your claim to want to give them your undivided attention.

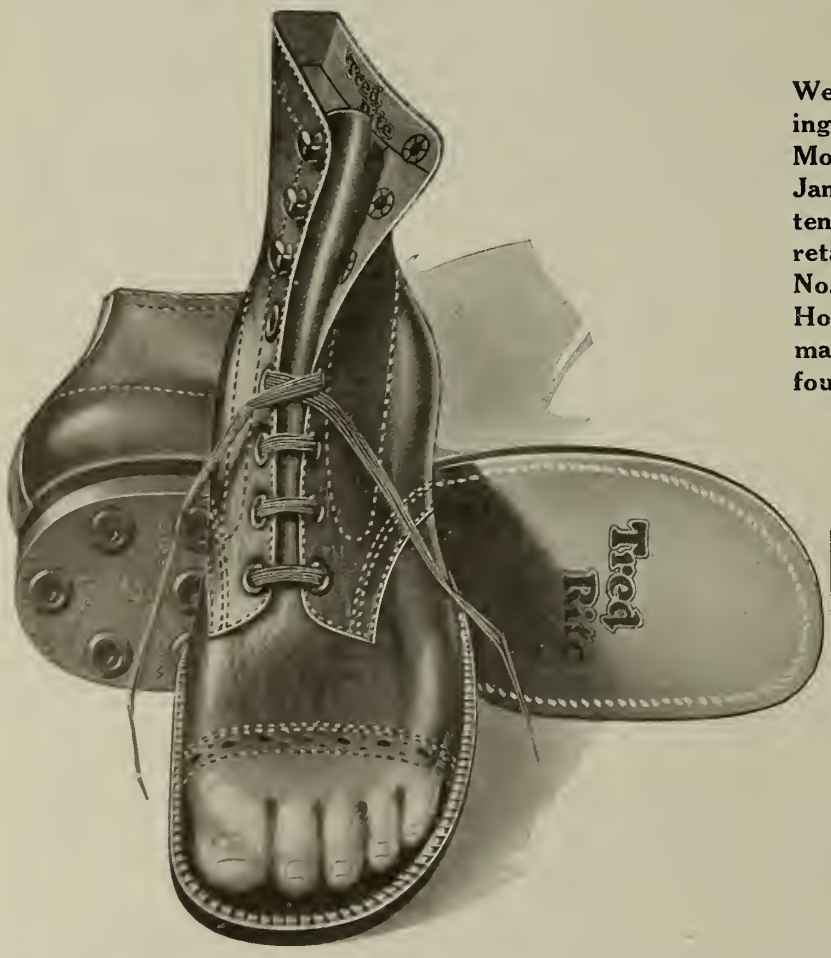
7. This kind of customer is often produced by rush selling methods. Many customers are slow to decide, and a hurried manner of closing a sale will in some cases give cause for suspicion on customer's part. If however, the customer is an habitual victim of the merchant's greed, soothe him by talking quality. Show him the good points of the footwear, suggest that possibly his previous efforts to get good footwear have given him just cause to be suspicious. Then tell him that your interest in his footwear does not end with the sale of one pair to him, that you are interested all the time in the satisfaction which you want to be his. Avoid all semblance of controversial talk and invariably you'll find he will buy. Don't argue, just suggest. Appeal to his better nature, show him that the fact that he came to you for shoes is evidence that he has some confidence in you, and that you know your goods will do the rest. Above all, don't argue with this species of the rare kind, but one of the salesman's list of worries.

8. The very vanity and "know-all" attitude of this kind of customer can, if diplomatically treated be made advantageous in making a sale. Tell him that you are always glad to meet someone who really does know leathers, because your best customers are those who appreciate good footwear from an expert point of view. Ask him what he thinks of the quality of this or that shoe, flatter his intelligence, let him feel that you realize that he really does know good shoes, then switch the subject to something relative to where he got his knowledge, and make yourself very agreeable with him. Above all don't oppose his ideas, capitalize them and you'll find that his know-it-all manner, and super conceit can be used to your own advantage in making a sale and retaining his business for the future, as well as the immediate sale.

9. This question is based on the premise that only one salesman was present to handle the customer; for if this was not so, the turnover system would have been invoked somewhere between the sixth and the twelth pair. However, if the lady does say "I'll call to-morrow" accept her statement with all the courtesy you can command. Think of the future business possibilities with this lady, remember that that kind of a customer is just the same in all the stores, and that someday, sometime, she will buy those shoes. Above all

Tred Rite

Shoes at the Montreal Convention



We shall have a large and interesting display of Tred-Rite Shoes at Montreal during the Convention January 15, 16 and 17th. We extend a hearty invitation to all retailers to visit our sample room, No. 1114 in the Mount Royal Hotel, and see for themselves the many fine points of shoemaking found in Tred-Rite Shoes.

Our latest creations, a bal and a blucher, are justifying the dealer's confidence in Tred-Rite Shoes. Retailers everywhere report increased business and satisfied customers.

The Tred-Rite Shoe Co., Limited

Otterville Ontario

control the vocabulary at all times, and you will find that the fastidious pesky call-to-morrow individual, will (if you once get her satisfied) be a real booster for your store. Most important of all, keep good humored and courteous.

10. No definite line of action can be made an absolute inflexible rule in such cases as this, but generally speaking, it is sound business policy to exchange, or refund the money if so desired. Refusal to do so may mean a permanently lost customer, on the other hand to suppress your indignation, and accede to your customer's request will certainly avoid all possible means of friction, and eventually will bring better results. Find out, if possible, the cause of the exchange, and if possible sell another pair, but subject to the goods returned being in selling condition. Take them back, and look upon the unreasonable customer as a possible future client. Only in special cases such as sales or where goods are sold under conditions of absolutely no exchange, can the policy of refusing to meet the wishes of the customer be considered justifiable or good business judgment.

TANNERS' REVIEW AND OUTLOOK

(*Continued from page 39*)

clined by the Government at the beginning of the Great War, might, when again made, prove of great value.

We believe this must apply to all Canadian industries and is one strong argument that can be used in favour of trade within the Empire.

As tanners we look forward to a large business in 1923 and hope that the market will be such that a reasonable profit will be the result of our efforts, which, in many classes of leather, has not been in evidence for a long period.

All of which is respectfully submitted.

Kenneth D. Marlatt,
Chairman, Tanners' Section.

Officers elected for 1923

Chairman, C. W. Conway; 1st. Vice-Chairman, L. O. Breithaupt; 2nd. Vice-Chairman, W. G. Parsons; 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. Johnson, Theo. King, C. G. Marlatt, K. D. Marlatt, Chas. Robson, C. O. Shaw, John Sinclair, C. W. Tobey, S. R. Wickett.

LEGISLATION COMMITTEE: A. O. Beardmore, A. O. T. Beardmore, L. J. Breithaupt, G. B. Clarke, Hon. E. J. Davis, N.D. Clarke, T. A. Craig, W. J. Heaven, H. B. Johnston, C. G. Marlatt, Chas. Robson, C. W. Tobey, S. R. Wickett.

TRANSPORTATION COMMITTEE: S. P. Beale, F. C. Beale, A. O. Beardmore, H. L. Daville, W. J. Heaven, Theo. King, Jas. McMillan, W. A. Moore, John Sinclair, S. R. Wickett.

WE HOPE SO!

We don't like the habit of boasting about bouquets that are handed to us. But we can't resist passing on the remark recently made by one of our friends about the Shoe and Leather Journal, he said:—

"Every day, in every way, it is getting better and better."

We are at least indebted to Dr. Coué for something.

A New Year's Wish

It is our sincere wish that the New Year may bring you increased happiness and better times than ever before.

Men's Brown Canvas Shoes

Leather trimming, strongly made, of selected material. A steady seller that pulls business.

Samples on Request

Jobbing Trade a Specialty, Close Prices

B & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

Opportunity

For high class salesmen to carry line of Men's High Grade Welts. Territories open: Northern and Eastern Ontario, Quebec and Maritime.

Apply Box 74
Shoe & Leather Journal
545 King St., W., Toronto

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.**

CLAYTON S. W. STONEBURG is Secretary-Treasurer. He has acted in this capacity for several years. You will get to know him better through correspondence and personal contact. He smokes pretty fair cigars and usually has one or two to hand around. Most of our business dealings will be finally taken care of by Clayton, as he looks after the money.

VERNE E. TAPLIN, President and General Manager. Verne is the originator and designer of Taplin Natural Tread Shoes and has directed the policy of the Company since its organization eight years ago.

He is recognized as the most outstanding lecturer and authority on Shoe and Foot problems as they effect the retailer, and intends spending much of his time on the platform and in conducting demonstrations in the interests of our Agents in the various cities and towns of Canada. He is known to use methods which are entirely original and 100% effective.

MORTON W. MURDOFF who for a quarter of a century has been the Canadian representative of the Thos. G. Plant Do., of Boston—makers of the Queen Quality line of Shoes.

Recognizing the outstanding qualities in the perfected line of Natural Tread Shoes and our undoubted successful future, he has recently joined our organization as Traveller, Special Demonstrator and Sales Manager. Morton W. Murdoff requires no introduction to the Canadian Shoe Trade where he has long been held in high esteem.

To Shoe Retailers

Let us introduce to you several of the important members of our firm and organization. Meet our representatives at Convention, Montreal, Room 1119. We have something worthwhile—
Wishing you all the Compliments of the Season,

Yours for Saner Methods,
Natural Tread Shoes of Canada Limited
Belleville, Ont.

WM. WHEELER, Supcrintendent, formally with Minister Myles Shoe Co.—now with us.

Bill knows the secrets of Natural Tread Construction and along with Kimber will be responsible in seeing that you get just what you buy in kind and quality. He is proficient all down the line and is said to possess at least two pair of eyes when watching for defects.

C. B. KIMBER has been appointed to the position of Manager of Quality and Production. He has for many years been making the very highest grade shoes for the Laird Schober Shoe Co. of Philadelphia, Wright & Peters, Rochester; Geo. A. Slater Co., Montreal; Blachford Shoe Mfg. Co., of Toronto and others, and is well and favorably known as a high quality man. He understands thoroughly the full and important meaning of detail in Shoes, and is capable of satisfying all demands in this respect.

AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. Geo. Slater, Jr., and Mr. Jas. T. Sutherland, of Geo. A. Slater Co., Ltd., Montreal, have just returned from a visit to Boston and other Eastern centres. Their interest was particularly directed to men's snappy shoes for Spring. Their trip was worth while, and some of the results will be in evidence in their display at the Montreal show, where they will be at home in Room 4119.

Mr. A. W. Bradfield, better known as "Charlie", who has for the past 16 years represented F. J. Weston & Sons, Toronto, has joined the selling staff of the "Reliance Shoe Co,' Toronto, and will cover the Eastern and Northern Territory. His many friends wish him great success with this progressive firm.

Mr. & Mrs. Stan. H. Bryant, of London, Ont., spent the Christmas holidays in Toronto with Mr. Jimmy Bryant of the Kaufman Rubber Co., Ltd., Toronto.

Mr. Len Hutchison, of Kaufman Rubber Co., Ltd., spent his Christmas holidays in Penetang, this year.

Damage to the extent of between $30,000 and $40,000 was caused recently by fire which broke out in the shoe manufacturing establishment of Bertrand and Thibeault, at 102 Montmagny Street, St. Sauveur.

Mr. Fred Ahrens, of the Chas. Ahrens Shoe Co., Kitchener, was returned as Alderman during the civic elections at New Year's.

Mr. V. A. Pearsall, formerly with the Regal concern and for the past 3 years with Getty and Scott of Galt, will cover Toronto and Western Ontario for Daoust, Lalonde & Co., Limited, Montreal. Mr. Pearsall will have samples in the Mount Royal Hotel for the benefit of Western Ontario retailers.

Gutta Percha & Rubber, Limited, who have been doing an extensive business in the Maritime Provinces for the past forty years in their various products, namely,—Rubber Belting, Rubber Hose, Packing, Automobile Tires and Tubes, and Rubber Footwear, and who have had a Branch at Halifax, N.S., for some years, have decided to make a separate selling Division of the Maritime Provinces. This new Division will be known as the Atlantic Division, and the headquarters of it will be in St. John, N.S. The new Branch will be opened on January 2nd, 1923, at 64 Prince William Street the premises lately occupied by Waterbury & Rising, Limited, where a full stock of Mechanical Rubber Goods, Tires and Sundries, as well as Rubber Footwear, will be carried. Mr. A. E. Doig, who has been with the Company some eighteen years, and who is a native of St. John, N.B., will have charge of this Division, with headquarters at St. John. The Halifax Branch will be maintained as at present, but will now be under the jurisdiction of the Manager of the Atlantic Division, Mr. Doig. The location at this point of Divisional headquarters is evidence of the growing importance of St. John, and it is also pleasing to note that an old St. John boy will have charge of this important Division.

Mr. Chas. A. Davies, of the Davies Footwear Co., Toronto, was a recent visitor to Montreal in the interests of his firm.

DROP US A LINE.

If you were in the Retail Shoe Trade in 1888 and are still in business will you please drop us a line?

We are planning in next number a couple of pages of retail reminiscences and want to make up a list of "Retail Veterans."

Please help us to complete the list. Do it to-day.

JAMES ACTON.

Death of Mr. W. P. Kennedy.

The death occurred on Saturday December 30th., in Montreal, of a man prominent in the leather trade in the person of Mr. Wm. P. Kennedy. Mr. Kennedy had been connected for some time with the Robson Leather Co., Oshawa, Ont., and previous to his association with this firm had represented the Collis Leather Co., of Aurora, Ont. He had not only a very wide connection in the trade but was also well and most favorably known in sporting and fraternal circles, among his many prominent positions being past President of the Shamrock Lacross Club, Past Commodore of the Eastern Canada Canoe Association, and for three consecutive years held the office of Grand Knight of the Montreal Council, Knights of Columbus, and at the time of his death was a trustee of the Association. The funeral, which was very largely attended, took place on Tuesday morning, January 2nd., from his late residence, 393 Magdalen Street, to St. Gabriel Church for service.

Major L. W. Johnston, of the Talbot Shoe Co., Ltd., St. Thomas, who has been travelling from Kingston East, covering Ottawa, Montreal and the Maritime Provinces, will now cover Western Ontario in place of Mr. A. A. Orendorff who has resigned.

"And the **"Hotel Cleveland"** *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

HN FAMO KID HENWOOD & NOWAK INC. 95 SOUTH ST. BOSTON, U.S.A.

The Kid That Made Fine Shoe 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 Representive
R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

FOR SALE

At Very Low Prices
Yale Shoe Company's
LASTS AND PATTERNS
COMPRISING

Men's, Boy's Youth's and Little Gent's, Women's, Misses', Child's, and Infant's

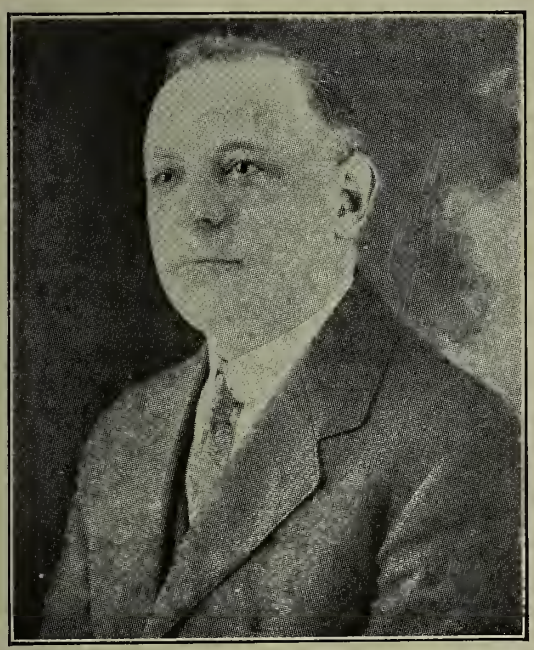
McKay Lasts And Followers

These Lasts are up to date and have been used only a short time. They would be sold in separate lots or En Bloc.

Apply to:-Parker-Steel Shoes Limited, of Preston
for further information.

A PROGRESSIVE COMPANY

Among Montreal Shoe Manufacturing concerns that have shown steady growth in their affairs is the Dominion Shoe, Limited, 2298 Chabot St. This firm was founded about ten years ago, with an original capacity of about 800 pairs weekly but have found it necessary to steadily enlarge their premises and equipment until now their capacity runs well over 5,000 pairs. The management of the Company is in the hands of Mr. Rosario Cote, President, and Mr. Eugene Cote,



Secretary Treasurer, and their growing patronage and the popularity of their lines speaks for their efficient methods in conducting their business and carrying on their shoemaking. Mr. Eugene Cote, who looks after the sales of the Company is well and favorably known throughout the Trade, with a high standing as a keen business man. He is fluent in both French and English languages and brings to all his business affairs a sound judgment and long experience. Not only within the trade, but in social circles as well, he enjoys wide associations.

KITCHENER NOTES

How large a part the men connected with the shoe and leather industry are taking in the civic and other affairs of their native city is evidenced in the civic elections held on New Year' Day.

The two candidates for the Mayorality were Chas. Greb, President of the Greb Shoe Company, Ltd., who sought re-election for a third term, and Louis O. Breithaupt, Sales Manager of the Breithaupt Leather Co., Ltd. Mr. Breithaupt was elected by a substantial majority. This makes three generations of one family who have occupied this high honor. Louis Breithaupt, grandfather of the present incumbent, was Mayor of Berlin (now Kitchener) in 1879 and 1880. Louis J., his son, and father of the present incumbent, held the same office in the years 1888 and 1889. An uncle, J. C. Breithaupt, was Mayor in 1896 and 1897.

Of the Aldermanic candidates in yesterday's contest no less than nine are connected with the shoe and leather industry, viz;—Fred H. Ahrens, Sec.-Treas. Chas. H. Ahrens Shoe Company; Addison A. Armburst,

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. Limited
Lindsay, Ont.

The Quality Boot Polish

"Kiwi" Polish is a superior polish of better quality, giving a "different" shine.

The dullest leathers will take a patent leather finish if "Kiwi" is used. "Kiwi" is waterproof and dependable.

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

CANADIAN AGENTS
J. W. Price & Co.
Lombard Bldg. Toronto, Ont.
Anglo British Corporation Ltd.
Mercantile Bldg. Vancouver, B.C.
MANUFACTURED BY
THE "KIWI" POLISH CO. PTY. LTD. FINCHLEY, LONDON, N.3.

New Castle Kid

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

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

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

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

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

THE
FINEST ENGLISH
CURRIED SHOE LEATHERS

✿ ✿ ✿

Every good quality which upholds the tradition of English Leather Manufacture is maintained in our products

Ask us about our specialties

BOX & WILLOW SIDES

Belt and Suspender Leathers, Case and Bag Leathers and Account Book Leathers

THOS. REARDEN & Co., LTD.
BROCKLEY LEATHER WORKS
LONDON, S. E. 4. ENGLAND

Telegrams: Rearden, Brockley, London

President of the Lady Belle Shoe Co., Ltd.; Norman M. Davison, Manager of the Canadian Consolidated Felt Co., Ltd.; John Hessanaur, retired shoe merchant; John L. Holtze, Superintendent Canadian Consolidated Felt Co., Ltd.; Arthur F. Klugman, Treasurer, Greb Shoe Co., Ltd.; Jerome Lang, Superintendent, Lang Tanning Co., Ltd.; H. E. Lockart, shoe cutter, Ames-Holden Ltd., and E. Weinstean, shoe cutter, Consolidated Felt Co., Ltd.

Ot the above named Messrs. Armburst and Ahrens were elected.

Messrs. Lang, Holtze and Klugman were Aldermen last year and Hessenaur had thus served the city for several years.

John C. Breithaupt, of the Breithaupt Leather Company, has been a Chairman of the City's Water Commission ever since its organization twenty four years ago except for one year and that year he was Mayor of the city. He was re-elected this year again by acclamation. August Lang, of the Lang Tanning Co., Ltd., is the Chairman of the Light Commission and has been a member of that governing body for many years and now gives the greater part of his time to its efficient management.

Oscar Rumpel, of the Rumpel Felt Shoe Company, is the President of the Kitchener Senior Hockey Club.

Eddie Wattlaufer, of the Ahrens Shoe Company, and well and popularly known to the shoe trade from coast to coast, and with an international reputation as lawn bowler, curler and hockeyist, took an active part in the recent organization of the Ontario Ladies' Hockey League and the formation of the local team. He is very active in his new and pleasant duties and is hardly ever seen nowadays without a fair hockey fanette in his wake. On New Year's day he piloted his girls to their first match game with the Aura Lea Ladies' team, entertaining the two teams and a number of friends at dinner in the evening. "Eddie" lost so much hair and happiness in the many lonely years he spent as a bachelor that he says he is now going to try and make amends since he has joined the Benedicts.

In Masonic circles, too, the leather trade manifests its active interest. Of the list of officers of Grand River Lodge, A.F. & A.M. for the ensuing year installed on Saint John's night, December 27th., the following named are active in the shoe and leather business; R. J. Wright, of Western Shoe Co., Ltd., as Senior Warden; Alex. Inrig, of Lady Belle Shoe Co., Ltd., as Junior Deacon; Fred H. Ahrens, of Ahrens Shoe Co., Ltd., as Senior Stewart; H. J. Tidball, of Ahrens Shoe Co., Ltd., as Junior Stewart; Jake Brandt, of Western Shoe Co., Ltd., as Tyler; W. E. Wing, of the Kaufman Rubber Shoe Co., as Auditor, and J. E. Bilger, of the Breithaupt Leather Co., Ltd., as Chairman of the Benevolent Committee. A. R. Kaufman, President of Kaufman Rubber Co., Ltd., is President and J. M. Newton, of the same Company is Recording Secretary of the Y.M.C.A.; L. O. Breithaupt and J. E. Bilger being on its Directorate.

Geo. C. H. Lang, President of the Lang Tanning Co., Ltd., returned the day before Christmas, from a business trip to Europe. He reports continental Europe as recovering very slowly to normal conditions and does not anticipate much improvement for some time to come.

She was angry, and she burst into the boot-shop unceremoniously.

"Do you know," she said, "that those shoes you sold me last week squeak so much that they keep me awake at nights?"

"My dear madam," said the shoe-dealer blandly, "I did not know you wanted to sleep in them."

WHERE ARE WE AT?

We are indebted to Messrs. Scheuer, Normandin & Co., Ltd., and also to Mr. R. B. Griffith for the following outline of the style situation, which was handed to them by an American authority:—

The problem of styles has got the shoe trade in the air, and one hears this question on all sides: What are going to be the styles for Women's Wear for spring?

Let us diagnose the present condition and we will soon come to a sane conclusion. Why is this present condition? Why are styles sprung that do not stay in vogue thirty days? Who is at fault? Here is the answer:

Fantastic styles are always dangerous, short lived and money losers. And who has created this condition?

There are many small manufacturers that are playing the hurrah game. This has been shown by the smaller Brooklyn makers, who have men drawing pictures, and then getting pull overs made, and go out to sell something different than they had out the week before. Some of these makers, have a capacity of from fifty to a couple of hundred pair a day.

To stimulate trade they get some orders at a good profit and get enough to keep them going a few days. In most cases the shoes are not practical and the style is very short lived. One can sell some of any style that is different from what is being shown.

New styles are always displayed in show windows, and trade is so skeptical that as soon as a new model is shown there is a rush to get some, and styles that were shown the week before are being sacrificed, and they have not been in the market long enough to give the trade a chance to find out if the consumer wants that style or not. Result everybody begins to unload. Where have the profits gone? A style that is good enough to sell is good enough to be in style several months.

Some of these new styles have some merit, most of them should never have been shown. Every kind of a pattern imaginable has been raked up in the last year or so. Many that dealers have not forgotten, and on which they took a good big loss.

Novelties are always in demand, but fantastic styles are very costly. Women to-day want natty footwear. Something that makes the foot look neat. Just look over this last year's fads and see how many styles that had a very short sale because they made the foot look ungainly. What merchant got his money back on same.

Then look over the styles that made them money. One and Two-Straps did not cost the merchant any losses and for the last three years, they were the sugar in the barrel. More of these styles are being worn to-day than all other styles put together. And for spring and summer they will be the big numbers.

Oxfords always finds a place with the buyer. They are the right number for many conditions, and will always find a place with the consumer. But straps are more chic, and will show the preference on volume. The tongue effects, shoes with the smaller tongues are natty, and should have a longer run than some are giving them a credit for. The pump with a nice buckle is having the call just now, and should run into the summer. This to be chic, should have the colonial effect.

Covered and high heels have come back into their own. That means natty and dainty footwear and turns will be big sellers. This style always looks neat and women like them.

Satin shoes will be long lived, they are easy on the feet, always shined, and as satin is now being made for footwear, all grades give fairly good service, and in high heels makes a very classy shoe.

White shoes in leather and fabrics, since light airy styles have come back, will have a big season's run. They are the ideal hot weather shoe. Weather conditions and flapper styles hurt the sale last year, but one did not have the higher heel running then, and with same in demand, it is well to get covered for one's summer trade.

The merchant that has an assortment on these styles will be playing the sure game, and these are the styles to place his advance business on, and he will always be in shape to fill in on any fancy style that should come in for his extra sellers.

SUCCESSFUL BANQUET HELD BY HALL AND HODGES LIMITED.

The Fourth Annual Banquet of Hall and Hodges, Limited, Montreal, was held at the Mount Royal Hotel on Wednesday evening, January 3rd., and in the opinion of all those present was a most enjoyable affair. In addition to the members of the staff there were a number of visitors, including prominent men in the trade, who shared in the evening's pleasure, making up an attendance of about forty. Among those from out of town were, Mr. J. B. Kinghorne, of the Hartt Boot & Shoe Co., Limited, Fredericton, N.B.; Mr. M. J. Sheehy, of the John Ritchie Co., Limited, Quebec; Mr. Bert Ansley, of the Perth Shoe Co., Limited, Perth, Ont.; Mr. N. L. Knechtel, of Kitchener, Ont.; Mr. A. E. Almas, of Toronto and Mr. E. Blondeau, of Loretteville, Que. Mr. G. G. Hodges occupied the place of honor in the chair and presided throughout the evening's proceedings. Among the entertainment features several comic songs were given by Mr. W. Weldon, Jr., and Mr. Jos. Beauchamp. The accompanist was Mr. Keith Milne. Mr. W. S. Weldon, collector of Customs, entertained the gathering with some very amusing episodes in connection with his experience in hotel life. A very distinguished guest in the person of Major General Habab Singh, attractively attired in the elaborate costume of a Rajah, gave a very interesting talk on the trade possibilities for the shoe industry in India, going into detail and explaining what a splendid market for Canadian manufactured goods could be developed. Mr. Singh's address and his remarks on the geographical features of India were so interesting that he easily held the close attention of nearly all those present. Mr. Singh being a man of huge proportions and the banquet hall being warm, he perspired considerab'y and his collar wilted and became soiled. This was called to the attention of a prominent retailer of Montreal, by remarking that the distinguished visitor must be suffering from the heat, and the prominent retailer replied that "these

people from the East do perspire freely". At the close of the banquet the thing was discovered to be a huge joke, and the distinguished visitor from India was no less a person than Mr. Jos. Beauchamp, a very prominent vocalist of Montreal, who played the part of the Rajah so perfectly that upon his arrival at the Hotel a horde of bell hops hastened to assist him with his luggage and show him all the respect due an Eastern potentate. The entertainment was the most successful yet given by this firm, and was so enjoyed and appreciated that many of those present hinted that they would like an invitation to a similar occasion at the close of next year.

RESERVATIONS OF SAMPLE ROOMS FOR THE CONVENTION

Sample room reservations for the National Shoe Retailers' Association's Annual Meeting at the Mount Royal Hotel, Montreal, January 15th, 16th and 17th, are nearly all in. Those who have not yet made their reservations are advised to get in touch with Mr. S. Roy Weaver, the Convention Secretary, Room B 9, Board of Trade Building, Montreal. The following room have already been reserved:

First floor:—No. 1130-31, United Last Co.; No. 1129, J. W. Hewetson and Co., Limited; No. 1128, Theo. Mayer; No. 1127, MacFarlane Shoe Co., Ltd.; No. 1125, Scheuer Normandin and Co., Limited; No. 1124, John Ritchie Co., Limited; No. 1122, Talbot Shoe Co., Limited; No. 1121, Perth Shoe Co., Limited; No. 1119, Natural Tread Shoe Co., Limited; No. 1118, Dunbar Pattern Co.; No. 1116, The Eureka Shoe Co., Limited; No. 1114, Tred Rite Shoe Co., Limited; No. 1112, Bastien Bros.; No. 1111, Albert Charron; No. 1110, Canadian Shoes Limited; No. 1001, Harvey Graham.

Second floor:—No. 2128, Canadian Footwear Co., Limited; No. 2127, J. A. McCaughan and Son; No. 2125, W. B. Hamilton Shoe Co., Limited; No. 2124, John McPherson Co., Limited; No. 2122, Smardon Shoe Co.; No. 2121, Fix Shoe Co.; No. 2119, Nathan Cummings Co.

Third floor:—No. 3129, Wm. Reynolds; No. 3128, Arrow Shoe Co.; No. 3127, Eagle Shoe Co.; No. 3125, John McEntyre Co., Limited; No. 3124, Hartt Boot and Shoe Co.; No. 3122, Kingsbury Footwear Co.; No. 3121, Tebbutt Shoe and Leather Co.; No. 3119, La Parisienne Shoe Co.; No. 3116-18, The Slater Shoe Co.; No. 3115, J. and T. Bell, Limited.

Fourth floor:—No. 4128, International Supply Co.; No. 4127, Getty and Scott Limited; No. 4125, Tillsonburg Shoe Co.; No. 4124, Charles A. Ahrens, Limited; No. 4122, not available; No. 4121 Daoust, Lalonde and Co.; No. 4119, Geo. A. Slater Limited.

Fifth floor:—No. 5127, Blachford Shoe Mfg., Co., No. 5125, Armand Bastien; No. 5124, Corson Shoe Co., Limited; No. 5122, Corson Shoe Co., Limited; No. 5121, Dupont and Frere; No. 5119, Dufresne and Locke; No. 5116, Gagnon, Lachapelle and Hebert.

PARKER-STEEL SHOES LIMITED.

Parker-Steel Shoes Limited have sent out the following notice to the trade:—

"We take this opportunity to announce to the trade that we found it necessary to increase our capital from Forty Thousand Dollars to One Hundred Thousand Dollars, and, we are now incorporated under a Dominion of Canada Charter with the firm style of "PARKER-STEEL SHOES LIMITED" taking over the assets and liabilities of the Solid Leather Shoe Co., of Preston, Limited, in their entirety.

The PARKER-STEEL SHOES LIMITED is controlled by the old management, having absorbed practically all outside interests.

We intend, as in the past, to manufacture Women's Medium Grade McKay Shoes and sell to the wholesale trade only.

In the past ten years we have enjoyed the confidence of the trade, and, we will, in future, do our utmost to merit the continuance of the trade's good-will.

Thanking you for past patronage, and wishing you the Compliments of the Season, we are,

PARKER-STEEL SHOES LIMITED.
S. H. Parker, President.
H. Steel, Vice-President.

THE CHICAGO CONVENTION AND FAIR.

Next week will be held in Chicago the largest and best Shoe Convention and Display ever held in the history of the Shoe Industry of the United States. It is expected that at least ten thousand delegates and visitors will take part in the affair, which will be staged as last year in the "Auditorium'. The Convention headquarters will be at the "Congress" close by.

The booth equipment is thoroughly standard this year all being decorated alike. The furniture is also standardized although variations are allowable in this respect. The prevailing tints are sand and brown and the whole interior of the Auditorium has been re-decorated in this combination of shades.

This year the stage and dressing rooms are located at the north end of the building to avoid noise and confusion. The entrance from the stage to the runway is through a huge proscenium arch, artistically decorated in gold stipple on a background of dark brown, and the scenic setting behind the arch is of Japanese pagoda effect with floral designs in wistaria, the stage drapes extending across the entire building. The runway, suspended from the ceiling is in direct view of everyone seated in the balcony and will extend around the entire balcony a distance of approximately 700 feet. At a distance of about 25 feet apart a pedestal has been placed and here the models will stand for a few moments. Two 1000-watt spot lights and a 1000-watt flood light will throw their brilliant lights upon the shoes being shown and give everyone a clean view of the footwear exhibit. The new lighting effect has been so arranged as to throw a flood of light upon the models as they tread the runway to the strains of orchestral music.

High Praise From Old Subscriber.

The Shoe and Leather Journal has just received a letter from Mr. W. J. Patterson, of Perth, Ont., who is now in the milling business. He says: "Might I ask you to please discontinue the Shoe and Leather Journal. I have now been four years out of the leather business and see no immediate prospects of ever returning to it. We receive here many trade journals, but I must say that not one of them covers the ground in their line as does your Shoe and Leather Journal. While connected with the shoe business, I found it very helpful and educative. Every issue has something of value to all leather men and even during the past four years, I have enjoyed going through its pages. However, I find we have so many publications in the line we are now in that this one seems a needless expense."

Start the New Year Right

With Williams Shoes, your Surest and Safest Line for Better Business

LAST 112—Men's work boot, made in box kips, elk and grain leather. A good fitting last for the lighter grade of shoe for the worker. Standard screw rivets and welt.

LAST 153—Men's work boot with exceptional fitting qualities. Made in Mennonite, elk and grain leathers in standard screw rivets and welt.

THE WILLIAMS SHOES

Resolve this New Year to better your business by concentrating on Williams Shoes. Get away with a good start. Have a complete stock of Williams business builders for your customers to choose from. Williams Shoes are better, made from better leathers giving a better service to consumers. Williams Shoes include comfy welts for boys, girls, misses and youths, and reliable McKays and S. S. Welts for men and women.

In-Stock 100 lines to choose from. Covering every necessary style and size. We can fill your order, large or small and ship promptly. Write for a copy of our catalogue and price list. It's yours for the asking.

The Williams Shoe Means Profit for you

WILLIAMS SHOE LIMITED

Brarnpton, Canada

Williams Shoes sell because they satisfy, they satisfy because they are real quality and value throughout.

Taking a Rest.

Mr. Walter V. Ecclestone for nearly thirty years with the T. Eaton Co., as head of the shoe department and latterly of the "Made in Canada" propaganda, has severed his connection with the establishment in order to take needed recuperation. His health, for the past year or two, has not been of the best and,seeing that his duties since the stabilization of the Canadian dollar has been accomplished have eased off considerably, he thought the time opportune for taking his physician's advice. He was presented with an address accompanied by a handsome diamond ring and leaves with the good wishes of his fellow directors and employees.

Tetrault Employees Celebrate

On Saturday evening, December, 23rd., the employees of the Tetrault Shoe Manufacturing Co., Limited, Montreal, held their Third Annual Dance in the Auditorium Hall, Ontario St., West. Over seven hundred employees and friends attended and it was a very successful event in every respect. One of the features of the occasion was a dancing competition for a prize of $20.00 in gold. This was very keenly contested, about ten couples taking part in the competition. It was no easy matter for the judges to give a decision, but the prize was finally awarded to Miss Jeanne Larotte and Mr. Henri Courval. Throughout the evening's proceedings Mr. Oliver Tetrault, Superintendent of the Tetrault Shoe Mfg., Co., Ltd., took a prominent part, seeing that all thoroughly enjoyed themselves, and among his other duties took part in awarding the prizes to the dancing contestants. His geniality was a big factor in creating the spirit of friendliness that prevailed among the entire party throughout the whole evening. The good music was thoroughly enjoyed by all, and the extensive dance programme supplemented with enjoyable refreshment periods made up a very pleasant affair. The Committee in charge of the function was made up of Mr. Louis Martin and Mr. Alf. Normandin, who were untiring in their efforts to make it a decided success. Mr. P. Lepage made a very competent dance director.

Representing Scott-McHale Ltd.,

Mr. J. J. McHale of Scott-McHale Limited, London, announces the appointment of Mr. Austin Orendorff as Western Ontario representative, covering territory from Toronto to Windsor and selling the well-known Scott-McHale Astoria and Liberty Shoes.

Mr. Orendorff needs no introduction to the shoe trade of Ontario. He has been engaged in that line for many years and because of his unfailing courtesy, his integrity and his effort to please at all times, has created an enviable connection.

He commences on his new duties this month.

Mr. McHale also announces a new and large consumer advertising campaign for Astoria and Liberty Shoes throughout Canada.

ESTABLISHED 1863
THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS
OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

KANGAROO
We are headquarters for all Finishes, Grades and Kinds.
Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.
36 and 38 Spruce Street - NEW YORK, U.S.A.
Branch: 54 South Street, BOSTON, MASS.

The Shoe Repair Man

Shoe Repair Advertising

The shoe repair man is a representative of probably the least advertised trade serving the public interest. You work quietly, practically unthought of (until some economic person seeks to save a few dollars on his shoe bill by calling on your skill) under the surface, but nevertheless there when wanted. The average repair man cannot afford to spend hard earned money on expensive newspaper publicity. Your efforts are limited to, in some cases, a monthly dodger, distributed from house to house by your son, or by some industrious youth in the neighborhood on the so much per hundred basis. We were recently asked by a repair man to make suggestions on advertising for the trade. To lay down a set standard of advertising rules to be used by repairmen all over the country, small and large in village or city is impossible. It is our intention, however, to touch on advertising in a general way and let you apply it to your individual business to meet your own field. The public, from which you draw your trade, buy and use their shoes in various ways. There are many who never have their shoes repaired, endowed with a sufficient quantity of the world's wealth, their shoes are just bought, used and thrown away. There is another class who, when their shoes are worn out, buy a new pair, intending to have the old ones repaired, while the new ones do duty for the best. But new shoes are a change and look nice, with the result that very often the old pair sees the ash can instead of the repair shop. This, roughly, is the class your advertising is to reach. By the term advertising, we mean any class of publicity used, whether it be newspaper advertising, show cards, circulars or what not. You are not in business as a pastime, or for your health, but to earn your living. The larger the business the better the living. Advertising should bring you a better living by increasing your business. Advertising to gain this latter desire, must have a two-fold message, namely to sell prospective customers on the idea of having their shoes repaired, and to convince them that the advertiser can repair shoes better than the man in the next block. But how? The shoe hospital idea is worn down to thin edge, and should be thrown into discard. Generally speaking there are three arguments to be used, together with a flock of side lines. The chief three, however, may be classed as economy, health and vanity. On them you must swing your message in a forceful and convincing style. The first one, economy: under this head you might appeal to the prospect's desire to save money. Show them, that, by spending two or three dollars with you, they can save six or seven on a new pair of shoes, and still have a serviceable and comfortable pair of shoes. Tell them that the run down heel can be built up, that the worn out look can be removed. That you can practically give them a new pair of shoes at a great saving to themselves. Stress the money point. The second one health: to those who cannot be influenced on the economy idea, the appeal of health may start them thinking. Suggest the health value of dry feet. How a re-soled shoe assures warm dry feet during the winter months. How colds can be prevented by keeping the feet comfortable. How Doctors'and Druggists'bills can be lowered by protecting the feet. Impress upon them money saved is money earned. The third one, vanity; under this heading, you are more or less limited, your chief talking points being, well shod feet and the satisfaction and improved health that goes to those who can change their shoes every few days. You must in every advertisement drill in your store and your ability to repair shoes in a worthwhile way. It is of no use to you, if you sell a man on the repair idea than have him go elsewhere to get the work done. The two advertisements shown on the following page are merely suggestions to illustrate our arguments. Let us discuss them just a little. The top one headed "A Saver of Soles" is a two column advertisement by one hundred and forty lines deep. The heading is a little away from the ordinary and should draw attention. Use a nice light type face such as a Caslon or Bookman, something not too heavy. Follow the layout closely, keep away from solid lines of capitals, and you will have an attractive advertisement. The lower one headed "Putting the Doctor out of Business," illustrates our second selling argument, Health. This is a three column advertisement by one hundred lines deep. The suggestions shown here need not necessarily be used as newspaper displays, but can be used as handbills or printed stuffers.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

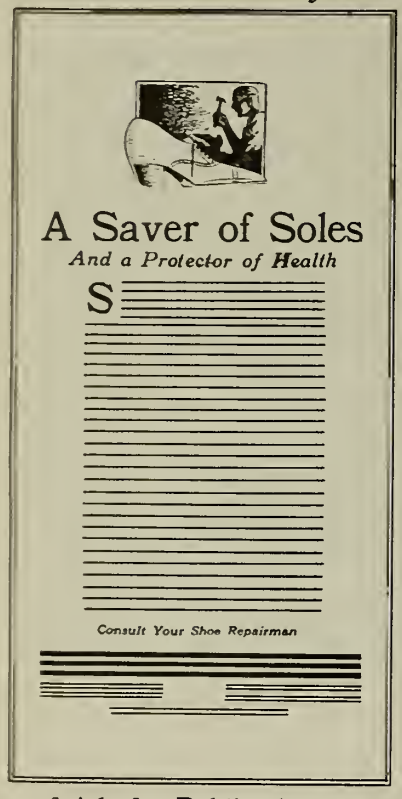
Size No. 1: Packed 10 one-gross cartons in box
" " 2: " 10 " " " " " "
" " 3: " 6 " " " " " "

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

Advertising Suggestions for the Shoe Repair Man

By The Advertising Service Department



Size of Ad. for Publication, 2 columns by 140 lines or to be used as a circular 5" wide by 10" deep.

Type Face Caslon or Bookman

A Saver of Soles

Set 36 pt.

And a Protector of the Health

Set 24 pt. Italics.

Snow, slush, sleet are now the order of the day. Dry feet are essential to winter travel. You will have lying around the several old pairs of boots and shoes, the uppers are good, but the soles need saving. You know what a pair of heavy winter shoes will cost you. Why spend eight, ten or twelve dollars on new shoes, when for two or three dollars, we can put a new, solidly constructed sole on your old pair, a rubber heel on the run down leather one and generally fix you up a new pair of shoes at less than a third of the price of a new pair. Scout through your cellar and attic. Locate all the old shoes you can, bring them to us and we will give you a prcie on them. Protected feet in winter means better health. Repaired shoes give you the comfort of the old with the service of the new and lowered shoe bills.

Set copy 12 pt.

Consult your Shoe Repairman

Set 12 pt. Italic

Set Signature, Address and Slogan to suit.

Size of Ad. for Publication, 3 columns by 100 lines or to be used as a circular 7 inches square.

Type Face — Cheltenham

Putting the Doctor out of Business!

Set 36 pt.

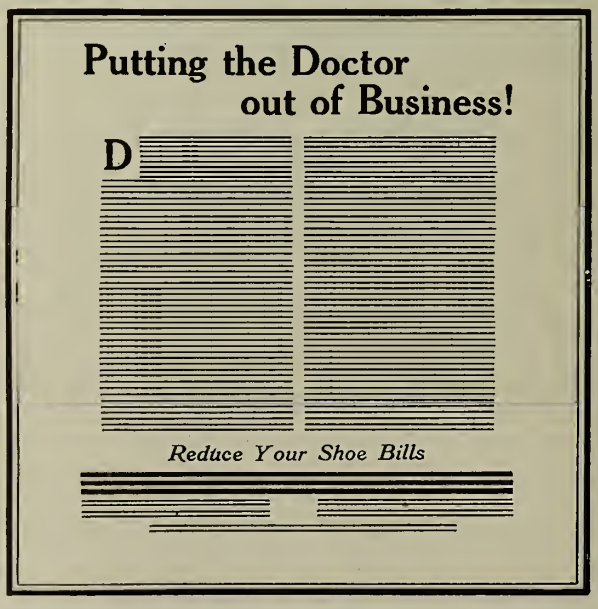
Doctors and Druggists get a fairly large share of your hard earnings every winter. Of course, we really can't put them out of business, but we believe we can save you quite a few dollars every winter by repairing your old shoes and thus protecting your feet from the penetrating dampness of the winter season. How many colds start with damp feet, a goodly number of them, and they don't always stop there, but lead up to more serious ailments, calling for heavy doctor's bills to the tune of time lost from work. When a hole appears in the sole of your shoe, why throw them away? We can fix them up like new, with a real good oak sole, something that will stand the dampness of winter weather and assure dry, comfortable feet, and protected health. You have old shoes lying around the house, comfortable to the ninth degree as old shoes always are, but you have discarded them because the sole is more holy than whole. Bring them to us, let us repair them at a trifling cost. We can lower both your shoe bills and doctor's bills by repairing your half worn out shoes.

Set copy 12 pt.

Reduce Your Shoe Bills

Set 18 pt Italic.

Signature, Address and Slogan Set to suit.



BRANTFORD ACTIVITIES.

The Brantford and Hamilton Shoe Repairers' Associations take at least one opportunity a year of visiting each other and fraternizing on a broader scale than is possible in one's own town. Recently the Hamilton men descended on Brantford to the extent of eighteen men, and were given a royal entertainment in Moffatt's Hall. President A. Johnson of the Brantford Association was in the chair, and the fare included cards, music, speeches and refreshments.

President Johnson welcomed the visitors, and Mr. T. Grayson, President of the Hamilton Association, responded. Addresses were also made by Messrs. F. Revell, H. Henderson, and A. Miller, of Hamilton, and W. S. Pettit, of Brantford, who is President of the Ontario Federation. Mr. Pettit stated that although the past year had been a very difficult one, he was confident that better times were coming.

A pleasing event of the evening was the presentation of a gavel by Mr. T. Grayson of the Hamilton Association to the President of the Brantford Association.

At this meeting the books and funds of the Ontario Federation were handed over to the officers for this year, Mr. W. S. Pettit, President, and Mr. J. W. Stevens, Secretary-Treasurer, both of Brantford.

Prior to this time, the members of the Brantford and Brant County Association had donated twenty-five dollars to the Northern Fire Relief.

The Brantford men are continuing community advertising, advising the public that they are maintaining prices in spite of advancing costs. The names of the repairers subscribing to this principle are listed in the advertisement.

The sentiments of the Brantford men at the Christmas season are expressed in the following, from the pen of Mr. W. J. Roach, of Brantford:—

"Here's to the good fellows of the wax and thread sandpaper, ink and heel ball, your brother craftsmen of Brantford and Brant County, send a hearty greeting to all."

ST. CATHARINES' ASSOCIATION.

The St. Catharines Shoe Repairers' Association had a large and enthusiastic meeting to wind up their year. It was decided to close every Wednesday the year round at 12.30. The following officers were elected, and installed by Past President, Mr. Wm. Legg, Sr.

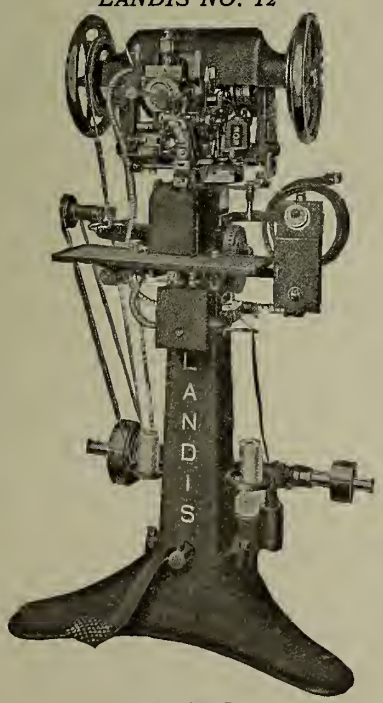
Past President, Mr. Wm. Inglis.
President, Mr. Wm. McCause.
Vice-President, Mr. Alf. Hill.
Sec.-Treasurer, Mr. Walter Legg.
Auditors, Messrs. J. R. Slanika, J. Lovett.
Trustees, Messrs, Wm. Legg, Sr., F. T. Pople, A. Newman.
Committee, J. Lovett, A. Newman, J. Williams, R. O'Reilly, J. R. Slanika.

VANCOUVER NOTES

This city has been in the grip of snow and frost for ten days, which has caused business to fall away considerably, and complaints of small business were heard in all quarters. The snow and frost, like all other periods of weather, has its day, and at the time of writing a rapid thaw with rain had set in which has turned the streets into small rivers of slush and ice, causing a great rush for rubbers. Every dealer has his share of the business, which was making every one look and feel happy.

During the last two weeks three more shoe dealers have had to place their businesses and affairs into the hands of the Canadian Credit Men's Association for

LANDIS NO. 12



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St., St. Louis, U. S. A.

Edwards & Edwards
LIMITED
TANNERS OF

SHEEPSKINS

Shoes and Fancy Slippers
Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited
Head Office and Sale Rooms — 27 Front E. Toronto
Tanneries — Woodbridge, Ont.
ONTARIO REPRESENTATIVE; Fred Dufton, Kitchener
Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

"O. K."
ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

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

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc.. etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send $3 to-day to

Periodical Posting Coy., Plymouth, England

adjustment.

Two sudden deaths occurred recently. Mr. G. Adam, who for many years was city representative for Messrs. Leckie and Co. shoe manufacturers, passed away after a few days illness from internal causes. The deceased was well known in the trade and highly respected by all whom he came in touch with.

Mr. J. Moorey, Shoemaker, of 4th. Avenue W., died suddenly from heart failure. The deceased was working an hour previously to his collapse. He was a native of Portsmouth, England, and came to Canada sixteen years ago, residing and in business at Portage La Prairie and coming to Vancouver six years ago. He leaves a widow, a married daughter and a son. The funeral took place at Mountain View Cemetery, and Messrs. J. Moore, J. Whitelaw, J. Watt, W. Davidson, W. Goddard, G. Booth, fellow craftsman acted as pall bearers. Mr. W. G. Langdon on behalf of the B.C. Leather and Findings Co., also attended.

Mr. F. Sprule, of North Vancouver, was successfully operated upon for appendicitis in the General Hospital and is progressing favorably.

Mr. H. A. Skuse has reopened in a new stand on Georgia Street, and is installing a complete outfit of machinery, including a full size finisher and universal stitcher.

Mr. Ainsbury, of Pender St., was a successful participant to the tune of $150.00 in the local Football Competition.

Many of the shoe stores and shoe repairers are giving away seasonable and attractive calendars and almanacs.

Owing to the advanced prices of leather, the Repairers' Association have issued a new price list, raising the prices of various operations 5 cents, 10 cents, 15 cents and 20 cents per pair. Others outside the Association have taken upon themselves to publish a price list at a lower rate, which has put the repairers in a quandary as to which list to accept generally, and in other quarters efforts are being made to standardize prices in each district.

PRESTON NOTES

The shoe manufacturing industry here continues active and the Managers of the several concerns all speak very optimistically of the outlook for the New Year.

Harry Steel, Sr., Vice-President and Manager of the Parker-Steel Shoes, Limited, was elected as Alderman by acclamation.

The Ladies' Hockey Club, of the Hurlbut Shoe Company, Ltd., played a match game on New Year's Day with the Ladies' Club, of North Toronto, and although they were defeated they had a very enjoyable time and say, "there's another day coming."

The employees of the Hurlbut Company are having much enjoyment and healthful recreation on the Company's rink adjoining the factory, on what is in summer their lawn tennis courts and which is so brilliantly lighted as to make evening skating and hockey as attractive as in the day time.

Most of the machinery and equipment has been installed and is in operation in the newly erected portion of the factory; a photo of which is given herewith. The Company expects to double this year its output of 1922, itself a record in the Company's business.

Mr. A. A. Armbrust, of the Lady Belle Shoe Co., Kitchener, was elected Alderman at the recent New Year's elections.

SHOE TRAVELLER WANTED—For Eastern Ontario ground, Capable man with a connection to commence at once. also man for Maritime Provinces. Apply D. R. Feetham, 55 Bay St., Toronto, Ont.

WANTED—Position as Clerk in Retail Shoe Store, 18 years with one firm. Best references, window trimmer and expert shoe fitter. Address, Stanley Robinson, Box 112, Gananoque, Ont.

SHOE TRAVELLER WANTED—For New Brunswick on Commission Basis. Manufacturers and Wholesalers. W. B. Hamilton Shoe Co., Toronto.

MR. MANUFACTURER—Experienced Salesman, full of Encrgy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Position as Manager and Buyer for Retail Shoe Store or Department; ten years' experience in this capacity, one store. Keen buyer and good advertiser, window trimmer, show card writer and expert fitter. My personality and ideas will increase your business and profits. Address, "Manager," Box 61, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Line on Commission Basis for Maritime Provinces. Good connection with many of the bcst accounts. Making a trip to Shoe Centres in January. Write me now. Address, "Maritime," Box 62 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

A YOUNG MAN, Collegiate Education, Ambitious to Better Himself, who has had six years' experience in making room and as shipper with manufacturer, also one year with retailer, would like to connect with manufacturer or wholesale house, where advancement will follow hard work. Apply to Box 68, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

WANTED—Traveller for Eastern Townships, Province of Quebec. Apply, stating experience, to Amherst Boot & Shoe Co., Ltd., Amherst, N.S.

FOR SALE—Canadian Patent Rights of Counterbalance Rubber Heel, positively the most logical heel invented, by a shoemaker of 25 years' experience. Full particulars and samples upon request. Counterbalance Rubber Heel Co., 53 East Avenue, Elyria, Ohio, U.S.A.

FOR SALE—Leigden Side Unhairing Machine at Bargain Price. Apply, Box 66, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

POSITION WANTED— By an Experienced Shoe Traveller, with good conncction and living in the Maritime Provinces, line for above territory. Young man full of energy. Can furnish reliable references. Address, Box 71, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED— Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

FOR SALE—Up-to-date Shoe Store, complete in every detail. Stock $17,000,00 Building lease, 2 years to run. Good growing city—25,000 population. Splendid opportunity for an energctic shoeman. Box 73, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED—A Good Line of Staples on Commission Basis for Toronto and Western Ontario. Good connection with the best accounts. Address, Box 72, Shoe and Leather Journal, 545 King St. W., Toronto.

AN ONTARIO STAPLE FACTORY is desirous of getting in Touch with a Thoroughly Experienced Shoe Traveller for Quebec Province only to sell to Wholesale and Large Retail Accounts. Commission Basis. Must come highly recommended and be thoroughly conversant with Quebec Accounts. Box 76, Shoe and Leather Journal, 545 King St. W., Toronto.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

Clarke & Clarke Limited

General Offices & Works
Christie Street, Toronto

Branch Wareroom and Cutting Department
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BRANCH WAREROOM
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RICHARD FRERES, Agent

Turn Into Money

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

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

The Collection Service, which has been proved most satisfactory by all users of it, is

OPEN TO REFERENCE BOOK SUBSCRIBERS
Subscription and Collection Rates on Application
Over Seventy Years' Record of Efficiency

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.

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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International Hide Merchants

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"We deliver what you buy"

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USMC

REPRESENTATIVES

Will Be In Attendance Throughout The

CONVENTION

OF THE ALLIED SHOE TRADES

At The

NEW MOUNT ROYAL HOTEL

MONTREAL

To Meet And Welcome Visiting Delegates

Convention Delegates wishing to use this opportunity to visit and inspect our plant under working conditions should get in touch with our representatives who will make all arrangements and attend to details

A CORDIAL RECEPTION IS ASSURED

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO	KITCHENER	QUEBEC
90 Adelaide Street W.	88 Ontario Street, S.	28 Demers Street

For 1923

The Clark Bros. Line

of Oxfords and Pumps Retailing at

$5.00

will prove the Trade's best selling proposition

This One Strap Colonial Pump, made in all leathers and combinations, is an example of Clark Bros. popular style and exceptional value.

CLARK BROS., Limited

St. Stephen *N. B.*

Toronto, January 15th, 1923

Thirty-Sixth Year *Twice A Month*

THE SHOE & LEATHER JOURNAL

The Bonne Entente CONVENTION

Full Reports of the

National Shoe Retailers' Association

Shoe Manufacturers' Association

Shoe Wholesalers' Association

National S. & L. Travellers' Association

At Montreal, Jan. 15th to 17th 1923

Also

Resume of Shoe Style Show
Chicago, Jan. 8th to 11th

"READ IT WHILE IT IS NEWS"

ACTON PUBLISHING CO., LIMITED
TORONTO *MONTREAL*

Established 1857

"THE WEAR IS THERE"

A Great Convention

The convention of retailers, wholesalers, manufacturers and travellers just held in Montreal marks another forward step in the onward march of Canadian Shoedom. What did you get out of it?

You know, a convention is very much like a shoe. You get out of it just about what you put into it. If you skimp on it in any way, the results soon tell the story. The men who are putting Breithaupt's Sole Leather into their shoes are getting satisfaction out of them right along the line from themselves to the man who wears them

What more can we say?

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

SECRETS Of Good Counter-making

Like many other things, counter-making has its secrets, and the long and constant effort which we have devoted to this important part of shoemaking has put us in possession of many exclusive improved features in workmanship, and ALL of the best and latest methods. This, plus the use of uniform high quality materials means that D. & P. FIBRE COUNTERS are the secret of finer appearance, more perfect fit and longer wear of all shoes in which they are used.

Manufacturers who buy D. & P. Counters KNOW that it pays.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse
224 Lemoine Street
MONTREAL

REPRESENTATIVES
For Ontario:—E. R. Lewis, 45 Front St. East, Toronto.
For Quebec City:—Richard Frere, St. Valier Street, Quebec

Shoemakers To The Wholesale Trade

Cutting Gains

Manufacturers are unanimous in their verdict that DAVIS CALF is the most economical upper stock used in their establishments.

This SUPERIOR CUTTING QUALITY means profit not only to the manufacturer, but the retailer and wearer. Uniformity of substance, texture and finish means DEPENDABLE SHOES.

Samples gladly furnished.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

"GUTTA PERCHA" RUBBERS

Good Displays Sell Rubbers

Every retail merchant has one "star salesman"---his display window space. Favorable attention, that first essential of every sale, begins with your window displays. The high quality and excellent selling points of the "G P" line make it easy to interest and convince the customers attracted by your windows. But the window is your first point of contact---make it alluring with attractive arrangements of "G P" Rubbers.

Have You All the Sizes and Styles Complete?

Gutta Percha & Rubber, Ltd.

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada

Have You Seen

BELL'S "ARCH FLEX" SHOE?

Made in all Leathers
In both Men's and Women's.

The Flexible Arch Idea **IMPROVED**—and combined with First Grade Shoemaking.

It is the outcome of special study and effort in originating a flexible arch construction that will multiply to the highest possible degree all the advantages of Flexible Arch Footwear. This shoe is the walker's delight, conforming to the shape of the foot in all movements, and with the exclusive feature of our special INSOLE the arch receives constant firm support and carries the weight of the body without undue or unnatural pressure.

GET THE ADVANTAGE OF THE IMMENSE POPULARITY WHICH THIS NEW IMPROVED SHOE WILL CREATE.

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

Farewell 1922 Welcome 1923

1923

Promises to be a real big year. We are preparing for a larger business by increasing stock in our two warehouses---

MONTREAL WAREHOUSE
153 Peel Street

TORONTO WAREHOUSE
2 Trinity Square

Our in-stock service makes it possible to ship all orders within 24 hours after receiving.

Our 1923 Catalogue of Shoes, Sandals, Slippers, Bathing Beach Kicks, Findings, Polishes and New Novelties will be ready February 1st. If you do not receive it by February 15th, write us immediately for your copy.

Note: Prices for 1923 are figured on a large increased turnover. We have many new up-to-the-minute lines that net you a handsome margin of profit.

"BEACH KICKS"

Order Samples Now
New 1923 Styles

ALL COLORS IN SKINNER SATIN AND SATINE

Prices net you a real profit

Insure delivery by ordering early

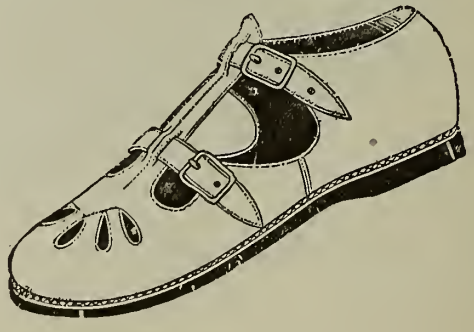
One of Many Styles

FREE

Orders placed before March 1st, special 5 per cent. 10 day discount allowed.

"KUTEY" Sandals Non-Rip

The kind that do not hurt the feet



Solid Oak Soles—Every pair guaranteed of best materials.

Prices Gladly on Application.

FREE

We supply utility envelopes, 7 x 10, printed with your ad. free of charge on request with orders for $10.00 or more. Write for details.

THE CANADIAN SHOES FINDINGS NOVELTY COMPANY
2 TRINITY SQUARE - - TORONTO, CANADA

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE, CANADA.

These Staples Lead All Over Canada

Appearance and Wear

You can be certain of the popularity of Footwear that has appearance and wear as combined in Yamaska Brand Shoes.

They SELL because in attractiveness they give the people the style they want, and in values enable them to do what they KNOW to be wise buying.

NOW is the time to get in touch with us and take advantage of our sure selling lines when completing your stock for Spring.

Yamaska Staples for Value!

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

Another "something different" in the new Lawrence Aniline Dyed Colored Calfskins

Beverly Grain

A new hand boarded figure that attracts everybody, applied to our latest and most popular color—

TENU---TAN

(*Duro Calf*)

In our new aniline dyed calfskins we have given the trade what they have long been wanting—

An absolutely permanent finish.

An absolutely beautiful color.

Now we have produced a most attractive boarded pattern — BEVERLY GRAIN–in our particularly popular TENU-TAN. All who have seen it show their appreciation of BEVERLY GRAIN by ordering on the spot.

"Lawrence Leathers are Reliable Leathers"

Other Popular Colors are
53 Ruskin Red
73 Teazel Tan
75 Bengal Brown
82 Baywood Brown

A. C. LAWRENCE LEATHER CO. RELIABLE LEATHERS BOSTON U.S.A.

A. C. Lawrence Leather Company

161 South St., Boston, Mass.

New York - Philadelphia - Chicago - St. Louis

Rochester - Cincinnati - Milwaukee

GLOBE

SELL Because They SATISFY

Globe "Pillow Welt" and "Baby Pillow Welt" Shoes build up dealers sales upon the firm basis of customer satisfaction. They are the most heathful, comfortable Children's Shoes it is possible to make, and they excell in long wear.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

See *NOW* that your lines are complete for early Spring Trade. A Salesman will call 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

J. A. McLAREN COMPANY LIMITED

When the tang and bite of January frost is in the air
And your blood runs red and healthy in your veins;
When old Mother Earth is covered with a mantle white and fair,
And the diamonds sparkle on the window panes.

Then the good old brand "Superior" on Shoes of Felt assures
Warmth and comfort to all wearers young and old;
And to these there should be added fine "Imperial" chaussures,
Also "Independent" Rubbers good as gold.

THE IMPERIAL SHOE REG'D

White Goods for Spring

Now is the time to order leather and white canvas goods for spring selling. Speed King Tennis and Outing Shoes need no introduction to the trade. Their quality is recognized and their selling future is as bright as a new dollar. Order now.

For Fall and Winter 1923-24

We have a very complete line of Hockey boots of exceptional value now being shown by our salesmen for next season's selling. They are also showing up-to-date styles in Men's Everetts, Romeo, Black and Chocolate leather slippers.

Assorting Orders for Prompt Delivery

Oil Tan Shoepacks

The popular models we feature and the values we offer are pronounced by dealers everywhere as the best obtainable.

Hockey Boots

for men, women and children are still selling well. How's your stock?

"Superior" Felts

A glance over your stock in January will doubtless reveal many needed styles or sizes in cold weather lines.

Moccasins

Every style for every kind of outdoor work and sport. The heavy snowfalls should bring you extra sales.

Independent Rubbers

Winter slush still offers many sales for Independent Rubbers. We have all sizes and styles in stock for men, women and children.

J. A. McLaren Company Limited

30 FRONT STREET W. -:- TORONTO

La Duchesse

Women's Patent Oxford, Colored Nubuck Inlays: 1⅜ Heel, Goodyear Welt. Can also be supplied in any combination desired.

Oxfords are commanding a big sale, in which this La Duchesse model is going particularly strong, because the last and pattern combine to show unusual neatness of style in a serviceable well made shoe.

Wholesalers who keep in close touch with La Duchesse Lines are never at a loss to know what to select for style features or where to find the Trade's leading values.

"LaDuchesse" Shoe Co., Registered

MONTREAL, QUE.

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

W.A.
LANE
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Montreal
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Leathers & White Canvas.
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Havana & Golden Brown Kid.
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C. H. Peter Sons, Ltd.
ST. JOHNS, N.B.
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& Enamel
Riverdale Leather Co.
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Superior Sheep Leathers
C. H. Peter Sons, Ltd.
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& Saddlery Leathers.
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CO., SIMCOE
Black and Natural Waterproof
Elk Lace Leathers
Paul Galibert
Montreal
Empire Kid in Black & Colors
James Cleland Rg'd
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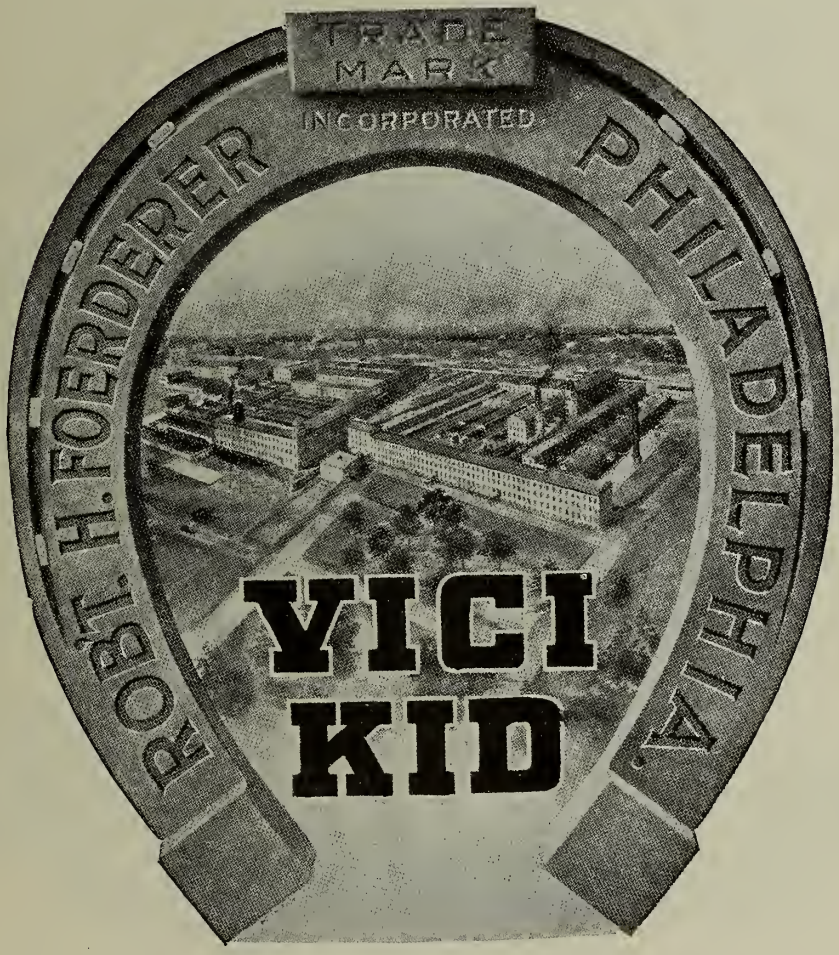
"If It's a DIE We Make It"
Perfection Counter Ltd.
MONTREAL
Leather and Fibre Counters

"At The Hub"

ROBERT H. FOERDERER

PHILADELPHIA INCORPORATED **PENN., U.S.A.**



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IN STOCK LINES

Worthwhile Selling Values

Prompt Deliveries

ALL GOODYEAR WELTS

"Packed in 12 pair lots C. and D. widths, each regularly sized from 3 to 7."

No 6000

Black kid oxford, imitation straight tip.

ALL

$3.85

Terms net 30 days from April 1st.

No. 6005

black kid one strap two button slipper, imitation straight tip.

No. 5004

Brown veal oxford, imitation straight tip.

No. 5004-1

Brown veal one strap two button slipper, imitation straight tip.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

THE smart styles and the "masculinity" of their lines delight the eye; the choice leathers and clever shoemaking insure satisfaction.

Astoria shoes combine correct style features in newest modes and latest leathers.

These are the things your customer wants in shoes and they are the things you want to sell him to bring him back.

Write for our latest style book.

Scott - McHale

Limited

London - Canada

THE WILLIAMS SHOES

LAST 153—Men's work boot with exceptional fitting qualities Made in Mennonite, elk and grain leathers in standard screw, ivet and welts.

For Safe and Sane Selling

Play safe. Don't gamble on your customers' goodwill by selling them inferior shoes. Hold their trade and custom by concentrating on Williams reliable McKays, S.S. and Welts for men and women. These lines include Williams Comfy Welts for boys, girls, misses and youths, and are well made of selected leathers. A line of safe and ready sellers.

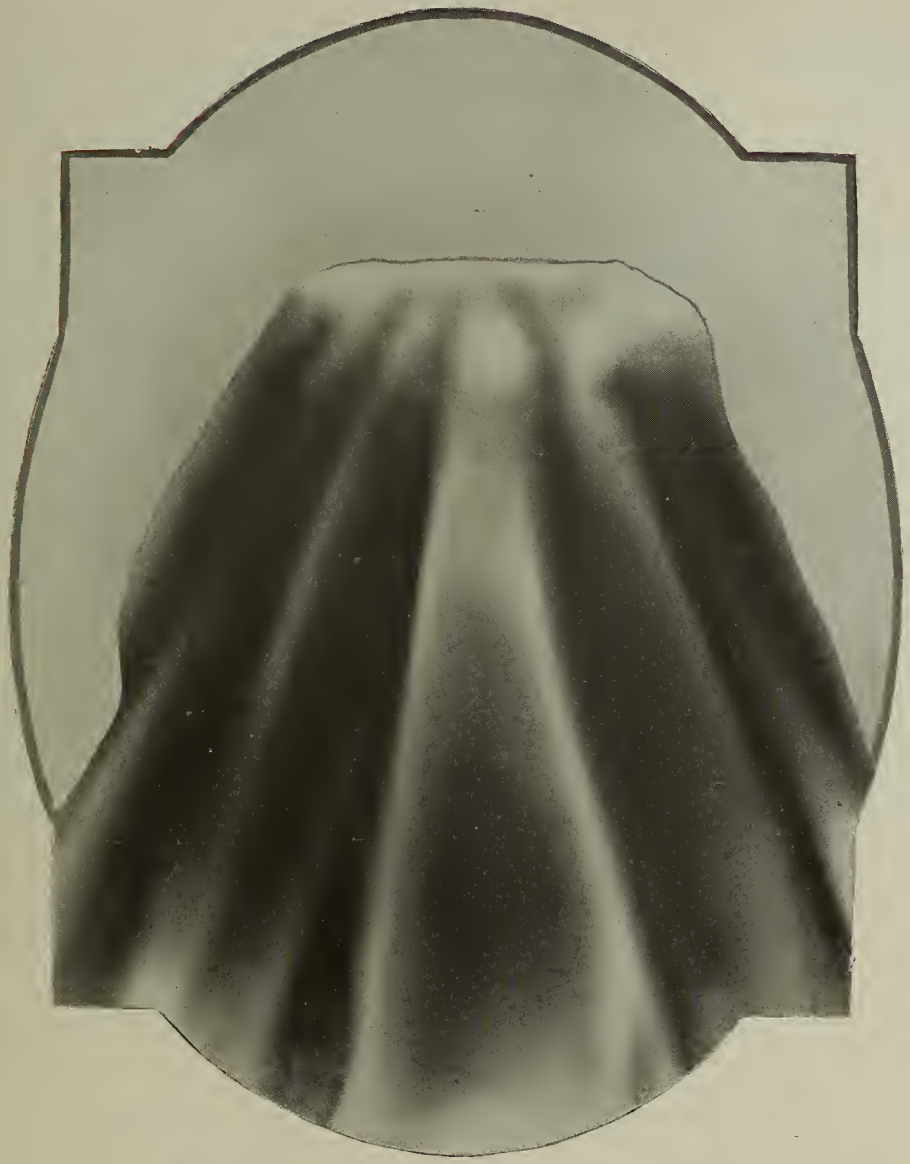
LAST 153—Men's work boot made in box kips, elk and grain leather. A good fitting last for the lighter grade of shoe for the worker. Standard screw, rivet and welts.

In-Stock Department

100 lines to choose from. Covering every necessary style and size. We can fill your order, large or small, and ship promptly. Write for a copy of our catalogue and price list. It's yours for the asking.

The Williams Shoe Means Profit for you

WILLIAMS SHOE LIMITED
Brampton, Canada



Black Beauty

Chrome Patent Sides

The Canadian-born Aristocrat Among Patent Leathers

The Robson Leather Company
Limited
Oshawa, Canada

THE CLASSIC SHOE

New Year's Hatchings Worth Waiting For

See what the New Year has brought!

—Two new "Classic" Winners:—Wait for their arrival in your town. Getty & Scott's travellers are now on their way featuring them.

A New
"CLASSIC" SPECIAL
In A
CUSHION SOLE GENUINE GOODYEAR WELT
In
INFANTS'—CHILDREN'S—GIRLS'—MISSES' —GROWING GIRLS'

This is an entirely new line in a durable refined true-foot-form shaped comfortable cushioned sole shoe for juveniles (girls).
It is a G. & S. Quality line of goodyear welt construction, thus making it repairable by any regular repair shops. —A Quality shoe—a Durable shoe—A Repairable shoe.

A New Line Of
"Classic" Women's Shoe
In A New
Special G. & S. Process

While following in basic and standard types of construction in shoe manufacture, these shoes have special G. & S. features that make them of remarkable value. They provide a high grade construction along a new combination idea, at alower price.
They are "Classics" in every sense of the word.
Samples now in hands of our travellers show latest models from style centres of fashion.
See them and you will be surprised at the wonderful value in this proposition.

All shoes are stamped "Classic". Your customers know Classic Quality—and these shoes fully measure up to the Classic reputation.

Getty & Scott Limited

Makers of Fine Shoes for Women & Children

Galt, Ontario

"ST. ANDREWS" CUSHION SOLE SHOE

"It Carpets The Way With Cushions"

Note the special improved features shown in the illustration.

The quilted Cushion Sole not only provides a soft springy mattress for the foot, but because it is lasted in when the shoe is built, therefore conforming perfectly to the last, it means an ideal fit as well—never wrinkling or creeping, retaining its softness and resiliency until the shoe is worn out.

This feature is patented. Because no other shoe can duplicate it, no other shoe can duplicate "St. Andrews" sales record.

Your stock is not complete without this new improved Tetrault Shoe. Get it pulling trade for you now.

LEADING WHOLESALERS HANDLE THIS AND OTHER TETRAULT SPECIALTIES

TETRAULT SHOE MFG. CO., LIMITED

MONTREAL QUE.

Largest Makers of Boots and Shoes in Canada.

The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited	Vancouver, B.C.
The Miner Rubber Co., Limited	Calgary, Alta.
The Miner Rubber Co., Limited	Edmonton, Alta.
Congdon, Marsh Limited The Miner Rubber Co., Limited	Regina, Sask.
Congdon, Marsh Limited	Winnipeg, Man.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited 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.

MINER RUBBER

Miner Rubber Footwear is a combination of tough rubber, strong fabrics and careful workmanship. Satisfied customers all over Canada prove that this combination can't be beaten.

Send your orders for prompt shipment to any of the above.

MONARCH and BRANDON
Shoes for Men and Women

When Your Customers Meet Brandon Shoes

When your customers wear Brandon and Monarch shoes, they are wearing the very best of quality shoes. Shoes of the newest styles, that are made by men skilled in the art of shoe-making. This means satisfaction to your customers, and a greater demand for Brandon and Monarch shoes. Don't go short, order them now.

We regret that we were unable to see all our customers before the New Year, but our travellers will call on you before the middle of February.

The Brandon Shoe Co., Limited

BRANTFORD, ONTARIO

The Recent Shoe Trade Convention

Has been a wonderful opportunity for you to study style for the coming season. Such opportunity is always awaiting you at the United Showrooms. It is the one place to visit whenever there is a last or pattern problem to be worked out—where the most popular style creations may be adapted to your needs, while your own ideas are held in absolute confidence.

United Last Company Limited

Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East

TWO FEATURES THAT DISTINGUISH EASE-ALL SHOES

Long counter on BOTH sides of shoe. Made of solid leather. Found in no other brand of footwear.

Tempered steel shank built into the shoe. This elevates and holds the arch in its proper place.

Ease-All shoes command the careful attention of every shoe dealer, for in addition to their corrective features, they maintain all the stylish lines found in fashionable footwear.

Leading orthopedic specialists endorse Ease-All shoes, because of the *special construction* which prevents as well as relieves numerous foot troubles.

We are now advertising Ease-All shoes in the national magazines, and have perfected plans for local advertising in cities where dealers stock these shoes.

Additional information can be obtained by writing

UTZ & DUNN CO., Rochester, New York

BRANCH OFFICES

DENVER OFFICE
218 Charles Bldg., Denver, Colo.
TIGER & McNUTT
Representatives

NEW YORK OFFICE
Bush Terminal Sales Building
130-132 West 42nd St., Room 1521
S. A. McOMBER, Representative

LOS ANGELES OFFICE
709 Forrester Bldg., Los Angeles, Cal.
G. C. McATEE, Representative

A Great Line Up

of Summer Sellers

Our Travellers are on their Way

They will soon be calling on you, with samples of the Ralston Line of Shoe Dressings, the line that all dealers sell and all customers buy. Ralston Dressings fill every need of polishes and dressings for all summer shoes. Watch for our salesman and place your order early with him.

Slippers

We are now accepting orders for Fall Deliveries of our Felt Boudoir Slippers in all colors, roll top, plain ribbon trimming. Also Juliets, hard and soft soles.

Complete Range of Shoe Findings

Spats

Our line of spats and overgaiters for men, women and children is more complete than ever for next Fall delivery.

ROBT. RALSTON & CO., Limited

HAMILTON -:- ONTARIO

The Vogue for Spring

Putting such refined snappiness into a comfortable low heeled Pump as we have done in originating this new model is a splendid example of good shoemaking, that provides the dealer with a shoe ideally adapted to the demands of Spring and Summer Trade.

The well formed toe and vamp are features of the very beautiful last, while the suede quarter overlay, suede vamp binding and strap add attractiveness to the patent leather creation.

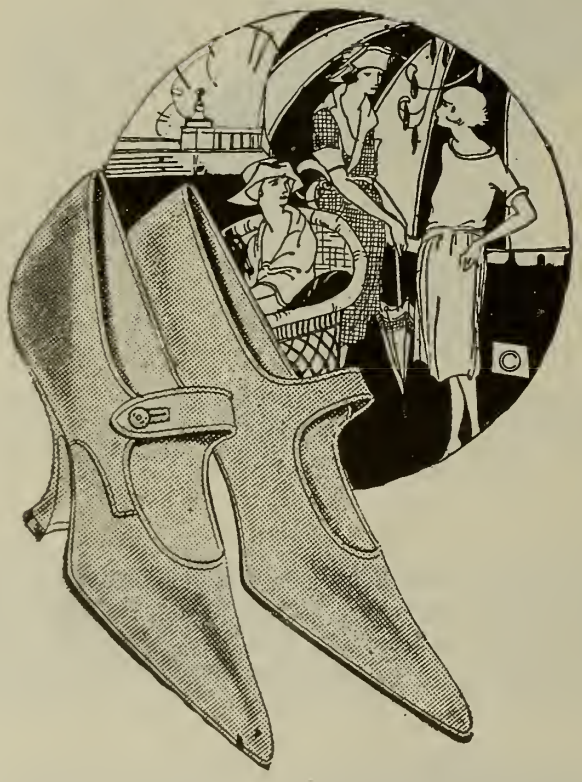
When buying new lines for Spring you will find that this and the many other samples in our range will solve ALL problems both as to styles and value.

DUFRESNE & LOCKE, LIMITED

MONTREAL QUE.

R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"



1923 With an eye to Spring Business

We would suggest that you place your order now. The white shoe season will be greater than ever this year. A heavier demand calls for larger stock.

Our range consists of Welts, Turns, and McKays in all grades of cloth, White Kid and Buck. The latest novelties in Sport Shoes, Straps and Tongue Pumps. Widths A to E. Write, wire or phone for our representatives.

R. B. GRIFFITH & CO.

HAMILTON, ONT.

KINGSBURY

Canada's Pride

One of Our New Models In Fine "Sno-wite" Footwear

The daintiness that makes White Canvas Footwear so attractive, and the comfort and service that make it so popular, are striking features of this new Kingsbury Creation.

Well made, of highest grade materials, two button, with white kid strap and white kid inlay in quarter, edges bound with braid, toe cap bound with cord.

Dealers should arrange to see our complete range of new styles in white goods without delay. It is outstanding from every standpoint---style, extensiveness of selection, and value.

KINGSBURY FOOTWEAR CO.,

Limited

MONTREAL

DeLyte

KINGSBURY Sno-Wite SHOE

Serve with Sisman

Men's eleven inch smooth elk blucher with chocolate elk trimming. The ideal boot for heavy duty in rough weather.

Sisman Staples

For Outdoor Wear
with Inside Comfort

Wholesale Only

The T. Sisman Shoe Company

Limited

Head Office, Aurora **Branch, Newmarket**

Vol. XXXVI. No.2 Toronto, January 15th, 1923

Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

And Now For Business

The tumult and the shouting have ceased, and the shoe trade may now settle down to the business of selling the public its shoes for the coming year.

The gatherings at Montreal and Chicago have practically settled the question of there being anything radically new on the offing, and thenceforth it ought to be comparatively safe sailing for both manufacturer and retailer.

As the SHOE AND LEATHER JOURNAL predicted at the first of the year, anything in the shape of a pretty shoe will sell provided it is not altogether a back number. This will be a comfort to those who have lines in stock or on order concerning which they have had fears.

Both oxfords and straps in women's shoes will sell well, provided they are not too plain or too fantastic in design. As one large dealer put it, "a safe game will be to provide a limited number of novelties, and push like 'Sam Hill' on regular lines."

PUSH should be the word from now on. It may be taken for granted that, with the competition there is at present in business, both with regard to the number of stores and the slashing of prices, it is going to be a good sized man's job to make a profit in retailing shoes.

The hit or miss fellows are going to have their troubles this year even if they manage to escape the first three months of "watchful waiting", but to the man who keeps his eye on the horizon and takes a firm hold on the tiller, the going will not be bad.

There is every reason for believing that as soon as winter is over people will begin to buy shoes with better spirit and more confidence. This is especially true of general trade, and is backed by the knowledge that for two or three seasons past most of the buying has been "frenzied."

The retailer should keep clear of extremes. One of the largest shoe buyers on this continent stated recently that he had every confidence in good every day merchantable shoes as volume and profit makers, and was only buying enough selected novelties to keep up appearances.

Careful buying and aggressive selling should be the watchword for 1923.

A Dangerous Man

By Dr. Frank Crane

There is a young man in this town to whom something ought to be done.

He seems to be going from bad to worse.

We can see his finish. Some day, he will become a Capitalist, one of those parasites that live on the labors of the poor.

Worse, he will be Bourgeois. He has no sympathy with the downtrodden masses. He is too occupied attending to his own business.

Instead of helping to reform the world he is busy reforming himself.

He is working in a shop and doing his best to injure his fellow workers,because he is always on hand before he is expected, does more than he is paid for doing, and works after hours to help his cruel employer along.

He has no class consciousness. He does not feel the proletariat. The fool thinks not only that he is as good as anybody else, but that anybody else is as good as he.

He thinks all men are fair.

He is all wrong, because he does not think he is oppressed. He actually thinks this is a pretty good world, and anybody can get along if he will play the game according to the rules.

He is so benighted that he considers all this talk of Capital and Labor, with a big C and a big L, is bunk. He says he is a Capitalist because he has $400.00 in Bonds, and he expects to be a Laborer as long as he lives.

In fact, the more Capital he gets the more he expects to Work, because Work is fun. The idiot likes it.

He is pounding away every day at improving himself. He is not satisfied with having graduated from College, but is going on with his studies. He even talks about them when he goes to see his girl.

She is as Bourgeois as he, interested in minding her own business and doing her best, and they will probably have a number of children, and thus add to the ranks of the Dangerous Classes.

He likes the accursed Wage System, and says all that is the matter with it is that he wants more wages.

He is considered by some to be a poor fish, as he will not play poker for money, nor bet on the races, nor join the boys in the back room over a bottle. The reason he gives for this is irritating. He says he doesn't like it!

He is probably going to grow up to be a Church Member, to own a lot of property, to be an Employer of Labor, and thus a menace to progress.

Instead of Agitating he is Producing.

Instead of remaking the world he is trying to make good.

He is actually cheerful and good natured.

Why not take him out and hang him now and be done with it?

They manage these things better in Russia.

Copyright, 1923, by Dr. Frank Crane

The Results of the Convention

THOSE who attended the Montreal Shoe Trade Congress, for it was more than an ordinary Convention, are unanimously of the opinion that it was the largest, best and most effective gathering of the shoe trade yet held in Canada.

Perhaps the most outstanding achievement of the individual and joint conferences was the establishment of greater confidence, not only between the various sections of the industry as well as individual members, but on the immediate future of the shoe industry.

For a considerable time past there has been present a feeling of uncertainty almost amounting to fear with regard to the outlook, which has practically paralyzed business. The spirit of optimism that developed at Montreal was one of the most encouraging indications that have appeared for some months.

The atmosphere has cleared as far as the style problem is concerned, and retailers as well as manufacturers realize that they are no longer making doubtful guesses as to what is going to sell for Spring. The conviction that stability has to some extent been reached, and that shoes in retailers hands as well as those in process of manufacture, are all practically saleable has encouraged dealers to go back to their work with the feeling that they have some chance to maintain or increase their turnovers.

The co-operation of manufacturers, wholesalers and retailers in the elimination or amelioration at least of certain trade evils gives promise of better things in all sections of the industry. Standardization of cartons, the reduction of freight and insurance tariffs and the handling of subjects such as style changes, costs, fake sales, "scallawag" dealers etc., is bound to develop not only better relationships, but more profitable operation for all in the business.

The Congress has afforded a complete demonstration of the fact that it pays to get together, even if the varied viewpoints and interests may not always be altogether reconciled.

And now for business. Let every manufacturer, wholesaler, traveller and retailer tackle the problem of putting the full complement of our factories upon the feet of the Canadian people. With everybody conscientiously putting forth his best effort, we ought to raise the present production of two pairs of shoes per capita of our population to at least three per annum.

National Shoe Retailers' Association

Fourth Annual Convention. Large and Representative Gathering-Successful Business Gathering--Important Resolutions Passed.

THE fourth regular assembly of the National Shoe Retailers' Association of Canada was called to order by President Stephens at 10 o'clock on Wednesday January 17th in the Banquet Hall of the Mount Royal Hotel, there being present about fifty delegates. On account of the shoe displays, it was somewhat difficult to get all the members at the first session, but as the morning progressed, the room gradually filled.

President Stephens in his address said:

In presenting to you my report covering the period of the last eighteen months, it gives me pleasure to say that we are now approaching a brighter business outlook than we have had for the past four years.

You are all still familiar with the terrible rise of prices in 1919 and the sudden drop in 1921 and 1922 and it has been a hard time for the Retail Shoe Dealer, to say nothing about the other branches of the trade.

When we look back upon those days it seems like a "night-mare" and we wonder how we ever worried through, but now that it is about over we are looking forward with every prospect for good times immediately ahead.

Canada, this great country of ours, is gradually coming out of the depression and some figures in this regard may be interesting.

For the seven months of 1922 up to October 31st. the value of our foreign trade was $921,700,000, being an increase of $67,700,000, over the previous year.

One of the most cheering features of this increase has been the large export of agricultural produce, amounting $270,000,000, an increase of $27,000,000 over the previous year, which means that our farmers have been increasing their business and this eventually should help the regular trade of the country. The outlook at the present time is for improved business, but no great trade boom can be expected, without a return or a much greater expansion of our foreign trade and this unfortunately cannot be expected until world conditions become more settled.

There is one disquieting feature, however, and that is that our national debt is too large and by latest government reports has increased over $40,000,000 this year. There is only one way to offset this and that is to attract and influence immigration to Canada. Unless our population increases more rapidly we cannot expect to feel any freedom from taxation, and too much taxation is hurtful to business and industry.

While on the subject of taxation I might say that since our last Convention the Sales Tax has been increased to 4½ per cent. on home products and to 6 per cent. on imports.

This form of taxation (while it has its objections) is a great improvement over the Luxury Tax which was such a worry and annoyance to the trade. For many years to come we may expect to be heavily taxed but our association should join with all other business interests and urge, that the government adopt entirely, concealed taxation, even if the Sales Tax has to be increased; any other form has the effect of antagonizing the tax payer and should be avoided.

Labor, is another serious problem that we have to face, and is one of the big factors in the cost of living. We cannot look for much cheaper shoes as long as labor costs maintain their high level. There is only one to offset this, and that is in improved machinery more efficiency, and increased time for work or larger output per man and machine.

It is encouraging to note the close relations that are now existing between all branches of our trade. It is only a few years ago that the retailer was practically alienated from the manufacturer, but this condition has disappeared, and to-day we are on the closest

Mr. E. A. Stephens, of Ottawa, Immediate Past President, N. S. R. A.

Mr. Howard C. Blachford, of Toronto, President, N. S. R. A.

Mr. J. L. Chisholm, Toronto, Secretary, N. S. R. A.

and most friendly terms with each other. This has meant a great deal in the development of our industry and is largely traceable to association work.

Although some of our dealers will perhaps be loath to credit it, the fact remains nevertheless, that our association has been responsible for a great many reforms which have been enacted and which have been of benefit to the shoe dealer. I will not enlarge on these

President Stephens calls the Retailers to order.

here as this is a matter which our Secretary will go into more fully. But I wish to say without hesitation, that without the National Shoe Retailers' Association the retail shoe business of this country would not be enjoying some of the benefits it is to-day.

My advice to the trade at the present time is to be cautious. Buy carefully and sparingly. Keep your stocks down to the lowest possible point. This is not only my advice, but is also that of the largest business interests in the Dominion. There is only one way—as I see it—in which shoe stocks can be maintained at the lowest point and that is by the elimination of the style craze which has been for the last three years,

NATIONAL SHOE RETAILERS' ASSOCIATION OF CANADA.

OFFICERS AND EXECUTIVE.

President:	**Howard C. Blachford, Toronto, Ont.**
1st Vice-President:	**C. R. LaSalle, Montreal, Que.**
2nd Vice-President:	**C. F. Rannard, Winnipeg, Man.**
3rd Vice-President:	**Hugh Murray, London, Ont.**
Hon. Secretary:	**J. L. Chisholm, Toronto, Ont.**
Hon. Treasurer:	**J. W. Jupp, Toronto, Ont.**

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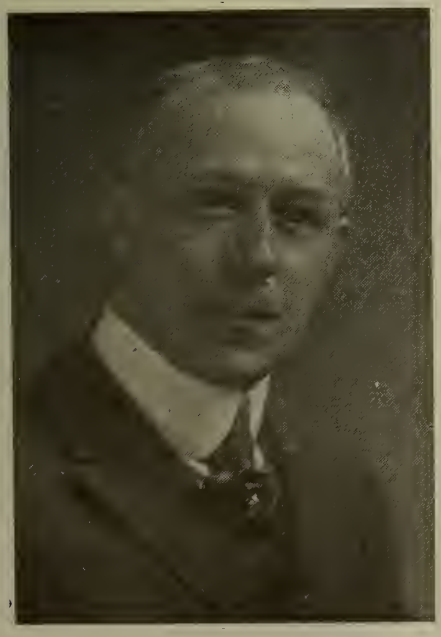
British Columbia:	**James Maynard, Victoria, B.C.**
Saskatchewan and Alberta:	**Wm. Marshall, Moose Jaw, Sask.**
Manitoba:	**John Affleck, Winnipeg, Man.**
Ontario:	**Geo. St. Leger, Toronto, Ont.**
Quebec:	**H. Gibbins, Montreal, Que.**
Maritime Provinces:	**H. W. Rising, St. John, N.B.**

gradually ruining the shoe business of this continent. If style shows and mid-season and post-season styles were exterminated, it would not be long before the shoe business would right itself.

Now a word about Co-operation. This is something that should be taken up in every city, town, and village in Canada. Organize local associations, get together, and talk over your troubles with each other. You will soon find that the man you thought was your



Mr. C. R Lasalle, of Montreal
1st. Vice President

Mr. J. W. Jupp, of Toronto,
Honorary Treasurer.

Mr. C. F. Rannard, of Winnipeg,
2nd Vice President.

enemy is your friend Above all things do not knock your competitor. If a customer speaks unkindly of him do not agree with the customer. Remember your opposition is a human being like yourself and you probably have as many faults as he has. There is too much "back biting" amongst the trade in all cities and towns and this can be entirely eliminated by getting together and forming local associations. My advice to you is to try it and you will be convinced how it will help you

Howard Blachford comes from triumphs in Chicago to new ones in Montreal

in dozens of different ways and the very men you were perhaps not acquainted with at all, you will be calling by their first names before any time and telling them your troubles. Try it and you will see I am right. Now let us look forward with optimism to the business that is ahead. Be a booster. Talk good business. Show by your manner and actions that you believe times are gradually getting better, and beyond all this be loyal to your Country and also to the shoes which are manufactured in your Country. We should be very proud indeed of the efforts which our manufacturers are putting forth, and if we give them all the encouragement they deserve, we will, before very long, be marketing the best made shoes in the world. I say this in all earnestness after having first seen the samples of the shoes manufactured by the Country to the South of us, which were on display at Chicago. We have nothing to be ashamed of and every retailer in Canada should be a booster for the shoes which our industry is now producing.

It is most gratifying to know that fully ninety per cent. of the shoe stocks in this Country to-day are made in Canada and as long as our factories turn out such satisfactory footwear let us support them; thus keeping our money in the Country, keeping our working men employed and keeping the wheels of the industry turning.

In closing I wish to thank the National Shoe Retailers' Association of Canada and all its members for the loyal support which I have received during my term of office. I have given my time and energy freely and if I and the members of the executive have not done all that was expected of us, is was because our business would not allow it. We have accomplished a few things and I feel as time goes on that we will be a power in the future shoe business of this great Dominion.

The Secretary's Report and that of the Treasurer, backed up the claims of the President, the latter showing a surplus in all of about $1,600.00 on hand to begin next year's operations.

Fire Insurance Problems

The first address on the programme was that given by Mr. James McCrudden, of Montreal, on "What the Retail Shoe Merchant should know about Fire Insurance."

As the most interesting problem I find in my many appraisals of fire losses is the ignorance of many merchants of the conditions of the 80% Co-Insurance Clause under which they were insured, I have, taken Co-Insurance as the basis of my address. Through the kindness of Colonel Morris, I was supplied with a prize essay by Mr. Arch bald Reid, of the Yorkshire Insurance Company, on this subject in the competition instituted by the Fire Insurance Association in 1918-19, which covers the whole ground, and I think will be to the interest of my confreres in the shoe business to know.

When we consider the vast amount of fire insurance business done in this country, and count up the thousands of fire insurance policies which are annually placed

Mr. Geo. G. Gales

Mr. S. E. Wygant

Mr. A. Demontigny

Three of the Montreal Shoe Retailers who helped to make the Convention a success.

in the hands of property owners and merchants, when we consider the value of these contracts on the strength of which unfortunate people who suffer from fire losses are annually indemnified for an average sum of over twenty millions of dollars, and when we consider how important a matter it is to each individual to have his property and goods insured against loss by fire by some such contract of insurance it is surprising to find how few people give a proper attention to the terms of the policy of insurance which such an important document deserves.

Many merchants and insurers who fully recognize the necessity of insurance and appreciate the security which such insurance affords are nevertheless astonishingly ignorant of the exact terms and conditions which govern their policies. It is true that the reading of an insurance policy is less attractive than the morning newspaper. The small print and legal formulae of an insurance contract repel the eye of the indifferent insurer. The friendly agent's word that everything is all right is thankfully accepted, and the document is deposited in the safe after merely a casual perusal or perhaps entirely unread.

Insurance agents are in this way forced into a position of trust and responsibility which is by no means desirable by either the agent or the insurer. While most agents accept the position and fulfill worthily their duty to the assured, there has been in recent years a growing number of agents who are neither careful enough nor capable enough to act in such a position. There are agents canvassing insurance who have had no training in the business and who are scarcely instructed in the rudimental ideas of insurance policy writing or of any other subject in connection with the business of fire insurance or fire prevention. This is what makes the unread policy a dangerous thing. The badly written policy of insurance is the cause of many a disputed loss adjustment. The agent's incompetence is often the source of a lawsuit.

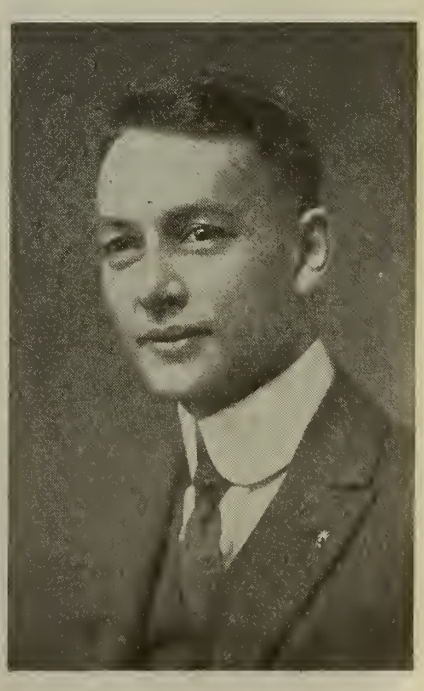
The employment of untrained insurance agents has a further pernicious influence. When such an agent is questioned upon insurance matters, as he is quite likely to be by business men astute in their own lines, who naturally wish to know what they are receiving in return for their premiums, the erroneous explanations given by the amateur agent and the misconceptions thus disseminated are a discredit to what should be the honourable profession of the fire insurance agent.

Perhaps no portion of the fire insurance contract has been subject to so much popular misunderstanding as the Co-Insurance Clause. The incorporation of a Co-Insurance Clause in a policy permits he insurance company to grant a lower rate of insurance and naturally shrewd business men in a question of cash outlay wish to know the why and wherefore of the reduced rate. A fifteen or twenty per cent. cash discount is not given in business for nothing and a proper knowledge of this clause is a prime necessity of every insurance agent, so that he may be able to clearly and correctly explain to his client just what a Co-Insurance Clause is, why it is the means of reducing the rate and how it acts in the interests of both parties. Probably more than half of the total number of fire insurance policies issued contain a Co-Insurance Clause, yet so variable has been the public understanding of it, so frequently has it been misinterpreted with consequent loss to the assured, that it has been singled out for special legislation by some provincial governments, and policies having a Co-Insurance Clause in them must bear across their face conspicuously in red ink "This policy contains a Co-Insurance Clause".

Here is the Co-Insurance Clause usually found in a fire insurance policy:

"It is part of the consideration of this Policy, and the basis upon which the rate of premium is fixed, that the Assured shall maintain insurance concurrent in form with this policy, on each and every item of the property hereby insured, to the extent of at least 80% of the actual cash value thereof, and that failing so to do, the insured shall be a Co-Insurer to the extent of an amount sufficient to make the aggregate insurance equal to eighty per cent. of the actual cash value of each and every item of the property insured, and, in that capacity, shal bear his, her, or their proportion of any loss that may occur."

The first part of the clause is fairly simple. The



Mr. Louis Daoust Mr. Peter A. Doig Mr. D. E. Desmarais

Three men who were active in the arrangements for the Congress of the Shoe Trades.

Insurance Company reduces the premium on a certain condition, which is that the Assured will insure this property to at least eighty per cent. of its value. That is not difficult to understand, and if the assured lives up to the letter of his agreement no trouble can ensue, but if he does not there may be trouble. A violated agreement usually does make trouble anyway, and the fault is entirely his who violates his agreement. In fire insurance, however, this agreement by the assured is frequently broken and insufficient insurance is carried, resulting in a loss to the insurance companies of a large amount of premiums, which they should receive year after year. It is only in the event of a fire damage that the assured may find out the error of his ways, and even then if the fire loss is total or more than 80 per cent. the Co-Insurance Clause does not effect the settlement of an insurance. Only in the event of a partial loss does the insurer reap the sad reward of non-fulfillment of the Co-Insurance Clause. It is sad when a man has a fire and does not get all the insurance money he expects, but in this case it is just. Nothing could be more logical or equitable than the penalty expressed in the second half of the Co-Insurance Clause, which after stating that the premium was fixed on consideration that the Assured would keep insurance to at least 80 per cent. of the value, continues, and that failing so to do the assured shall be a Co-Insurer to the extent of an amount sufficient to make the aggregate insurance equal to 80 per cent. of the actual cash value and in that capacity, shall bear his proportion of any loss that may occur. An example will best illustrate the meaning.

If Brown owns a house valued at $10,000. and insures it in a policy containing an 80 per cent.Co-Insurance Clause for a sum of $6,000. only, he will have failed to comply with the clause to an extent of the $2,000. necessary to give him the insurance of $8,000. required to make 80 per cent. of the value. Incidentally Brown has saved or appropriated the premium on that $2,000 deficit of insurance which he agreed to keep but did not, and in the application of this clause to the adjustment of a partial loss of say $400.00 Brown is assumed to have paid that premium to himself issued a policy for $2,000 for himself as it were, and made himself of Co-Insurer with the Company to the extent of $2,000.

The $400 loss would therefore be apportioned between the insurers, the insurance company paying six parts to the assured's two parts. The insurance company in that case would pay only $300 of the $400 loss, the assured making good the other $100 bearing in his capacity as Co-Insurer his proportion of the damage.

The wisdom of a Solomon could not render a better judgment than is here applied. The penalty which is borne by the under insurer is exactly proportionate to the extent he is under-insured. Stated in other words the 80 per cent. Co-Insurance Clause resolves itself into this, that the Companies will only pay that proportion of the loss, which the amount of the companies' policies bear to 80 per cent. of the value of the goods insured.

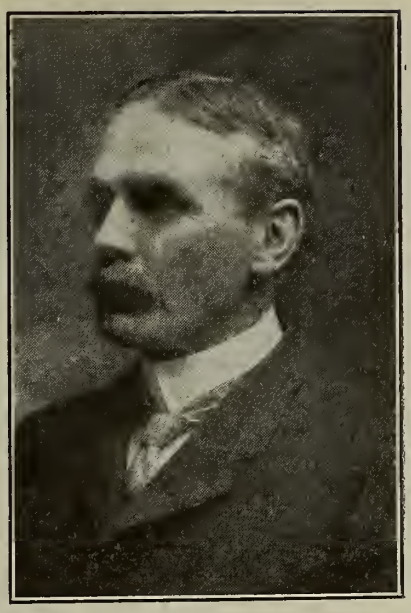
The reason that is behind the insurance company's attitude to the Co-Insurance Clause is not difficult to find or to understand. It is not as some people have hastily concluded to avoid the payment of all the assured's loss, for this only happens by the fault of the assured but to persuade the insured to protect his property for an amount consistent with its value.

The experience of insurance companies has shown that many insurers insured only to a small percentage of the value of their property. These people argued that their property was not likely to suffer more than say 50 per cent. loss, and they only insured it for 50 per cent. of its value. It is needless to point out the fallacy of their argument since when a fire once starts it is not careful to limit itself to the views of the owner.

At the banquet, Tuesday evening

Fire is rather an unreasoning thing and the only protection against it is ample insurance. Total losses of first class buildings are not infrequent. There is, however, another reason which is of great consideration to the insurance company in advocating the Co-Insurance Clause. When an insurance company accepts an insurance which is only for $1,000 on a value of $5,000 it has many more chances of losing all of that $1,000 than it would have of losing all of $4,000 if the property were insured for that higher amount, and it is therefore to the advantage of the insurance company as well as to the assured that the property be adequately covered by insurance. Small insurances in relation to value result in the insurance companies paying losses of the full amount of their policies for fires which only cause a small damage to the risk insured This is manifestly unfair. It was the prevalence of this state of affairs in earlie years when partial fire losses usually meant the payment of the full amount of the insurance policy, which brought the insurance companies to the necessity of adopting some means to combat an evil, which indirectly but finally reacted on the insured by making higher rates of insurance, and the introduction of the Co-Insurance Clause with a relative decrease in rates resulted

A clearer knowledge of this clause by all insurers, and a complete and comprehensive understanding of all its workings by every agent and official would do much to lessen the prevalent misconceived idea that the public has, and which has been so vastly injurious to the constructive work of insurance companies in general. Insurance companies are operating a necessary business fabric which is woven so largely on the machinery of credit. The many investigations of insurance practice in this country and in the United States of America have all resulted in findings which recognized the indispensable character of insurance in the stabilizing



Mr. F. W. McCrudden

of both individual and national credits. It should therefore be the aim and effort of everyone connected with the business of insurance to be thoroughly acquainted with its principles, to know of what he is speaking and to aid in dispersing the misunderstandings that are all too common, and especially in regard to this much maligned Co-Insurance Clause, which has only to be explained to be recognized as a valuable instrument in the protection of insurer and insured.

Now, gentlemen, when you have a fire and the adjuster or appraiser comes in don't treat him as if he were going to rob you, but open up and give all the ass-

At the Banquet, Tuesday evening

istance you can, 'Put your cards on the table', and if you do I can assure you the result will be more satisfactory to yourself, for from my experience of twenty odd years the companies are always willing the appraiser should give the benefit of the doubt to the assured. I find that the assured can usually save considerable by salvaging his stock before the arrival of the adjuster, such as removing his shoes from wet cartons, and looking after his goods generally, the same as if he had no insurance, and believe me when we find that that has been done, we take it into consideration.

Finally, gentlemen, in conclusion The Crux of the whole matter is keep fully insured."

At the conclusion of Mr. McCrudden's address, there was a discussion on the subject as to whether a retailer would be covered on improvements made to his interior, windows, etc. Mr. McCrudden said he would prepare a wording which would appear in the Shoe and Leather Journal. We append it as follows

Wording of Stock and Fixtures

On General office and store furniture and fixtures of every description, including safe, desks, chairs, stools, floor coverings, counters, shelving, showcases, wood and glass partitions, mirrors and their frames, cash register, electric fans, window fixtures, awnings, sings (inside and outside or attached to building) and all other fixtures and furniture, and window trimmings, the property of the assured.

On stock consisting principally of boots, shoes, rubbers, and findings and such other goods as are usually kept for sale in a retail boot and shoe store, his own, held in trust or on commission, or sold but not delivered and for which he may be held responsible, including boots and shoes left by customers for repairs.

PERMISSION granted for other concurrent insurance; to make ordinary alterations and repairs for a period not to exceed fifteen (15) days at any one time; to work overtime and on Sundays and holidays; to remain unoccupied for a period not to exceed thirty (30) days at any one time without notice to and the consent of this Company in writing; and to use such materials and supplies (excluding benzine or similar volatile) as are necessary for the proper conduct of the business carried on.

Subject to the Lightning Clause hereto attached.

SHOE LEATHERS AND DISTINGUISHING THEM

The next speaker, Mr. Arthur Bonisteel, of the Collis Leather Company, Aurora, was unavoidably absent, but had forwarded his paper to be read to the Meeting. Mr. James W. Jupp then presented the paper as follows:

When your Secretary asked me to address you on the Subject of, "Shoe Leathers, Their Relative Merits, and How to Distinguish Them" I felt somewhat dubious about accepting the invitation. While naturally anxious to do anything which lies in my power to assist the Shoe Trade, the subject is obviously so extensive that it would tax the powers of any one individual to cover the subject thoroughly, particularly as the time allowed for each of the various speakers is only half an hour. For instance, if I were to deal only with the most important classes of upper leather it would be necessary to touch on, calf, kid, patent, side leather suede.

Each of these leathers would require a considerable period of time in itself if it were to be discussed at all thoroughly. With this in view, and after consideration, I concluded that this address would be most useful if I confined myself to calf leather, the subject with which I am naturally most familiar. I trust that this plan will meet with your approval.

In considering the merits of any leather there are three main considerations which we must keep in mind.

1. If the shoe which is to be made out of the leather is to be reasonable in price, the leather must meet the requirements of the shoe manufacturer. To do this, it must have two main qualities, first, it must be free from defects, such as scars, etc., so that it can be cut according to the shoe manufacturers' patterns with as little waste as possible. Second, it must hold its color or finish well throughout the process of manufacturing shoes, so that it will require as little re-touching as possible.

2. The leather must be such that when it gets into the retailers' hands in the form of finished shoes, such shoes must be saleable. That is, so far as the leather in the shoes is concerned, it must be of pleasing shade, according to the ideas of the consuming public at the time, and, of course, free from any defects in the grain which would result in poor looking shoes.

3. From the point of view of the general public who eventually purchase the shoes, the leather must offer good wearing qualities, and its finish should be such that the shoes will so far as reasonably possible, retain their good looks.

Calf leather is peculiarly suited for the manufacture of shoes for the reason that it meets the above requirements with a high degree of perfection. From the point of view of the manufacturer, calf leather is highly desirable. If properly finished by the tanner, it has excellent cutting qualities. That is, it can be cut with very little waste. It also has the advantage that it has absolutely no stretch and yet is flexible, which makes it an ideal leather to handle with shoe machinery. Also, in the case of natural grain calf, it is very easily handled throughout the entire process of manufacturing shoes.

From the retailer's point of view, calf leather is also very desirable as is indicated by the fact that it is probably the most popular material for upper stock. This is primarily due to the fact that calf can be finished in a variety of colors and patterns which can be changed from time to time to meet almost any demand of the buying public. Calf leather also makes a very good looking shoe, of dignified appearance.

From the point of view of the consumer, calf leather is also desirable in that it offers excellent wearing qualities and retains its appearance with use to a marked degree.

As already pointed out, calf leather may be finished in a variety of shades and patterns. It may be interesting to you to briefly describe these. There are, of course, two main classes, namely black and colored. Formerly black was much more popular, but recent years have shown a constantly increasing demand for colors. This is only natural, in view of the fact that the colors can be changed from time to time thus meeting one of the essential features of the public's taste, that is, a desire for something new. To provide a pleasing variety of finishes and to have such colors fast, is one of the constant problems of the tanner, and the more successful tanners are the ones who have best solved this problem.

In addition to the variety of colors, there are several methods of finishing the leather. These fall under three classes, smooth, boarded, brogan.

In blacks the types of smooth finished leathers are the popular dull finish, more commonly known as gunmetal, the bright or polished finish, known as velour, and mat finish, a very soft dull finish which is commonly used for the tops of patent leather shoes. Mat leather is made of very small light skins, which gives

it its fine appearance.

The smooth finished colored leathers which are known to the trade as "Russia" also fall nto two main classes, those having dull finishes and those having bright finishes.

Boarded leathers which are produced in both black and colors are commonly known as ' box calf" in blacks and "Willow" in colors. Skins may be boarded from either two, three, or four different angles, each of which methods results in a different figure or pattern in the leather.

Brogan leathers, which are made in both black and colors, have a printed grain on pattern, made either by pressure, boarding, or by milling, which results in a heavy, coarse grain. This type of leather is used for heavy outing shoes and similar lines It is commonly known as "Scotch Grain."

Outside of colors and finishes, calf leather falls into two general qualities. The best quality is of course natural grain leather, but where it is impossible to finish the leather in natural grain a lower grade, known as corrected grain, is turned out

In order to get a natural grain leather it is necessary for the tanner to be able to purchase the very best quality of raw skins. That is, the raw skins must be free from imperfections either in the grain or from salt stains, butcher cuts or scars, etc.

This class of raw skin at the present time is very scarce and naturally very expensive. In fact, skins bought locally will produce very little of this class of leather, and, to meet the demand for natural grain leather, it is necessary for the tanner to import high grade French skins. In fact, even in the case of the highest grade of French skins, it has become increasingly more difficult to produce natural grain leather. Even in the case of such skins as Paris City, Dijon and Swiss the takeoff and selection are very inferior, as compared with the pre-war qualities of these grades, thus making it more difficult to get any quantity of the better selections. Under these circumstances, it is not surprising that shoes made from natural grain leather are much higher in price than those made from corrected grain. Of course, the natural grain leather has a bright, lively finish, which cannot be obtained in the corrected grain.

Corrected grain leather is made from skins that have some imperfections in the grain, which necessitates correcting the grain if the shoe manufacturer is to obtain a good cutting surface, which will cut with a minimum of waste. The methods of correcting the grain depend to some extent on the nature of the imperfections, but briefly the methods are as follows,— In those cases where the imperfections are not serious, a pigment finish is applied on the grain, while in some cases, where the raw skin is very poor, the whole skin is slightly buffed off, and the finish is then applied. Corrected grain leather has a bright but rather flat appearance this making it somewhat less desirable than the natural grain, although it is possible to make it into a very good looking shoe, possessing excellent wearing qualities.

I have already pointed out the reasons which make it almost impossible to turn out a popular priced shoe made out of natural grain leather. In addition to Canadian experience I have done business in the American, English and French markets, and I may say that in these countries the great majority of shoes which are retailed at popular prices are made from corrected grain leather. I am quite aware that there are a great number of shoe retailers who are prejudiced against buying this class of leather in their shoes, but I would point out that, if this leather is properly made and properly handled by the shoe manufacturer, it will turn out a very good looking shoe at a very reasonable price. This should meet the large demand for popular priced shoes. In talking with shoe manufacturers I am in the habit of altering the well known proverb as follows, "You cannot make good natural grain leather out of a pig's ear". In my opinion this expresses the present buying situation very well. Keeping these facts in mind, is seems to me that the retailers will be more or less forcet to adapt themselves to existing conditions and purd chase a greater quantity of shoes made from corrected-grain leathers. As I have already mentioned it is quite possible when these leathers are properly finished and properly handled by the shoe manufacturers to turn out a very good looking shoe indeed.

I have much pleasure in thanking you for the opportunity of addressing you, and also thank you for your patient hearing. I also take this opportunity of cordially wishing the members of the Retail Shoe Trade a prosperous year in 1923.

RETAIL SHOE SERVICE

Mr. Hugh Murray of Johnston and Murray, London and St. Thomas, who was to have given an address in person on the subject, sent his regrets at not being able at the last moment to leave London, his paper was read by Mr. J. H. Chisholm of Toronto.

Out of the upheaval of war, one fact has demonstrated itself. In those four years of economic and moral chaos, men learned to look the truth squarely in the face and dared to question standards and principles which had previously been accepted as fundamental. That the world can never return to pre-war conditions is unthinkable, for after all, conditions are but the reflection of the general state of mind. Conditions are made by public opinion; "as a man thinketh in his heart, so he is" is just as true of nations as of individuals.

Civilization has given the lie to the assertion that he may take who dares, and keep who can. On the 11th day of November 1918, the principle that "might makes right" was eternally shattered, and with it went such deceptive reasoning as "Let the Buyer beware" and "One man's loss is another man's gain." Whatever else the great tragedy of war has brought us, the lesson that one man cannot live alone seems clear and unmistakeable. Plundering selfishness stripped bare of camouflage of cleverness stands uncovered in the merciless glare of an enlightened public opinion. The quickened conscience of Humanity, remembering those four awful years of destruction and death, is looking centuries old principles in the face and challenging them to justify their existence, not in terms of sheer brute strength, but in terms of service to man-kind.

The time has come when all men and all firms and all institutions must stand squarely on their own feet before the bar of a motive searching world. The report that 'this is my private business, and I shall run it as I please' is not sufficient. There is no longer such a thing as 'private business'; the public has a share in every business, small and large. The world no longer 'owes' any man a living. It is willing to pay, and pay liberally, the man or firm that is doing or making something which makes the world a better place to live in; but it holds neither gain or honor for him whose sole claim to material success lies in his ability to turn a shrewd deal or drive a hard bargain.

Business is service: profits and wages are pay for service rendered—they are not a tax to be levied on the needs of humanity by those who, for the moment are placed in a position of advantage. This is not merely a matter of ethics but is an inexorable economic law. The man or firm that persists in operating on

the principle that it is smart to get as much as possible for as little as possible, is not only striking a blow at the ideal for which civilization fought, but is also inviting economic destruction.

"Whatsoever ye would that man should do unto you, do ye even so to them" is not only a lofty principle—it is a so mighty sound business. Any merchant who views with alarm the success of the departmental store competition may well stop and think that perhaps the reason for the department store success is that they have learned how to serve their customers better than he has done.

Business is service: that is the fundamental principle that will bring your business and the business of the country permanent regeneration. If you men will apply this principle to the running of your shoe stores, you will find a very different public to deal with. You will find that they will walk into your store with the confidence that they will get value for the money they have to spend.

Every dealer in this country is giving his most serious attention to planning how to meet these new conditions. It seems to me in going over the situation, that there are six suggestions that might be considered by us all that would help at this time.

1. It is necessary to do business on a smaller margin of gross profit.
2. Increase your turn over and make your capital investment smaller.
3. Cut all expenses to the finest edge.
4. Maintain high standards of quality; any merchant who lowers his standards of quality is riding for a fall.
5. Study your advertising appropriations; increase it if possible, and see that you get the best for the money you spend.
6. Give service to your customers, having in mind that every satisfied customer who leaves your store is the best investment you can make.

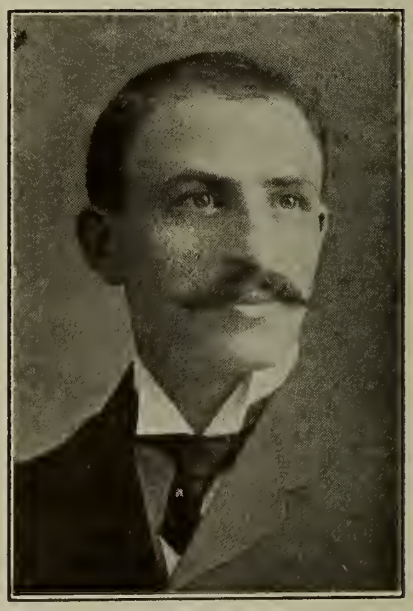
Do not overlook that kindly human touch, that little bit of thoughtfulness, the smile, the encouraging word that makes satisfied and contented clerks, who will see that your customers get the service that you want them to have. Your store will get business if you give service coupled with integrity; which reminds me of that mythical story of an Eastern country where dwelt a wise man. One day there came to him a young man who spent much and received little. He asked the wise man how he could get more for that which he had to spend. The wise man replied, "Look for the priceless ingredient." "And what is that?" the young man asked, "The value of any article sold on the marketplace is the honor and integrity of the man who made it," he replied. Gentlemen, if you keep this in mind in your business, and see that your clerks understand the same principle, you will have a successful business and your clerks will respect and work for you, and you will have achieved that success which is greater than material gain—a contented mind, knowing you are building a business that will stand and be a credit to yourself, and the community in which you live.

SUCCESSFUL STOCK KEEPING

The last address at the morning session was given by Mr. Louis Adelstein of Montreal, who supplemented his remarks with diagrams and forms illustrating his points. He was listened to with the utmost interest throughout, a very full and explicit explanation of their methods of handling stock.

Someone has said, "Trifles make perfection, but perfection is no trifle." To conduct a business successfully, there are a number of things we must know; amongst which one of the most important, if not the most important, is to know what we have in stock; what is selling; and what is not; what are the right goods to buy, the right quantity and when to buy them. I was often confronted with these questions myself, and it was because of this that I eventually put in the system that I now use, and later supplemented it with a purchasing record.

Before going into the details and explanation of my system, there are a few remarks I would like to make. It has frequently occurred to me that a shoe stock bears the same relationship to a business as food does to the human body. For instance, take the stomach: in order for it to function properly, it must be fed with the proper kind and portions of food; just as a business functions well with the proper kind and quantity of stock that it is fed with; and when overfed or improperly fed, they both suffer with indigestion. The former clogs the system and the latter clogs the business. In the former case, if neglected, becomes so aggravated that medical advice is sought; a strict diet is the only remedy, which if not followed, sometimes means a funeral. In the latter case it takes a different course, which is in the shape of falling behind in payments, frequent renewals, and the remedy is; a strict diet—the installation of a good stock system—or a meeting of creditors.



Mr. Louis Adelstein

I know, for I will frankly admit that I have had attacks of both and practically at the same time. I escaped by the diet and the installing of the stock systems. The best proof is that I am here to tell the tale.

To those who think that they cannot afford to keep a stock system, that it costs too much or takes too much time, I would ask: "What would it be worth to them, or would it be of interest to them if they had this information of their business?" Here is a comparison of figures based on quantity of pairs that my records reveal:

From 1918 to 1922 showing the increases and decreases of the different periods, I may say that I always follow quantity of pairs in preference to dollars and cents, for prices as you well know by now, vary, and unless we can increase our sa es in quantity of pairs, our business really does not increase though it may show an increase in dollars when prices are rising.

In 1919 our increase over 1918 for 12 months was 30.6. The largest increase came in the first four months (January to April 30th), was 44.8. For the remaining

8 months—May to December,—the increase was smaller, 26.3. You will remember this was right in the height of the boom and when prices started jumping skywards and when everybody had money to spend. Whereas the year 1920 shows a decrease in total of 25.5; note that the decrease for the first four months (January to April) was only 10.2 The biggest decrease began in May, when conditions started to change, and when the famous luxury tax came into force. From then to December, 8 months, the decrease was 31.1.

The year 1921 still showed a decrease for the first 4 months of 8.3, for the latter 8 months of 5.6, and for the year 7.13. This decrease continued until April 1922, for the first 4 months still shows a decrease of 20 per cent. This was a critical period. From May of 1922 business gradually started to improve and though it did not show so much in dollars, due to the decrease in prices and changed conditions, our figures show that the sales of pairs increased 28 per cent. in the last eight months, and that for the 12 months ending December 31st 1922, the total increase for the year was 12.7 over 1921. If this improvement continues, and I hope it will continue, we should do the same business in 1923 in quantity of pairs as we did in 1918.

This information alone, I believe, is worth the time and effort spent in keeping a stock system, but this is not all that it has done for me or that it will do for you. My system has helped me to increase my turn-over from considerably less than one turn-over per year. Some few years ago (and that was also the time we both suffered from indigestion), to a little over two turns in the last year.

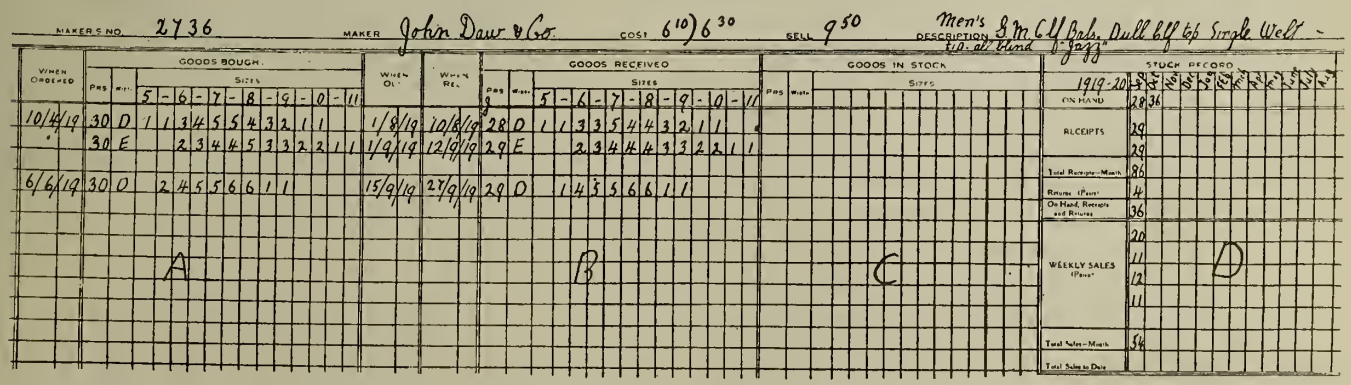
Right here I would like to correct an error that is frequently made by some retailers. Do not compare your stock to your total volume of sales to obtain your turn-over, for your volume of sales also includes your profits, for example, if you have done $20,000.00 business during the year and you carried a stock of $10,000.00, and you made a gross profit of 25 per cent. which represents $5,000.00, you have sold only $15,000.00 in merchandise. You have turned your stock over one and a half times, and not twice as is frequently supposed. My system has helped me to condense my lines and with the addition of the purchasing records, have been able to reduce the buying of duplicate lines considerably.

A few years ago it was a common occurrence to find out after a season's buying was finished, when the goods started to come in, that we had bought two or three lines of shoes where one would have served the purpose. I do not doubt that the same thing has happened to some of you too. This does not happen nearly as often now and it is saving us many dollars, besides worry.

My records show the quantity that is selling of each line, weekly, monthly, or for the season. They help to keep the good sellers well sorted; keeps me posted on the slow sellers and odd lines. As soon as I find a line is not selling fast enough—unless it be a staple—the price is reduced, frequently the location of the line is changed to a more convenient place, and it is given prominent place in the window so that it does move, and I believe the fact of changing the location of the line along with the change in price, acts very often as a reminder to myself and my staff. We all think of the line more frequently when making a sale. Should the line still remain unsold after a period, the price is further reduced down to cost, if neces ary, so that it must sell. I also use P.M 's; this I call a stimulant, for it acts as such with the salesmen. The larger the dose, the better the action. While I am on this subject, I would add, that all the new lines that come in at the beginning of the season, are put on top of the shelves, the older lines are brought down to where they will be more convenient to get at. And not vice versa as is done in some stores. I have found that the salesman will climb up the step-ladder—if necessary—to get a fresh pair to show to the customer and that he is not so apt to do so to bring down an old pair. Everytime I have gone into a store and noticed all the new stock right in front and always within reach and the old ones away up on top of the shelves, the old saying has often occurred to me: "Out of sight, out of mind." How well that applies to goods as it does to human beings.

When I first started to use a stock book, I began with a sheet that was then generally used by shoe stores, where the date and quantity was entered and the quantity of pairs of each line was represented by so many strokes. After using this system for a few years I found that it did not give me all the information that I required. I then added to it a part of the system issued by Harvard University, Department of Business Research, by adding the last column called stock record, as you will notice by this sheet, and a special sheet issued by them—called the Sales Summary Sheet—.

I am now going to explain to you how the whole is worked. Before doing so, however, I would add that the most convenient time to install a system is at inventory, when a count of all shoes can be taken including sizes. In my business the numbers range as follows: Men's white canvas boots start from 60 to 79; all Men's felt boots 80 to 99. I have put these lines in front for the reason that they are short lines with me. All men's black boots from 100 to 299; they are of



This illustrates section of page from stock book. The size of this form is approximately 16 inches wide by 9 inches in depth. When a line of shoes is purchased, it is entered in column marked "A" after a number has been given it, noting the date of purchase, quantity, sizes and date of promised delivery. The number alloted to the line is marked either on the copy or the purchasing book if one is used. Note that the totals are all entered in the last column (stock record) as goods on hand and as receipts. In column "B" the line is entered when it comes in after having been checked and examined. Note the date of delivery, quantity received and serial number for the season, which is in this instance "J". Column "C" not used by Mr. Adelstein at present—but may be used as a double check on what is left in stock—against the last column "D" (stock record). The entries in column "D" are taken from the goods received column for the top section, while the sales' summary sheet furnishes the entries for the lower section, and the two are balanced every month.

course grouped in these numbers according to grade, for instance, all patents in one group, black kids in another, all light calf in another. Men's tan boots 300 to 399 grouped the same way as the blacks. Men's black oxfords 400 to 459, tan oxfords 460 to 499.

The same thing applies to the women's and can be continued with the misses' and children's. In my store the women's business is the small end of the business, men's being my principal line.

The system consists principally of two sheets. The stock sheet which has four sections. First section, goods bought, second section, goods received, third section, goods in stock, fourth section, stock record. The Sales Summary Sheet is ruled in double width, each width has four sections, one week for each section, there are 50 lines in each width providing for 100 numbers to a sheet. When a line of shoes is purchased, a number is allotted to it and entered in the first section, date ordered, quantity, width, sizes, and date of promised delivery. When the line comes in, it is examined, checked, numbered, and entered in the second section, date of receipt, quantity received, sizes, and width. On the top, at left, the makers' number, name, cost, and selling price, and to the right, description and our number, the number serves also as the page number. I use a serial number which is changed each season, this when stamped, on the carton, tells us at a glance how long the shoes have been in stock. The shoes are then put in stock. When a sale is made, the stock and serial number, size, and price, is marked on sales slips. These sales slips are gathered in the morning and sorted according to number, the quantity of each number sold is entered in the Sales Summary Sheet. At the end of each week, the total for the week is entered in the lower section of stock record, called weekly sales. I forgot to mention that in the upper section, on hand and receipts are entered the quantity received at the time the shoes are entered as received. Every month the quantity sold is deducted from total of receipts and the balance carried forward to the "On Hand Column" for the next month. If a count is made, this is the quantity you should find in stock of that particular number.

At least four times a year an actual count should be made, quantities checked with the stock sheet, and sizes then on hand can be entered in the third column, which has so far remained unused. This gives you the sizes on hand at the end of each season, and when compared with sizes received, you can tell the sizes that have been sold.

The biggest difficulty that I had to contend with for a time, was exchanges. The sales-staff sometimes forgot to make a slip when an exchange was made; at other times they would get mixed in making out the slip. Instead of treating the pair that was taken by the customer as the sale and mark exchanged for, pair so and so that was returned, they would reverse it. This, however, we eventually overcame. You can see how well the system works, for at our last quarterly count, there were 23 pairs short of some lines and the same quantity over in some other lines.

HARVARD SYSTEM OF STOCK-KEEPING FOR SHOE RETAILERS

SALES SUMMARY SHEET (Form 7a)

FOR ONE HUNDRED STOCK NUMBERS

Year 1919

Stock Number	Week Ending Sep 6th				Week Ending Sep. 13th				Week Ending Sep 20th				Week Ending Sep. 30th			
	Sales		Returns		Sales		Returns		Sales		Returns		Sales		Returns	
	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total
189	1-3-2-2-4-8	20	1	1	1-2-3-5	11			1-1-3-1-6	12	1-1-	2	-1-2-1-1-6	11	1	1

[illegible] of form used for summarizing sales figures. This form is printed double width—that is, with two sections [illegible] as above on each sheet which provides for 100 stock numbers. Approximate size 15 x 13 inches. As will be [illegible] is arranged in [illegible] divisions each division for one week's business. The quantities of pairs sold each day [illegible] stock number are [illegible] separately and totalled each week. The column marked "Returns" is for shoes [illegible] are exchanged for some other line or for refunds. From this sheet, the totals (weekly) are entered into the stock [illegible] Record [illegible] lower portion, providing for weekly sales, and are added together end of each [illegible] from total amount of pairs on hand, including pairs received and pairs returned; the [illegible] is left in stock at that time and should check up with what is in stock. Stock should be checked [illegible] months.

I have a special sheet ruled like this, with 12 spaces, one space for each month and divided into as many sections as are necessary, in my case they are: Men's black boots, men's tan boots, men's oxfords, women's boots (not needed now), women's oxfords and pumps. The total for all shoes, then a column for slippers and another for rubbers.

At the end of each month the totals for each section are taken from the Sales Summary Sheets and entered here; this gives me the total quantity sold each month, season, or year, and is compared with the month preceding or the same month of the year preceding, to show what increase or decrease has been made. It serves as a valuable guide for future buying.

Buying Records

I use a sheet like this for every line I buy, especially for placing orders. Here I enter my own description of the shoes, the makers' sample number, and last number, price and terms; this I do in the Sample Room. After I have made my rounds of the houses I buy from, the sheets are carefully gone over and compared, then I go over my stock again as well as check up what was sold the season before or the season corresponding to the season I am placing for, then the sizes are made up based on the records of past sales and what we have in stock. Since I adopted this system of buying, we have had practically no duplicate lines and very little overbuying.

TRAFFIC BLOCKED BY SHOEMEN--LEMOINE ST. BRASS BAND REVIVED

Windsor St. Seething Mass of Manufacturers and Retailers.

Inspectors Search for Lasts and Hooch--Mean Trick by Local Wag.

When Mr. Frank Stockdale was here a few years ago, while talking on how some retailers buy, he said, "Some retailers buy with enthusiasm and sell in cold blood. It would be better if they reversed it and buy in cold blood and sell with enthusiasm."

SHOE STYLE [REVUE]

For two evenings during the Convention, a Shoe Style Revue was put on in Hall D on the Mezzanine floor of the Mount Royal Hotel by Nathan Cummings. Four handsome mannequins displayed shoes of various types suited for spring and summer wear, while a first class orchestra provided suitable music. The proceedings were varied by solos and other attractions.

AFTERNOON SESSION

At the afternoon session, which began in the Banquet Hall about 2.30 p.m., there was a fair attendance although not so large as in the morning. The first address of the afternoon was delivered by Mr. L. Lockett of Kingston, on "Handling Stock and Cash in a Retail Store." The address was most practical and thorough, and we quote it as follows:

HANDLING STOCK AND CASH IN A RETAIL STORE

The question on which I am to speak to you to-day is stock-keeping, combined with an efficient cash system.

I realize that in this group of business men who are before me, there are very few, if any, who have not a stock and cash system of some kind or other. The question is, "How much system should a merchant have?" for there is the evil of having too much and we all know that it takes more than system to run a business to-day, hard work and brains will still do a lot for any business. A college education is a very fine thing to have, we will all admit, but lots of men have made names for themselves and built up large business interests who never had a university training, but take the college man and give him the same chance and advantage that the other man has, and the former will win out every time, likewise the man who runs his business on systematic lines will have a distinct advantage over the man that is slipshod in his methods. My attention to the necessity of having a system of some kind in both buying and selling was very forceably brought to my notice some time ago when in conducting a sale of odds and ends which accumulate in even the best managed stores, I found that all we had to sell were the following sizes, 2 to 4 and hundreds of pairs of each of these sizes. Now as we all know it costs money to advertise a sale, in fact it costs more to sell goods on which you lose money than on goods on which you make, therefore, it seemed to me that when after getting customers to your store you were only able to fit half of them or less, that there was something wrong with the buying and the sooner that was rectified the better, also, if this buying the wrong sizes becomes apparent to you in a clean up sale, you can rest assured that you are losing sales all through the year by being out of the best selling sizes with your money locked up in the poor ones. I immediately set to work to systematize my business and adopted a very simple plan, which has been in use ever since, and which I have not had to make any change in and I would not give it up under any consideration. Stock systems are all more or less alike and only differ one from another in the amount of work that they involve, they all arrive at the same end, and tell you what every man ought to know about his stock and sales, viz, the shoes sold, the sizes and widths, but more particularly what are left. Gentlemen, you cannot know too much about your business, and you cannot overestimate the value to any business man who can tell what sizes, widths and shoes were sold the previous day. I make it a rule to go through the sales sheet myself every morning, and in that way keep in touch with what is selling from day to day. We have had in the past considerable trouble in getting an efficient and safe method of handling cash, and by efficient I mean one that is accurate so that at night you will find you registers total agree with the amount in the till. I am assuming that a register is used. By safe, I mean a system that will protect you from loss by dishonest clerks and also one that will make it so hard for a clerk to be dishonest that they will never think of it. I think it only right that we as merchants should take away the temptation that is before every one in the handling of money and make it hard to steal, instead of making so easy as it is in a great many stores to-day. The majority of clerks are honest as the day is long, and we want to keep them so. Mistakes will happen and we have all been guilty of making wrong change and I do not think that when your cash is short at night that we should come to the conclusion that you are being short circuited but at the same time, it is a good feeling to know that all that you should have is there for you. If your store was broken into some night, and you knew that several pairs of shoes were missing most of us would see to it that it did not happen again the same place; but what about our cash, are we not a little careless about it, what systems are in use to-day, and what is the best one.

We have several to choose from, the cash railway. The tube or compressed air, the electric railway, the parcel carrier, and the national cash register in its different styles. We must not forget the best one of all though and that is where the husband does the selling, the wife takes the cash. The first two or three systems I think we can eliminate from this discussion except to point out a few disadvantages of the cash carrier, the principal one being that the office is a long way from the selling end, and the cashier does not know what has been sold for the money sent up, the combined parcel carrier and railway is better but it is slow, unsightly and again too far away from the customer. The system of handling cash which is almost universally adopted throughout all retail stores is the cash register in one of its many forms. Time will not allow us to discuss all the different styles that are in use nor all the points in favor or against. The ones in general use are of course, the single drawer machine and the multiple drawer. These machines are very fine looking and cost a lot of hard earned cash, but the way in which they are used in the majority of stores the proprietor might as well have saved this expense, and just made use of an ordinary cash drawer with a bell to ring when opened. It is an interesting study and if you gentlemen will take the trouble to notice the different methods and in some cases, the slipshod way in which these cash registers are being used, you will understand what I mean when I say that in a good many cases we are indifferent to one of the easiest ways of losing our profits. The single drawer register, I maintain is a useless piece of furniture except as a quick way of making change and as an ornament to your store. It adds up the cash for you at night, or at least it tells you what you should have in the drawer, and which very often is not there and causes you a lot of worry. The multiple drawer machine with a total and a total for each drawer is now very much in evidence in retail stores, it tells at a glance just what your sales are for the day, what each clerk took in, the number of sales each one made, and also if the cash is over or short, just which till the mistakes occurred in. This register looks like a pretty good system to the man that has been using the single drawer machine and having trouble, but it is not the best yet, as it takes a whole lot of change to keep six or eight drawers going, and you cannot hold a clerk responsible for the cash if you allow another clerk to open any drawer to make change and it's pretty hard to always be there yourself. Another disadvantage to cash registers as a safe method of handling your money is the fact that a clerk can ring up any amount as a sale and the only check on it is when a check is given to the customer or put in the parcel. Their whole system hangs on that one point, the check which the register throws out must get to the customer, the N.C.R. Co. claim that this is easily done, and gives several examples the principal one being that you print on your stub that

you will redeem these for shoes, etc., or give a $5.00 gold piece if the customer can get out without a check, but having tried these methods, I tell you it is very hard to get clerks to adopt any system that you put in force and you must have checks issued if you use cash registers, and want to be absolutely sure you are getting all your money. In closing I want to tell you about the system that we have, and which has so far been a success in every way for it is quick, has been found accurate and works well with our system of keeping track of goods sold. We have a wrapping office at one end of the store, and we have a register with numbers for seven clerks each with a total adder for sales and cash taken in, but nstead of seven cash drawers we have only one and it opens at the back so when a sale is made the clerk brings the shoes to the wrapping counter rings up the amount of the sale and hands over the money to the cashier who makes the change, then takes the check which is thrown out, tears it in half puts one half in the parcel, and on the other writes the stock number, size, width, etc., of the shoe sold and whilst this is being done, the cashier is wrapping up the parcel. In this method two handle the cash in every case, and the chances of giving the wrong change to a customer is very remote. Both parts of the check have stamped on it the date, salesman's number and the amount of the sale, but only the part kept in the office has the stock number of the shoe, size, etc., written on it. Goods going out on approval, or to be charged or exchanged are all brought to the cash desk and the stock numbers, size, etc. are marked "out" on a board for that purpose or "in" as the case may be. In the morning the cashier goes through the cash register tickets and on a paper called the daily sale sheet marks out the shoes sold that day starting at the smallest number and working to the highest. This sheet is then taken to my office, and I mark off from the stock books, which are of loose leaf form, the different numbers and it is this procedure every morning which only takes from ten minutes to perhaps half an hour, that gives a man practically all the information he wants to know except the name of the customer. The advantages of knowing what goods are sold and if you want to know, at how much, why you have the salesman' check before you and can tell if he has sold the goods at the right price or now. In all systems you have to rely to a great extent on your help, as they can make or mar your system and in fact your business; but you have in this combined stock and cash system a means of getting as much knowledge of your business as anything I know of and although it takes a little time and some patience as everything else does that is worth while, yet I have never been sorry that I adopted it and I feel sure it is worth all its trouble.

I have with me sample sheets of the stock system which I use and also the cash register check and if anyone would like to see these, or if anyone is interested in a stock system and would like more information, I would be only too pleased to go into more details with him.

SHOE STORE PUBLICITY

Mr. Albert Lasalle followed with a most interesting and helpful talk on "Shoe Store Publicity" in which he handled the subject from a practical every day standpoint.

J'ai accepté avec un peu trop d'empressement, je crois, l'invitation de dire quelques mots sur la publicité. Dans le temps, j'ai cru qu'il était difficile, pour ne pas dire impossible, de ne pas faire ma petite part; mais je vous avouerai franchement qu'après avoir réfléchi, j'ai trouvé le sujet compliqué et tellement vaste, que je me suis aperçu que malgré toute ma bonne volonté et le désir de contribuer au succès des conférences qui devront se donner, je suis obligé de vous avouer à mon grand regret que le sujet "La Publicité", pour être traité convenable, ment demande des connaissances et de l'expérience acquises par des études spéciales, ce que je n'ai jamais fait.

Mais enfin, chacun a son expérience personnelle, et je suis bien prêt à vous dire ce que j'en pense personnellement, au point de vue d'un magasin de détail de la chaussure. Je vous dirai même que je crois avoir essayé tous les genres d'annonce qui se pratiquent généralement: annonces dans les journaux, annonces par circulaires de porte en porte, ou lettres circulaires par poste; aussi primes aux clients ou cadeaux appropriés donnés avec certains achats, aussi calendriers, etc.

Vous pourriez certainement me répondre à ceci que si je me suis servi d'autant de mediums pour annoncer mon commerce, je devrais au moins pouvoir vous dire quel genre d'annonce est le plus profitable. C'est justement là où la difficulté surgit. Il y a une chose que je puis vous assurer sans crainte, c'est que l'annonce est très payante, excessivement payante, je dirai même énormément payante pour quelqu'un, mais pas toujours, et pas souvent est-elle payante et profitable pour celui qui annonce, et je crois surtout pour les grandes annonces dans nos grands quotidiens, elles sont surtout très payantes pour le journal d'abord pour les clients quelquefois, et pour l'annoncer, ma foi, s'il en reste. Cela ne veut pas dire cependant que les annonces dans les journaux soient de l'argent perdu, mais je ne crois pas qu'elles rapportent autant que si elles sont placées sur l'embellissement de l'intérieur ou de l'extérieur du magasin, ou même, soit en décorations ou fixtures; et voici la principale raison pour laquelle je ne suis pas en faveur des annonces dans les grands journaux; d'abord, au taux actuel de 19c. ou 20. la ligne, il est impossible de mettre une annonce convenable à moins de payer une cinquantaine de piastres. Les agents de publicité vous diront bien que cette annonce est publiée à 100,000 copies, plus ou moins. Quelle circulation a tel ou tel journal dans notre district bien entendu et combien de clients lisent notre annonce, et ensuite combien sont intéressés à ce que nous annonçons, le jour même où notre annonce parait, car il est évident que notre annonce est pour cette journée-là seulement. Je ne crois pas que personne ne garde un journal pour y référer quant aux annonces. Vous voyez par là que singulièrement diminuée quant à ce qui nous intéresse directement. Ensuite, pour que l'annonce ait réellement de la valeur, pour qu'elle soit une suggestion qui fasse agir immédiatement le client qui puisse avoir besoin de notre marchandise, il faut qu'elle soit rédigée, non d'une manière quelconque, mais bien avec des arguments sérieux, et que vous êtes en mesure de prouver à votre client à son arrivée chez vous; d'abord que vous avez exactement ce que vous annoncez, surtout la qualité, car il est de mode, n'est-ce pas chez tous les grands annonceurs, et les petits annonceurs copient sur les grands, d'annoncer une marchandise, une paire de chaussures par exemple, ou plutôt 500 paires de chaussures en donnant des détails sur les qualités, les formes, etc.; une valeur spéciale tant qu'il y en aura pour $3.99 à telle heure. Je ne dis pas que ce genre d'annonce ne prend pas; il y a toujours une certaine clientèle qui court ce qu'on appelle les "bargains" mais, veuillez m'en croire, ce n'est pas la clientèle la plus payante,

et à mon point de vue, cette clientèle là est la plus exigeante, c'est en même temps la moins reconnaissante; très souvent, après avoir choisi la meilleure paire du lot annoncé, ils reviennent 4 ou 5 jours après, et s'ils ne trouvent pas leur avantage, se font remettre leur argent. J'établirai ici une parenthèse, et je ferai une distinction entre un magasin qui fait par exemple, un chiffre d'affaires de $50,000. et un autre de $100,000. ou plus. Je vous avouerai que je ne suis pas prêt à donner des conseils aux détaillants de chaussures qui font $100,000. ou plus; je serais plutôt en position de recevoir leurs avis, et à la prochaine conférence, si j'étais le seul à ne pas faire ce $100,000. là, je vous demanderai bien humblement de me donner les moyens d'y parvenir. Je comprends que les maisons qui font un chiffre d'affaires au-dessus de $100,000. sont obligés, de par ce chiffre d'affaires, le stock considérable qu'ils ont en main, et le capital engagé, de subir la nécessité d'annoncer dans les journaux, quoi qu'il en coûte. Mais pour ceux dont le chiffre d'affaires est limité, disons $50,000., je suis d'opinion que l'annonce personnelle et directe aux clients, est beaucoup plus sûre et profitable.

Il est très facile de se faire un directoire d'une grosse partie de sa clientèle, soit locale ou éloignée, et j'ai toujours constaté qu'un client qui reçoit une lettre personnelle se trouve toujours flatté d'une certaine considération, et bien entendu, si la circulation est limitée, elle va du moins sûrement aux clients que vous voulez intéresser; il va sans dire que c'est ce qui donne le plus de travail et qui demande un système suivi, mais en fin de compte, ce qui coûte le moins d'argent. Une annonce qui est toujours très appréciée et très recherchée même, c'est le calendrier au temps des fêtes; sur ce point, je sais que je n'ai pas besoin d'insister.

En résumé, pour moi, la meilleure annonce d'un magasin de chaussures; de jolies vitrines, attray antes,, au moins renouvelées toutes les semaines,avec prix sur les marchandises, ou descriptions appropriées, un magasin bien tenu, propre, des vendeurs expérimentés, cela revient à des clients satisfaits, et au found, c'est là toute l'annonce.

SYNOPSIS IN ENGLISH.

Mr. Lasalle, after expressing his regret at not having the knowledge and experience acquired by special study, said he was ready to give his personal views on "Publicity" from the standpoint of a retail shoe store. He said that he had attempted everything in advertising from the daily newspapers to hand bills and circulars, as well as premiums; as to saying which method was best, is was a different matter.

Advertising paid and paid enormously in some cases. The daily papers paid well, for the journal first, for the advertiser sometimes. He often wondered if some of the money spent in this way might not bring better results spent in improving the interior or exterior decorations, fixtures, etc., of the store.

The principal reason against the shoe retailer using the large daily papers is the cost which often brings an advertisement up to fifty dollars or more an issue. In the first place, how many readers in the district take the paper, and then how many read it, and how many are interested in the announcement? You will find thus that the circulation of the daily paper, large as it may be, when thus analyzed is considerably diminished as far as those who are interested in the store are concerned.

Then it is necessary that the announcement be carefully prepared with serious arguments showing that you have the exact goods, styles, etc., and the small advertiser follows the larger in advertising say one pair of shoes or five hundred, giving the quality, last, etc—special value at $3.99 to be sold at such an hour.

I do not say that this kind of advertising does not bring trade as there are always bargain hunters, but I do not believe this clientelle is a paying one. It is the most exacting, as it is the most ignorant. After selecting the best out of a lot, this kind of customer is likely to come back in four or five days and ask for a return of the money.

A distinction must be made between the store with $50,000. annual sales and one of $100.000. The latter is obliged by its large output and the heavy stocks carried to advertise liberally, but for those with a limited turnover, I think that personal direct advertising to customers is more certain and profitable.

It is easy to make a list of the large part of the customers, local or at a distance. I have always found a customer who receives a personal letter is flattered by the attention. It involves work and a system must be adopted but it costs much less. A calendar is always appreciated as you know.

To me the best advertisement for a shoe store is a bright, attractively dressed window, renewed at least every week with prices on the goods, and appropriate descriptions. A well managed store with experienced salesmen gives satisfaction to its customers, and that is the best kind of advertisement.

Report of Nominations Committee

The Nominations Committee reported the following list of Officers and Executive for the current year, and on motion they were declared duly elected.

Officers and Executive

President, Howard C. Blachford, Toronto, Ont.; 1st Vice-President, C. R. Lasalle, Montreal, Que.; 2nd Vice-President, C. F. Rannard, Winnipeg, Man.; 3rd Vice-President, Hugh Murray, London, Ont.; Honorary Secretary, J. L. Chisholm, Toronto, Ont.; Honorary Treasurer, J. W. Jupp, Toronto, Ont.

Executive Council

British Columbia, James Maynard, Victoria, B.C.; Saskatchewan, Alberta, Wm. Marshall, Moose Jaw, Sask.; Manitoba, John Affleck, Winnipeg, Man.; Ontario, Geo. St. Leger, Toronto, Ont.; Quebec, H. Gibbins, Montreal, Que.; Maritime Provinces, H. W. Rising, St. John, N. B.

Mr. S. E. Wygant on behalf of the Committee presented the resolutions prepared and presented to the committee for consideration, and they were adopted seriatim.

President Elect Blachford then said that he thought they ought to have a few words from Mr. James Acton who was present, and who was the father of the organization. They had to thank him for much of the success they had attained so far.

Mr. Acton replied in a humorous vein giving a brief outline of the formation of the present Association, and going back thirty years to the time when the shoe retailers had first taken up the question in the Shoe and Leather Journal. He had watched the Association grow, and it had now attained the position where it had attained responsibility and ability to do for itself what it thought right and wise. Whatever they did he assured them they would have his fatherly blessing, and he would do his utmost in the way of co-operation both personally and through the JOURNAL.

THE JOINT SESSION

Probably the most important meeting of the convention was the joint meeting of manufacturers, wholesalers, retailers and travellers, held on Tuesday afternoon, following the big luncheon. Spokesmen for the four branches addressed the meeting in the persons of Messrs. C. F. Rannard, for the retailers; Jos. Daoust, for the manufacturers; J. A. McLaren, for the wholesalers; and Peter A. Doig for the travellers. Mr. Rannard's address is quoted on another page.

Mr. Joseph Daoust's Address

The address of Mr. Joseph Daoust, President of the Shoe Manufacturers' Association, dealt with the problem of failures in a comprehensive and interesting way.

Mr. Jos. Daoust

Considering the question, he divided failures into two groups—honest failures and dishonest failures, —remarking that while some failures were dishonest, certain circumstances forced a man to assign. Each of these two groups were divided into five classes.

First Group—Honest Failures

1. Those caused through accidental fires.
2. Those caused through depreciation on values of merchandise or through change of styles.
3. Those caused through loss from bad debts.
4. Those caused through illness, preventing the dealer carrying on business.
5. Those caused through unfair competition on the part of neighbors.

Second Group—Dishonest Failures

1. When a man lives beyond his means.
2. When he gambles or speculates in stocks or real estate with creditors' money.
3. When he is an immoral dealer, or one who drinks.
4. When a man is inexperienced—when he creates unfair competition by selling below cost.
5. The crook.

He pointed out that these two different groups had to be handled according to one of three methods:—

1. For a dealer to ask for extension of time from creditors.
2. For dealer and creditors to come to a compromse.
3. Liquidation—to assign and dispose of stock.

With regard to the first method, it had been the experience of the speaker that the granting of extensions of time had usually not been a success. It is a method that seriously interferes with credit in the trade. No man wants to sell goods to a dealer to pay previous creditors. The arrangement has the effect of placing a man in a position where it is impossible to meet payments. He said that statistics showed that not five per cent of the cases in which extensions were allowed came to a successful issue.

In speaking of compromises he said that the honest man had to have the sympathy of creditors, and deplored the fact that while the honest man often suffered, the crook escapes. He gave as an instance the case of a man coming to his creditors and saying, "if you sell me out you will get 10c. on the dollar. If you will compromise I will give you 25c. on the dollar." The duty of the creditors is to say to the crook, "You have gone the limit. Irrespective of 10% or 25% you have got to step out. You are a curse to your business."

In speaking of assignments he referred to the blame which was placed by many on the Bankruptcy Act. He announced that arrangements were being made for a meeting of the different Associations to try at the next session of parliament to have the law amended with a view to stopping the great number of failures. A man should be able to stand a certain amount of loss or he should not be in business. If a man loses $5,000.00 in a fire, why should he come to his creditors and say I want you to give me $5,000.00. If he offers 60c. on the dollar why should he ask his creditors to accept a loss of $2,000.00 when it was not the creditors' fault that he was not covered with insurance. A man should have a certain amount in the nature of a bank roll before he assumes the responsibility of carrying on business. It is too easy for a man to go before his creditors and say "I will pay you so much on the dollar." As long as creditors representing 66 2/3% of the amount involved and 51% of the number of creditors will accept, the man is all right, the rest usually do not care.

Mr. Daoust closed by calling for suggestions on the matter. He explained that on Thursday he was one of the representatives to go before the credit association, and he was desirous of having ready as many practical suggestions as possible.

In the discussion which followed Mr. C. F. Rannard, of Winnipeg, said that the four Associations should co-operate to combat the evil of under-selling, which was one of the main causes of bringing about conditions which forced failures. The man who is under-selling should be reported to the Association, and steps be taken to see that he is not allowed to secure his goods. He expressed the belief that if the Associations got together they could clean up Canada and the unfair dealer be put out of business.

Mr. J. E. Warrington stated that there has been in operation for some time a service which reported on all dealers found guilty of unfair practices. This service was operated in connection with the Shoe Manufacturers' Association. If any manufacturers had reason to believe that any customers were taking any unfair advantages or doing anything detrimental to trade a full report was sent to the Secretary, and the case is investigated. The outcome is that in time this method will probably solve much of the trouble. When a new account comes, manufacturers will have a complete record of the purchaser to refer to. The service cannot be built up in a day, but in time, with the co-operation of all it will be fully completed, and will have the effect of improving conditions and giving greater confidence all round.

THE FUNCTIONS OF A SHOE WHOLESALER

Mr. J. A. McLaren then dealt with "The Functions of the Wholesaler," He said:—

"When I look around upon this great assemblage of trained shoe experts, I feel more than I can tell you how inadequate I am for the task that has been assigned to me by some well-meaning but misguided person, of addressing you even for the few minutes that has been allotted me on the "Functions of a Shoe Wholesaler".

"After listening to the statesmanlike address of Mr. Daoust, I feel that an apology is due from someone for not having provided a speaker who could present the case of the Wholesaler, as Mr. Daoust has for the Manufacturer, but fortunately for me, Mr. Daoust's ability, as a speaker, is such that I am sure you will all be still under the spell of his great effort for the few minutes that I will be on my feet, and so I am hoping to run the gauntlet before you have fully recovered from the effect of his oratorical champagne.

"In casting around in my mind for a parallel case to that of the relation of the Shoe Wholesaler to the Manufacturer and Retailer, nothing occurs to me that better serves the situation than the illustration of the fender used by ships to receive the impact of the coming together of the ship and the wharf, and so on the one hand, to prevent damage to the ship, and on the other hand, to the wharf, the fender being the buffer or the shock absorber and taking all the hard knocks, that would otherwise come to both boat and wharf, and at the same time keeping both harmless.

"In the same way, the Wholesaler is the shock absorber between the Manufacturer and Retailer. And possibly because of these much abused and much misunderstood "Middleman," who takes all the squeezing from both sides, with a smile, and arrange all the complaints that come to them with the minimum of friction, the manufacturer may have the mistaken idea that his goods are so far above criticism that there are no complaints, or at least only such odd cases as may filter through to him. But any manufacturer who is under this delusion would be greatly enlightened by a look through the wholesaler's mail. These complaints may not, in all cases, be justified, but whether they are real or not, they have to be dealt with, and often with as much finesse and diplomacy as was ever displayed by a Lloyd George or even by our Chairman himself, and that would be saying a whole lot.

"I am not going to endeavor to bring before you a mass of facts and figures to show the good work done by the Wholesaler, because I don't think it necessary with this audience to try to prove what is such a firmly established fact that no one seriously suggests that he can be eliminated, although occasionally he may be referred to as 'the unnecessary Middleman'. But that is not the serious thought of the man of experience.

"We can start, therefore, on the assumption that the wholesaler is an essential part of the shoe trade of Canada, for the purpose of clothing the feet of the Canadian people, and of doing their part in making Canada known to the world as a country in which the people are most efficiently and artistically shod.

"To those who ask the question of what use is the wholesaler, I would like in return to ask a question: "Who would have stood between the other two sections of the trade and performed the same services so satisfactorily as the wholesaler?" During the past few years, who not only kept the wheels in the factories turning, but also provided, when they were wanted, the necessary goods for late buyers, and in many cases to the Wholesalers own disadvantage and serious loss? Because although a man may be an optimist and may use the best judgment he has, he cannot always make a "bull's eye", and mistakes have been known to occur which meant the eventual disposal of goods at a loss, as very many Wholesalers know to their sorrow.

"Of course, the chief function of the wholesaler is as a distributor of goods for the manufacturer, or at least for such a portion of the manufacturer's goods as he does not distribute himself, so that these goods will reach points, both large and small. And there are many places throughout the country that are reached by the wholesalers' salesmen only at considerable effort and expense. My idea of the chief function of a real wholesaler is one who covers his territory thoroughly, taking in places, both large and small, and who gives the same careful attention to the wants of the small dealer in the country hamlet and village, as he does to those in the larger towns and cities. And I think it will be a bad day for Canada when the small storekeeper is put in the disadvantageous position into which there is, at the present time, some evidence of his being put, of not being able to compete with larger concerns selling direct to the consumer and who are given such preferences by the manufacturer as to enable them to undersell these smaller dealers who, while handling goods in a more limited way, are doing a real work in the upbuilding of the country by supplying the needs of their community, but who will not long be able to survive the difficult task that is being put upon them.

"That, however, is a little digression. But I thought I would throw it in for the consideration of my friends, the manufacturers, who have their hands on the lever, and who have all power to do as they please in such matters. What I do want to emphasize is this, that if it had not been that the shoe wholesaler had performed a national service by seeing that these small dealers were put on a nearer basis of equality with the larger buyers, many of the former would have found the unequal competition too great and would have disappeared. And it will be a bad day for Canada when the small merchant who, with the farmer, is the backbone of the country, and without whom the smaller business centres which are the life of a country, could not exist, disappears.

"Besides being a distributor of goods, the wholesaler must above all other things be an optimist. Who else could have dealt with such a situation as has confronted us during the past few years? Our friends, the retailers, were not taking many chances by buying in advance of their requirements, and wisely so, but the wholesaler was in the position of having to place his orders with the manufacturers sufficiently in advance so as to have the goods on hand when the season opened up, and the demand came for them. In doing this he performed two good services, the one by keeping the manufacturer busy during what would otherwise have been a quiet time for him, and the other, by thus providing goods for the retailer to get 'right off the bat', just when and in what quantities they were wanted.

"Then the wholesaler has to be an expert credit dispenser. In this way he is, I can assure you, a real shock absorber, to an extent that if he knew, would undoubtedly change the point of view of the manufacturer who thinks that all a wholesaler has to do is to receive the goods from the factory, pay for them, ship them out, and immediately get his money in with which to buy more goods. If that were all, then the wholesaler's life would be a reasonably happy one, but unfortunately it isn't so.

"In short, I think the statement will not be seriously contradicted when I say that the shoe wholesaler as, first, an economical distributor of goods to the trade; second, the credit man of the trade; third, the optimist of the trade, and fourth, the shock ab-

sorber of the trade, is a public benefactor and relieves the manufacturer of a burden that, were he to assume and properly carry out, would mean so great an added expense in the distribution of goods as to make the percentage of expense for distribution much greater than it is at present.

"I am afraid that I have done scant justice to this important question and have left unsaid many things that should have been said on behalf of the shoe wholesaler were I to do him full justice. But I leave to the consideration of this critical audience the matter of giving a little more thought than perhaps has ordinarily been accorded, to the responsible and important position occupied by the shoe wholesaler as an indispensable and necessary part of the great boot and shoe industry of the Dominion of Canada."

MR. PETER DOIG'S ADDRESS

Mr. P. A. Doig, representing the Shoe and Leather Travellers' Association then addressed the Joint Meeting.

He opened his remarks by referring to the importance of the part which the travellers played in the Trade, and in expressing the opinion that many manufacturers, had been "put on the map" by its travellers, said that in such cases the travellers were the tail that wags the dog.

In pointing out that the travellers were the link between the shoe retailers and the shoe manufacturers Mr. Doig made a strong and stirring appeal for high

Mr. Peter Doig is the offical receiver

ideals among all business men. They not only brought success to the man himself, but by living true we inspire the best in others. He commented on how some men immediately let down their principles in the presence of other men, and suggested that we size ourselves according to the suggestions and proposals that other men made to us. That salesman could feel proud who could say that it had never been suggested to him to take any "grease". He deplored the fact that there were men who, if you wanted their business you had to buy it. No buyer should expect that kind of thing, and in humorously referring to the remarks of a previous speaker who had said that there were "scalawag" manufacturers, wholesalers and retailers, he was glad the speaker had not been able to say there were any "scalawag" travellers.

In impressive terms, Mr. Doig urged that each should possess the three great virtues, loyalty, integrity and magnaminity. Loyalty contributes character to business as well as to citizenship. Integrity in business is probably one of the most important things at which we should aim. Magnaminity we should have for the one who has fallen, ready to offer any help that will make for the better.

The speaker continued by pointing out to travellers the responsibility they assumed by the way their conduct and personality reflected on the house. The retailer looks upon the firm according to the traveller who calls. "Do you conduct yourself in such a way that the retailer will give your firm a high standing? Do you forget yourself as soon as you leave your home town"? he asked. Those calling on the trade must work according to the houses' principals. They are the living policy of the firm they represent.

In speaking of co-operation he suggested that each group should strive to do one thing which would work toward solidifying the groups,—strive to relieve the greatest abuse which, if corrected, would be the greatest good.

As a phase of this question of co-operation, he closed his address by making a plea on the part of the travellers to retailers to be more careful and considerate in co-operating with salesmen in the matter of appointments. He instanced cases of where travellers had been forced to wait one, two or three days to get their appointments fulfilled. All the travellers asked of retailers is that they be given a square deal. The traveller is in every way as capable a man as the man in the store, and his time just as valuable. "Match your time against his" he urged retailers,"and your account will be more valuable and he will consequently be able to give you better service. It is not a sign of bigness for the retailer to ignore the traveller, and when you make an appointment, keep it."

MR. C. F. RANNARDS' ADDRESS

I have attended many Conventions. I think this is one of the best things a merchant can do, whether he has a large or a small business. Many years ago I asked myself, "Can I afford to go?". The answer came to me, "Can this business afford to take the loss that will be entailed through my absenting myself from this Convention, Exposition and Style Review? Do I know enough about forth-coming styles of shoes and hosiery, enough about shoe and leather prices, enough about advanced methods of stock-keeping, book-keeping and business administration, enough about how the other fellow is doing it, or should I learn more?

The necessary thing to-day is to study business from the viewpoint of charting of business "Cycles"; the peaks of prosperity and the valleys of depression have stimulated the curiosity of merchants and manufacturers as to their being put into usable form. The law of supply and demand has some relationship to the shoe business, the same as to the pig iron industry, the building trades, and any other big payroll industry. Whatever kind of business we are in, it is necessary to study the 'Cycle' theory to see if it proves 'Buying Demand'. The best advice we can get is to keep our minds on 'Cycles' of business; for there is more understanding of your own business from acquaintance with the other fellow's business.

Keep Them Moving

To 'Sell the Sales People' on the principles, policies and merchandise of the house, should be one of the necessary objects of your store. Shoes bought must be sold, and while it is necessary to buy right, it is also necessary to sell, so that the two points, buying and selling will have the co-operation and co-ordination of each individual. That is the policy that is established in the Rannard stores.

Regardless of the size of the store, the man who does the buying has seen the possibility of profit in every shoe on the shelves. Otherwise they would never have been in the house. But what percentage of them will bring the full market price, and what percentage of them has been, or will be marked down in order to

convert them into cash? There is no possible chance for profit as long as they stay on the shelves.

Even in the smaller stores, where the proprietor does the buying, as well as a portion of the selling, he takes it for granted that the sales people can see for themselves all that he saw in the shoes when he bought them, and he does not take the pains to sell them to his employees.

If there was ever a time when the sales people should know the 'Reason why' for every shoe that comes into the house, it is right now. At a time like this, when nobody is sure of his ground on styles, when patterns and lasts are constantly changing, the buying and sales people must keep in very close touch with each other if stocks are to be kept moving fast enough to keep mark-ups ahead of mark-downs.

It is only natural that sales people should follow the lines of least resistance and show and sell the easiest. The attractive new patterns, or new stock will always sell themselves, but who is going to put the 'Skids' under the old shelf-warmers, off-colors, and O. & E.'s?

Maybe all of last season's profits are tied up in left-overs. Maybe over due bills are unpaid because these undesirables are still on the shelves. Better call the bunch together and talk it over. You cannot afford to neglect such an important thing in your store.

Narrow Widths and Small Sizes

There is no question in my mind but that half at least of the money lost in the shoe business is due to the matter of wrongly bought sizes, which are allowed to become unsold because the new shoes are grabbed first. I believe that an examination of shoe stocks generally will reveal the fact that there are more sizes 2½ to 4 shoes on hand in nine stores out of ten, than all the other sizes put together,—but they do not sell that way.

Do you know that a 4 A, a 3 B, a 2 C and a 1 D are exactly the same ball measure? If you will realize this you will put on the brakes on the short sizes and narrow widths.

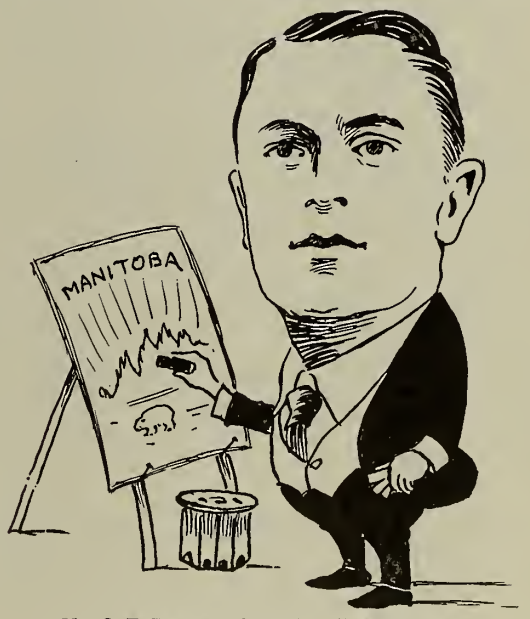
You will remember that when we took inventory December 31, 1919 and our Spring stocks for 1920 came in, we were loaded with high priced merchandise. Everyone then immediately stopped buying. Someone at that time thought it necessary or wise,—I do not know whether it was the manufacturer, or the style maker,—to bring about new styles to create business, and the excuse was made that it would mean that the customers, particularly the women, would buy more shoes, and make business for the retailer. We not only had to take our heavy depreciation on our high priced stocks, but we had to turn around and buy new style merchandise.

Another problem that I would like to speak to you about, which is most critical, and which is undermining the retailer from coast to coast to-day, is the strenuous period of style and style changes so radical, and which followed so quickly on the depreciation on high priced merchandise that we had, and which we have all to take since 1920, when merchandise was at its peak.

Before the new merchandise was received and checked off in our stores the manufacturer's representative called with something newer and better, which he told us we ought to have. We were so anxious to keep in the running that we bought more, and this has continued, and some of us have become so accustomed to taking our depreciation and mark-down that some of us think that it is good business. But I am satisfied that when each one of you has taken his inventory and figured out the standing of his business at the end of 1922, you will begin to realize that the style-changing hat was brought on to stimulate business has brought a down fall in our business, and if the man does not realize it the Chartered Accountant, or his Banker will point the fact out when he puts his finger on the weakness of his financial statement.

I wish to say right here, as one who has had twenty years of successful retailing, and who has followed the game very closely, that quick style changes should be tabooed, or frowned upon by all the retail trade, and that any style changes should be in moderation and kept within the season at least, and in my opinion should be confined to slippers, pumps or footwear that is created and worn at the dansante, or for dress or special occasions; that footwear for men, women and children for the street and every day wear should be kept to staple lines, so that we can buy and sell on a reasonable mark-up and work them out with practically no depreciation, further than that which is customary and necessary on regularly semi-annual clean-up sales.

I would urge that the retail trade put themselves on record at this meeting, and either persuade or demand that the manufacturers see to it that sane style policy be adopted to eliminate the suicidal depreciation that we have gone through. Unless this is done, and done immediately, not only will the retailer take his loss, as he is doing, but so many will go out of business that the manufacturer and wholesaler will have to take the balance of the loss when he sits around the assignment table, and finally the manufacturer or wholesaler will be forced into assignment himself.



Mr. C. F. Rannard from "dry" Manitoba

Buying for the Future

The wise merchant will only buy what he needs, not what he wants, or what the other fellow wants to sell him. I would say to the retailer, have no fear as regards higher prices. The manufacturer, wholesaler or supply house will have to absorb any increase in costs, just the same as the retailer is absorbing his increased costs and increased over-head. This is necessary because the buying public are not in the mood to pay higher prices. They are willing to seek a cheaper grade or go where prices are lowest. In fact the public to-day frowns on anything that they think is high in price.

I read that America will soon feel the competition of the German tanner in calfskins as well as other leathers and that the tanner fears German competition far more than that of any other country, because of the progressive methods adopted by the Germans, and because of the low wages paid in German tanneries. The

highest paid labor in German tanneries is equal to 40c. a day and the accomplishment is equal to about 60% of the same class of labor in American tanneries. Therefore the German tanner is getting for 60c. a day a class of labor that is costing American tanners from $35.00 to $75.00 a week, and I can say that this can be supplied to a certain extent to the manufacturer of boots and shoes.

To-day with the transportation facilities, etc., the world is much smaller than at any time in our history.

Factories as a rule are running on short time. I am told there are too many manufacturers to supply the demand, just the same as there are too many retailers in the business, and it seems to me that if this is so it will be a survival of the fittest.

The Living Wage

When the war was on, the everlasting topic was "The Living Wage". Money became plentiful, everything got so high, before the crash came.

When money was plentiful everybody wanted to spend money freely and without thought. This craze to spend money on luxuries has not abated. The business and the business man to-day is struggling to make enough money to take care of the wants, not the needs, of the sales force, and with the buying public making a strike against buying, he is left in a sad plight.

What we require to-day is to get back in expenses, get back into making a reasonable profit, and get back to making a reasonable profit for money invested. How are we going to do this?

Only by being able to set the standard or policy of paying for what a thing is worth, paying only for service that is given, and each individual, rich or poor seeing to it that he or she lives according to their means.

Skalawags in the Retail Trade

I am not conversant with the details of the trade in other parts of the country, but I think that what applies to the West would apply to any part of the East. What my thoughts are centering upon and what I would like you to think of is the class of merchant who is creeping into the trade, who is largely responsible for demoralizing the trade. That man I would term the "Skalawag,"—or you can call him the "Wildcatter" if you like.

Years ago the retail shoe trade was looked upon as one of the best of the mercantile professions, although in those days they possibly had their problems. But during the last few years there has been an unscrupulous group enter the field.

Now you all know there is only one way to gain success and that is the upright, straight-forward, sound methods that will stand the test from time to time, and while we are all in the profession to make money at the same time we should set our eye on the Star of Character.

This policy and ideals do not interest the Skalawag His purpose is to make money by hook or crook. In advertising he does not care what words are put in his advertisements, as long as they will bring the people in so he can gold brick them.

In buying from the manufacturers or wholesalers, any excuse or story that he can put across in order to get his goods to help gain his ends is his sole idea. In dealing with the customer, his one idea is to look out for himself and do his customer once at least, and that once good and plenty.

After the business is run as long as it can run he thinks it is time to get a settlement on the best terms possible and let the manufacturers or wholesalers take the loss. He thinks it is good business, and naturally he has the right to say he is a good business man. Then the thing is repeated until someone else of his own family, or relations buys the stock in at a low price, and then it is again dumped on the public with the idea of making more money, and this is repeated from time to time.

You know what I am getting at. You know how impossible it is for a square business to compete with these tactics.

Not so long ago buying used to be done on the basis of sentiment. But as time went on we became more efficient and bought on values. But the most recent development, which I follow, is to buy on character and value. I look at the character not only of the merchandise but of the manufacturer and his representative. Then I look at his merchandise on the basis of value. And if the character of all three factors is high, and the value good, I buy the goods. This principle should be of value to the retail shoe man under present circumstances. Moreover, it should apply to the running of his store, as the public are in the mood to follow similar lines. If the retailer follows it himself, and educates his customers to do the same, he will have done much to remove one of the pressing evils of the trade.

But for the present situation who is to blame? The manufacturer, the wholesaler or the supply man is to be blamed for assisting and supporting the Skalawags and the nuisance has been so prevalent that every time the supply man sits in with the other creditors, and has to take his loss, he gets very little sympathy from the staid and reliable business people that are carrying on year in and year out paying 100 cents on the dollar for their merchandise.

I say this, that it is up to you that when you find out that any supply man, whether they be manufacturers, wholesalers, jobbers, travellers, that supply these Skalawags without discretion that it is up to you to refuse to patronize such firms or persons. Let them go elsewhere to sell their merchandise and in this way you will assist in stamping this out of the trade. I would say to the supply house that the banker is seeing to it that he does not take the loss. These failures are keeping the credit and assignee firms working overtime because their numbers are increasing from year to year.

I think this get-together of manufacturers and retailers is a splendid idea. I would be in favor of having a similar affair once a year, because if we get started right, and with the right ideas of looking at things as we find them, trying to overcome difficulties in the business, and handling the big problems, great things could be accomplished of mutual benefit to all concerned.

The manufacturer has his problems, both sides of him, that is,—buying his materials and selling them to his customers. The retailer has his similiar problems, each of a different nature,—buying his merchandise and selling to his customers.

Both branches of the trade, with the keen competition and high cost of doing business, together with the depreciation we find it necessary to make from time to time, and the fact that it takes a lot of capital to run a business, must work together, and the idea all round should be one of good-will and co-operation.

We have gone through a serious period since 1920 in our history, and the results as you find them to-day as regards the footwear trade is that most retailers are in the bankruptcy stage. The wholesalers are worse off, and only a few of the manufacturers have been able to withstand the pressure up to the present time.

About Failures

There are two classes of failures that I want to discuss. First, what might be called the "staid" business man, doing business along straight legitimate lines.

He has years of experience back of him, but for various reasons calamity comes over him and he fails. In looking over his position, his creditors should not fail to consider that his assets include character, shoe experience, dependability, and reliability. True, he may have no money, but if at all possible, he is entitled to a new start.

Then we have the "Skalawag." He has not behind him years of honest dealing in business. When the time comes, he fails—dishonestly and profitably. He has no assets worth considering. He should not be given either sympathy or a fresh start. For these fresh starts mean trouble to the legitimate trade and every possibility that the net result will be failure of the creditors.

The Retailers Working With The Manufacturers

Owing to the conditions during the last few seasons the retail trade in general has been adverse to buying next season's requirements. I want to say right here that it is just as bad to stop as to go to the limit in buying our full requirements. We owe it to the manufacturer to help him so that he can have part of our requirements and these can be made up and cleared away, and then we can give him something more as regards styles for the coming season, that unfortunately cannot be seen, or ordered so far in advance.

I would advocate that the retailers make a practice, as I have done, of ordering 50% of their requirements for the next season ahead, and then order the balance as soon after as good judgment will permit. If they do this, or for those who do it, the manufacturer should show his appreciation by taking care of their immediate requirements. Some manufacturers do this and some do not, but I am satisfied this can be equalized to mutual benefit with the spirit of co-operation.

The most urgent need to-day is one to which every man, whether he represents what is commonly known as Labor or Capital, must be willing to offer his contribution. It is the need for a great creative effort to establish right relations between man and man. It is manifest that unless some unity of purpose can be achieved in the world, some mutual understanding of each other's problems, some appreciation of the fact that no one man is a whole man, that there is something lacking in each of us that makes society necessary to our development. Unless this is realized, we can only hope for a continuance of chaotic social and industrial conditions.

Not until we are able to cultivate "Soul" in our relations can we expect to see conditions that will bring about the dream of the ages and for which our great Leader came,—"Peace on earth and good-will among men".

The Big Banquet

Great Reunion of Manufacturers, Wholesalers, Retailers and Travellers. Witty Speeches by Public Men. All Wax Merry.

THE great feature of the Convention and Shoe Shoe at Montreal was the big banquet of the shoe men at the Mount Royal Hotel at which over seven hundred sat down. The joint Chairmen were Mr. J. E. Warrington, President of the Shoe Manufacturers' Association and Mr. Ed. Stephens, President of the National Shoe Retailers' Association, and the affair was tremendously successful from start to finish. Apart from the head table at which were seated officers and guests the room was completely filled with round tables accommodating groups of animated banqueteers. The process of serving the recherché repast was enlivened by community-singing, led by a fine orchestra. After singing "O Canada" the toast of "The King" was proposed and honored enthusiastically.

The speakers of the evening were Hon. A. David, Provincial Secretary and Professor B. K. Sandwell of McGill University.

Hon. Mr. David made a forceful and witty speech in English which he summarized in French.

"You have had to-night a very great idea, namely to inspire and increase in Canada the use and necessity of advertising. You have made joined in one, the manufacturers, the wholesalers, the retailers and the travellers—the four sections of the industry which you represent. But in this Province there is room for all creeds and all races.

"Quebec is progressing, some say slowly, but I say quickly, in industry, in education, in legislation and finance. In this province we have always respected individual liberty; and we do not want to take from the people that which the people want. Go to the criminal courts and look at the number of those brought up for being under the influence of liquor. They are very few.

"When you return to your provinces, let us put our foot in the shoe that will cover the ground to keep together the two great races of this country. Do not look at the faults; look at the quality. Quebec has always been handing out its hand to the Provinces of Canada, wishing to meet them on the pinnacle of equality, harmony and peace.

"Quebec is the only Province in Canada to-day which can show, in the fiscal year, a surplus of five millions. And we show it with pleasure because we are using every cent of that surplus on the people. We are putting money, without the least anxiety, into education. Quebec is proud to-day, and without discrimination we are striving and doing our utmost to give the children of the workingman a technical education, and this, in the years to come, will stop us from being obliged to import skilled labor into the Province. We want to have our own young men efficient, whether they be French, English or Irish, Jewish or Scotch. We will place them all on the same level and give an equal amount to enable them to be educated."

At the conclusion of Hon. Mr. David's speech a gentleman of powerful physique and resonant voice at an adjacent table sought to catch the President's eye and began a speech, but he was vigorously howled down by the audience. For ten minutes, however, he held his ground and finally was heard to say that he was a retailer and having paid his five dollars to the Association was going to be heard. He launched an attack in broken English upon shoe manufacturers who he said were riding in their Studebaker while the retailer went on foot or his Ford. He characterized the statements of tanners about the necessity for higher prices as "bull", and saying that he came from Sniders Creek, near St. Anne de Pocotière and the butchers were only getting four cents a pound for hides. As the talk developed in a humorous as well as caustic vein with hits at well known men present it transpired that the speaker was a well known local entertainer named Joe Beauchamp and the whole thing was a frame-up, which was at one time near precipitating a riot. Mr. Beauchamp afterwards gave the celebrated French Canadian baseball story and sang a song.

Professor Sandwell who followed, gave a short humorous speech in which he made a number of hits in connection with the shoe trade. He considered his listeners were the basis of the greatest existing industry in the province. "For," asked Professor Sandwell, "how could there be any bootleggers without boots?"

He pointed out that the shoe output was equal to three pairs for each two pairs of feet per annum. He informed the shoemen that to increase their output it was necessary to increase the population of the country. This could be done in different ways, he said. But

Hon. Athanase David

the most discussed method was immigration. He was not one of those who believed that this country could not stand any more than a population of ten millions or so. It was vast and great—a land of opportunity in which all could share.

Those contributing to the musical programme were: Armand Gauthier, Miss M. Lane, of the Ziegfeld Follies; Mrs. Lariviere and Miss Allard, accompanist.

On behalf of the shoemen, Alec McLaren, Toronto, proposed a vote of thanks to the Hon. Athanase David, and Prof. Sandwell for their addresses, and to those who had contributed to their entertainment.

The gathering adjourned after the singing of "God Save the King."

THE MEN BEHIND THE BIG SHOE CONGRESS

Many of the shoe men who attended the Canadian Shoe Trade Convention in Montreal last week were good enough to express appreciation of the arrangements which were made, but certain of those to whom much of the credit is due are so modest that few of the visitors know how much of the success of the Convention is attributed to their efforts. There is danger, perhaps, in singling out individuals for special mention in this connection, that some equally deserving may be overlooked, but reference should be made to the work of Messrs. Joseph Daoust, George G. Gales, Ralph Locke, and C. E. W. Lessard who constituted the General Convention Executive and Finance Committee. It was at no small personal inconvenience that they met many evenings to work out convention details. Mr. C. R. LaSalle was an indefatigable worker and sacrificed a great deal of his time during a busy season, in connection with programme advertising, entertainment arrangements, and sale of tickets. Mr. D. F. Desmarais accompanied Mr. LaSalle on a special trip to Quebec to call on the manufacturers there.

One of the most pleasing features of the Convention was the large attendance of Montreal retailers, many French-speaking merchants being included. This happy result was due largely to the effort of the Special Committee of Montreal retailers who made a thorough canvass of their fellow tradesmen. Messrs. A. Daoust and Aimé DéMontigny constituted the team which led in respect of number of tickets sold, but all the members of the Committee covered their districts thoroughly and several other teams finished close to the leaders. Mr. Wilfrid Gagnon, who never yet failed to accept any responsibility placed upon him and to do his appointed work well, is deserving of special mention as also Messrs. Jean Normandin, H. V. Shaw, Peter Doig, Norman Morrison, and Geo. E. Fortin. Members of the Reception Committee and those gentlemen who assisted them also are deserving of the thanks of the visitors, Mr. S. E. Wygant, Mr. W. H. Stewart, Mr. J. Normandin, Mr. R. Brosseau, Mr. R. L. Savage, Mr. J. A. Lavoie, Mr. Paul Lambert, Mr. L. Scheuer and Mr. A. Daoust, having been especially active.

Never in the history of the shoe trade in Canada has there been more zealous co-operation of all committees in bringing about a function such as the joint convention which closed on Wednesday night January 17th 1923.

ECHOES OF THE CONVENTION

The Banquet was a great affair in more ways than one. Hon. A. David proved himself an expert at catching the ball, and handing it back with a swift left hand curve.

When Bro. Wright of Strathroy speaks, he always takes the platform.

Harvey Graham of Snider's Creek backed the general storekeeper and butcher of Ste Anne de Pocotière to the limit if one is to judge from the debris after the latter's speech.

Jimmie Scott gave "Alouette" with highland honors, even if he did not have on his kilt.

Wm. Maynard of Victoria, says you have to come West to find that the East is by no means effete.

Fred Marois did not lose his hat this year. He had it tagged.

But Al Wallace lost his.

C. F. Rannard says that Winnipeg may be cold, but has its compensation in the "dry" atmosphere.

Where were the retailers on Wednesday? They were not in the Convention hall and the sample rooms were empty. Echo answers, where?

Bert Ansley was just preparing to eject the noisy retailer from Ste Anne de Pocotière when the latter started his baseball story. Tiens!

Dick Griffith of the White House, Hamilton, did the honors of his town during the Congress. He says Hamilton should be the next place of meeting.

Peter Doig's chorus "Out of the Window He Must Go" in which the Tetrault table had apparently been well rehearsed, was unavailing as far as the doughty retailer from Ste. Anne de Pocotière was concerned. He had his say on shoes and hides.

The "scallawag" dealer must go and with him the manufacturer who supplies him with the gas to asphyxiate the legitimate trade.

Clayton Corson, of the Corson Shoe Co., was one of those missed at the great gathering. He was laid up at Toronto with a bad cold. Tough luck!

Harvey Graham says, "I'll lend you the money."

Retailers' Association Resolutions

WHEREAS incalculable embarrassment and loss to the legitimate retail trade results from the indiscriminate placing upon the market of Manufacturers' floor stocks, and so called samples or returns, and whereas this procedure seems to grow more menacing each year to the retail shoe trade of Canada,

RESOLVED that the Executive be instructed to confer with shoe manufacturers' or others interested for the purpose of evolving some means for the elimination of this evil through the distribution of these goods through regular channels by means of clearing house or such other methods as may best accomplish the purpose.

WHEREAS the various Associations connected with the shoe and leather industries of Canada are now in such practical co-operation in many ways,

RESOLVED that this Association again suggest the desirability of the formation of a General Allied Trades' Council to meet in the interval of the Annual Meetings of the various organizations to deal with such matters as affect the general welfare of the various sections of the trade and to take action thereon or report as the case may require to these various organizations.

WHEREAS the increase in insurance rates on retail shoe store stocks involves a heavy burden on retail merchants; and

WHEREAS we are convinced that such increase is not justified by the fire record of established merchants of recognized standing, but that it was prompted by abnormal fire losses, under conditions of sharp trade depression, in respect of stocks of merchants lacking such standing;

THEREFORE be it resolved that this Association make the strongest possible representations to the Dominion Department of Insurance, urging that some means be found to protect the better element in the retail trade against excessive insurance rates and to obtain withdrawal of the last increase made by the underwriters.

BE IT RESOLVED that this Association declare the strongest possible protest against the proposal of the Railway Company to increase the rating on boots and shoes when shipped in containers other than wooden boxes with specified metal strappings: and further

That we express our general satisfaction with shipments of boots and shoes in fibre cases when the latter are packed properly at the factory, and our decided preference for fibre cases instead of wooden boxes for shipment of fine and medium lines: and further,

That we approve the memorandum in this connection which has been prepared by our acting Secretary and appoint him to represent the National Shoe Retailers' Association at the meeting with the classification Committee.

WHEREAS the multiplicity of styles and the frequent introduction of variations of same, especially between seasons, are alike inimical to the interests of both shoe manufacturer and distributor as involving on the one hand large and increasing costs of production, and on the other hand, abnormal increases in retail stocks and consequent losses from this as well as depreciation of goods.

Be it RESOLVED that the Executive of this Association be instructed to further take up this question with the Shoe Manufacturers' Association, with a view to complete co-operation of the two organizations for the amelioration of conditions that are menacing and costly to the whole trade.

WHEREAS retail shoe conditions have been made practically intolerable by the large number of more or less temporary stores that have been opening for the sale of boots and shoes at what are represented as low prices: and whereas many of these establishments announce their stocks as having been purchased from manufacturers direct; and

WHEREAS this continued state of affairs not only makes it difficult for the legitimate retailer to do business, but also contributes largely to create and maintain the impression that profiteering exists in the shoe trade of Canada, both wholesale and retail:

Be it RESOLVED that this Association condemns this tendency to encourage irresponsible concerns and especially those that are known to do business by what may be considered unfair methods, and that the Executive be instructed to take up this matter with the Shoe Manufacturers' Association with a view to arriving at a definite plan of procedure by which this evil may be eradicated.

WHEREAS we recognize the necessity for Government taxation in order to meet the extraordinary conditions brought on in Canada as well as other countries by the late war: and

WHEREAS the retail shoe trade has been and is prepared to bear its full share of the enormous burdens brought about by abnormal conditions arising from the war:

Be it RESOLVED that this Association place upon record its conviction that the receipt tax, as recently applied by the Dominion Government is in its opinion both unnecessary and hurtful to retail interests, as involving procedure both vexatious, and likely to severely affect retail business as well as promote evasion.

Be it RESOLVED further that the Dominion Government be petitioned to have said regulation abrogated, and such increase made in the Sales Tax as will meet any necessity for further revenue.

WHEREAS it seems that the income from the present annual fees are not sufficient to retain the exclusive services of a competent paid Secretary, as well as pay for the general office and executive expenses of the Association, and also as the work of the N.S.R.A. seems to be in a more or less degree a duplication of the work of the R.M.A. where a shoe section is already formed, and as many retail shoe merchants refuse, and are refusing, to join the N.S.R.A., not because it is not a good organization, but because they already pay fees to the R.M.A. and will not pay to a second organization.

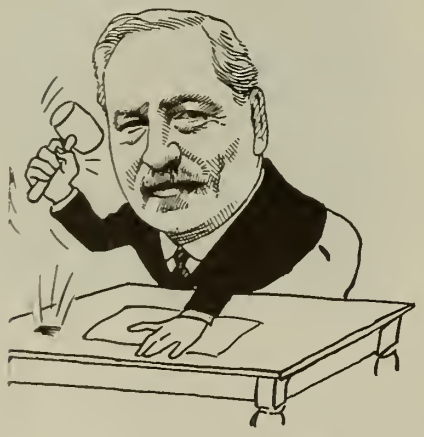
RESOLVED that authority be given the Executive of this Association to proceed if they deem it advisable at once with steps which will lead to an amalgamation with the R.M.A. with the best possible interests and arrangements for the good of this Association, and if possible, a plan by which this N.S.R.A. will not lose its identification.

Shoe Manufacturers' Association of Canada

Annual Meeting a great Success. All Provinces Well Represented-Important Business Transacted.

THE Fourth Annual Convention of the Shoe Manufacturers' Association was held in Hall "D" of the Mount Royal Hotel, on Tuesday, January 16th. There was a large representation from various parts of Canada and the room was comfortably filled when the meeting was called to order by President Daoust.

President Daoust congratulated the members upon the representative attendance and welcomed them most cordially on behalf of the Montreal trade. He



President Daoust opens the session

outlined very briefly the work of the past year stating that the manager, Mr. Weaver, would cover it more fully and he did not wish to anticipate what he might say. He referred however to some of the salient features of the work of the Shoe Manufacturers' Association during the past year. The increase in membership he attributed to the activities of the manager, Mr. Weaver. During the year, the head office had been moved to Montreal, where it was functioning successfully. The tariff had been a source of some anxiety, following the election, but the strong representations made by the Trade, had resulted in the change made being virtually nominal. A credit service for Manufacturers had been instituted, to considerable advantage. The question of technical instruction in shoemaking had been investigated, and progress was being made. The manager of the Association, Mr. Weaver, had been sent to the meeting of the Styles Committee of the United States with good results.

Mr. Daoust expressed satisfaction at the prospects for this Convention. Nearly seventy sample rooms were taken, and he hoped good business would result from the efforts.

The President then repeated the substance of his remarks in French.

The reports of the Secretary and Treasurer were then adopted the latter showing a surplus of about $4,000 on hand to the credit of the Association.

Manager's Report

The manager, Mr. S. Roy Weaver then presented a summary of activities of the Association for the year 1922 as follows:

Credit Service on wholesale accounts instituted with results which we believe are very satisfactory. We have on file valuable information regarding every wholesale account in Canada. In this service we have secured the co-operation of many wholesalers who recognize that our credit service is a protection and of decided advantage to wholesalers whose credit position is beyond question.

The Association has not attempted to develop a complete service of credit reports on retail accounts but has issued a very considerable amount of credit information, serving as clearing house of credit information.

The Association organized last Spring the largest and most representative deputation of any single Canadian industry which ever waited on the Federal Govern-

Mr. L. Theorat
Secretary

Mr. J. E. Warrington
President

Mr. S. Roy Weaver
Treasurer and Manager

ment to urge maintenance of tariff protection for the Canadian shoe manufacturing industry. We have reason to be satisfied that the Government was impressed with the representations which were made.

Standardization of shoe cartons and shipping cases has been well advanced. A special report on the standardization of shipping cases will be presented by Mr. Louis Daoust.

Arrangements have been made for techn cal classes for shoe workers at the Montreal Technical School and if the experiment here is as successful as we expect it will be the Association will endeavor to have similar classes opened by other shoe manufacturing districts.

The Association has served as a clearing house for members' experience with customers who deal unfairly with their supply houses by returning goods or cancelling orders without justification or making unreasonable claims.

We have conducted a machinery and equipment exchange and have been instrumental in bringing buyers and sellers together to their mutual advantage.

The Association has investigated a number of cases of alleged dumping and in a number of cases has brought to the attention of the Government evidence which has resulted in strict enforcement of the law. During the present Convention a special Committee will meet to consider representations to the Government in regard to valuation of imported boots and shoes for duty purposes.

We have issued to our members a very considerable amount of trade information of various kinds, including several summaries of court rulings which constitute valuable precedents.

The Manager attended the meeting of the Joint Styles Committees of the Shoe Trade in the United States and made a report to the membership.

Publicity work of considerable importance has been done. Amongst other activities we combatted the criticism of the industry on the ground that shoe prices were excessive in consideration of the price of hides. In this connection we issued 50,000 copies of Shoe Industry Facts No. 4.

Following adoption of an Association emblem copies were made available to our members at a nominal charge and are being employed to a steadily increasing extent on member's stationery.

The Association organized the Shoe Style Show at the Canadian National Exhibition at very moderate expense to the members which participated and we have reason to believe that the Show had very definite beneficial results as a demonstration to the public of the range, quality and merits of Canadian-made footwear.

We have completed very strong representations in opposition to the proposed increase of 50 per cent. in freight rates on boots and shoes when shipped in fibre containers or unstrapped wooden boxes and are organizing a deputation to meet with the Freight Classification Committee at 10 o'clock on the morning of Wednesday, January 27th.

We have urged upon the Government application of the present Marking Law to imports of boots and shoes and we are hopeful of action at an early date.

The Association has been partly instrumental in effecting a better understanding between the several branches of the shoe trade and this splendid Conven-

Mr. Weaver was a busy man.

tion is one of the results of such co-operation.

There have been a great many minor activities and we have served our members in various ways which we believe have been appreciated.

Standardizing Shipping Cases

Mr. Louis Daoust then made his report with regard to cartons and containers. He said it was to be regretted that the adoption of the standard sizes of cartons had not been unanimous. Some slight changes

Executive of Shoe Manufacturers' Association of Canada

had been made so as to ensure not only greater uniformity but adaptability to the various classes of shoes. He announced and distributed the committees new schedule of sizes in containers and explained that they were using outside measurements in cartons and inside measurements in containers with the latter so arranged that the cartons were packed with the fronts up. The advantages to the manufacturer, wholesaler and retailer included uniformity in appearance of shelves, quicker deliveries, lower overhead and insurance, better shipping conditions and a five per cent. decrease in cost. The sizes were carefully worked out to suit manufacturers, retailers and carriers.

"FIGURING COSTS TO SAFEGUARD PROFITS"

By Howard P. Cobb, C.P.A. and Industrial Engineer, Boston, Mass.

Mr. Chairman and Gentlemen:

In accepting the invitation of your Secretary to speak at this session or your meetings, I was assured by him that should I be able to show you gentlemen how to make money in the manufacture of shoes, I would indeed be popular. I hope that I have a message which will assist you in the right direction.

And to that end have selected as the basis of my talk the subject of "The Application of Manufacturing Expense to the Cost of the Product", and coupled with that a discussion of certain cost elements often overlooked in figuring shoes.

The manufacturer who can produce economically, should and does get the business and make the profits even in an industry so highly competitive as is the shoe industry.

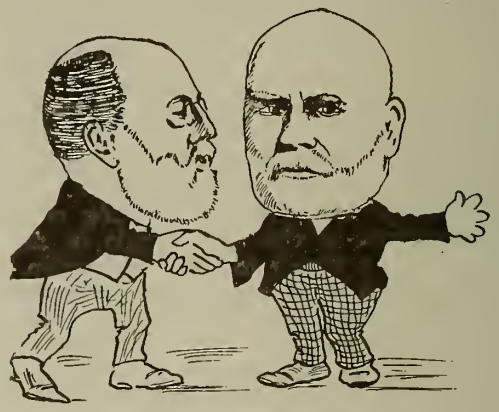
The story is told of a certain manufacturer who offered to pay out of his own pocket to have a cost system installed in the plant of all his local competitors, claiming that such an outlay would save him money. His basis of reasoning was that his competitors did not know their cost to manufacture and therefore were under-bidding him, who did know his costs, and were interferring with his legitimate business, even while they were in the process of going broke.

There are many small manufacturers in the United States who conduct their business by rule or thumb methods, or no method at all. In other words, they sell their shoes at whatever price they can and trust to luck that they will come out whole.

It is true in the shoe centers of the United States, and I assume the same applies to Canada, that the cost of the major elements entering into the production of shoes are practically the same to all manufacturers. By that, I mean that upper leather costs each manufacturer the same, except that possibly one man can buy a little cheaper than another if cash is available, that labor is about the same in different localities and that the cost of a plant in which to manufacture the shoes would be about the same, that is, for concerns of the same size. Therefore, the difference in price as between one manufacturer and another of the same size resolves itself into more efficient shoe-making and a smaller manufacturing cost per pair. How is the smaller manufacturing expense obtained? It is obtained by a closer supervision over the many details entering into it and is reduced by the increased volume of sales which come by reason of lower prices.

The application of manufacturing expense to cost is probably one of the hardest problems which the manufacturer has to face. First to obtain what the manufacturing expenses really amount to, and then how should they be applied to cost. Some manufacturers use a percentage basis; that is, they figure their manufacturing expenses say at 10 or 15% of the selling price. But they are putting the cart before the horse because the selling price should be based on the total cost, plus a profit, and by this method they first have to know what the selling price is before they can complete the figuring of cost. It is an easy method, but it doesn't mean anything, and the only possible argument in favor of it is, that it distributes the manufacturing expense among the shoes in proportion to what is supposed to be their value. For example; supposing that you are making one shoe for $3.00, and another shoe for $3.50 on a percentage basis of 10% for manufacturing expenses, we charge 30c. into the cheaper shoe and 35c. into the more expensive shoe, but the proper absorption of the manufacturing expenses depend wholly on your selling a sufficient proportion of the more expensive shoes as compared with the cheaper shoes, so that in total you account for all of the manufacturing expenses. This method is not logical. Manufacturing expenses should be figured in costs on the basis of the average per pair; that is, the average cost per pair for last season adjusted by the number of pairs that is expected to produce this season. This sounds complicated, let me illustrate it.

For example, assuming that a manufacturer knows that his approximate manufacturing expenses for twelve



Hon. E. J. Davis and Mr. John Ritchie were present in spirit.

months will amount to $50,000. If he manufacturers but one pair of shoes, then his manufacturing expense per pair will be $50,000. If he manufactures 50,000 pairs, it will be $1.00, and if he manufactures 200,000 pairs it will be 25c., and that is about what it should be. Let us then look at the question of manufacturing expense from that angle that is, not how much our manufacturing expenses have been per pair after the year is finished, but let us consider in advance how many pair of shoes we have got to make to get our manufacturing expense down to the point at which it ought to be, and figuring from that angle we have a better opportunity to figure our selling price down. In using the word cost here, I am speaking of the estimated cost. Shoe manufacturing is a great deal like the contracting business in that the product is usually sold at a price before its manufacture is commenced and it is only by effecting economy and efficiency in its production that the article can be manufactured at the price at which it was sold. You gentlemen who have been reading the articles in "Hide & Leather" will note that in "Manufacturing Expenses", I have classified only elements that are fairly constant. In other words, expenses that do not vary with volume. This is done principally so that problems such as we are discussing can be worked out. Let each manufacturer work this for himself.

First: What is the capacity of the plant? How many pairs of shoes could you make in twelve months, if you had the order? Second: How much will it

cost for manufacturing expenses in that time? That is, what will it cost, no matter whether you make 800 pairs or 1000 pairs a day? You have got to have an organization, you must pay for rent and heat, light and power, etc. Third: Having arrived at your total manufacturing expense estimate for a year and the total maximum production which your plant can turn out, what then is the maximum manufacturing expense per pair that your plant is capable of doing? Admitting again for the moment, that the cost of the major elements are the same to all manufacturers per pair, what would be your cost per pair at maximum production, and would that cost permit you to sell your products at a price low enough to obtain maximum production?

Maximum production would be an ideal, but ideals are seldom realized. Let us then figure not on maximum production, but on a production as near the maximum as general business conditions and the selling prices which we have arrived at will permit. We will assume that maximum production is 200,000 pairs a year, and at that rate overhead expense would be 25c. a pair. But assume that the best that we could hope for would be 150,000 pairs, then theoretically our manufacturing expense would be 37½c. per pair, but as efficiency decreases as volume decreases let us assume 40c. per pair. Then 40c. a pair is what we should figure for manufacturing expenses in our shoes. If we do not make 150,000 pairs, we lose, or if we let our actual expenses get ahead of our estimated expenses, we lose, but we lose with our eyes open. Let us carry the example further. Let us assume that for the previous year our average manufacturing expense was 60c. per pair, I mean that is what it actually figured to after the year was finished. Probably the principal reason why it worked out to 60c. per pair was because the factory did not make shoes enough and the principal reason why a factory does not make shoes enough is that their prices are too high.

Think this over carefully and I think you will agree with me, that is, if your costs are higher than they should be, due to the fact that your production is not great enough for your plant, that you cannot expect the customer to pay for it. Therefore, if you want to sell shoes, you must work your prices down to the point, not where you will lose money under any circumstances, but where you will gain money if you make sales enough.

This is a theory, but a theory that has been worked out time and time again. I know of a manufacturer whose expenses are $50,000 each season, that is, approximately six months. For the first four months in each run, he figures his shoes at a price that covers the actual material and labor, plus a sum which will net him 50,000 in four months. That is, he is leaving out any element of profits but he is selling at a price that will pay him for his entire six months' manufacturing expense in four months. For the other two months of the run he sells at any price he pleases above actual labor and material cost and all that he makes above that is profit, because he had paid for his entire manufacturing expense in four months.

Of course, anything tending toward maximum production has other benefits besides a reduction in manufacturing expenses per pair. With a large volume, upper leather should be used up more economically, buying in larger volumes has its advantages. The whole thing is a gamble—shoe manufacturing is a gamble anyway—but a gamble that should be based upon logic, a thorough understanding of the industry, and trade conditions.

Let us think now of the necessity for detail costs in the small plant. They say that a man with a very little of the world's goods has more need to leave a will than a millionaire. Because his heirs probably need the money immediately, whereas the heirs of a millionaire probably have resources of their own and the need is not so imperative. The same is true of the small shoe manufacturer. He has got to know where he stands, what he is doing from day to day, from month to month, because it may make all the difference to him between success and absolute failure; where with the manufacturer it is more likely to result only in reduced profits. The trouble with most small manufacturers is that they have been so accustomed to carrying all of the detail of the business in their heads and think they know just how they stand, and probably for a time they do, but it is when the business has grown a little bit and got out of their grasp but they don't realize it, that the trouble comes. I do not think that it is necessary to endeavor to impress you gentlemen with the need of knowing your costs, but I do want to take up the remainder of the time at my disposal in telling you of some things that are a part of cost, but very often overlooked, and in doing that, I hope in a small measure to assist you to make some money, or at least show you how to safeguard yourselves against losing it. The tangible things for which you spend your money every day are noticeable and likely to find, and probably do find their way into your costs. It is the intangible things, things that are not known until the end of the year that hurt; among them are depreciation on the plant, depreciation on lasts, dies and patterns, losses on returned shoes, and factory damage, and cancellations, the loss on samples, whether you figured sufficiently in your cost for compensation for your own services, whether you make ample provision for bad accounts and whether you turn your capital a sufficient number of times each year to insure sufficient profit. These are the things that make or break you. They are mighty hard things to find out unless you fully realize their importance and keep your records accordingly.

Depreciation of plant and equipment is intangible, in that no one sends you a bill for it, but as a strict matter of fact, it is a very tangible thing. Buildings and machinery wear out every day they are used, sometimes they wear out faster when they are not used. Therefore, depreciation is one of the elements of costs and should be figured at a fair rate in the shoes; if not figured, then the manufacturer is only fooling himself. The thing that is of even more importance is the depreciation of lasts, dies and patterns. As a rule these items do not wear out, they go out of style and become obsolete. In most factories a new style of last, or possibly two or three styles have to be introduced each year. It may be justifiable to capitalize the purchases of lasts, dies and patterns for the first year that the concern is in business. For each year thereafter, all of the lasts, dies and patterns purchased in any one year should be charged off in that year and this charge should be figured in costs. Otherwise, there is being carried on the books and on the statements an asset which is not an asset in that nothing could be realized from the sale of it. Five cents (5c.) a pair is a fair figure to charge in costs.

I have known shoe factories to go into bankruptcy because of the losses which they sustained from returned shoes. Losses on returned shoes will average as high as 8c. per pair of shoes manufactured, that means the cost of every pair of shoes that the Company manufactures in a year must bear a charge of 8c. to compensate for what they lose through returned shoes. This is a very important element of cost, and the same is true of factory damaged shoes and cancellations. In some factories, the cost of samples made is a considerable item, and after their usefulness is over they sell for less than

20% of their cost. Sample losses then is one of the elements of costs and should be figured in the shoes.

While some manufacturers take such a salary out of their business that it handicaps them by making their costs excessive, in the majority of cases, particularly in the smaller concerns, manufacturers do not take enough for proper compensation. It is true that a man goes into the business because he thinks he can make more money in business for himself than he can working for somebody else. If that is so, then his business should pay him at least the salary that he could earn working for somebody else, and a profit on top of that.

One of the principal losses in shoe manufacturing is that of bad debts. If a man is doing business with jobbers, he had a fair opportunity to keep tabs on the financial condition of that concern and while he may extend them considerable credit, and his loss, when he has one amounts to a considerable sum, yet the concern doing business with the small dealers has his receivables more widely distributed but is working in the dark more or less as to the financial responsibility of these dealers and the losses although smaller for each failure, amount to considerable. It is good business policy to anticipate the losses of this nature by setting up reserves for bad debts and at the same time figuring something in costs to take care of this misfortune. One-half of 1% of the total sales is considered a fair figure to set up for this purpose. The result of handling a reserve in this way is that if at some later date losses are suffered for shoes shipped in a prior year, you have already made allowances for such losses in that year and are not confronted with the necessity of charging these to the current year.

Of all the business failures in the United States, the highest percentage are due to lack of capital, that is brought about through the expenses of the business eating up the capital before the business has reached the volume that it should reach to take care of the expenses under which it is working. A manufacturer starts in business with a certain amount of capital of his own and he expects that if his business is in a growing condition that he can borrow additional capital sufficient to carry him along. This is good business and he has every reason to expect that it will work that way, but he often fails to consider the type of business that he is in and how often he will be able to turn his capital in a year. Under ordinary conditions he should be able to turn it at least four times a year and sometimes six, and by capital, I refer not only to capital invested, but also whatever capital is borrowed. But if he extends long time credits or takes on slow-paying accounts, he can very easily work himself into a position where he cannot continue in business even though he is solvent.

In closing, I want to speak somewhat about the percentage of profits which a shoe manufacturer should expect to realize from his business. Percentage of profits is figured in the first instance on the volume of business done, not on the capital invested. With this in mind, then a concern that can earn 10% net on its sales in any year is considered as doing a good business, provided that the relation of sales to capital invested is such that the manufacturer finally realizes 20% on his capital.

Mr. A. Bélanger, Principal of the Montreal Technical School then gave an address on Technical Education and its application to shoe workers. Mr. Bélanger's address which was in French explained in detail the work done by the school for the iron, wood, electrical, chemical and other industries. He said, the Montreal Technical School, was already teaching some branches of the mechanical work of shoemaking. He emphasized that it was not practicable at this stage to have separate schools for shoemaking, but that it was necessary for the present to have shoemaking taught as one of the activities of general technical schools.

He had no doubt that in the near future an extension of the work would be undertaken in the Montreal and other institutions of its kind that would embrace spheres not already on the curriculum.

Factors in Cost

At the afternoon session, Mr. Wilfrid Gagnon took up the question of "Factors in Shoe Costs". He referred to the very able address given by Mr. Cobb, which he said covered the ground most thoroughly. He said that any manufacturer who had broken even during the past couple of years should be satisfied.

QUELQUES CONSIDERATION SUR LES PRIX COUTANTS.

Par M. Wilfrid Gagnon (Aird & Son).

M. le Président, Messieurs:—

Vous venez d'entendre l'exposé si clair et si bien developpé que Mr. Cobb vous a présenté sur les prix coûtants.

Je suis heureux de me joindre à vous, M. le Président, et d'exprimer à notre invité d'aujourd'hui mes sincères felicitations.

J'espère que son travail sera imprimé et répondu à profusion parmi les membres de notre industrie et si j'avais un regret à exprimer, ce serait celui de constater, que ceux qui ont le plus besoin, de renseignements sur cette question, sont probablement ceux qu'un sujet comme celui-ci n'interessera pas.

Je tiens aussi à remercier publiquement Mr. Cobb, qui a eu l'aimabilité de me faire parvenir sa conférence il y a quelques jours et de vous éviter ainsi, au moins, quelques répétitions. Notre association a voulu que cette première session soit presque totalement employée à l'étude du problême le plus sérieux que nous ayions à résoudre.

Le question des prix coûtants est aussi vieille que celle de la fabrication; le calcul du prix coûtant d'une chaussure est aussi important que la fabrication elle-même; c'est la base de toutes nos organisations; la raison du succès de ceux qui réussisent et presque inevitablement la cause prédominante de la faillite.

Je suis fier de dire, que d'une façon générale, les manufacturiers de chaussures du Canada representent un groupe d'hommes travaillants et honnêtes.

Les faillites et les insuccès dont nous avons soufferts, sauf dans quelques rares exceptions, ne sont dûs ni à la malhonnêteté ni à l'apathie.

Si nous cherchons à la source des choses, nous verrons bien plutôt que le très grand nombre de ceux qui sont tombés ou qui n'ont jamais progressé, ne savaient pas calculer leurs prix.

Quel est celui d'entre nous qui n'a pas eu plusieurs preuves évidentes de cette erreur?

Nous comprenons tous que nos prix ne peuvent pas et ne doivent pas être exactement les mêmes; la compétition la plus serrée existe dans notre industrie; mais lorsque l'on présente des échantillons exactement semblables de deux maisons également placées à presque tous les points de vue, avec des cotations différentes de 20 à 30%, il y a évidemment erreur quelque part.

Voila l'erreur que nous voulons corriger.

Le danger de mal établir un prix coûtant est double.

La chaussure mal calculée sera trop chère ou trop bon marché; dans le premier cas elle ne se

vendra pas du tout, dans le deuxième, elle se vendra trop.

Il semble, par ailleurs, inutile d'insister sur les avantages et la necessité d'un système de prix coûtants bien établi.

Je ne prétends pas que parceque vous aurez bien calculé vos prix, vous serez inévitablement prospères, mais je puis vous assurer, que si vous ne l'êtes pas, vous toucherez au moins du doigt la raison de votre insuccès.

Vous verrez, par exemple, que vos dépenses sont trop élevées, que votre matériel vous coût trop cher ou que votre main d'oeuvre est trop payée: en un mot, vous verrez claire dans vos affaires, et c'est là le point important.

On dit que la médicine guérirait tous les maux, si dans chaque cas le docteur pouvait infailliblement diagnostiquer la cause de la maladie.

Il est un peu de la médicine comme de l'industrie de la chaussure.

Il est d'importance primordiale que plusieurs d'entre nous cessent de marcher dans la vague; notre production, peut être de 100 paires ou de 3000 paires par jour, peu importe, cette nécessité est la même et la règle s'applique à tout le monde.

Avez-vous, parfois, considéré la somme de profit net que vous avez réalisé dans une année normale par paire de chaussures?

Dans les manufactures de chaussures de moyenne qualité, je doute forte que le profit net soit de plus de 10c. à 15c. de la paire.

Inutile de vous dire, que sur une marge de profit net a 10c. de la paire, il n'existe pas beaucoup d'espace pour faire de grandes concessions.

Nous allons maintenant considérer ensemble, comment certains manufacturiers calculent au'jourd'hui leurs prix coûtants; j'essaierrai de vous expliquer ensuite, brièvement, comment, dans mon humble opinion, les prix devraient être figurés; nous passerons en revue les élements les plus importants de leur calcul, et je terminerai par quelques remarques sur les erreurs les plus communes.

Un grand nombre de manufacturiers se contentent de figurer les quantités de matériel, les prix de la main d'oeuvres puis d'ajouter ensuite une avance de supposons 25%.

Ce pourcentage doit comprendre les charges fixes, les salaires de bureau, de contremaîtres, etc., etc.

Je ne suis pas prêt à condamner cette méthode en autant que l'avance ajoutée est basée sur des chiffres; je reviendrai d'ailleurs sur ce point dans un instant.

Mais ce qui est condamnable, c'est que dans la très grande majorité des cas, ce pourcentage n'est basé sur rien du tout.

Une avance de 25% peut être trop forte pour certains manufacturiers et trop faibles pour un nombre d'autres.

Il faut de toute necessité établir le rapport entre vos depenses et le chiffre de vos affaires pour déterminer le pourcentage à ajouter.

Une objection assez répandue vient de ceux qui ont peur d'avoir à tenir une comptabilité specials.

Rien n'est plus faux.

Avec un système très simple, vous pouvez être en mesure de déterminer justement combien votre administration vous coûte. La tenue de livre la plus simple au monde suffit pour vous donner en quelques minutes le chiffre exact des dépenses que je vous énumérerai dans un instant. Il vous suffira en effet d'ouvrir un compte séparé pour chacun de ces items, au lieu de les comprendre dans un seul compte. Voyons d'abord, quels sont les élements du calcul d'un prix coûtant?

J'en trouve quatre:

1" LE MATERIEL.
2" LA MAIN D'OEUVRE.
3" LE COUT DE LA FABRICATION.
4" LE POURCENTAGE DE PROFIT.

Les erreurs commises par les manufacturiers portent assez rarement sur ces deux premièrs points.

Le matériel est une chose toujours assez facile à déterminer.

On peut faire un essai sur la quantité des pieds de cuir, de doublure, de "findings" employés par caisse d'une certaine chaussure.

Le point le plus délicat peut-être, est celui des "findings."

Une pratique en vogue semble de faire une revue à tous les six mois ou à tous les ans de la quantité de findings employés et d'en repartir ensuite le coût total sur la quantité de paires fabriquées.

Mr. Wilfrid Gagnon

Ceci peut alors servir de base pour la période suivante sans crainte d'erreur.

La main d'oeuvre est aussi chose aisée à calculer; je veux parler ici de la main d'oeuvre productive. Nos employés sont la plus part payés à la pièce et la tâche est de beaucoup simplifiée.

Dans le cas des employés payés à la semaine; seul un examen sérieux du temps employé dans chaque opération peut déterminer le coût de cette opération.

La main d'oeuvre non productive comprend les contremaîtres, le bureau, les vendeurs, l'ensemble enfin de tous ceux dont le role n'est pas de produire mais bien plutôt de faire produire.

La main d'oeuvre non productive entre dans la troisième partie du calcul d'un prix coûtant, elle est une dépense, elle est le premier facteur du coût de votre fabrication et non le moins important.

Je ne contenterai ici de vous énumérer les différentes dépenses qui pèsent sur les épaules de chaque manufacturier.

J'en trouve 16:

énumération 1" salaires non productifs,
énumération 2" frais de banque (environ ⅛ de 1%).
énumération 3" loyers (Batisse, Machinerie),
énumération 4" dépréciation et dépenses sur édifice,
énumération 5" dépréciation sur forms et patrons,
énumération 6" dépréciation sur marchandises retournées,
énumération 7" dépréciation sur chaussures endommagées dans la fabrication,
énumération 8" taxes fédérales, municipales et provinciales,
énumération 9" pourcentage de mauvaises dettes,
énumération 10" dépenses de bureaux (papeterie, timbres, telephone, telegrammes),
énumération 11" fret et charvoyage,
énumération 12" lumière et pouvoir,
énumération 13" dépenses de voyage,
énumération 14" dépenses d'annonces,
énumération 15" assurances,
énumération 16" escompte.

Plusieurs de ces frais généraux one été analysés dans la conférence de Mr. Cobb.

Je lui suis gré de vous avoir déjà suggéré le moyen le plus pratique d'appliquer ces dépenses à votre prix coûtant.

Ce moyen consiste à déterminer d'avance la quantité de paires que vous espérez raisonnablement fabriquer dans le cour de l'année et de repartir ensuite le coût total de ces dépenses sur chaque unité de paire.

Ce moyen est évidemment le plus logique et le plus facile à mettre en exécution.

Malheureusement dans un pays comme le nôtre où la spécialisation est presque impossible, ce moyen n'est pas toujours praticable.

Supposons un instant que le total de vos dépenses soit de $50,000 pour une production de 200 mille pairs de chaussures.

Votre moyenne de dépenses sera de 25c. par paire. Vous pouvez l'inclure dans votre prix coûtant sans crainte de vous tromper.

Cette méthode que j'appellerais volontaire "La methode parfaite" devrait être employée par tous ceux qui fabriquent un article à peu près uniforme.

Mais encore une fois nous sommes un pays jeune où la spécialisation est rare.

Je connais certain manufacturier dont la production est composée de chaussures d'enfants de 90c. et qui fabrique en même temps un très grande nombre de lignes de 2.50 et 3.00.

Dans le cas de ce manufacturier, c'est le chiffre d'affaires qui importe plus que la quantité de paires.

Comment espéreriez-vous satisfaire à son cas en ajoutant, disons, 25c. par paire pour les dépenses.

Nul doute que la chaussure de 2.50 ou 3.00 supportera aisément cette répartition, mais la chaussure de 90c. ou d'un dollar la supportera-t-elle?

Il ne nous reste donc qu'une issue possible, celle du pourcentage.

Il sera nécessaire de déterminer d'avance le chiffre moyen d'affaires que nous ferez dans l'année qui va suivre.

Si ce chiffre est de $500,000.00 et que les dépenses sont de $100,000.00, le pourcentage de vos dépenses sera de 20% de votre chiffre d'affaires.

De grace remarquons 20% de votre chiffre d'affaires, ne veut pas dire qu'il suffit d'ajouter 20% pour couvrir vos dépenses.

Un très grand nombre de gens commettent l'erreur grossière de croire que 20% sur le prix coûtant représentent 20% sur le prix vendant.

Ceci est absolument faux.

Pour obtenir 20% sur votre prix vendant, vous devez ajouter 25% sur votre prix coûtant.

On vous a parlé tout à l'heure du profit net que nous sommes appelés à obtenir.

Mr. Cobb a fixé très justement ce profit à 10% du chiffre d'affaires.

Messieurs, il y aurait lieu ici, de déplorer amèrement les conditions qui existent dans notre industrie.

Je vous demande en vérité, combien d'entre nous pouvent affirmer avoir jamais réalisé 10% net de leur chiffre d'affaires.

Nous sommes 150 manufacturiers dans ce pays, et il y en a-t-il 10 qui même dans les années normales, pourraient montrer ce bénéfice.

N'est-il pas vrai que les manufacturiers de chaussures se satisfont plutôt d'un profit net varient de 1 à 3% de leur chiffre d'affaires et méritent le reproche que j'entendais une personne désintéressée leur adresser:

"Vos prix sont trop bas".

Remarquez bien, que ceci n'est pas une invitation aux manufacturiers à devenir des profiteurs.

Je crois à la compétition bonne et honnête mais je crois aussi que la majorité de ceux qui sont engagés dans notre industrie, ne recoivent un juste retour de leur capital.

Comparons un instant notre industrie avec les autres du pays, avec l'industrie du caoutchouc, du coton, des cuirs, avec les industries du bois, du papier, du fer, de la laine; nulle part, vous trouverez une compétition aussi serrée, une marge de profit aussi faible.

Vous verrez d'après les statistiques que 50% de ceux qui se sont établis dans la chaussure les 5 dernières années ont disparu.

La cause presque invariable de leur défaillance, réside dans leur ignorance du coût exact de leurs dépenses. A coté de ces nombreuses maisons qui sont faillies, parmi ceux de nous qui restent, vous en trouverez un très grand nombre qui sont en affaires depuis 15 ou 20 ans et dont le capital n'a presque pas augmenté.

Messieurs, je vous disais il y a un instant, je crois à la compétition honnête, mais j'ajouterai aussi, que je crois aussi à la co-opération.

Si nous devons subsister et grandir, il est de nécessité absolue que notre travail soit plus rémunéré, que nos efforts soient plus unis.

Nous devons attendre aussi de nos fournisseurs de matériaux et de machineries un traitement plus équitable. Avant de terminer ce modeste travail, je voudrais vous mettre en garde contre une ou deux des erreurs les plus fréquentes que commettent certains vendeurs.

Il arrive assez souvent, que l'acheteur prenne comme base une chaussure de prix moyen pour en faire une chaussure de qualité supérieure.

Permettez-moi d'illustrer par un example:

Je suppose que vous ayez en main une chaussure de cuir uni dont le prix vendant est 2.00.

On vous demande d'y ajouter quelques fantaisies, puis on change le talon de cuir pour un talon de caoutchouc, on vous fait augmenter la qualité du matériel, changer la semelle, etc., etc.

Vous figurez le prix coûtant de ces améliorations mais vous n'ajoutez aucun pourcentage pour

dépenses. Si bien qu'à la fin vous avez ajouté 15.00 à 20.00 par caisse de matériel et de main d'oeuvre, sans avoir figuré en aucune façon vos dépenses extraordinaires.

En d'autres mots; vous avez vendu une chaussure à 3.00 sur laquelle vous n'avez ajouté que l'avance d'une chaussure de 2.00 sans vous en apercevoir.

Les manufacturiers devraient prendre la résolution de ne plus coter de prix sans avoir sérieusement calculé le pour et le contre de l'échantillon qui leur est soumis.

Rien n'est plus dangereux, que de figurer à peu près l'augmentation des profits et la répartition des dépenses.

Un argument assez puéril, et qui a encore sa vogue est celui-ci: Un tel peut fabriquer cette chaussure à 2.00, j'ai moins de dépenses que lui, je ne paie pas 10,000.00 par année pour un gérant, 15,000.00 pour mes vendeurs, etc., moi, je peux la vendre à 1.90.

Un examen approfondi vous fera voir que les dépenses du manufacturier qui paie 25,000.00 en comparaison sont moindres que celles du second qui ne paie que 5,000.00 pour ces deux fonctions. Il serait à souhaiter que cette compagne d'éducation que l'association a entreprise, porte ses fruits. Il y va de l'intérêt de tous, fournisseurs, manufacturiers ou acheteurs. Le jour viendra tôt ou tard où chacun aura à regretter d'avoir encouragé ceux qui n'ont pas à la base de leur organisation un système de prix coûtant bien établi.

Synopsis in English

After complimenting Mr. Cobb on his able address on this subject, Mr. Gagnon said that lack of knowledge of costs was the principal reason for lack of success of the shoe manufacturer. When we see two sets of samples that are exactly the same with a difference in price of from twenty to thirty per cent., there must be something wrong. It is usually the result of not properly figuring costs.

A great many are content to figure quantities of materials, cost of labor and then add about 25%, which is supposed to cover fixed charges, office salaries, foremen, etc. No fault is to be found with this method except that it is often based on nothing at all. An advance of this kind may be too high for some, and too low for others. The percentage should be based on actual figures. A simple system ought to determine correctly what your cost of administration is. It will be necessary to open an account for each of the following items, instead of one single account. The four elements which enter into costs are: materials, labor, cost of production and percentage of profit. Mistakes are rarely committed with regard to the two first items. In the first the point often overlooked is findings, and in the second the non-productive labor such as foremen, office help and salesmen.

There are sixteen separate items of expense that manufacturers must bear in producing their product, that must not be overlooked: (1) non-productive salaries, (2) bank costs (about 1/8 of 1%), (3) rentals (building, machinery, etc.) (4) depreciation and repairs, (5) depreciation of lasts and patterns, (6) depreciation on returned goods, (7) depreciation of goods damaged in manufacture, (8) taxes (federal, municipal, etc.), (9) bad debts, (10) office expenses, (11) freight and cartage, (12) light and power, (13) selling, (14) advertising, (15) insurance, (16) discounts.

The best means of applying these costs is to determine in advance the quality of pairs which it is reasonably expected to be produced in the course of the year, and to divide the total expenses on each pair unit. This seems the logical and easy way, but is not always practicable. Supposing the total expenses are $50,000.00 for a production of 200,000 pairs of shoes, this would mean 25 cents per pair which should be included in the cost of the shoes. In the case of a manufacturer who makes children's shoes at 90c., and a large number of other lines at from $2.50 to $3.00 a pair, this division would not be equitable.

In the latter case it would perhaps be more desirable to take a percentage upon the turnover. If the output is $500,000. and the expenses are $100,000. the percentage would be 20% of the turnover.

A great many figure,however, that 20% on the selling price means 20% on the turnover, which is a mistake. It is necessary to add 25% to the cost price to realize 20% of the turnover.

Mr. Cobb has stated that the shoe manufacturer should realize at least 10% of his turnover. There are one hundred and fifty shoe manufacturers in Canada, and I venture to say that there are not ten who realize this standard even in normal times. It is more nearly 1 to 3% and it is not astonishing that the charge is often made: "Your prices are too low." I believe in good honest competition, but do not think that the majority of those in the industry receive a just return on their capital. As a result 50% of those in the business during the past five years have dropped out, and those who have been in the business for fifteen or twenty ears have hardly increased their capital.

Mr. Gagnon referred at length to the cost of changes in shoes to meet demands of travellers and retailers, and the common habit of meeting a competitor's price as very dangerous and hurtful to the trade. A small manufacturer argues that because a large concern sells a certain shoe at $2.00, he can sell it at $1.90 because his expenses are lower. He forgets that the expenses of a manufacturer whose management and selling expenses are $25,000 a year are much less in comparison than those of the man whose cost is only $5,000 for these two heads.

Mr. Gagnon hoped that the work of the Association along this line would bear fruit. The day will come sooner or later when those who have not as a basis of their organization a well established system of costing, will regret it.

THE OUTLOOK FOR 1923

Mr. John A. Walker covered briefly the question of "The Outlook for Nineteen Twenty Three."

I have been asked to say something regarding the outlook of the shoe trade for 1923, and as the general conditions of trade throughout the country effects the shoe industry, I have taken some figures from the statistical records of Canada's year 1922, in comparison with 1921.

In the year 1922 Canada's total trade for twelve months, ending November 30th., amounted to one billion six hundred and sixteen millions of dollars, being seventy-four millions of dollars less than 1921. The bank clearings for 1922 were sixteen billions, two hundred and forty millions of dollars or more than a billion of dollars less than 1921. However, it is gratifying to know that Canada has been highly favored by production from the fields and mines of our country, as the Western Province's gave us the enormous crop of eight hundred millions of bushels of grain, which, with the value of the Ontario field crop total six hundred and eighty-eight millions of dollars, or approximately twenty-two per cent. more in dollars than 1921. The total production of minerals in Canada for 1922 is valued at one hundred and eighty-one millions of dollars or an in-

crease of six millions of dollars over that of 1921.

Although the total trade and bank clearings show a decrease, the outlook is brighter for 1923 than 1922 for many reasons, and one of particular interest, is the wonderful harvest in the West. While we may not benefit immediately, we will indirectly get the benefit, as the Western farmer will pay his indebtedness to the merchant and the merchant will be able to give wholesalers and manufacturers their share, but this does not mean the East is going to get one hundred per cent. of past due accounts immediately, as the farmer has suffered as much or more than any class of industry by the reduction in the valuation of his products and it will take longer than this year for him to get back to normal trade conditions, and, until the financial position of the West has improved, the Westerner will have to get outside financial assistance. I believe it is a harder proposition to-day, to judge credits satisfactorily, than at any period in the past twenty years.

Mr. John A. Walker.

Mr. Walker then read an extract from the Gazette giving a review of shoe and leather conditions as follows:—

Canada's export trade in boots and shoes almost has reached the vanishing point. For the first half of the current fiscal year, such exports amounted in value only to $60,812, which is less than one-twentieth of the figures for the corresponding period two years ago. So far as Canadian leather footwear is concerned, export opportunities are not encouraging, partly because shoe manufacturing is one of the first industries developed in new countries, while competition for markets is exceedingly keen and exchange and tariffs combine to offer almost insurmountable handicaps to export business from this Dominion. There is comfort, however in the knowledge that our exports of footwear cannot go much lower and that even to-day a number of the Canadian manufacturers are doing a little business in the selected export fields and expect to be able to develop such trade to profitable proportions.

Fortunately the criticism of the shoe industry in respect of prices of footwear in relation to the prices of hides has been dropped. It is to be hoped that such cessation is due to a better understanding of the facts and to recognition of the difficult and trying conditions from which this industry only now is emerging. In no other Canadian industry do conditions of keener competition obtain than in shoe manufacturing, and the manufacturers have been compelled to do everything in their power to reduce the costs of production and marketing. Manufacturers' prices to-day for footwear are so low that in 1922 few firms made even bank interest on their invested capital. The heavy casualty list among shoe manufacturing concerns during the past two and a half years has not involved any easing of competition, because new plants have been established in almost equal number as those which have disappeared.

In spite of adverse conditions the shoe trade according to authentic information has shown some development, there being an increase on production last year of about thirteen per cent. on 1921. The figures stand about as follows:—1920 sixteen million pairs, 1921 fourteen and a half million pairs and 1922 sixteen and a half million pairs.

So far as I can learn the stocks on the shelves of the retailers are almost depleted in the popular selling lines and as the retailer, generally speaking, has not placed advanced orders for spring delivery, I am of the impression, that there will be a shortage of saleable shoes when the early spring trade opens, particularly so, if we have an early spring or warm weather for Easter which is 1st of April.

Throughout the country in general, perhaps there is nothing more noticeable, than the difference in the number of unemployed, in comparison with a year ago, as the change is very marked, which is an indication that conditions have changed for the better.

In conclusion I wish you to give some consideration to the Government Stamp Receipt Tax, imposed by the Federal Government, and which has been in operation since the first of this month. We, no doubt, agree that it is necessary for the Government to raise money, and it must raise money, but I am of the opinion that the Government would realize more money, the public be better pleased,and business less disturbed if the Government would discontinue the Stamp Receipt Tax and increase the present Sales Tax at least one half of one per cent., or to an amount to be decided upon by the Government at Ottawa. I would, therefore, suggest that this association, as well as the wholesalers and retailers, will at the proper time, during this convention, approve of a change in the Revenue Tax, by discontinuing the Stamp Tax, and increasing the amount on Sales Tax.

The Retail Situation

Mr. Fred Ahrens, on the "Retail Shoe Situation" said that the subject interested all manufacturers. The commercial reports showed 3,200 retail failures last year. He thought, however, it was a good time for greater optimism and especially for co-operation. He instanced the present Convention as indicating the growth of this spirit. He thought that the wholesale and retail trade could work together for the solution of the style problem. There was no doubt that a great deal of the hesitation and uncertainty in the shoe business arose from perplexity on this point not only so but stocks were increased and losses sustained by this unnecessary multiplicity of shoes. He thought, however, that the future was more promising and that from now on there would be an acceptable change in the situation. Canada with its wonderful resources was better situated than any other country and they would the sooner feel the effects of recuperation.

Wholesale Shoe Conditions

Mr. John Tebbutt, dealing with wholesale conditions, suggested some changes that he thought would work benefit to all concerned. He proposed an invoice which would give the factory case number, the buyer's order number, and the factory and buyer's sample

number. He proposed better uniformity of terms and suggested that net 60 days, one per cent. thirty days and two per cent. for cash should prevail.

Mr. Tebbutt said he was not an orator but a shoemaker, possibly the only one in the room but nevertheless he made a rattling good practical, optimistic speech.

STYLES

Mr. A. Lecours covered the shoe style problem briefly and showed how the present method of getting out new styles every week or month militated against the interests of both Wholesaler and Retailer.

The convention's programme mentions my name as speaker on "Styles". Do not believe that I am coming to you as a prophet to point out the styles that you should be making, or the styles that are going to prevail for next season. On the contrary, I just want to make suggestion, as to the possible way of limiting this production of new styles, which is an obstacle to our trade.

Your experience, has no doubt, proved to you that the fact that making and offering new styles every week to the retailers, has been detrimental to yourself, as you were putting the retail merchant in a position where he would not know what lines to buy. You have very often heard, or have had the following remark made to you by your travellers, in regard to this style's problem, where the customer would say: "How do you expect me to order shoes from these samples? Before this order is made up and shipped, you will call on me again to offer me other novelties. We are accumulating too much bad stock, following that policy, we shall buy later on."

I believe, Gentlemen, that the retail merchants are right in complaining, and I would further state, that by doing this, we are working against our own interest, and that we contribute towards stopping the merchant from buying, or we delay the placing of his orders. We do not do justice to our lines, and help to kill them by the fact of producing new ones every month or every week. I feel convinced, Gentlemen, that there is a way to overcome this trouble, which is what I intend to suggest. I would not say that this proposition will solve the problem, but I think that if we were to adopt it, it would mean quite an improvement.

Allow me, at first, to put this question to you: Do you believe that the old way of placing orders will ever come back? I mean the placing of orders in September and October for Spring, and April and May for Fall. My opinion is that we shall never see those conditions prevail again, and this is where my suggestion comes in. I would suggest three placing dates per year: January 1st., May 1st., and September 1st. At those dates only, we would have the privilege of showing new styles, and we would bind ourselves not to offer any novelties between those dates, but any manufacturer could copy the lines already on the market, offered by another Canadian concern.

With this policy, we would have three seasons of four months each. The retailer would then be assured of a period of four months, during which there would not be any novelties offered. He could then place orders without hesitation, knowing he would have time to dispose of his goods in the course of the four months. This is all my suggestion, Gentlemen, it is simple, easy of execution, and if with your co-operation, we can improve it, so much the better, because I feel, as though we should take steps to stabilize our trade, and re-establish our industry on a solid and secure basis.

Mr. J. E. Warrington then spoke upon the betterment of the Association services for 1923. He referred to what had already been accomplished by the Association since its formation, and suggested that members send in suggestions to the executive. He also thought the time was coming for sub-divisions of the Association, so as to allow manufacturers in similar lines to get more closely together. He also suggested uniform terms and conditions in selling, and also on the policy with regard to returns. He suggested that an attempt be made to establish uniform method of costing, also inspection of plants, to increase efficiency and save risk. He advocated more definite credit reports and touched on the necessity for increasing or bringing back to the former position the British preference.

At the close of the session, a resolution was moved by Mr. N. MacFarlane, seconded by Mr. L. T. Deslongchamps, that the Association extend its Credit Service to cover retail stores, providing the Wholesalers were willing to co-operate.

Mr. Fred Ahrens

TUESDAY MORNING JANUARY 16TH.

It was eleven o'clock before the Third Session of the Shoe Manufacturers' Association got under way on account of the fact of other attractions, principally the Wholesalers' Annual Meeting elsewhere in the building. Mr. Daoust then called upon Mr. James Acton, of the Shoe and Leather Journal for an address on "Reminiscences of the Shoe Trade". Mr. Acton said:

Messieurs:—

Je regrette de ne pouvoir parler français assez bien pour vous adresser la parole en votre langue maternelle sur mes réminiscences du commerce des chaussures et du cuir.

Pour plus de trente cinq ans j'ai été en contact intime avec les deux races et je compte parmi mes meilleurs amis autant de compatriotes français que d'anglais qui ont tous travailler ensemble pour le progrès de l'industrie et le développement de ce grand Dominion de Canada. C'a été pour moi une grande inspiration d'avoir rencontré par le passé des hommes tels que Coté, Boivin, Bresse, Migner, Séguin, Lalime, Lapierre, Hémond et autres qui étaient sur le front de bataille il y a une génération. comme ce l'a été les années dernières de co-opérer avec votre président et tous les autres qui au-

jourd'hui contribuent à faire du Canada une première nation dans le monde des chaussures et du cuir.

Je respecte trop votre langue, que je lis du reste aussi bien que l'anglais, pour tenter de faire justice à mon sujet avec quelques remarques éparses en français et j'ose croire que vous m'excuserez si je me sers de l'anglais pour vous parler plus en détail de mon expérience. Ma première expérience à Quebec il y a trente cinq ans m'a rendu quelque peu timide. En descendant la côte d'Abraham js rencontre un ouvrier et lui demande en mon meilleur français: "Où est la rue St. Valier?" Il enlève de sa bouche un courte pipe et me répond avec un fort accent irlandais: "If yez kape on down the hill, yez will be on St. Valier St."

Ce bonhomme avait deviné que je n'étais français.

Mr. President and Gentlemen:

I need hardly say that I appreciate very highly the compliment you have paid me in asking me to say a few words to you of a reminiscent nature with regard to the shoe industry and its history, and although the invitation involves perhaps the faint suggestion of the accumulating years, it also carries with it the honor of being identified with the "old brigade" of the shoe trade that laid so well the foundations of the industry in the past generation.

I shall be careful not to arrogate to myself of the prerogative of age, and inflict upon you a long aimless talk upon the past but in as brief a way as possible refer to the men of a generation ago, the conditions that surrounded them, and the wonderful developments that have taken place in the shoe industry during the past three decades.

Industrial Conditions

When we consider that the factory system as we know it in the shoe trade to-day was practically nonexistent thirty or forty years ago, we begin to realize what the pioneers in the industry had to contend against in laying the foundations. The machinery and equipment found in the smallest shop to-day were largely unknown and many of the shoes were made outside the shop, particularly in the case of fine lines which were mostly hand made. It was quite a common sight even thirty years ago to see a room full of hand sewn shoemakers in a factory. The goodyear welt was only introduced here about thirty-five years ago, and the inventor, Mr. Charles Goodyear, Junior, who came to Canada to introduce the process, had the utmost difficulty in persuading manufacturers to adopt it, although they had been using McKay machines for a considerable time. We had the pleasure of a visit from Mr. Goodyear on more than one occasion when he spoke of the difficulty he and his representatives had to persuade shoe men that the machine would turn out as good work as a skilled shoemaker. There was no such thing as the U.S.M. System of to-day. Manufacturers did their own engineering and there were two shops in Montreal that made or rebuilt machines packed up on the other side of the line, either by their customers or themselves. Old timers will remember the late B. J. Pettener and Thos. Hocking quite easily.

All the finer lines of men's and women's shoes prior to that period were made by hand, and many manufacturers continued to employ hand workmen even after they had installed welt machines, which were at that time crude in comparison with what they are to-day. There were no lasting machines, and there was no such thing as friction burnishing, all the edges and soles having to be finished with heated burnishers.

In fine shoe materials all our best leathers were imported. French Grison Kid and French Calf were supreme for fine shoes, and were not rivalled by anything made in the United States or England. Patent leather was imported principally from France and Germany for the same reason although some fairly good leathers of this class were being turned out across the line. Fortunes were spent in the endeavour to produce Dongola or calf that would equal the foreign product, and it was not until some years later when chrome tannage was perfected that Canada began to produce her own fine shoe leathers in which she equals any country in the world to-day as to quality and finish.

The same might be said of shoes. The large majority of the fine lines thirty-five years ago were imported and our manufacturers looked upon the fact with equanimity, as they were not equipped to compete with the foreign product. In a large sparsely settled country it was necessary at that time to make a great many lines, and this involved such a diversity of materials and operations that specialization was out of the question. I remember one prominent shoe manufacturer of Quebec who considered his product as amongst the best in Canada, and boasted that he had only slightly over eight hundred lines. But as time passed, adverse conditions changed and specialization has to a considerable extent enabled Canadian shoe manufacturers to place their lines side by side with those produced by the best competitive houses outside of the country. When even twenty or twenty-five years ago it was impossible to get up-to-date equipment, our factories are now furnished with everything from lasting to treeing machines as completely as any similar industry in the world.

In styles it was taken as a matter of course that Canada should be at least a year behind the United States and manufacturers would saunter leisurely over to Boston, New York or Philadelphia and come back with models that had already run their course in the American market. This is in marked contrast with what may be found in some of the samples being shown this week hot from the Chicago griddle. By the way, a shoe style show in Chicago instead of Boston is but another illustration that the world moves.

Business Conditions

Prices may change from one generation to another, but after all general conditions remain about the same. I was reading a hide report in the Shoe and Leather Journal of 1888 recently that illustrates this fact. Buff hides at that time were quoted at 4½ cents, and one tanner was bemoaning the fact that they had gone up to 4¾ cents, and were likely to go higher. He said in the interview that money could not be made in the tanning business when hides rose to over 5 cents a pound. Calf-skins were selling at this time at about six cents. Buff, pebble and splits were selling at 9 cents to 12 cents according to quality, hemlock sole at 18 cents and slaughter sole at 23 cents. Some of the shoe prices taken from the JOURNAL pages are interesting. J. D. King and Co. advertised a men's calf balmoral, goodyear welt with slip sole for $2.50 with the retail price on it of $3.25. The popular price for a woman's Dongola kid buttoned boot, McKay Sewn, was $2.00 wholesale and $3.00 was the price of French Kid Buttoned welt shoes of the best type.

In staple lines men's grain bals machine sewn were quoted at $1.90, oxfords $1.45 to sell at $2.50 and $2.00 respectively. Women's pebble bals were quoted in twelve pair cases at $1.35 to sell at $1.75. Men's fancy Christmas slippers were freely advertised at from 55 cents to 65 cents wholesale. But the popular lines for country trade were those in women's to sell at a dollar

Blachford "In-Stock" Service

Three Leading Staples

"Combination Fitting"

9597—Kid Lace Oxford W. C. Cuban Heel Combination last 133-Code Summer
Price $5.15

6588—Patent Lace Oxford W.C. Cuban Heel Combination last 133-Code Sybil
Price $5.00

7589—Glazed Black Calf Oxford W.C. Cuban Heel Natural Calf Lining Combination last 133-Code Scarlet
Price $5.15

8860—Chippendale Brown Calf W.C. Cuban Heel Natural Calf Lining Combination last 133-Code Scarrow
Price $5.15

"Nature Shape"

9622— Kid Lace Oxford, Whole Cut Tip, a Neat Medium Toe, Cuban Heel. Code Shapino
Price $5.15

"Combination Fitting" Bunion last

9589—Kid Lace Oxford, Whole Cut, Comfort Low Heel Combination Last 21. Round Toe. Code Sturdy.
Price $5.15

(All lines A-B-C-D widths, Sizes 3 to 9)

Terms: Net 30 days

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

A Popular Model

Peterboro SHOE

No. 506. Smooth tan Mennonite Plain Toe, Half Bellow Tongue, Standard Screw. Munson Army Last, Chrome Waterproof Bulldog Sole, Lock Stitch, No. 1 quality throughout. Our most popular boot $3.90.

B. F. Ackerman, Son & Co., Limited

Peterboro Ontario

Attractive Colors in

COLLIS CALF

Collis Calf is a full grained upper leather produced in clear finishes, showing many brilliant and attractive colors.

Shoes for men and women made of this tannage show a character and personality, that assures immediate sales.

Collis Calf is made in all weights and grades. Have you tried our staple lines of black in

Smooth, Box, Eye-Buck, Scotch Grain

The Collis Leather Co., Ltd.

Aurora Ontario

and men's at a dollar and a half. These were the bread and butter of the trade, and jobbers made their trips East to see how close they could buy these lines which run from 65 cents to 85 cents in price. At that time shoes were sold at round figures and it was impossible to convince a retailer that he could split the quarter dollar and sell at $1.15 or $1.65.

Men of the Trade

It would be impossible to devote time to half of the men who figured at all largely in the shoe trade of a generation ago. I shall touch lightly upon a few of these early captains of the industry. The most outstanding personality in the trade thirty-five years ago was the late Charles F. Smith of James McCready and Co., whose factory was then on St. Peter St. corner of Youville. Mr. McCready himself did not take a very active part for two or three years before his death in December 1890. Mr. Smith was known to everyone as a broadminded, kindly but keen business man, whose openness was proverbial. He had no business secrets and was as frank about his affairs as he was about his opinions. He admitted he was not a shoemaker and said he was often thankful for that as the shoemaker was too often carried away by fads. He said he was in business to make good shoes but to make them at a profit. He was a man beloved as well as respected by all who knew him, and especially by those who worked for him.

Mr. Wm. Ames was a fine type of man who knew the shoe business from start to finish. He was well up in years when I knew him first, and left much of the details of the business to his partner the late J. C. Holden. Mr. Herbert B. Ames, now Sir Herbert, was at that time a young man in charge of the factory production, and was highly esteemed by all who came in contact with him, and by none more than the youthful editor of the Shoe and Leather Journal, who profited by his practical experience. Mr. G. Boivin was a merchant of the old school who came down to business in frock coat and silk hat. He was a thorough shoeman, however, and his concern turned out a one piece boot that was extremely popular for years. He wore a long beard, to his waist in fact, and it was a pleasure to sit down for a chat with him in his office on St. Paul Street.

There were so many others at that time in Montreal, that there would not be time to refer to them individually Most of them, almost all, we might say have passed to the great beyond. Amongst these was James Leggat, at that time the largest jobber in Canada, James Robinson who afterwards attained this eminence began with the basement under his residence on Park Avenue.

In Quebec, J. H. Botterell was perhaps the most outstanding figure in the "eighties." He was a fine polished gentleman who spent a good deal of his time travelling especially towards the close of his business career, and was always ready to recount his foreign experiences particularly with regard to shoes He had an able lieutenant in the person of Mr. Payne, a patriarchal gentleman with long white beard who became as well known as Mr. Botterell in the business.

John Ritchie has outlasted all his confreres in Quebec in years and experience. Firms have come and gone and he has gone on, seemingly, forever. Mr. Ritchie's factory is practically in the same place today as in 1888 but the offices have been removed from St. Helene St. to St. Valier St. No one in all the years has stood higher as a man or a shoemaker than John Ritchie who has in the city of Quebec often in trade and labor disputes been called the peacemaker. Although not active in business he still comes down from day to day to the office, and the same array of comfortable looking pipes surround him.

The French end of the business in Quebec was represented principally at the time referred to by G. Bresse and O. Migner. Mr. Bresse was a man who was actually a self made man. From very small beginnings he built up a large business which extended all over Canada He had until towards the end of his career most primitive ways of running his establishment, which as far as buying was concerned was on a cash basis. He was a bachelor and latterly left his business quite largely to a competent staff although he never took his hand quite off the tiller. He was made a Senator of the local legislature, and rather enjoyed being addressed as "Senator."

If I had time I might give some interesting and amusing stories of other men of the trade such as the late Henry Griffith the genial Irishman, W. A. Marsh, the shrewd, far-seeing shoeman, W. H. Polley the Yankee Canadian who did not seem to lose heart under the most adverse circumstances. He once said to me that he left Marsh because he being the practical man did not see the sense of making money for a bookkeeper. In the West the most outstanding men of the period were W. B. Hamilton, J. D. King, James Cooper and James McPherson. These were at the head of the largest shoe establishments west of Montreal. W. B. Hamilton took seniority because his concern dated back to the fifties. He was a man, who like Mr. C. F. Smith of James McCready and Company, Montreal, was a thorough business man rather than a shoemaker and the long successful career of his concern attests the value of good business management added to practical knowledge of a business. No man has stood higher in the trade or in the community than the late W B. Hamilton.

J. D. King and his partner Charles Brown were originally cigar travellers, and made a success of the business after Wm. Damer the head of the Damer, King and Brown and the practical man, withdrew. "King" shoes for many years had a reputation second to none in the country. J. D. King himself was a quiet but gential man whose merchandizing ability was attested by the large business which he built up before he died. He was always ready to sit down and discuss shoe or public matters over a good cigar for which he never lost a relish.

James Cooper was a practical shoemaker and never lost the habit of addressing a friend as "shopmate." He was on the job at the factory at seven o'clock in the morning, and superintended the large establishment of Cooper and Smith personally. When the firm failed he went to Buffalo and has since died. The firm made a line of staple goods that were in great demand in Ontario.

Mr. James A. McPherson, of John McPherson Co. Hamilton, was a thorough practical shoeman, and was regarded as one of the best in Canada. He gave his whole time to the practical end of the business, and left the office department to those who did not seem to properly take care of it. When the concern was reorganized some years ago, he withdrew and has lived since in California. He was a great sport and an authority in this line as well as shoes. He had the finest shoe factory in Ontario in 1888.

There are other Ontario manufacturers worthy of mention some of them still in the game but most of them have left the scenes of their earthly endeavours. All these men of faith have had their part in the great march of progress that the passing years have witnessed. The development has been so gradual and so steadily forward that we hardly realize the progress made or

the difficulties surmounted. With the most complete equipment the improved transportation facilities and our closer contact with world conditions, the business of shoe manufacturing has been made considerably simpler On the other hand, competition, the incessant demand for change and other factors of which our predecessors knew so little, constitute problems that seem to militate against the possibility of millionaires being developed in the process of shoe manufacturing.

What the next quarter of a century in the industry may reveal is problematic. There is no doubt that distribution is the great factor in the present cost of shoes. Whether some plan may be evolved that will minimize this item of expense is the great challenge to the coming generation of shoe producers.

Mr. J. A. Beaudry, of *Le Prix Courant* and *La Chaussure*, gave an interesting description talk with regard to his visit last year to Russia. He gave a complete historical sketch of the development of conditions as they obtain to-day in Russia, from prior to the war, outlining the civil war which followed. He traced the growth of bolshevism and its connection with the autocratic conditions that prevailed prior to 1914. He said there were only two sources from which an overthrow might be expected of present soviet rule, namely from outside or from within. It was not likely that outside powers would embroil themselves with the situation and the minority soviet regime had such power over the uneducated helpless majority, that there was little to hope for a counter revolution. He referred to the seeds of unrest being sown by the bolshevist propaganda and said that undoubtedly outside countries would sooner or later have to deal with the menace. He said prospects from social and financial conditions of trade with Russia just now, were hopeless. The difficulty was getting into Russia and then of getting payment for goods. The only chance was to take a ship load of goods over and exact payment in kind.

(We hope to give Mr. Beaudry's interesting address more fully in a later number.)

Bankruptcy Act

The following resolution re the Bankruptcy Act was then read and adopted:

"Whereas the Federal Bankruptcy Law has operated to the great disadvantage of creditors and, in effect, has provided and advertised an easy way for debtors to evade their rightful obligations; and

"Whereas it deprives unfairly the party granting credit of the right to curtail or withdraw such credits, thus contravening a principle which should be recognized in all commercial relations; and

"Whereas operation of the new Act has afforded an opportunity for easy-principled persons, obtaining appointment as trustees, to encourage failures or compromises at the expense of the creditors;

"Therefore be it resolved that this Association urgently request the Government repeal the Act without unnecessary delay, or at least so to amend it as adequately to protect the interests of creditors, and to reduce the list of trustees to a small number in each district, who should be appointed only after thorough investigation as to their qualifications and standing;

"And that a copy of this resolution be forwarded to every member of the Dominion Cabinet."

British Competition

A second resolution regarding imported shoes was presented and adopted. It follows:

"Whereas importations of footwear of British manufacture under the low rates of the British Preferential Tariff are causing uneasiness amongst Canadian manufacturers; and

"Whereas special efforts are being made by manufacturers in the United Kingdom to market their products in Canada;

"Therefore be it resolved, that this Association make the strongest possible representations to the Government relative to the threat of increased importations of British leather and felt footwear, and urge that adequate protection be provided for Canadian boots and shoes against such importations."

Made in Canada

It was also urged that imported boots and shoes be marked with the name of the country of origin, and the meeting resolved to urgently request the Government to apply the present marking law to all imported

Jules Payan was on the job as usual

boots and shoes. It was further resolved that members of the Shoe Manufacturers' Association of Canada mark all shoes made in their factory with the Canadian trade mark.

Election of Officers

The officers of the Shoe Manufacturers' Association for the year as recommended by the Nominating Committee, are as follows:—

President, J. E. Warrington, Quebec; 1st. Vice-President, L. P. Deslongchamps, Montreal; 2nd. Vice-President, J. A. Walker, Toronto.

District representatives: Western, R. J. Leckie; Ontario, G. W. McFarlane, F. H. Ahrens, W. H. Duffield, S. H. Parker, G. H. Ansley, L. C. VanGeel, Geo. A. Blachford; Montreal District, Raoul Lanthier, A. Lecours, J. T. Tebbutt, A. Tetrault, N. MacFarlane, Wilfrid Gagnon; Quebec, J. E. Samson, J. M. Stobo, D. Marsh, G. B. Goulet; Past Presidents, S. Scott, Jos. Daoust; Maritimes, A. Reid.

A Resolution was passed asking the Rubber and Felt Manufacturers' Associations to appoint representatives to the Executive Committee for co-operation in the matter of the new Credit Service.

"WHILE IT IS NEWS"

The Shoe and Leather Journal has held back its regular issue in order to provide its readers with a full report of the proceedings at Montreal, as well as an outline of the Chicago Show. We believe our subscribers will appreciate this effort to give them the news "hot from the griddle," as in keeping with the usual policy of the Journal to place SERVICE above convenience and expense. In our next issue, we will have a further review of the styles shown at Montreal together with the cream of the Chicago Retailers' Convention which we have had to hold over.

The MARYON Shoe

Spring Specials For Wholesalers

Maryon popular styles will be welcomed by all dealers who are looking for shoes with exceptional attractiveness both in style and value to create big trade for Spring.

In our extensive range are featured the newest ideas in strap effects, Button or Buckle—and also the most popular productions in Colonial and Tongue models—all offered in a complete choice of leathers and combinations.

Snappy style and moderate price make our Turn Slippers highly popular everywhere.

Complete your Spring Lines NOW by taking advantage of the trade pulling features of Maryon Styles and Values.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q.

The Style Situation

Chicago and Montreal Shows Indicated Satisfactory Measure of Stability—Straps, Oxfords and Tongues.

THOUGH he felt in his bones it was highly improbable, and almost impossible, there was hardly a retailer who visited Chicago or Montreal, who did not have a fear that the style situation was likely to be upset, and his programme shot to pieces. If these shows have done nothing else this year, they have served to show retailers and manufacturers that for a few months they can play the game with comparative safety. And in that measure they have served their purpose.

Those who were on hand have gone home feeling that they had many shoes in stock that would sell, and that they could buy plenty of pretty shoes with which to brighten up their stocks and help move the ones on hand, always taking it for granted that present stocks do not include quantities of high boots with pointed toes and Louis heels. Nearly anything that sold last year will sell this year if pressure is put behind it.

A general survey of the situation shows straps still in the majority, though for early spring oxfords will sell in greater quantities in some localities, while of course, sport oxfords will be quite to the fore again. The oxford is to be looked for more in welts, and is worked out on fairly sensible lines. Browns lead in calf and kid. The apron is still with us, though generally shown with a cutout effect. Two tones of brown are seen and fancied to quite an extent. Patent is used to quite an extent either as a basic leather or as trimming. Sport oxfords will run to white with black trims, or in some cases red or green trimmings. The elk shoe for sport wear will be sold, though it is not expected to have as wide a vogue as last year. Quite a number of samples are shown with soles and heels of heavy raw rubber. Most authorities predict an unprecedented demand for sports shoes. Heels on welts remain fairly low. Some flapper types are seen, but the general range runs from 12/8 up.

Mr. George Gales says "Give them what they want."

If Your Hockey Shoes Are

SAMSON'S

The Hockey Shoe Trade Is

YOURS

These shoes produce greater sales because they give greater satisfaction in wear through their exclusive improved fitting features and their reliable workmanship.

By taking advantage of our exceptional values in Staple Lines you can boost your steady turnover and profit.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

THE "RITCHIE" ARCH SUPPORT SHOE

Made on a last designed by a specialist in the correction of foot troubles.

Specially hollowed out in the shank and under the transverse arch.

Double trussed steel shank securely riveted to insole secures pressure against arch in walking.

Rubber orthopaedic heel, extra long on the inside, supports the shank, and carries the weight of the body, thus relieving the arch.

Made in black kid and black and colored calf, dressy in appearance, with medium round toe.

Carried In Stock

THE JOHN RITCHIE Company

QUEBEC **LIMITED**

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.

Strap welts, which should supersede the oxford with the arrival of Easter cover a wide range of patterns and combinations. Buttons were shown almost exclusively, but there are some who believe the buckle will come back strong, particularly with sport effects. Greys, particularly suede, are in pronounced favor, but for ordinary wear brown or black calf or kid shoes will sell in large numbers, while patent shoes and shoes with patent trimming should move well. The patterns are worked out in sufficient variety to suit any trade. Combinations of grey and black, grey and brown, brown and black, beige and black, beige and brown, white and black, white and red, white and green, embody apron effects, cutouts, underlays, collars, and fancy stitching in contrasting colors.

Tongues, chiefly of the smaller variety were shown with and without straps. There will be many smart tongue welts sold and worn, in black, brown, and other colors, with stitching or underlays on many of the tongues.

Heels on the strap and tongue welts are higher in the average than on oxfords, while toes have a tendency to be less rounded than on oxfords.

Turn shoes lend themselves more to the production of novelties, and as their chief purpose is for afternoon or evening wear, more novelty is to be expected. Straps, mostly one strap, lead in the turn samples shown. And these straps carry one or two buttons. Small tongues are shown in large numbers, while one, two three or four eyelet ties, gradually shade into oxfords which may or may not carry a tongue. Many patterns are worked out with cutouts or underlays on vamp or quarter, and some of the patterns come fairly close to the sandal of last summer. The strap and tongue are combined in some models, in others the tongue is merely indicated by the pattern. This type combines the appearance of the tongue pump with the fitting quality of the strap shoe. In some cases the strap effect is retained, but the strap replaced by a ribbon tie. The cutout oxford, and the tie, aside from the tongue pump, is probably the most noticeable development in the turn shoe for spring.

Black satin, grey suede, beige suede, combined with patent, brown or black kid, or other suitable trimmings are leaders. Brocades, silver and gold cloth are distinctively dress materials.

For sport wear, the turn shoe is being worked out in many combinations and effects, so that the dealer should have no difficulty in covering his requirements and brightening his stock to the desired point. If he wants real novelty shoes, he can even get them worked out with sharkskin, or alligator.

Men's shoes do not show more than the natural season to season development. The attempt to "jazz up" shoes with a multiplicity of perforations and pinkings has given way to plainer effects, where the patterns, which are varied, are worked out in double, triple, or quadruple rows of stitches. Toes remain fairly wide and the tendency is towards sensible, comfortable lasts. Sole extension is fairly generous, heels are low, flanged, and in many cases stitched around. Colored stitching, two tone effects, trimmings of pig skin or fleece calf are among the devices whereby novelty is produced. But the man on the street will wear an inconspicuous comfortable shoe, more often an oxford than a high shoe, in brown or black calf. Sport shoes for men are of brown calf or elk, with brown apron saddle. The raw rubber sole and heel are being widely shown in men's sport shoes, and as their effect is sporty, though somewhat heavy, should sell to quite an extent.

SHOE WHOLESALERS' ASSOCIATION OF CANADA.

The annual meeting of the Shoe Wholesalers' Association of Canada was held at 10 a.m. on Tuesday, January 16th, with President Ralph Locke in the chair, and a fairly good attendance of members. The President's address welcomed those present and outlined the activities and conditions of the past year. Mr. S. Roy Weaver was again appointed Manager of the Association.

Mr. J. A. McLaren, President
Shoe Wholesalers' Association

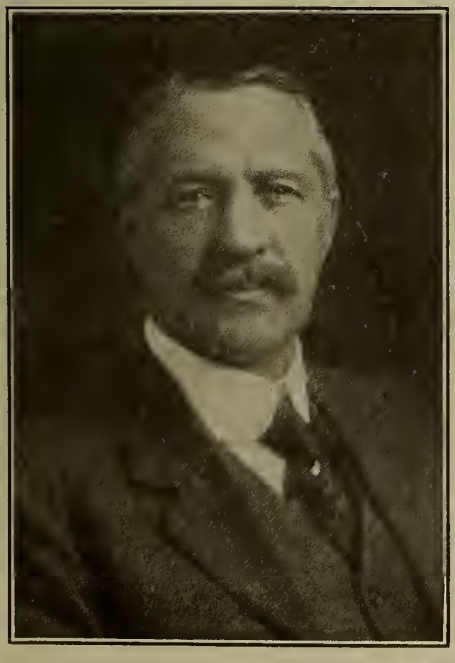
The minutes of the previous annual meeting were taken as read, and the Manager presented a brief outline of what had been accomplished by the organization.

Resolutions were presented and adopted concurring with the Shoe Manufacturers' Association in the establishment of an Association Credit Bureau and in the protest to the Railway Freight Association with regard to the proposed increase in freight rates and to the government with regard to the Bankruptcy Act.

The following Officers and Executive were at the close of the meeting elected for the current year: Officers: J. A. McLaren, President; A. Congdon, 1st Vice-President; Geo. Brown, 2nd Vice-President.
Executive Council: British Columbia, John Damer; Alberta, J. D. Dover; Saskatchewan H. Henry; Manitoba, J. J. Kilgour; Ontario, R. B. Griffith, R. B. Wanless, H. White; Montreal, W. Gironard, H. V. Shaw, J. Normandin; Quebec, E. Darveau.

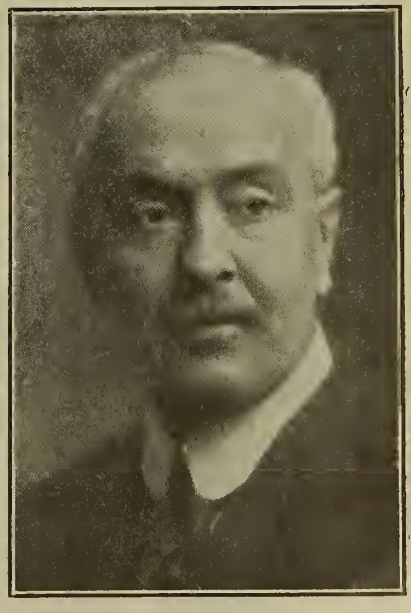
VISITORS TO CHICAGO.

Amongst the visitors to the Windy City during the Convention and Shoe Style Show were: Chas. A. Ahrens, Kitchener; R. D. Ayling, Toronto; W. S. Ashplant, London; G. H. Ansley, Perth; James Acton, Toronto; W. H. Belleveau, Kitchener; Arthur Bonisteel, Aurora; Howard Blachford, Toronto; Alex. Brandon, Brantford; G. A. Blachford, Toronto; S. A. Bell, Toronto; J. Bauslough, Brantford; F. Bauslough, Brantford; Mr. Cummings, (R. Locke, Montreal); J. H. Chisholm, Toronto; J. A. Connor, Dominion Rubber System, Montreal; R. Clark, Winnipeg; Mr. De Lancy, Montreal; N. Davison, C. C. R. Co., Montreal; W. G. Downing, Vancouver; J. Dunbar, Quebec; D. F. Desmarais, Montreal; Mr. Deguise, Montreal; Aubrey Davis, Newmarket; Peter Doig, Montreal; Alf. Fox, Winnipeg; Geo. G. Gales, Montreal; Harvey Graham, Quebec; C. F. Hoyt, Montreal; Mr. Hawkes, Victoria; W. D. Harris, Regina; Jno. Hatch, Quebec; W. A. Hamilton, Toronto; Murray Hamilton, Toronto; A. M. Jarvis, London; Fred Jenner, Toronto; A. B. Knowlton, Brandon; Gus. Lausmann, Toronto; M. Liss, Winnipeg; Mr. H. E. Moles, Montreal; J. D. McDiarmid, Toronto; A. E. Marois, Toronto; F. Marois, Toronto; K. Murray, London; D. McDonald, London; Wm. Marsh, Quebec; Jack Merner, Toronto; Chas. Newton, Winnipeg; A. A. Orendorff, London; Chas. Owens, Toronto; C. F. Rannard, Winnipeg; Ed. Stevens, Ottawa; Mr. Sturgess, Montreal; Mr. M. V. Sheehee, Quebec; F. Smarden, Montreal; G. St. Leger, Toronto; Mr. Stuart, United Last Co., Jack Tilt, Toronto; A. Tetrault, Montreal; Mr. Vaillaincourt, Montreal; S. Wilson. Vancouver; J. A. Walker, and Mr. W. Waller, Toronto,



Mr. Ralph Locke of Montreal
Past President
Shoe Wholesalers' Association

Mr. A. Congdon of Winnipeg
1st Vice-President
Shoe Wholesalers' Association



Mr. Geo. Brown of Quebec
2nd Vice-President
Shoe Wholesalers' Association

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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Cincinnati and St. Louis

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Every good quality which upholds the tradition of English Leather Manufacture is maintained in our products

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Makes only the HIGHEST GRADE of FINISHES

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EXCLUSIVE CANADIAN AGENTS.

We carry large stocks of B.L.S. goods at

MONTREAL KITCHENER-QUEBEC

ready to give you real service.

CYCLONE BLEACH, THE ONLY REAL SOLE BLEACH.
MAGIC STAIN, PARAGON STAIN, ALL SHADES:
KING and ULTRA EDGE INKS BLACK and COLORS.
BLACK DIAMOND HEEL and SHANK INKS.
DYES, BLACK and COLORS FOR ALL PURPOSES.
DRESSING and POLISHES
FOR ALL KINDS OF LEATHER, BLACK and COLORS.
BOTTOM POLISHES, WAXES, etc.

You can't go wrong on this line. Every Item is guaranteed twice; by Boston Leather Stain Co., and by us. If anything goes wrong we make it right quick.

Don't place your WINTER ORDER until you KNOW what we have to offer YOU.

INTERNATIONAL SUPPLY Co.

Main Office
154 Notre Dame St., W. Montreal

BRANCHES
37 Foundry St., W. 566 St. Valier St.
KITCHENER, ONT. QUEBEC

Established 1915

Chicago Convention and Shoe Style Revue

THE attendance at the Chicago Retailers' Convention and Shoe Fair, January 8th. to 11th. was large, but not nearly what was expected although some five or six thousand dealers, manufacturers and salesmen were present. The Colosseum in which the Convention and Fair were held was better arranged than last year, both for the convenience and comfort of delegates and visitors. The interior decorations were all in white and sand color and uniform throughout giving not only a pleasing but artistic effect. This year the runway for the models began at a proscenium at the north end where the orchestra was situated, and ran clear around the gallery with stands at intervals. The Convention Hall was thus far away from the dressing rooms of the models which did away with the noise and confusion of last year.

First Day's Session

The Convention was opened at 2.30 p.m. by President Chisholm who gave a very forceful address in which he referred to the experiences of the past year. He said that they had successfully passed through the most trying period in the history of the shoe trade. He referred to what the Association had accomplished in various ways, and said amongst them was the defeat of the proposed sales tax. He said that the Association had been able to kill the profiteering propaganda by submitting definite information to the government on the cost of doing business, turnover, and profit, which they had definitely established over a period of seven years as follows: Cost of doing business 24.68 per cent; average turnover 1.76 per cent, and net profit 6.17 per cent. He also referred to the defeat of the proposed hide tariff as largely due to the work of the Executive.

Colors and Styles

This seems to be the time when colors are coming into their own, said the President. The retailer must have acceptable information as to colors, thus eliminating as far as practical any possible losses and markdowns through wrong selections. Our semi-annual official color cards are now issued through joint co-operation, not only of the various branches of our own shoe and leather industry, but also of the hosiery interests and the women's wear manufacturers.

During the year 1922 great attention has been paid also to the method of procedure in handling style-recommendations for shoe retailers. It has been our aim to take this out of the indefinite method and to formulate a plan which will finally bring to every retailer, at least four times a year, a recommendation not as to what he should buy, but a recommendation which the leaders in our retail shoe industry feel will be the liveliest sellers for the period under consideration.

We have worked our plan whereby a great deal of thought is given to the preparation of this service and whereby participation in these helpful suggestions is had from tanner, manufacturer and shoe salesman. These, jointly with the N.S.R.A. Styles Committee, drafted what we honestly believe to be the best recommendations which it is humanly possible for men to make. This means safer, saner retailing than ever through cleaner stocks and less hazardous style speculation! We believe we have all successfully run the gauntlet of difficult problems and uncertain or high markets.

Our stocks are reduced and we again have a broader and clearer view to go right ahead and safely buy for the future in present markets. We can now proceed to merchandise our business under more promising auspices.

Canadians Present

A larger number of Canadians than usual visited the Chicago Shoe Convention and Style Show, and were everywhere in evidence with their Canadian badge as well as the official emblem of the Convention. The Canadian badge was the Canadian National Shoe Retailers' button with a little silk Union Jack attached and it attracted a good deal of attention on the part of many who were not accustomed to seeing it.

At the first session of the Convention, the Canadians were welcomed by President Chisholm, who by the way is Canadian born, and the whole delegation being asked to stand got a great salvo of welcome. Unfortunately just before this reception Congressman Britten who spoke on "Association and National Affairs," followed the old tradition of "twisting the lion's tail" in his introductory talk on international affairs, and referred to some controversial matters to say the least injudiciously. Some of the Canadians withdrew during these remarks.

Capt. Howard Blachford of Toronto, Secretary of the National Shoe Retailers' Association of Canada spoke on behalf of the Canadians and made a sane telling address that was listened to with interest and appreciation. He stated that the world to-day needed more than anything else conscientious upright business men and dwelt upon the example that the United States and Canada was setting to the nations of the world of two countries living not only in peace and harmony, but in actual co-operation in many ways. He thought one of the ways in which the shoe industry could best co-operate was the attainment of greater stability in styles, which would undoubtedly minimize the number of failures in business.

The Shoe Style Revue

The management is to be congratulated upon the arrangements and particularly those connected with the Shoe Style Revue. The entire scheme of last year was changed. The decorations were unique and particularly pleasing. The proscenium as already stated was at the north end and the runway ran completely around the building with stands every few feet apart. This gave a splendid opportunity for seeing and noting the shoes displayed very minutely by all who attended. A marked feature was the splendid fitting of the shoes which had been prepared in advance.

The monotony was relieved by some very attractive "revue" scenes in which two teams of eight or ten pretty girls hitched tandem and with jockeys driving them careened and pirouetted the entire round of the runway from each side. They looked like butterflies driven by cupids. Superior lighting effects lent a charm to the whole scene, and made the whole thing one of the most perfect of its kind yet attempted. Other dance specialties were introduced on the proscenium and the runway but this year the tail was not allowed to wag the dog as far as entertainment was concerned.

Shoe Style Notes

The shoes shown comprised the widest possible range including evening, street, walking, hiking, equestrian and rubber specialties, as well as striking leather costumes showing combinations of colors.

There was an absence of anything that might be considered absolutely new in style. There was not anything of which it might be said that it was a departure

"And the **"Hotel Cleveland"** *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

SHOE SHANKS

ALL STEEL
LEATHER BOARD
TURN SHANKS

Leather Board and Steel
Leather Board and Wood
McKays and Welts

MADE IN CANADA

The H. W. Steel Shank & Specialty Co.
LIMITED
PRESTON ONT.

V B

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

in form or design. The thing that struck everybody was the predominance of cutouts and overlays, and the tendancy towards contrasts in combinations and trimmings. Another striking feature was the presence of grey in plain and combinations which in spite of all predictions to the contrary persists very manifestly.

Color combinations were abundant and while patents were strong they did not give endorsement to the promise that spring is going to be a patent season, there was a goodly sprinkling of black satin, calf, kid and also the favorite shades of tan. The outstanding feature was the combinations of black with grey and tan. While kid was strong in summer shoes and buck seemed to be to say the least uncertain. But from the samples shown the coming season promises an unusual sale of sports shoes. Heels in walking shoes and sports continue low.

In evening wear of course, the high heel maintains its popularity and the display of lines in this department was profuse from the ordinary pump to the elaborate brocade, gold and silver cloth. A new thing that promises to have quite a run is "utella" kid and calf a sort of cross between alligator and shark-skin

There was a good sprinkling of colonials and of these the small tongue variety was very considerably in the lead. The strap shoe was however, supreme, the most popular being the one strap with cutouts or overlays and some pretty combinations of white with black, red and green ornamentation were shown. Some of them had colored heels and fancy trimmed heels to match. Overlays in contrasting leathers were also a feature.

Oxfords were another feature and were present in varied interpretations from the plain black to the more ornate two tie effects with cutouts and fancy quarters. Oxfords are a good bet for spring especially in sports all the dealer has to do is to make a wise choice to suit his trade.

In men's good there was little change. While perforations were still in evidence the tendency persists towards fancy stitching. In spite of predictions plain effects do not seem to make much headway, especially plain toes. The lasts are about the same and colors ditto. Tony reds and medium tans seem to be most popular.

Of the whole showit may be said that there are no startling innovations. The retailer may feel perfectly safe both with regard to lines he has in stock where they are at all up-to-date, and those he has ordered. If the show had taken place three months ago it would have meant hundreds of thousands of dollars to both manufacturer and retailer. As one prominent retailer put it, "You can sell almost any kind of a shoe if it is pretty and not too outre."

The Open Forum discussions were the big feature of the Convention, which opened on Tuesday morning with A. H. Geuting of Philadelphia in charge. From this session developed the general opinion that straps will predominate over tongue effects in the ratio of 75 per cent. to 25 per cent. after April 1st in women's shoes, that the tongue effects worn will be small tongue, preferably with goring, and that men's style shoes will be 80 per cent. oxfords in 50 or 60 per cent. tans, 20 per cent. blacks, the remainder being made up of vici kids and patents, the favorite lasts being the French last, the brogue and the English.

President Geuting said: "One of the chief reasons for the wide spread between the cost of production and the retail price to the consumer in the case of footwear is that the rapid style changes do not give the manufacturer a chance to settle down to certain staple lasts and patterns. One of the greatest wastes in doing business to-day is the fact that the shoe merchants are doing an annual business of two billions of dollars and that almost one billion dollars' investment is required to carry their stocks. We ought to be able to reduce the investment to half a billion. If colonials are good, we should pick out one or two patterns that we think will sell and then stick by our guns. The same thing applies to straps. Style is important and necessary, but style means nothing unless we have the sizes. Instead of buying many patterns in the full range of sizes, we should confine ourselves to a few of the best styles and buy them in the sizes that are going to sell."

VANCOUVER NOTES

Business with the opening of the new year has shown a decided improvement. The weather was open and mild, but with continual rains, keeping the sales of rubbers above normal.

The J. Leckie Company report that 1922 has shown a record year, being the most successful in the history of the firm, the output showing an increase of 44,000 pairs over that of 1921. The growth of the firm has been phenomenal. It started operations in 1904 in a small building on Granville Street, where the output was thirty five pairs daily. Owing to the ever increasing demand for their "All Leather Standard Shoes" which is their slogan, they had to continually enlarge their factory until the year 1909, when they settled down comfortably into their present up-to-date factory of seven stories, stone and brick building, covering a space of 66 feet by 143 feet. An extra story was added in 1914. Much of the success of this firm is due to Mr. J. A. Thurston, their capable factory superintendent, who has been with them from the inception.

Many of the firms are putting on the usual January sales, and several bankrupt stocks have been offered to the public at low prices.

Mr. J. Rea was successful in bidding for the stock of the American Shoe Company, which was purchased at thirty cents on the dollar.

Mr. J. Scoton purchased the stock and machinery of the Champion Repair Store on Granville Street.

Mr. H. A. Skuce who has just opened a new repair stand on Georgia Street, has installed a modern 12 foot finisher and sole stitcher.

A large plate glass window and part of the front was demolished by an automobile, the driver losing control of his car in trying to avoid another and striking a telephone post, gliding into the shop front of Mr. E. B. Wilson's store on Granville Street. Mr. Wilson narrowly escaped serious injury by moving away in the nick of time.

A CORRECTION.

In the article which appeared in last issue entitled "Across the Years," a reference was made to the old firm of Geo. T. Slater and Sons, which, from its brevity, may have conveyed a wrong impression. Geo. T. Slater and Sons, after the withdrawal of Geo. A. Slater, was continued by the late Chas. E. Slater, who was in his day one of the best known progressive shoemen of Canada. A company was organized which took over the business as the Slater Shoe Co. Limited, adopting the famous "Slate" as its trade mark for Slater shoes, and which has since become so well known in the United States as well as Canada. This company should, therefore, have been listed amongst those still in business under a different management.

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

H. HANDELAN and STAFF of ARTISTS

SHOE ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO

YOU WANT THE BEST

Largest Manufacturers in the World of Black Glazed Kid

Surpass Kid

Surpass Leather Co.

FACTORY Philadelphia, Pa.
FACTORY Gloversville, N.Y.

SALES OFFICES
New York Philadelphia
Cincinnati Chicago St. Louis London
SURPASS LEATHER CORPORATION, Boston, Mass.
BOOTH & COMPANY (London) Ltd., London, Eng.

ANCHOR BRAND HARDWARE PRODUCTS

A NEW SLIDE BUCKLE FOR STYLISH FOOTWEAR

No. 1475 (Composition) **No. 1475½** (Iron Cast)

Sizes ⅜-½-⅝-¾-⅞ Inch
Standard Finishes

A light pattern slide buckle suitable to the present needs of shoe manufacturers, is a brief description of No. 1475-1475½

It is designed to fill a pressing want — a buckle similar to the popular No. 1375 - 1375½ but improved in construction and more attractive in the eyes of those who prefer lighter lines.

This new buckle eclipses all others of this type in appearance and utility. Send for free samples now.

EXCLUSIVE DESIGNS RIVET TYPE BUCKLES

1379
Composition
Size 10 line (13/16 Inch)
STANDARD FINISHES

1419
LAKE PATTERN
Patent Pending
Composition or Iron Cast
Sizes ⅜—½—⅝ Inch
STANDARD FINISHES

There's a steady demand for buckles which can be attached to straps by riveting. Two popular designs made by us are shown above. They have the advantage of being assembled to the footwear quickly and at minimum cost. Send for free samples now.

Send for Bulletin 135 illustrating the "Anchor Brand" line of Buckles for footwear. It's free.

ALL LEADING JOBBERS SELL "ANCHOR BRAND" BUCKLES

NORTH & JUDD MFG. COMPANY
NEW BRITAIN, CONN., U. S. A.

BRANCH SALES OFFICES

ST. LOUIS
608 VICTORIA BLDG.

NEW YORK
127 DUANE STREET

SAN FRANCISCO
POSTAL TEL. BLDG.

CHICAGO
326 W. MADISON ST.

Show Cards for February

Feature St. Valentine's Day and Make Final Clearing of Odds and Ends So You May Boost Spring Goods.

FROM a retail shoe dealer's point of view, February is a peculiarly placed month in the yearly calendar. It certainly has a between-season location that keeps some merchants guessing as to what is happening and where the expense money is coming from to run the business. But with a little selling effort this condition of mind can be turned into pleasant channels of thinking how to get rid of goods. It is true it is a little early to sell spring lines but that will afford opportunity to dispose of any stock that may be hanging that will be better off the shelves and turned into cash. For this clearing it may be well to arrange an Odds and Ends Sale which is everything the term implies. There may be hockey boots, children's shoes especially for winter wearing, men's heavy boots, including heavy rubber working boots and others, all of which may be worked into this sale and be sold during the month of February. It is worth trying at any rate. Of course to make it a success the prices must be made attractive. Price tickets should be used on all the various lines offered.

For a window display of these goods we have made a card that will assist materially in the selling of the various lines you may include in the sale. The card is panel shaped and may be half sheet size or 11 x 17 will make a nice size for an ordinary window. The card bears the words "Odd Lots" which covers the idea nicely. If the display is made in lots the card will be very suitable. The wording we have suggested may be changed from "Clearing at Cost," to what ever reduction you may make. You may say "Greatly Reduced" or a similar expression indicating a reduction. But do not say "Selling at Cost" unless you are actually doing it for it is to say the least unwise to misrepresent in any kind of advertising.

The large letters should be in red and shaded with grey and topped with black and the small letters should be in black and the border in the same shade as the shading of the letters.

St. Valentine's Day coming in February will give you a day in which you may feature your displays and advertising. It will be well to show slippers and fine goods for the Valentine's Party. The card we have prepared for this display is easily made and will attract attention. The heart is made of some red material either paper or card and pasted on to the white card. To cut a heart, fold a piece of paper and draw the half of a heart on it, with the fold for the centre, and hold it firmly together and cut with knife or shears around the mark. Then open the paper and the two sides will make the heart exactly the same shape on each side. It may be necessary to trim it to a little better shape or proportions but this will be found to be the easiest way to make it. Cut the card easel shaped as shown and letter the red heart in white and the white card in red or black. White shows clearly on the red card and if shaded with black will look well.

The "New Ideas for Women" card is for a display of regular lines for women's wearing on which of course the price is not reduced. The expression "Not Excessively Priced" is a good one and the price should be shown on each pair. If the small letters are made in black and the large ones in red or blue the contrast will be good. The shading may be in grey or green if the letters are in red and in pale blue if they are in dark blue, the border will look well the same tint as the shading of the letters.

The card for the men's shoe is for some line of special make that is sold under a trade name. This will mean that the entire display will be of this particular shoe and of course the price should be given. This may be on the card or on separate tickets attached to the shoes. This card is the same shape as the women's shoe card. The border it will be noticed is in a straight ribbon running off at the ends of the card. The name of the shoe "Pratt" is merely suggestive. However it shows that the trade name can be featured. If the large letters are done in some bright color like red or blue and shaded with a subdued color and the small letters in black it will be a very effective card.

ARCH PRESERVER SHOE
TRADE MARK REG U.S.PAT OFF.

THE ARCH PRESERVER SHOE

The Yale Arch Preserver Last

It was a pleasure to meet the large number of satisfied customers who called on us at the Montreal Convention and who exchanged with us ideas which we believe will be of mutual benefit.

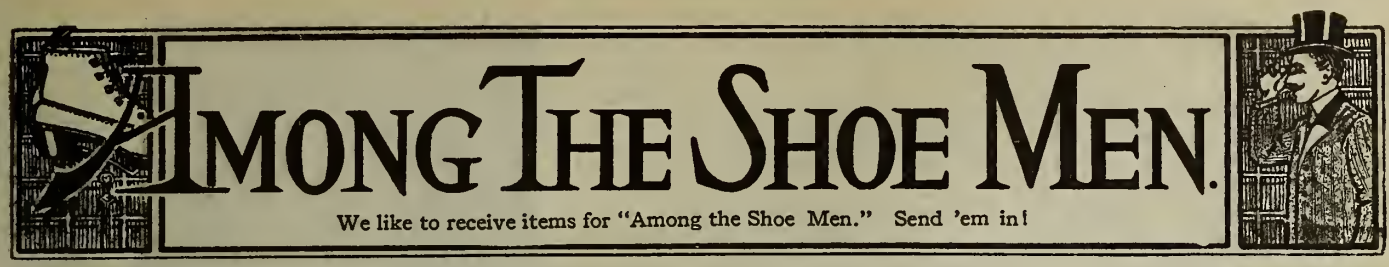
We can assure the trade of renewed interest on their behalf and a more than ever determined effort to keep Talbot Shoes in the front rank of the finest shoes made in America.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario



Mr. W. P. Kennedy, prominent athlete, and representative of the Robinson Leather Co., of Ottawa, died recently after a lengthy illness. Mr. Kennedy was formerly with the Collis Leather Co.

The Boot and Shoe warehouse of J. A. Pelletier on Notre Dame St., Montreal, recently suffered a fire loss of $75,000.

Mr. George S. May, President of the firm of George May & Sons, leather manufacturers of Ottawa, died suddenly of heart failure recently.

Mr. Duncan Grant, one of Amherstburg's most progressive merchants, died at midnight on Christmas eve after a week's illness of cold and quinsy. Mr. Grant who was 37 years of age, leaves his wife and two children to mourn his loss.

After forcing an entrance into the shoe repair shop of Stubbs Bros., Queen St., E., Toronto, recently, thieves secured $3 in cash and a pair of skates and boots for their trouble.

Mr. Gabel, well known shoe repair man of Bervie, Ont., died recently. Mr. Gabel had conducted a shoe repair shop at Bervie for over 40 years and was one of the few left in this country who could repair boots and shoes by hand.

Another up-to-date shoe store has been opened up in St. John, N.B. Mr. Louis Urdang who has conducted a shoe and clothing store decided during the summer to go out of the clothing business and give all his attention and time to the shoe game. He has two stores situated on 221-223 Union Street. Formerly one store was used for shoes and the other for clothing. He has remodelled the two stores. In one store he has women's and children's shoes and in the other men's and boys' shoes. The store has a large frontage with four attractive show windows which are always kept trimmed with up-to-the-minute shoes, for Mr. Urdang is a firm believer in displaying the goods he has to sell. The store is well lit up inside and heated by a pipeless furnace. Mr. Urdang through his courteous and pleasing manner has worked up a big trade and all his friends will wish him the very best of success in his new venture of confining all his efforts to the shoe trade.

John Henley, Shoe Repairer, of Belleville, Ontario, has moved his shop back to his old stand. Mr. Henley reports he is doing very good business for this time of the year.

W. C. Ives, of Bowmanville, who took over Mr. Fred R. Foley's Shoe Store about a year back, reports business very good and claims he had a good year in 1922.

The Shoe Repair Shop of Mr. W. H. King, Toronto, recently suffered a heavy loss by fire.

Mr. E. LaForest, well known and popular shoe traveller of Montreal, has joined the selling staff of La Maison Girouard Limitee, and will represent this firm in Montreal.

Mr. J. B. Goulet, of O. Goulet & Sons, Ltd., Quebec, was a visitor at the Chicago Shoe Show in January, returning in time for the Montreal Convention.

Mr. J. A. McLaren, of J. A. McLaren Co., Ltd., of Toronto, was in Montreal for the Shoemen's Convention.

The Colonial Mfg., Co., of Toronto, manufacturers of spats and overgaiters is now a Limited Compan with a capitalization of $100,000.

Mr. Thomas Robinson has recently been appointed Superintendant of the Eagle Shoe Company's factory. Mr. Robinson is well known to the trade in the Province of Quebec. He is an experienced shoeman, and the many who know of his abilities will agree that the Company have made a good choice in filling this position in their staff.

Mr. J. A. McLaren, of J. A. McLaren, Co., Ltd., of Toronto, who was elected President of the Shoe Wholesalers' Association, during the National Shoe Retailers' Convention, at Montreal last week will be delighted to hear that he is now known as "Dr. J. A. McLaren, of Winnipeg." The "Dr." was also recently elected President of the Huron Old Boys' Association. Truly the paths of popularity lead only to President's chair, as Mr. Hugh White would say.

Unknown thieves entered the shoe store of Mr. Robert Northgraves in St. Marys, last week.

The shoe store of Messrs. Garber & Sons, of Midland, was almost destroyed by fire recently. No insurance was carried.

SHOE TRAVELLERS BOOST SPATS.

The spat vogue for men has spread to some sections of the shoe travellers, and is being boosted as a means of spreading Christmas cheer. One of the latest ideas, made to order for particular customers is a line with special trimming with a touch of the Emerald Isle. Santa Claus recognized its possibilities and it is said that he was so impressed with the line that he gave a pair to the Toronto representative of a Montreal house, noted for its stylish turn shoes for ladies. Old Santa must have taken quite a fancy to the gentleman in question, as accompanying the spats there was a wrist watch tastefully decorated, and a portrait of himself (the gentleman, not Santa Claus) with a friend who sells large quantities of Hartt Shoes. The cold weather prevailing in Ontario should make these gifts particularly appropriate and acceptable.

JOURNALISTIC ENTERPRISE

The talk of the Montreal Convention was the six page daily in English and French issued jointly by the Shoe and Leather Journal and La Chaussure of Le Prix Courant. In addition to giving a synopsis of each day's proceedings of the big Shoe Congress, it contained amusing and interesting skits on prominent wholesalers, retailers and travellers. Prominent additional features were historic sketches of the industry and a review of shoe styles fresh from the Chicago show, giving both manufacturers and retailers a birdseye view of the trend of shoe fashions for the coming season. Delegates were also provided by the Shoe and Leather Journal with artistic buttons containing the insignia of the National Shoe Retailers' Association of Canada.

NATIONAL SHOE AND LEATHER TRAVELLERS' ASSOCIATION OF CANADA

A meeting of the Association was called for Tuesday morning January 16th but the attendance was small on account of the fact that the travellers were all busy at their sample rooms.

The principal business done was the adjustment of some financial and other matters as between the Quebec and Ontario sections in connection with the last annual meeting.

The following officers were elected for the Quebec section:

National President, C. E. Fice, Toronto.
President, C. E. W. Lessard, Montreal.
Vice-President, Geo. E. Fortin, Montreal
Secretary-Treasurer, Norman Morrison, Montreal.

Executive Council:

R. Wadey, Montreal; H. Martineau, Montreal; R. Brosseau, Montreal; M. Trudel, Montreal; J. E. Dupuis, Montreal.

C. E. W. Lessard
President Quebec Section

Mr. N. Morrison, Sec.-Treas. Quebec Section

W. B. HAMILTON CO., BROADENS OUT.

Known for many years as producers of medium priced McKay and welt shoes, along fairly conservative lines, W. B. Hamilton Co., Ltd., have made some changes of a more or less radical nature, whereby they step into the field of production of women's welts, still of medium price, but with style that makes them merchantable in any locality. The factory is under the direct charge of Mr. Murray Hamilton, the son of Mr. W. A. Hamilton. Mr. T. Bennett, well known to the shoe trade of Canada is particularly interested in the distribution of the new lines developed. The samples they showed in Montreal covered the full range of welts, from conservative oxfords to snappy sport shoes. Straps and tongues in kid, calf, patent and combinations, cut-outs, and fancy colored stitching were shown, also some attractive brogue oxfords. From Chicago they brought the new "Utella" calf, and showed it as trimming in sport shoes, to good advantage.

W. B. Hamilton Co. Ltd. Sample Room at the Montreal Convention

The Shoe Repair Man

THE HAMILTON SHOEMAKERS' AND REPAIRERS' ASSOCIATION.

The following report of The Hamilton Shoemakers' and Repairers' Association has been sent from Mr. Arthur R. Wilton, Secretary-Treasurer.

On Tuesday evening last, January 9th., this association met in general meeting to conduct the annual election of officers for the ensuing year.

Meeting opened in the A.O.F. Hall, 126½ James St., N., at 8 p.m. with President Grayson in the chair and a very good turnout of the members.

After the reading of the minutes of the previous meeting and all items of business for 1922 finished up, the President called for the reading of the Secretary's report. After this the President read his own report and the auditors also gave their report, all of which proved satisfactory.

The election of officers was next in order, but Mr. Blowers moved, seconded by Mr. Wilman, that the officers of the Association for 1922, be retained in their present offices for 1923.

Three more members were added to the Entertainment Committee.

The Officers for 1923.

President, Mr. T. Grayson; Vice-President, Mr. A. Charlesworth; Secretary-Treasurer, Mr. A. R. Wilton; Executive Committee, Messrs. F. H. Revell, A. Miller, H. Henderson, W. Clifford, A. Tocher; Sick Visitor, Mr. S. Blowers; Auditors, Messers H. Henderson and W. Clifford; Entertainment Committee, F. Wilman, S. Blowers, W. Clifford, F. Tebbs, G. Llewellin, J. Jarvis.

Secretary-Treasurer's Report

Gentlemen:

In presenting this report for the year 1922, I would first of all remark that the activities of our Association have been progressive and that each meeting has been a little better than the preceding one, although we have done with a much reduced membership and I am sorry to say many members are in arrears.

At the commencement of the year there were 75 names on our mailing list, six new men have come in making eighty-one.

Two of our members have died during the year. Fifteen men have ceased doing business and sixteen have been dropped from the mailing list, making a total on our books of fifty members.

Finances were very satisfactory. $376.71 being received and $371.94 being spent, leaving a balance of $5.77.

Several special letters have been sent out to those who have apparently lost interest, in the hope that they would again take their place in our meetings, but the results so far have not been up to expectations.

Let me ask you to join me in thanking our President Mr. Grayson, for the very efficient manner in which he has conducted the affairs of the Association and for the help given me in conducting the clerical work and also I wish thanks extended to those other members who have taken an active part in the affairs of the Association.

I thank you for your co-operation and ask for your support for the in-coming Secretary.

Trusting you will find this report satisfactory.

Yours truly,

Arthur R. Wilton.—Secretary-Treasurer.

President's Address

Gentlemen:—

It is with pleasure that I present to you a summary of the past year's proceedings.

The Secretary-Treasurer's Report which has just been read is satisfactory and we should feel thankful, as it will compare favorably with any preceding year.

During the year we have had twenty-three meetings all of which have been fairly attended, also eight Executive Meetings which have been well attended and a fair amount of business done, and they have been of a very enjoyable nature.

On Wednesday, January 18th., some eighteen of our members journeyed to Brantford and were the guests of the Brantford Shoe Repairing Association, and spent a very pleasant evening and every one of us thoroughly enjoyed ourselves. On March the 22nd., quite a number of our members accepted the invitation of the Toronto Shoe Repairers' Association to their Annual Banquet.

On March the 29th., we held our Annual Banquet when we had with us a good turnout of members from Toronto and Brantford Associations, also a number of representatives from the Wholesale Houses, and the

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

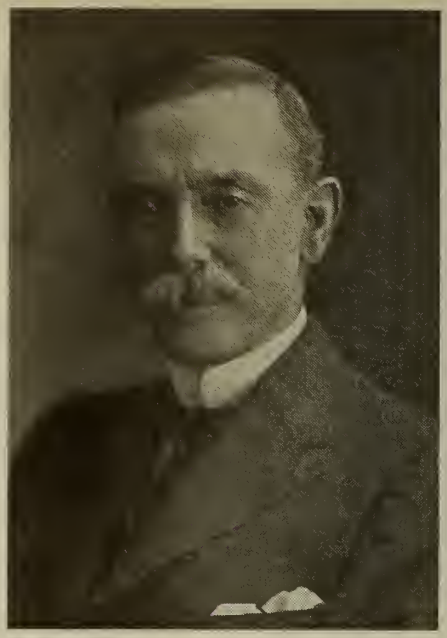
"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

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

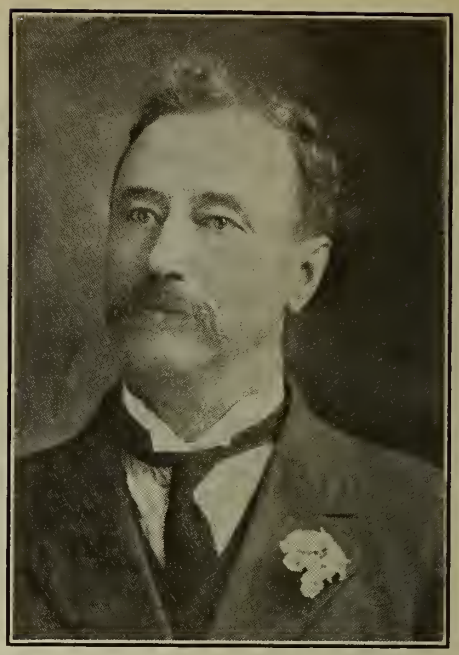
Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

Mr. A. R. Wilton
Sec.-Tres. Hamilton Association



Mr. T. Grayson
President Hamilton Association



Mr. F. H. Revell
Past President Ontario Federation
Member Executive Hamilton Association

Press, and as usual, everybody was in good spirits and thoroughly enjoyed themselves; taking it on the whole, it was equal to any previous Banquet.

July 26th. and 27th. were the second Annual Convention days of the Federation of Shoe Repairers in the Province, which was a success, and one that the Hamilton Association feels justly proud of for the major portion of the work in connection with the Convention fell to our lot to attend to and was done well which the balance sheet showed,—we started with a deficit of $4.35 and handed over a balance to the Secretary Treasurer of the next Convention, the sum of $123.25, along with a complete set of books for a continuance of the Federation, which undoubtedly is very satisfactory to all the members of the various Associations throughout the Province.

In connection with the Convention we held our Annual Picnic to Dundas Park when quite a number of delegates journeyed to Dundas, along with the members of our Association.

In November we again had the opportunity of paying a visit to our Brantford friends; about 24 of our members accepted their kind invitation to a Social Evening. The whole affair went off splendidly, and was a credit to members of the Brantford Association.

You will not ce in the Secretary's Report that there is a falling off of members and through no lack of effort on the part of the Executive. The reason for this falling away of these Shoe Repairers who need the Association is beyond me

Some time ago an appeal went forth to all the Shoe Repairers in the City, urging them to join up with the Association showing them the advantage of co-operation. The response to that appeal I am sorry to say has not been satisfactory.

However, I am very thankful to know that the members who have stayed by the Association, and are taking an interest in its welfare, are men of sterling in-

Manufacturers
I BUY ALL KINDS OF SURPLUS
Shoe Stocks for Spot Cash
— *Send samples, particulars and prices to* —
L. M. BARNETT
Wholesale & Retail Shoe Dealer
10 Market Square Hamilton, Ont.
References—Dun's and Bradstreet's.

ESTABLISHED 1863
THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS
OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

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WHOLESALE DEALERS IN

FINE BOOTS, SHOES AND RUBBERS.

27-29 WELLINGTON ST. WEST

TORONTO.

December 22-1922.

The Shoe & Leather Journal,
c/o Acton Publishing Co. Ltd.
545-549 King St. W.
Toronto. Ontario.

Dear Sirs:-

We are particularly pleased with results obtained through our advertisement of The Women's Cossack Rubber Boots shown in your Journal recently. Not only did we receive a large volume of business on this line, but we opened up some excellent new accounts which we expect will lead to more business on other lines. We received orders from various points in Canada where our travellers do not conveniently call often. We consider this a distinct service.

This letter is not intended for praise, but is meant to encourage you to carry on your good work in supplying the Trade with a service that we are convinced is beneficial not only to wholesaler and retailer, but also to the manufacturer of the materials entering into the Footwear Industry.

With these few words we shall look forward to continued activity in your Journal. We remain,

Yours very truly,

D. D. HAWTHORNE & COMPANY.

per _____

MSS/WW.

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LIMITED
TANNERS OF
SHEEPSKINS
Shoes and Fancy Slippers
Gloves, Saddlery
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27 Front E. Toronto — Woodbridge, Ont.
ONTARIO REPRESENTATIVE; Fred Dufton, Kitchener
Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

"O. K."
ARCH SUPPORT SHANKS
There is a tremendous demand these days for arch support shanks.
We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.
As you know, we also make all kinds of combination and plain steel shanks.
"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.
O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que.

Morton Double Bottom Flange Tubes for Lasts
Made in all sizes straight and flange
"The strongest Last Tube in the World"

E. S. Morton & Co.
Pat. Feb. 29,'70 Pat. Sept. 14,'15 13 Bay St., Brockton, Mass. Pat. Feb. 26,'05 Pat. Sept. 14,'17

tegrity and common sense, men who know the benefits of co-operation and Association, and although not large in numbers, are strong in effort and will do the right thing both to themselves and all others in the Trade.

The Committee that were appointed some time ago to look after the interests of this Association, regarding uniform time of closing all Shoe Repair Shops, on behalf of that Committee, I am pleased to report good progress. In the early part of this year we hope to lay before the City Council a duly signed petition of 75 per cent. of the Shoe Repairers in Hamilton, requesting the Council to pass a By-Law compelling all Shoe Repairers to close their places of business at 7 p.m. Should we succeed in this, we shall have done what the Federation was very desirous should be accomplished by all the various Associations.

In conclusion, let me thank the Executive and the Members that have taken an interest in the work of the Association, especially the Entertainment Committee, for they have been the means of making things pleasant at our meetings during the Winter session.

Let us all endeavor to make this coming year the best year of the Association. Standing shoulder to shoulder united in one common cause, for the betterment of all our members and for the uplift of the Shoe Repairing industry. Remember in unity there is strength. United we stand, divided we fall

Yours respectfully.
Thomas Grayson—President.

PRICE CUTTING.

Probably we should always have the price-cutter with us to some extent. But to-day the evil continues to be a pressing danger to the whole repair trade. We are indebted for the following to a Western friend, who feels that it is worth the consideration of every repair man at the present time:

PEANUT SALESMANSHIP.

The price-cutter is worse than a criminal. He is a fool. He not only pulls down the standard of his goods; he not only pulls down his competitors; he pulls down himself and his whole trade. He scuttles the ship in which he himself is afloat.

Nothing is so easy as to cut prices; and nothing is so hard as to get them back when once they have been pulled down.

No manufacturer can permanently keep up the standard of his goods if the price is persistently cut. Pretty soon he is compelled to use cheaper materials and to cut the wages of his workers.

The man who cuts prices puts up the sign: "This is the way to the junk heap."

He admits his own failure as a salesman. He admits he has been defeated according to the Marquis of Queensberry rules of business.

He admits he cannot win by fighting fair.

He brands himself as a hitter below the belt.

If the business were dominated by price cutters there would be no business at all.

Price-cutting, in fact, is not business any more than smallpox is health.

Service at a reasonable profit—that's business.

FREE ENVELOPES

The Canadian Shoes Findings & Novelty Co., of Toronto, has put a new publicity scheme into effect. Retailers buying Shoe findings are supplied with envelopes with the dealer's name and address printed on the outside together with a few words on lines sold by the wholesaler. These are given free to all retailers buying from the Canadian Shoes Findings & Novelty Company.

CLASSIFIED ADVERTISEMENTS

SHOE TRAVELLER WANTED—For Eastern Ontario ground, Capable man with a connection to commence at once. also man for Maritime Provinces. Apply D. R. Feetham, 55 Bay St., Toronto, Ont.

WANTED—Position as Clerk in Retail Shoe Store, 18 years with one firm. Best references, window trimmer and expert shoe fitter. Address, Stanley Robinson, Box 112, Gananoque, Ont.

SHOE TRAVELLER WANTED—For New Brunswick on Commission Basis. Manufacturers and Wholesalers. W. B. Hamilton Shoe Co., Toronto.

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Leigden Side Unhairing Machine at Bargain Price. Apply, Box 66, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

POSITION WANTED— By an Experienced Shoe Traveller, with good connection and living in the Maritime Provinces, line for above territory. Young man full of energy. Can furnish reliable references. Address, Box 71, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED— Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

FOR SALE—Up-to-date Shoe Store, complete in every detail. Stock $17,000,00 Building lease, 2 years to run. Good growing city—25,000 population. Splendid opportunity for an energetic shoeman. Box 73, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED—A Good Line of Staples on Commission Basis for Toronto and Western Ontario. Good connection with the best accounts. Address, Box 72, Shoe and Leather Journal, 545 King St. W., Toronto.

AN ONTARIO STAPLE FACTORY is desirous of getting in Touch with a Thoroughly Experienced Shoe Traveller for Quebec Province only to sell to Wholesale and Large Retail Accounts. Commission Basis. Must come highly recommended and be thoroughly conversant with Quebec Accounts. Box 76, Shoe and Leather Journal, 545 King St. W., Toronto.

A SALESMAN calling on the shoe trade in Maritime Provinces three times a year, now carrying a line of children's shoes, is open for a non-conflicting line. Best of references. Now doing good business. Box 78, Shoe and Leather Journal, 545 King St. W., Toronto.

HIGH GRADE SHOE SALESMAN WANTED. Preferably Yonge Street experience. When replying give age, experience and salary expected. Box 77, Shoe and Leather Journal, 545 King St. W., Toronto.

SHOE REPAIRING BUSINESS FOR SALE—Old established. Up-to-date machinery, the best appointed and most central Shoe Repairing Store in the city, good lease. Apply, Rapid Shoe Repairing Co. 107 James St. N., Hamilton.

WANTED—For British Columbia territory on commission basis high class line turn sole evening slippers for women, also good line working shoes, men's in welts and standard screw. Also boys', women's, and children's, and any good line for jobbing trade. First class connection. Address, J. R. B., 307 Northwest Building, Vancouver.

SHOE STORE LOCATION—To anyone who is thinking of starting in the retail shoe business in Toronto, or moving to another location in the city, it will be to their advantage to communicate with A. W. Bird, 2076 Queen St., East, Toronto.

SALESMAN WANTED to sell Greb Shoes in Manitoba, on commission. Resident of Winnipeg preferred. Greb Shoe Company, Limited, Kitchener, Ont.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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General Offices & Works
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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

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Subscription and Collection Rates on Application

OVER 70 YEARS' RECORD OF EFFICIENCY

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc.. etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send $3 to-day to

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ALL ABOARD Direct through Connections from "HOOF TO BEAMHOUSE"

Only stops to improve quality and selection. Depots at all principal Hide centres including
CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

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International Hide Merchants

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"We deliver what you buy"

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IN THE

POST CONVENTION SPIRIT

Let us get down to

TACKS

USMC

and

KLEAN=KUTT

The Masterlines

In Steel Shoe Goods for the Shoe Trades

Hand Shoe Tacks	Insole Machine Tacks	Soft Steel Heel Nails
McKay Machine Tacks	Insole Hand Tacks	Hungarian Nails
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Replacing Tacks	Shoe Rivets	Alpha Wood Heel Nails
Pullers Tacks	Cobbler's Rivets	Rubber Heel Nails

Popular with the Shoemakers—Dependable Lines to Retail

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TORONTO	KITCHENER	QUEBEC
90 Adelaide Street W.	88 Ontario Street, S	28 Demers Street

Clarke's Patent---

Universally used by the better shoemaker

Largest Producers of Patent Leather in the British Empire

Offices in all parts of the World

A. R. Clarke & Company, Limited

Montreal Toronto Quebec

lut et l'on développera ce principe, en facilitant et en encourageant les réunions des détaillants, des grossistes et des fabricants. Nous ne nous réunissons aujourd'hui que dans un but: Coopérer.

L'union, ou mieux encore, la coopération, fait la force, non seulement de l'individu, mais de toute une industrie. Quels avantages offrent à des personnes un but commun, une même fin, une mutuelle entente! Des hommes peuvent se rencontrer et échanger à l'infini des marchandises ou des dollars, — ils n'en seront ni meilleurs, ni plus sages, ni plus riches, ni plus *hommes*. Mais que ces deux-là échangent quelques idées saines, utiles, généreuses, qu'il se produise entre eux un courant de sympathie et de bonne volonté — et ils auront pleinement atteint leur but, accompli leur destinée et observé la première loi naturelle.

La récompense matérielle qui résulte inévitablement d'une telle ligne de conduite n'est pas autre chose que cette "paix" promise aux "hommes de bonne volonté"

—o—

M. Howard P. Cobb, de Boston, qui a choisi pour sujet *Factory Costs*, est des mieux qualifiés pour discuter cette importante question. Il a déjà publié, dans *Hide and Leather*, de nombreuses études qui prouvent qu'il a soigneusement étudié son sujet, et sous tous ses aspects. De nombreux fabricants les ont approfondies avec intérêt et avantage, et ils seront, certes, heureux d'entendre et de connaître personnellement celui qu'ils ont déjà approuvé à la lecture. Les délégués ne peuvent qu'être reconnaissants au Comité qui a su obtenir la collaboration de M. Cobb.

M. Wilfrid Gagnon, succèdera à M. Cobb et donnera un résumé français de cette question: *Le coût d'Administration d'une fabrique*, en appuyant particulièrement sur le point de vue canadien. M. Gagnon est l'administrateur de la maison *Aird and Son, Registered*, et est un des plus jeunes commerçants en chaussures lui a permit d'obtenir les renseignements les plus définis sur tout ce qui se rapporte au coût de la production.

Orateur apprécié, nul plus que lui ne peut exposer de façon intéressante et logique ce sujet d'une importance essentielle.

M. A. Bélanger, parlera de l'éducation technique de l'ouvrier de la chaussure. Principal de l'*Ecole Technique*, de Montréal, il connaît à fond tout ce qui se rapporte à son sujet. Il a vigoureusement coopéré avec l'*Association des Fabricants de Chaussures*, lorsqu'il fut question de créer des Cours de Cordonnerie. L'ouverture de ces cours sera pour l'*Association* une étape notable de son développement.

M. Bélanger exposera, dans sa causerie, des idées d'où chaque membre tirera un profit indéniable.

—o—

Tous les délégués ne connaissent peut-être pas le rouage de système administratif des Services de Crédit de l'*Association*. Il y aura, lundi, des discussions à ce sujet, qui devront intéresser tous les membres. L'on y étudiera les méthodes qui permettront de développer ce système pour la plus grande utilité de l'*Association*. Préparez vos questions et soyez prêts à vous mêler à la discussion. SEANCE DU LUNDI.

—o—

L'ON A PERDU...

Dimanche soir, sur la rue Sainte-Catherine, entre la Côte du Beaver Hall et la rue Peel, carton contenant bouteille de liniment pour frictions internes. La personne qui le rapportera à la Chambre No. 00, Hôtel Mont-Royal, sera généreusement récompensée. (La bouteille devra être intacte).

PROGRAMME

LUNDI, 15 JANVIER.

JOURNEE DES MANUFACTURIERS ET DES ACHETEURS

Le Bureau d'Enrégistrement et de Renseignements (Salon F) sera ouvert dès 8.30 heures du matin.

Les salles d'échantillons seront ouvertes à 9 heures.

9.30 A.M.

MANUFACTURIERS

Première séance d'affaires de l'Association des manufacturiers de Chaussures du Canada, au

Salon D, entresol (Mezzanine floor).

Appel à l'ordre.
L'appel.
Discours du Président.
Procès-verbal du congrès de 1922.
Rapport du Secrétaire.
Rapport du Trésorier.
Rapport du Gérant.
Rapport concernant l'uniformité des boîtes d'emballage,—M. Louis Daoust, Montréal.
Discours: "Facteurs dans le coût des chaussures pour sauvegarder les bénéfices",—M. Howard P. Cobb, C.P.L., et Ingr. Industriel, Boston.
Discours: "Facteurs dans le coût de la chaussure",—M. Wilfrid Gagnon, Montréal.
Discours: "Education technique des ouvriers dans la Chaussure",—M. A. Bélanger, Principal de l'Ecole Technique de Montréal.

2.30 P.M.

Seconde séance d'affaires de L'Association des Manufacturiers de Chaussures du Canada.

Discours de 10 minutes sur les topiques du commerce:

"Les perspectives commerciales de la chaussure en 1923",—M. John A. Walker, Toronto.
"Certains aspects de la situation actuelle du commerce de la chaussure au détail",—M. F. H. Ahrens, Kitchener.
"Certains aspects de la situation actuelle du commerce de la chaussure en gros,"—M. John T. Tebbutt, Trois-Rivières.
"Le problème des modes pour les chaussures",—M. A. Lecours, Montréal.
"Suggestions pour améliorer les services de l'Association en 1923",—M. J. E. Warrington, Québec.

Etude d'un projet afin d'améliorer le service de crédit de l'Association. A ce sujet une résolution sera présentée et il y aura entière discussion.

Dites à votre femme de faire ses adieux à l'aimable commis du magasin de chaussures!

Désormais, vous achèterez ses souliers chez

FAFIOT PANTOUFLE & CIE

Sans intermédiaire, du fabricant au consommateur. Elimination totale de tiers peu scrupuleux.

Ces chaussures, éminemment malléables, moulent comme un gant, durillons et oeil-de-perdrix. Les tiges ont toute la souplesse d'un prélart de bonne qualité. Leur confort est tel qu'elles guérissent le bavardage, la cigarette, et la nervosité. Madame n'a plus ses nerfs.

Largeur: de "AAAAA" à "HHH".

Prix: $5.13 Ni plus. Ni moins.

Au cas ou d'autres largeurs seraient demandées, l'emploi discret d'ouate et de papier de soie sera fait sur demande.

FAFIOT PANTOUFLE & CIE

Ateliers: LONGUE POINTE, Québec.

PROGRAMME

MARDI, 16 JANVIER
JOURNEE DE COOPERATION

9.30 A.M.
MANUFACTURIERS

Troisième séance d'affaires de L'Association des Manufacturiers de Chaussures du Canada, au

Salon D, entresol (Mezzanine floor).

Discours: "Réminiscences du commerce de la chaussure au Canada",—M. James Acton, Toronto.
Discours: "La Russie Soviétique",—M. J. A. Beaudry, Montréal.
Rapport du Comité des Nominations et Résolutions.
Affaires non-terminées.

9.30 A.M.
DETAILLANTS

Première séance d'affaires de L'Association Nationale des Détaillants de Chaussures du Canada,

Salle de Congrès, 9e plancher.

Appel à l'ordre.
Discours de bienvenue par le Maire M. Martin, Montréal.
Discours du Président.
Procès-verbal du Congrès de 1921.
Rapport du Comité des Nominations.
Election des Officiers.
(*L'élection des officiers est inscrite pour cette séance afin que les nouveaux officiers puissent siéger avec les nouveaux officiers des autres Associations à la Séance Conjointe et au Banquet.*)

9.30
VOYAGEURS

Première séance d'affaires de L'Association Nationale des Voyageurs de Chaussures et de Cuir du Canada.

Salon B, entresol.

Discours du Président.
Procès-verbal de la dernière assemblée annuelle.
Rapports.
Communications.
Election des officiers.
Affaires non-terminées.

9.30 A.M.
MARCHANDS EN GROS

Première séance d'affaires de L'Association des Marchands de Chaussures en Gros du Canada,

Salle de Banquet, 9e plancher.

Appel à l'ordre et discours du Président.
Procès-verbal de la première assemblée annuelle.
Rapports du Comité Exécutif, du Gérant, du Secrétaire et du Trésorier.
Communications.
Rapports de trois minutes par d'importants marchands de chaussures en gros des huit différents districts.
Rapport du Comité des Nominations et Résolutions.
Election des officiers.
Affaires non terminées.

TOUS LES GROUPES
12.30 P.M.

Déjeuner complimentaire à toute personne inscrite au bureau d'enregistrement.

La Salle Dorée.

2 P.M.

Séance conjointe et ouverte des Associations commerciales de chaussures,

Consacrée à l'étude et à la discussion des problèmes du commerce de la chaussure et des suggestions importantes,

Discours: "Les problèmes du commerce du détail", M. C. F. Rannard, Winnipeg, orateur de L'Association Nationale des Détaillants de Chaussures du Canada.
Discussion.
Discours: M. Joseph Daoust, Montréal, orateur de L'Association des Manufacturiers de Chaussures du Canada.
Discussion.
Discours: M. J. A. McLaren, Toronto, orateur de L'Association des Marchands de Chaussures en Gros du Canada.
Discussion.
Discours: M. P. A. Doig, Montréal, orateur de L'Association Nationale des Voyageurs de Chaussures et de Cuir du Canada.
Discussion.

4-6 P.M.

Ces deux heures seront destinées à donner aux commerçants l'occasion d'examiner les échantillons des manufacturiers et des grossistes dans les salles d'échantillons de l'hôtel (aile de la rue Metcalfe).

7 P.M.

BANQUET CONJOINT DU CONGRES

Salle de Banquet, 9e plancher.

Discours: l'Honorable Athanase David, C.R., Secrétaire Provincial, Québec.
Prof. B. K. Sandwell, de l'Université McGill.
Musique et autres divertissements.

VENDEUR, pour magasin de chaussures au détail, dans grande ville de la Province. Devra connaître tous les trucs de la clientèle féminine, et prouver qu'il peut s'occuper de quatre clientes en même temps. Il est nécessaire que ce vendeur sache régler à l'amiable toute réclamation, et mettre sa responsabilité sur les épaules de son voisin. Un intérêt dans la maison sera offert au candidat qui subira son épreuve avec succès.

GEO. ROBINSON
Parbleu! C'est à George qu'il appartient de vous faire visiter les endroits intéressants de cette grande ville!

GEO. ROBINSON.
Let George do it — if you want somebody to show you the sights in the big town.

—o—

"Quand Pierrot t'a donné un oeil au beurre noir" dit maman sévèrement, "tu n'aurais pas dû lui tirer les oreilles".

"Maman", répondit Jeannot, "Je ne suis pas de ces individus qui s'attendent à recevoir quelque chose sans rendre la pareille."

Le vicomte de Noire-Purée est connu pour son assurance et la minceur chronique de son portefeuille. Il déjeunait un jour, au club, lorsqu'un percepteur, profitant de l'absence du concierge, surgit devant lui et lui présenta sa note.

"Monsieur," dit le vicomte fièrement, "il est clair que vous ne connaissez pas les lois qui régissent les gens du monde. On ne présente pas une note à une personne qui déjeune. On n'entre pas dans un club comme dans un moulin. Ignorez-vous que je pourrais appeler les domestiques et vous faire flanquer à la porte? Si vous voulez parler affaires, sortez, sonnez, et faites-moi passer votre carte."

Abruti, le percepteur obéit. Le vicomte prit la carte, enfonça son monocle, la lut et dit:

"Dites à cet individu que je ne suis pas ici."

Demandez à Howard Blachford ou à Arthur Bell ce qu'il pense des "caractères mystérieux inscrits sur la muraille".

———

Un excellent compagnon de voyage lorsque l'on veut traverser la frontière c'est Fred. Marois. Il connaît tous les fonctionnaires de la douane et tous les inspecteurs de l'immigration, d'un bout à l'autre du pays.

Georges Gales est revenu de Chicago. Il est convaincu qu'avec un peu de magnétisme, n'importe qui pourrait vendre des bottines russes en juillet.

———

Ed. Stephens déclare que Montréal n'a rien à envier à Chicago si ce n'est les bourrasques des "Congressmen" américains. D'après lui il serait temps que les détaillants se mettent sérieusement au travail.

Nous suggérons de demander à Harvey Graham où Dunbar et lui ont conduit Billy Marsh, mardi soir, à Chicago...

———

Peter Doig croit que nos amis d'outre-frontière devraient recueillir quelques tuyaux, au Canada, sur la façon d'organiser une Exposition de Chaussures. Ici, du moins, nos orateurs n'ont pas le temps de parler politique.

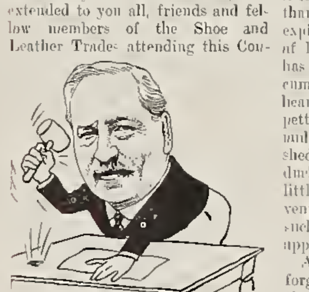
The CONVENTION

Issued jointly by "SHOE & LEATHER JOURNAL" and "LA CHAUSSURE" of "LE PRIX COURANT"

Vol. I. Montreal, Monday, January 15, 1923 No 1

WELCOME

The warmest greetings and friendliest welcome from *The Shoe and Leather Journal* and *La Chaussure* (edited by *Le Prix Courant*) are extended to you all, friends and fellow members of the Shoe and Leather Trades attending this Convention — Retailers, Manufacturers, Wholesalers and Travellers! May these three days represent an unparalleled opportunity for business and for pleasure! May you all have a wonderful time and a useful and profitable experience!



OFF TO A START.
Gentlemen, please come to order.
A L'ORDRE.
J'ai quelque chose d'important à vous dire!

We are all not only fellow members of sister industries, but comrades and friends. However, before getting down to brass tacks and serious study, before attending the various speeches and lectures and banquets, before inspecting and admiring the beautiful models and samples which are exhibited here, we must offer heartfelt thanks to all those hardworkers to whose efforts this Convention owes its admirable organization: — *The National Shoe Retailers Association of Canada; The Shoe Manufacturers' Association of Canada; The Shoe Wholesalers' Association of Canada* and *The National Shoe and Leather Travellers' Association of Canada.*

Our industries will derive the greatest good from this Convention. It will strengthen our unity of purpose and increase our mutual understanding. It will add another stone to this foundation of goodwill upon which we have built one of the most important monuments of Canadian business.

The better side of human nature is not always in evidence, and we grieve to say so, but nowhere does it shine forth with greater brilliance than during a Convention, and this explains, no doubt, why the system of Periodical and General Meetings has become so popular. In such circumstances, indeed, one's mind and heart free themselves of all small and petty thoughts,—narrow mindedness and envy, bitterness and jealousy, shed like water from the proverbial duck's back. So, let us all bury our little tomahawks! Should a Convention bear no other fruits than such a truce, it would deserve our approbation and praise.

All differences of opinion must be forgotten. The race-and-creed question has no place in these halls. CONVENTION spells HARMONY Witness our daily Programme and this bulletin, published in English and French — thanks to the considerate tact of the organizers.

We would like to close by quoting a few lines from a very old book which is entitled "YE DUTIFULL COBBLER". It is a dialogue between a Master Cobbler and his apprentice. As it has been whispered to us that the delegates to this Convention are not averse to blend the satisfaction of the mind with other pleasures to be found in this hospitable province, we believe that the following little conversation shall prove especially fitting.

The Master — "Whence comest thou, m'lad?"

The Apprentice — "From Poitou, good Master, and I be the son of Master Robert, the Shoemaker

The Master — "I know him well. Hath he not vast renown as a connoisseur of wines?"

The Apprentice — "Aye, good Master."

The Master — "Doth he not faithfully keep our statutes, and work only from Wednesday even unto Saturday morn?"

The Apprentice — "Aye, good Master."

The Master — "My young friend, your father is the very mainstay of our Guild. It has been said to his praise and honor that never doth he rise from meat but thirty tankards he stored under his belt. Heaven grant that such virtues be hereditary!"...

Dear fellow members attending this Convention, Master Robert was assuredly a fine fellow, and we regret that he be not here to-day to uphold his reputation, and to bid you the very warmest welcome.

—o—

VIS UNITA FORTIOR

The old truth "No man liveth unto himself" has been rediscovered, in recent years, in business as well as national life, and we are realizing that co-operation and not competition is the life of Trade.

Business can no longer continue on the jungle principles that once obtained — every man for himself, and the devil take the hind most. The schoolmaster as well as the evangel has been abroad proclaiming that greed, selfishness and tyranny mean death to all true progress and prosperity.

It is unfortunate that the original of the Bethlehem world message is marred by imperfect translation. The text reads "Glory to God in the highest, and on earth peace to men of good will."

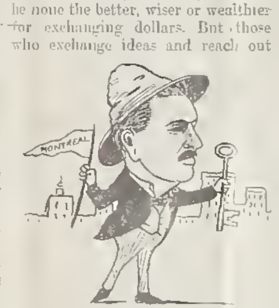
We shall never have permanent peace in society, in business or amongst the nations, until we get down to the basis of individual good will amongst men. The first essential to happy relationship is this attitude of trust and confidence towards the "other fellow."

For many years in the shoe and leather industry the evolution of this doctrine has been slowly but surely in process. From time to time as circumstances have demonstrated the necessity and advantage of co-operation, the leaven has spread from the individual to the particular trade, and then from these organizations to allied interests until we have today in Canada an embryo at least of the millennium when the lion and lamb shall lie down together in friendly assurance.

Peace in the last analysis depends upon the individual or unit and the attitude of these to their associates or competitors. The spirit of antagonism and strife must give way to that of tolerance, and co-operation. This spirit is encouraged and developed by gatherings of retailers, wholesalers and manufacturers for conference and co-operation, such as the present occasion.

Union, or better, co-operation means strength to the individual as well as to the industry at large. This union of mind and purpose is one of the things which, like Mercy, "is twice blessed — it blesseth him that gives and him that takes."

Two men may meet together and be none the better, wiser or wealthier for exchanging dollars. But those who exchange ideas and reach out the hand of sympathy and good will to each other are fulfilling in the best sense the law and the gospel and have all the "promises" this fulfillment entails.



PETER DOIG
presents the keys of the City, (including Maisonneuve)
PETER DOIG
présente les clés de la ville (Maisonneuve y compris).

—o—

Ask Howard Blachford or Arthur Bell about the "Hand on the Wall".

———

The man to cross the border with is Fred Marois, he knows the Customs Officers and Immigration inspectors at both ends of the country.

———

George Gales has come back from Chicago convinced that you can sell Russian boots in July if you have any "style" about you.

———

You may know Rannard has come. He sent a Manitoba blizzard ahead of him.

Mr. HOWARD P. COBB of Boston, who will address the Convention on *Factory Costs* is well qualified to deal with this important question. His articles on the subject which have appeared in *Hide & Leather* have shown a close study of the many problems from all angles, and have been followed with interest and profit by many manufacturers, who will be glad to hear and know in person the man with whom they are already familiar through the medium of his writings. Delegates will appreciate the efforts of the Committee in securing the services of Mr. Cobb for this Convention.

———o———

Mr. WILFRID GAGNON, who will follow Mr. Cobb and give a summary of his address in French, will also discuss the question of Factory Costs, especially from the Canadian standpoint. Mr. Gagnon, General Manager of Aird & Son, Reg., is one of the younger generation of Canada's progressive shoe-

PROGRAM

MONDAY, JANUARY 15.

MANUFACTURERS' AND BUYERS' DAY.

Registration and Information Bureau (Salon F) will be open from 8.30 A.M.

Sample rooms will be open from 9 A.M.

9.30 A.M.

MANUFACTURERS

First business session of The Shoe Manufacturers' Association of Canada, in

Salon D, Mezzanine Floor.

Call to Order.
Roll Call.
President's Address.
Minutes of Convention in 1922.
Secretary's Report.
Treasurer's Report.
Manager's Report.
Report on Standardization of Shipping Cases,—Mr. L. Daoust, Montreal.
Address: "Figuring Shoes to Safeguard Profits",—Mr. Howard P. Cobb, C.P.A. and Industrial Engineer, Boston.
Address: "Factors in Shoe Costs", — Mr. Wilfrid Gagnon, Montreal.
Address: "Technical Education for Shoe Workers", — Mr. A. Bélanger, Principal of the Montreal Technical School, Montreal.

2.30 P.M.

Second business session of The Shoe Manufacturers' Association of Canada, in

Ten minute talks on Trade Topics:
"The Shoe Trade Outlook in 1923,"—Mr. John A. Walker, Toronto.
"Some Aspects of the Present Retail Shoe Trade Situation,"—Mr. F. H. Ahrens, Kitchener.
"Some Aspects of the Present Wholesale Shoe Trade Situation,"—Mr. John T. Tebbutt, Three Rivers.
"The Shoe Styles Problem,"—Mr. A. Lecours, Montreal.
"Suggestions for Betterment of the Association's Services in 1923,"—Mr. J. E. Warrington, Quebec.

Consideration of a proposal for extension of the Association's Credit Service. In this connection a resolution will be introduced and opportunity given for full discussion.

AN ABSOLUTE NOVELTY

Retailers and especially jobbers are cordially invited to call and inspect samples of ladies' shoes made from genuine "Ouananiche" skin caught by our own experts in the majestic waters of Quebec. Specially tanned by secret process that makes them equally adapted for snowy weather or evening wear.

Special lines for men made of Tarpon hide — Ontario agenc held by Hugh White, Toronto.

N. GAINOR COMPANY,
Ontario, Quebec.

Tell Your Wife to Kiss the Shoe Clerk Goodbye!
You are going to buy her shoes from

A DAM GOOD WOMEN'S SHOEMAKER

Direct from shoe maker to consumer. No profiteering by unprincipled middlemen.

Spread is all in the shoe, specially adapted to feet afflicted with corns or bunions. Uppers soft as sheepskin. Made on "Nature" lasts, an absolute prevention of profane swearing, cigarette smoking and wakefulness.

Made in "AAAAA" to "HHH' Widths.

$5.13 No less.
No more.

Adjustment may be made with tissue paper or cotton wool when other widths are necessary.

ADAM GOOD SHOE CO.,

Work shops, VERDUN, Que.

TUESDAY, JANUARY 16.

CO-OPERATION DAY

9.30 A.M.

MANUFACTURERS

Third Business session of The Shoe Manufacturers' Association of Canada, in

Salon D, Mezzanine Floor.

Address: "Reminiscences of the Shoe Trade in Canada,"—Mr. James Acton, Toronto.
Address: "Soviet Russia,"—Mr. J. A. Beaudry, Montreal.
Report of the Committee on Nominations and Resolutions.
Unfinished business.

9.30 A.M.

RETAILERS

First business session of the National Shoe Retailers' Association of Canada, in

Convention Hall, Ninth Floor.

Call to Order.
Address of welcome by Mayor Martin, Montreal.
President's Address.
Minutes of Convention in 1921.
Report of Committee on Nominations.
Election of Officers.

(The election of officers has been scheduled for this session in order that the new officers may take their places with the new officers of the other Associations at the Joint Open Session and the Banquet.)

9.30 A.M.

TRAVELLERS

First business session of The National Shoe and Leather Travellers' Association of Canada, in

Salon B, Mezzanine Floor.

President's Address.
Minutes of last annual meeting.
Reports.
Communications.
Election of Officers.
Unfinished business.

9.30 A.M.

WHOLESALERS

First business session of The Shoe Wholesalers' Association of Canada, in

Banquet Hall, Ninth Floor.

Call to Order and President's address.
Minutes of first annual meeting.
Reports of Executive Committee, Manager, Secretary and Treasurer.
Communications.
Three minute reports from a representative wholesaler from each of the eight districts.
Report of the Committee on Nominations and Resolutions.
Election of Officers.
Unfinished business.

ALL GROUPS

12.30 P.M.

Complimentary luncheon to all persons properly registered.

Salle Dorée, Main Floor.

2 P.M.

Joint Open Session of the Shoe Trade Associations, Devoted to consideration and discussion of shoe trade problems and constructive suggestions, in

Salle Dorée, Main Floor.

Address: "Retail Shoe Trade Problems", Mr. C. F. Ranard, Winnipeg, spokesman for the National Shoe Retailers' Association of Canada.
Discussion.
Address: Mr. Joseph Daoust, Montreal, spokesman for The Shoe Manufacturers' Association of Canada.
Discussion.
Address: Mr. J. A. McLaren, Toronto, spokesman for The Shoe Wholesalers' Association of Canada.
Discussion.
Address: Mr. P. A. Doig, spokesman for the National Shoe and Leather Travellers' Association of Canada.
Discussion.

4-6 P.M.

This two-hour period has been specially set apart to afford merchants an opportunity to inspect manufacturers' and wholesalers' samples in hotel sample rooms (Metcalfe Street wing).

7 P.M.

Joint Shoe Trade Banquet, in

Banquet Hall, Ninth Floor.

Addresses: Hon. L. Athanase David, K.C., Provincial Secretary and Provincial Registrar, Quebec.
Prof. B. K. Sandwell, McGill University.
Music and other Entertainment.

Partial list of Sample Rooms:

Liste d'une partie des Salles d'Echantillons:

1114 Tred-Rite Shoe Co., Ltd.
1128 Thos. Mayer Shoe Manufacturing Co., Ltd.
3129 Reynolds Co.
3128 Arrow Shoe Co., Ltd.
1129 J. W. Hewetson Co., Ltd.
1116 Eureka Shoe Co., Ltd.
1115 Globe Shoe Ltd.
1112 Bastien Frères.
4128 International Supply Co.
1118 Dunbar PPattern Co.
1111 Albert Charron.
3116 Slater Shoe Co., Ltd.
3118 Slater Shoe Co., Ltd.
1109 Canadian Shoes Ltd.
2128 Canadian Footwear Co., Ltd.
3115 J. & T. Bell, Ltd.
1130 United Last Co.
1131 United Last Co.
2129 Tetrault Shoe Mnfg. Co., Ltd.
5116 GGagnon, Lacauvelle & Hébert.
2130 Hurlburt Cushion Sole Shoe Co.
4124 Charles A. Ahrens, Ltd.
2114-15 Ames, Holden, McCready, Ltd.
5125 Armand Bastien.
5128-29 Beardmore & Co.
3114 Charbonneau & DeGuise.
5122-24 Carson Shoe Mnfg.Co., Ltd.
5119 Dufresne u Locke, Ltd.
5121 Dupont & Frère.
3127 The Eagle Shoe Co., Ltd.
2121 The Fix Shoe Co., Ltd.
4127 Getty & Scott, Ltd.
2125 W. B Hamilton Shoe Co.,Ltd.
3124 The Hartt Boot & Shoe Co., Ltd.
3001 Huron Glove Co., (Holt, Renfrew & Co., Ltd).
4119 Invictus Shoe, Ltd.
3122 Kingsbury Footwear Co., Ltd.
1127 The Macfarlane Shoe, Ltd.
1001 The Wm. A. Marsh Co., Ltd.
3125 John McIntyre, Ltd.
2124 John McPherson Co., Ltd.
3119 La Parisienne Shoe Co., Ltd.
1124 The John Ritchie Co., Ltd.
1125 Scheuer, Normandin b Cie, Ltée.
4129 Geo. A. Slater, Ltd.
1122 The Talbot Shoe Co., Ltd.
3121 The Tebbutt Shoe & Leather Co., Ltd.
4125 L. C. Van Geel.

men, whose active and practical experience in shoe factory management puts him in possession of first hand knowledge and information on all matters pertaining to production costs, and his ability as a speaker makes him highly capable of imparting such knowledge and information in an interesting and logical way.

Mr. A. BELANGER, who will address the Convention on Technical Education for Shoe Workers, is Principal of Montreal Technical School, and is familiar with Technical Education in all its details. He has shown every co-operation with the Shoe Manufacturers Association of Canada in their consideration of instituting Classes for shoe workers. The inauguration of these classes will mark a distinct advancement on the part of the Association, and the ideas Mr. Belanger will be capable of offering on the question will make his address of great importance to every member.

———o———

Many delegates may not be familiar with the workings of the Credit Service of the Association. The discussion which will be devoted to this Service at the Monday Session, will afford a means of everybody learning all about it, and will also take up the consideration of ways and means of extending this Service for the greater benefit of the members of the Association. Get your questions ready and be prepared to take part in the Discussion.

———o———

SALESMAN for retail shoe store in Metropolitan centre. Must have knowledge of women's shopping tricks, and guarantee to wait on four customers at once. Must be expert at complaint fixing, and buck passing. Interest in business to right man.

———o———

Peter Doig thinks our friends across the line can pick up a few pointers on running shoe shows from Canada, and one of them is in getting speakers that can forget politics.

LA CONVENTION

Publiée conjointement par "LA CHAUSSURE" du "PRIX COURANT" et "SHOE & LEATHER JOURNAL"

Vol. I. Montréal, lundi, 15 janvier 1923 No 1

BIENVENUE

La Convention s'ouvre... La Convention est ouverte..! et, dès la première ligne de ce petit journal, et sans retarder d'une seconde, *La Chaussure*, (éditée par *Le Prix Courant*) souhaite à tous, Détaillants et Grossistes, Fabricants, Intermédiaires et Voyageurs, la plus cordiale Bienvenue!

Nous sommes ici mieux qu'entre confrères, nous sommes tous camarades et amis. Mais, avant de nous livrer aux agréables occupations qui doivent remplir ces trois journées si importantes; avant d'écouter les discours et les conférences où se mêleront le charme oratoire et une précieuse documentation; avant d'étudier les modèles élégants exposés ici pour notre admiration et notre utilité; avant de nous réunir autour des tables fleuries où nous oublierons, momentanément, d'être sérieux, il convient de donner une pensée de gratitude à ces groupes zélés qui ont organisé cette fête du Travail: l'*Association Nationale des Détaillants en Chaussures du Canada*, l'*Association Canadienne des Manufacturiers de Chaussures*, l'*Association des Grossistes en Chaussures du Canada*, et l'*Association Nationale des Commis-Voyageurs en Chaussures et Cuirs du Canada.*

Cette Convention ne peut qu'avoir sur nos industries l'influence la plus heureuse et la plus bienfaisante. Elle affirmera cette unité qui doit relier nos buts, elle augmentera encore, si possible, cette sympathie, cette compréhension mutuelle qui nous joint. Elle ajoutera une nouvelle pierre à ces assises de bonne volonté sur lesquelles nous avons élevé un des édifices économiques les plus importants de la nation.

Les bons côtés de la nature humaine ne se révèlent, hélas, que rarement, et c'est peut-être pourquoi l'idée des Congrès se répand de plus en plus, et a acquis une telle popularité. En effet, qu'on le veuille ou non, c'est dans une telle circonstance qu'il est presque impossible de ne pas se dépouiller de tous ces sentiments, petits et haïssables, que l'on rencontre trop souvent dans les affaires: l'étroitesse, l'antagonisme, l'amertume, l'envie, la jalousie... Aujourd'hui, tout cela doit disparaître, et nous enterrerons à l'envi nos petites haches de guerre. N'aurait-elle que ce résultat, une Convention aurait droit à toute notre estime.

Le Secrétaire,—Fabricant, Grossiste et Détaillant trilingue.

The Secretary, Tri-Lingual, Manufacturer, Wholesaler, Retailer.

Donc, oublions tous nos différends, qu'ils aient leur origine dans les affaires ou même dans la question de race. Convention, avant tout, veut dire harmonie. Nous en trouvons une des innombrables preuves dans le programme et ce bulletin bilingues, auxquels ont veillé les organisateurs de nos réunions.

Nous ne saurions mieux terminer ces quelques lignes qu'en citant un bref extrait d'un très vieil ouvrage, publié en France, en 1731, et intitulé: *Le Devoir des Savetiers.* C'est un dialogue entre un maître-cordonnier et son petit apprenti. Comme nous ne doutons pas que nos conventionnistes sauront unir aux plaisirs de l'intelligence, les joies opportunes qui ne se trouvent que dans notre province hospitalière, cet entretien ne saurait être que de mise!

Le maître: —"D'où êtes-vous, mon ami?"

L'apprenti:—"Maître, je suis du Poitou, et le fils de Maître Robert, faiseur d'empeignes".

Le Maître:—"J'ai l'honneur de connaître votre père. Ne dit-on pas dans tout son quartier qu'il est celui qui connait le mieux où est le bon vin?"

L'apprenti:—"Oui, maître".

Le maître:—"N'est-il pas celui qui garde fidèlement nos statuts et ne travaille que du mercredi soir au samedi matin?"

L'apprenti:—"Oui, maître."

Le maître:—"Mon jeune ami, vous descendez d'un homme qui est l'arc-boutant de notre société. On peut dire à sa louange qu'il n'est jamais sorti d'un festin qu'il n'ait bu trente rasades. Fasse le Ciel que ses vertus vous soient héréditaires! ."

Certes, Maitre Robert était plein d'excellentes qualités! Nous regrettons, chers camarades, chers amis, qu'il ne soit pas ici, aujourd'hui, pour vous souhaiter, avec nous, la plus cordiale bienvenue!

———o———

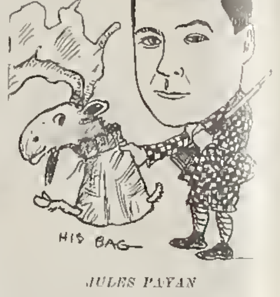
VIS UNITA FORTIOR.

Il y a un vieux proverbe dont la vérité s'est affirmée de plus en plus depuis quelques années, et surtout dans les cercles commerciaux comme dans notre existence nationale. Avec de multiples variantes, il se présente toujours à peu près comme suit: "L'homme ne doit pas vivre pour soi-même." Et c'est grâce à lui que nous comprenons, chaque jour de mieux en mieux, que c'est la coopération et non la concurrence qui est le nerf du commerce. Les lois primitives qui régissaient les premiers hommes, et que l'on ne retrouve que dans la jungle, n'ont plus leur place dans les affaires. L'on ne peut plus s'écrier: "Chacun pour soi, et au diable les traînards".

Il ne faut pas être grand clerc pour reconnaître cette vérité: le maître d'école et le curé du village ne disent pas autre chose quand ils condamnent l'égoïsme, le lucre, et l'envie, car ce sont là les trois écueils qui guettent tout progrès et toute prospérité.

Regrettons donc que l'Annonce de Bethléem ne soit pas plus et mieux comprise. Il n'est pas de plus belles paroles que celles-là et, si nous comprenions mieux cette antique et admirable proclamation: "Gloire à Dieu au plus haut des Cieux, et Paix sur la Terre aux Hommes de Bonne Volonté", si cette bonne volonté était le but ultime de chaque individu, toutes les sociétés, qu'il s'agisse de groupements commerciaux ou de collectivités nationales, connaîtraient bientôt une paix permanente. La question essentielle est la confiance mutuelle.

Depuis plusieurs années, l'industrie de la chaussure et des cuirs est témoin de l'évolution et du développement lent, mais sûr, de cette noble doctrine. Chaque jour, les circonstances ont révélé un peu plus clairement les avantages de cette coopération. Chaque jour, la bonne parole a ému, non seulement l'individu, mais encore touché chaque groupement, dans chaque industrie. Bientôt ces organisations se sont unies, moralement, aux autres entreprises qui les touchent par quelques points.. et c'est ainsi que nous avons aujourd'hui, au Canada, une réalisation, sinon intégrale, du moins embryonnaire, de cet âge d'or où il est dit que "le lion et l'agneau reposeront côte à côte"...



JULES PAYAN

Le franc-tireur du commerce. Demandez à Jules où se trouvent les meilleurs terrains de chasse.

JULES PAYAN

The sharp shooter of the trade. Ask Jules where the best hunting grounds are.

Tout compte fait, la paix dépend du seul individu, de la seule unité. C'est l'attitude de ces individus envers leurs associés ou leurs concurrents qui amènera la paix ou qui empêchera la bonne entente de régner. Que l'antagonisme ou la lutte fassent donc place à l'indulgence et à la coopération. L'on arrivera à ce

and was latter translated and summarized by President Daoust.

Mr. Belanger outlined the work of the Montreal Technical School, where they were already teaching some branches of the mechanical work of shoemaking. He emphasized that it was not practicable at this stage to have a separate school for shoemaking, but that it was necessary for the present to have shoemaking taught as one of the activities of general technical schools.

———o———

AFTERNOON SESSION

At the afternoon session, Mr Wilfrid Gagnon took up the question of "Factors in Shoe Costs". He referred to the very able address given by Mr. Cobb, which he said covered the ground most thoroughly. He said that any manufacturer who had broken even during the past ouple of years should be satisfied. He enumerated, under sixteen points, items of cost which he said were too frequently overlooked or omitted in figuring out manufacturing costs in shoes. These included non-productive salaries, bank charges, rent on building and machinery, depreciation of equipment including lasts, damaged goods, taxes, bad debts, office expenses, freight charges, light and power, advertising, insurance travelling expenses, discounts. He s oke in French and English, and his efforts as an orator received great applause.

Mr John A. Walker covered briefly the question of "The Outlook for Nineteen Twenty Three. He quoted statistics showing tha Canadian foreign trade had decreased seventy four millions in 1921, but bank clearances had increased about one million dollars. He referred to the big crop in the West, which, with that of the Eastern Provinces, amounted to about six hundred and eighty eight millions dollars, or twenty two percent more than 1921. Increase in products of the mines was about sixteen million dollars. He predicted that 1923, for these and other reasons would show a steady increase in business. Manufacturers and Wholesalers might not get their past debts paid in full, but the outlook was good. He stated that there was a thirteen percent increase in the production of shoes last year, and that dealers' shelves were comparatively bare.

Mr. Fred Ahrens, on the "Retail Shoe Situation" said that reports showed three thousand two hundred failures last year. He thought it was a good time for greater optimism and especially for co-operation. He instanced the present Convention as indicating the growth of this spirit. He thought that the wholesale and retail trade could work together for the solution of the style problem.

Mr. John Tebbutt, dealing with wholesale conditions, suggested some changes that he thought would work benefit to all concerned. He proposed an invoice which would give the factory case number, the buyer's order number, and the factory and buyer's sample number. He proposed better uniformity of terms and suggested that net 60 days, one per cent thirty days and two per cent for cash.

Mr. A Lecour covered the shoe style problem briefly and showed how the present method of getting out new styles every week or month militated against the interests of both Wholesaler and Retailer. He suggested the establishment of three seasons, namely January 1st, May 1st,—and September 1st., at which times only, new styles should be shown.

Mr. J.E. Warrington spoke upon the betterment of the Association services for 1923. He referred to what had already been accomplished by the Association since its formation, and suggested that members send in suggestions to the executive. He also thought the time was coming for sub-divisions of the Association, so as to allow manufacturers in similar lines to get more closely together. He also suggested uniform terms and conditions in selling, and also on the policy with regard to returns. He suggested that an attempt be made to establish uniform method of costing, also inspection of plants, to increase efficiency and save risk. He advocated more definite credit reports and touched on the necessity for increasing or bringing back to the former position the British preference.

At the close of the session, a resolution was moved by Mr N. MacFarlane, seconded by Mr. L. T. Deslongchamps, that the Association extend its Credit Service to cover retail stores, providing the Wholesalers were willing to co-operate.

PROGRAM

WEDNESDAY, JANUARY 17.

RETAILERS' DAY.

9.30 A.M.

RETAILERS

Second business session of the National Shoe Retailers' Association of Canada, in

Banquet Hall, Ninth Floor.

Call to Order.

Reports of Secretary, Acting-Secretary, and Treasurer.

Address: "What the Retail Shoe Merchant should know about Fire Insurance",—Mr. James McCrudden, Montreal.

Address: "Shoe leathers, their relative merits and how to distinguish them",—Mr. Arthur Bonisteel, Aurora, Ont.

Address: "Service in a Retail Store",—Mr. Hugh Murray, London.

Address: "Successful Stock-keeping",—Mr. Louis Adelstein, Montreal.

2 P.M.

RETAILERS

Third business session of The National Shoe Retailers' Association of Canada, in

Banquet Hall, Ninth Floor.

Address: "Handling Stock and Cash in a Retail Store",—Mr. L. Lockett, Kingston.

Address: "Shoe Store Publicity",—Mr. Albert LaSalle, Montreal.

Address: Mr. Geo. D. Wallace, Halifax.

Report of Committee on Resolutions.

Unfinished business.

WEAR LIKE IRON

Why sell shoes with fake stiffeness, when you can buy them with counters of real bull moose sole made by special secret process that makes them as supple as a politicians principles, and as strong as Indian butter.

Guaranteed to outlast three generations or wear till there is nothing left of the shoe but the eyelets and smell.

PADDOCK & CASHMAN

Jacinthe, Quebec.

Agents Wanted.

NOTES FROM CHIGAGO SHOW

By James Acton

A larger number of Canadians than usual visited the Chicago Shoe Convention and Style Show, and were everywhere in evidence with their Canadian badge as well as the official emblem of the Convention. The Canadian badge was the National Shoe Retailers' button, with a little silk Union Jack attached, and it attracted a good deal of attention on the part of many who were not accustomed to seeing it.

At the first session of the Convention, the Canadians were welcomed by President Chisholm, who by the way, is Canadian born, and the whole delegation being asked to stand, got a great salvo of welcome. Unfortunately just before this reception, congressman Britten, who spoke on "Association and National Affairs", followed the old tradition of "twisting the lion's tail" in his introductory remarks on international affairs, and referred to some controversial matter in a way which was, to say the least, injudicious. Some of the Canadians withdrew during his speech.

Capt. Howard Blachford, of Toronto, Secretary of *The National Shoe Retailers' Association of Canada*, spoke on behalf of the Canadians, and made a sane telling address that was listened to with interest and appreciation. He stated that the world today needed more than anything else, conscientious upright business men, and dwelt upon the example that the United States and Canada was setting to the nations of the world of two countries side by side, living not only in peace and harmony, but in actual co-operation in many ways. He thought one of the ways in which the shoe industry could best co-operate was the attainement of greater stability in styles, which would undoubtedly minimize the number of failures in business.

The Shoe Style Revue.

The management is to be congratulated upon the arrangements this year and particularly those connected with the Shoe Style Revue The entire scheme of last year was changed. The decorations were unique and particularly pleasing. The proscenium was at the north end and the runway ran completely around the building with stands every few feet apart. This gave a splendid opportunity for seeing and noting the shoes displayed very minutely by all who attended.

The monotony was relieved by some very attractive "revue" scenes in which two teams of eight or ten pretty girls, hitched tandem and with jockeys driving them careened and pirouetted the entire round of the runway from each side. They looked like butterflies driven by cupids. Superior ligthing effects lent a charm to the scene and made the ensemble one of the most perfect of its kind yet attempted. Other dance specialties were introduced on the proscenium, and the runway, but this year the tail was not allowed to wag the dog as far as entertainment was concerned.

Shoe Style Notes.

The shoes shown comprised the widest possible range, including evening, street, walking, hiking, equestrian and rubber specialties, as well as striking leather costumes showing combinations of colors.

There was an absence of anything that might be considered absolutely new in style. There was not anything of which it might be said that it was a new departure in form or design. The thing that struck everybody was the predominance of cut outs and overlaps and the tendency towards contrasts in combinations and trimmings. Another striking feature was the presence of grey in plain and combinations which in spite of all predictions to the contrary persists very manifestly.

Color combinations were abundant and while patents were strong they did not give endorsement to the promise that spring is going to be a patent season. There was a goodly sprinkling of black satin, calf, kid and also the favorite shades of tan. The outstanding feature was the combinations of black with grey and tan. White kid was strong in summer shoes, and buck seemed to be to say the least hesitating. But from the samples shown, the coming season promises an unusual sale of sport shoes. Heels in walking shoes and sports continue low.

In evening wear, of course, the high heel maintains its popularity and the display of lines in this department was profuse, from the ordinary pump to the elaborate brocade, gold and silver cloth. A new thing that promises to have quite a run is "Utella", kid and calf, a sort of cross between alligator and sharkskin.

There was a good sprinkling of colonials and of these the small tongue variety was very considerably in the lead. The strap shoe was, however, supreme, the most popular being the one strap with cut outs or overlays and some pretty combinations of white with black, red and green ornamentation were shown. Some of these had colored heels and others fancy trimmed heels to match. Overlaps in contrasting leathers were also a feature.

Oxfords were another outstanding line, being present in varied interpretation from the plain black to the more ornate two tie effects with cut outs and fancy quarters. Oxfords are a good bet for Spring, especially in sports, all the dealer has to do is to make a wise choice to suit his trade.

In men's goods there was little change. While perforations are still in evidence, the tendency persists towards fancy stitching. In spite of predictions, plain effects do not seem to make much headway, especially plain toes. The lasts are about the same and colors ditto. Tony reds and medium tans seem to be most popular.

Of the whole show, it may be said that there are no startling innovations. The retailer may feel perfectly safe both with regard to lines he has in stock, where they are at all up-to-date, and those he has ordered. If the show had taken place three months ago, it would have meant hundreds of thousands of dollars to both manufacturer and retailer. As one prominent retailer put it: "You can sell almost any kind of a shoe if it is pretty, and not too outré."

ORGANISATION OF RETAIL TRADE

The first move towards organization in the industry took place early in 1888, when the question of a Retail Shoe Dealers' Association was first discussed. Amongst those who took an active part and brought matters to a head were the late Chas. Doney, Ottawa, Jas. Porteous, Galt, E. Downing, Goderich, Wm. Taylor and Sons, Clinton, McKim and Loucks, Smiths Falls, John Maw and Son, Ormstown, Que., W. A. Harris, Simcoe, Hector McDonald, Mount Forest. A call was sent out for a meeting to be held at the Windsor Hotel, Montreal, in February 1889, but in the meantime the Winter Carnival was announced, and accommodation could not be obtained. The scheme was laid over and in the interval, local associations sprang up in several cities.

After the lapse of thirty years, about a dozen shoemen in Toronto and Hamilton were invited to a dinner at the Carls-Rite in May 1919, and the whole question of the National Shoe Retailers' Association was discussed. The following were present: Messrs. W. T. Fegan, Chas. Elmes, Chas. Budreo, J. W. Jupp, M. Chisholm, J. H. McLelland, Ed. Cook of Toronto and Messrs. W. A. Smith and A. Wilson of Hamilton. The unanimous decision was to send out a call for the Convention to be held at the King Edward, Toronto in July and those present were constituted a committee to proceed with arrangements with W. T. Fegan, Chairman, Ed. Cook, Secretary and J. W. Jupp, Treasurer. The first convention and its successors are now a matter of history, Montreal and Toronto alternating as places of meeting. The work since accomplished by the organization has fully justified the original Committee in its course in bringing the shoe retailers of Canada together in July 1919.

Continued

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It is reported that the town of St. Hyacinthe is sueing the city of Montreal for the sum of $2,363,467.77¾ damages. Plaintiff claims that defendant has alienated the affections of one of her leading citizens, in the person of Mr. W. Girouard, causing him to move his business and place his interests in the big Metropolis.

LA CONVENTION

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LA JOURNEE DES MANUFACTURIERS

L'inauguration de l'assemblée la plus importante qui ait encore été tenue, à Montréal, par les représentants de l'industrie de la Chaussure,

HOWARD BLACHFORD
Fresh from Triumphs in Chicago.

a eu lieu hier matin, sous la présidence de M. Joseph Daoust. L'Assoc, au salon "D" de l'hôtel Mont-Royal, à Montréal, plus de trois cents délégués, représentant les manufacturiers, les marchands de gros, les détaillants, les voyageurs, et plusieurs autres personnes intéressées dans cette industrie avaient répondu à l'appel.

M. Joseph Daoust, le président, avec sa courtoisie habituelle, souhaita la bienvenue aux visiteurs et esquissa quelques-unes des questions dont s'était occupée l'Association dans le cours de l'année. Il félicita M. Weaver, le gérant de l'Association, dont l'activité, dit-il, était responsable de l'augmentation du nombre des membres.

Il avait trouvé opportun, dans le courant de l'année, de transporter les bureaux de l'Association à Montréal.

La question du tarif avait été cause d'une certaine anxiété, mais les représentations qui ont été faites au gouvernement par les intéressés, ont porté leurs fruits. L'Association avait aussi institué un système d'informations concernant le crédit, et ce service était fort apprécié.

L'exécutif avait fait une enquête au sujet de l'instruction technique de la fabrication de la chaussure, et il lui faisait plaisir de rapporter progrès.

Monsieur Weaver, le gérant de l'Association, a visité certaines expositions de modes aux Etats-Unis.

M. Daoust exprima toute sa satisfaction de constater que cette Convention serait un succès. Plus de soixante-dix manufacturiers avaient préparé une exposition dans des chambres particulières, et il était convaincu que tous feraient de bonnes affaires.

Le président répéta ces remarques en français.

M. Weaver présenta le rapport de l'exécutif et sut l'accompagner de remarques fort intéressantes. Ce rapport comprenait le service de crédit, établi en ce qui concerne les marchands de gros, et il dit que les avantages que les membres de l'Association avaient déjà retirés de ce service étaient des plus encourageants, non-seulement pour les manufacturiers, mais aussi pour les marchands de gros.

L'Association s'était aussi occupée de réunir et de distribuer des informations quant au crédit des détaillants.

La question du tarif avait été traitée avec beaucoup de succès. Il rapporta progrès sur la question de l'uniformité des cartons de chaussures.

L'Ecole Technique de Montréal avait commencé des classes techniques concernant la fabrication de la chaussure et si les résultats étaient satisfaisants, des classes seraient établies dans tous les autres centres.

La question du renvoi des marchandises a été aussi discutée longuement, de même que les changements de machineries, d'enquêtes sur importation clandestines, sommaires de décisions judiciaires, de la coopération des manufacturiers américains quant au style et la publicité de critiques injustes qui nuisent à l'industrie.

L'exécutif de l'Association a organisé une section de Style à l'Exposition Canadienne Nationale, qui a remporté un grand succès.

L'exécutif s'est aussi occupé activement de l'opposition à l'augmentation de 50% au tarif de messageries sur les chaussures expédiées dans des boites de fibre ou des boites de bois non encerclées, et l'exécutif s'est efforcé d'obtenir du gouvernement que le pays d'origine soit marqué sur les chaussures importées.

M. Louis Daoust a fait rapport sur l'uniformité des boîtes d'expédition. Il rapporta progrès.

Le type des cartons et des boites a été fixé définitivement, leurs mesures linéaires, de même que leurs mesures cubiques ont été déterminées. Les avantages qui en découlent pour le fabricant, le grossiste et le détaillant réunissent une appa nce uniforme sur les rayons, des livraisons plus promptes, une diminution du coût de l'administration et de l'assurance, une diminution de 5% dans le coût. Les dimensions ont été soigneusement étudiées de façon à convenir aux fabricants, aux détaillants et aux voituriers.

WILFRID GAGNON
The silver tongued orator.

WILFRID GAGNON
L'orateur à la langue d'argent.

M. Howard P. Cobb, de Boston, a fait un discours documenté et infiniment utile sur le coût de la fabrication de la chaussure. Un système de coût absolument déterminé est, d'après lui, une impossibilité, et

W. P. KNOWLTON prestidigitator.

W.P. KNOWLTON, le prestidigitateur.

a base devrait être un système comptable où le coût estimatif serait en lui-même. Il n'est pas possible d'obtenir un coût uniforme, mais néanmoins une réforme s'impose lorsque le coût de la main-d'oeuvre varie de soixante-quinze sous à un dollar et vingt-cinq sous la paire.

Il insista sur la nécessité d'un budget basé sur le rendement normal de la fabrique et déclara que le secret des frais d'administration raisonnables se trouvait dans une production intensive. Il faut baser ces frais sur une année moyenne et non pas sur une année maxima et minima. Il fit aussi allusion à ces frais "invisibles" si souvent négligés par le fabricant, ceux-ci comprennent l'administration, les formes et patrons, les chaussures renvoyées, les échantillons, la diminution de valeur de l'établissement et des machineries, et les mauvaises dettes.

Les frais d'administration, dit-il, devraient être moins de vingt-cinq sous par paire. Les formes et patrons (excepté ceux qui ont été achetés lorsque la fabrique faisait ses débuts, et qui devraient être alors capitalisés& devraient, chaque année, être calculés sur une base de cinq sous la paire. Echantillons et chaussures renvoyés peuvent atteindre huit sous la paire. Les mauvaises dettes, normalement, pourraient être couvertes par une charge de un demi pour cent sur le volume.

Le fabricant doit aussi fixer pour lui-même un salaire égal à celui qu'il pourrait gagner en dehors de sa fabrique, et s'il vend des marchandises, il doit aussi charger les coûts de vente. Le virement annuel devait être au moins quadruple. Les profits devraient être de dix pour cent sur les ventes brutes ou de vingt pour cent sur le capital.

M. Cobb ajouta qu'il n'y avait que trois fabricants sur dix qui faisaient de l'argent, et que ce chiffre pourrait être réduit à deux.

Le Principal de l'Ecole Technique de Montréal, M. Bélanger a parlé de l'éducation technique chez les ouvriers de la chaussure. Ce discours fut fait en français, et le président, M. Daoust, le traduisit et le résuma.

M. Bélanger esquissa le beau travail fait par l'Ecole Technique de Montréal où l'on enseigne déjà certaines branches de la cordonnerie mécanique. Il dit qu'il n'était pas encore pratique d'avoir une école de cordonnerie séparée, mais que l'enseignement de ces métiers devrait figurer au programme des écoles techniques.

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PROGRAMME

MERCREDI, 17 JANVIER

JOURNEE DES DETAILLANTS

9.30 A.M.

DETAILLANTS

Deuxième seance d'affaires de L'Association Nationale des Détaillants de Chaussures du Canada.

Salle de banquet, 9e plancher.

Appel à l'ordre.

Rapports du Secrétaire, du Secrétaire-suppléant et du Trésorier.

Discours: "Ce que le détaillant de chaussures devrait savoir au sujet de l'assurance contre le feu",—M. James McCrudden, Montréal.

Discours: "Les cuirs à chaussures, leurs mérites relatifs et comment les distinguer",—M. Arthur Bonisteel, Aurora.

Discours: "Les ventes dans un magasin de détail",—M. Hugh Murray, London.

Discours: "La tenue des livres qui portera succès",—M. Louis Adelstein, Montréal.

2 P.M.

DETAILLANTS

Troisième seance d'affaires de L'Association Nationale des Détaillants de Chaussures du Canada,

Salle de banquet, 9e plancher.

Discours: "Comment emmagasiner et tenir la caisse dans un magasin de détail",—M. L. Lockett, Kingston.

Discours: "Publicité du magasin de détail",—M. Albert LaSalle, Montréal.

Discours: M. Geo. D. Wallace, Halifax.

Rapport du Comité des Résolutions.

Affaires non-terminées.

SEANCE DE L'APRES-MIDI

A la séance de l'après-midi, M. Wilfrid Gagnon traita le sujet: "Facteurs du Prix de Revient des Chaussures". Il fit allusion à la solide conférence de M. Cobb, qui, dit-il, couvrait le champ complètement. Tout manufacturier déclara-t-il, devrait être satisfait s'il n'a rien perdu durant les deux dernières années. Sous 16 rubriques, il énuméra des articles qui sont trop fréquemment oubliés dans l'établissement du prix de revient des chaussures. Parmi ces articles, il faut mentionner les salaires non-productifs, frais de banque, loyer de l'édifice et des machines, dépréciation de l'outillage et des formes, marchandises endommagées, taxes, créances litigieuses, dépenses de bureau, fret, lumière et pouvoir, publicité, assurance, frais de voyage, escomptes. Il parla en français et en anglais, et ce succès oratoire lui valut de forts applaudissements.

M. John A. Walker traita brièvement des "Perspectives pour l'année 1923". Il donna des statistiques démontrant que le commerce extérieur du Canada avait diminué de soixante-quatorze millions en 1921, que les compensations des banques avaient augmenté d'environ un million de dollars. Il fit allusion aux fortes récoltes de l'Ouest canadien, qui, ajoutées à celles des provinces de l'est, se chiffraient, en valeur, à $688,000,000, soit 22% de plus qu'en 1921.

L'augmentation en valeur de la production minière a été d'environ seize millions de dollars. Il prédit que, pour ces raisons et d'autres encore, l'année 1923 verrait les affaires s'accroître constamment. Les Fabricants et les Grossistes pourraient bien ne pas recouvrer complètement leurs créances, mais les perspectives sont bonnes. Il déclare que, l'année dernière, l'augmentation dans la production des chaussures a été de treize pour cent, et que les rayons des marchands étaient pratiquement dégarnis.

M. Fred. Ahrens, traitant de la situation du Commerce de Détail de la Chaussure, affirma que les rapports enregistraient trois mille deux cent faillites l'an passé.

Il exprima l'opinion que c'était le moment d'être plus optimistes et surtout, de collaborer plus étroitement. Il ne voulut pour preuve de cet esprit de coopération que la présente Convention, et déclara que le gros et le détail pouvaient travailler ensemble à la solution de la question des modèles de chaussures.

M. John Tekbutt, parlant de la situation des grossistes, suggéra quelques modifications dont, selon lui, tous les intéressés bénéficieront. Il proposa l'établissement d'une facture qui porterait le numéro de la fabrique, le numéro d'ordre de l'acheteur, le numéro de l'échantillon de la fabrique et de l'acheteur. Il proposa plus d'uniformité dans les conditions et il suggéra celles-ci: 30 jours, net; 1%, 30 jours, et 2% comptant.

M. A. Lecour traita rapidement du problème des styles en chaussures et il démontra comment la méthode actuelle de mettre de nouveaux modèles sur le marché chaque semaine ou chaque mois militait contre les intérêts et du Grossiste et du Détaillant. Il suggéra l'établissement des trois saisons suivantes: 1er janvier — 1er mai et 1er septembre; et ne serait qu'à ces dates qu'on exposerait de nouveaux modèles.

M. J. E. Warrington parla de l'amélioration des Services de l'Association en 1923. Il fit allusion à ce que l'Association avait déjà accompli depuis sa fondation, et il demanda aux membres d'envoyer leurs suggestions au comité exécutif. Il exprima aussi l'avis que c'était le temps de subdiviser l'Association, de façon que les fabricants de lignes analogues puissent se rapprocher davantage.

Il proposa également l'uniformité dans les conditions de vente et dans la manière d'établir les rapports. Il suggéra qu'on fît un essai vers l'uniformisation des méthodes dans l'établissement des prix de revient, l'inspection des usines, afin d'augmenter le rendement et d'éviter les risques. Il se déclara partisan de rapports plus précis sur les crédits, et il toucha à la nécessité d'augmenter la préférence aux produits britanniques ou de la ramener à son ancienne position.

A la clôture de la séance, M. N. MacFarlane, secondé par M. L.T. Deslongchamps, proposa la résolution suivante: Que l'Association étende son service de crédits, de façon à couvrir les magasins de détail, si toutefois les grossistes voulaient bien y collaborer.

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"Ta femme est une bonne travailleuse, mon vieux Jos," dit le voisin.

"Oui!" répondit l'heureux mari. "Si j'en avais deux ou trois comme elle, mes affaires n'iraient pas mal!"

NOTES DE L'EXPOSITION DE CHICAGO

Les Canadiens, en beaucoup plus grand nombre qu'à l'ordinaire, ont assisté à la Convention de l'Industrie de la Chaussure, à Chicago, et y ont visité l'Exposition des Modèles. Partout, ils ont été en évidence avec leur insigne canadien et l'insigne de la Convention. Le bouton de l'Association Nationale des Détaillants en Chaussures, accompagné d'un petit Union Jack en soie, servait d'insigne canadien, et a été l'objet de la curiosité d'un bon nombre de personnes qui n'étaient pas habituées a le voir.

A la première séance de la Convention, le président Chisholm, qui, soit dit en passant, est Canadien de naissance, souhaita la bienvenue aux Canadiens et, toute la délégation s'étant levée, reçut le plus chaleureux accueil. Par malheur, précédant immédiatement cette réception, le Sénateur Britten, qui traita le sujet: "Associations et Questions Nationales", suivit, dans ses remarques introductives sur les questions internationales, la vieille tradition qui consiste à "tordre la queue du lion" et fit allusion à certains sujets de controverse, d'une façon qui, à tout le moins, était peu judicieuse. Quelques délégués canadiens quittèrent la salle durant son discours.

Le capitaine Howard Blachford, de Toronto, secrétaire de l'Association Nationale des Détaillants en Chaussures du Canada, parla au nom des Canadiens, et il fit un discours sain et puissant, que l'on écouta avec intérêt et qui fut apprécie. Il déclara que ce que le monde réclame le plus aujourd'hui, ce sont des hommes d'affaires consciencieux et droits, et il signala l'exemple que le Canada et les Etats-Unis donnent en ce moment aux nations du monde, ces deux pays vivant côte à côte, non pas seulement en paix et en harmonie, mais encore, en bien des domaines, dans un esprit de véritable collaboration. Il exprima l'opinion que l'un des moyens dont l'industrie de la chaussure dispose pour coopérer plus étroitement, consiste dans l'obtention d'une plus grande stabilité des modèles, ce qui, sans aucun doute, serait susceptible de réduire le nombre des faillites commerciales.

L'Exposition des Modèles de Chaussures

L'administration a droit à des félicitations pour l'organisation générale, et plus particulièrement, en ce qui a trait à l'Exposition des Modèles de Chaussures. Tout le plan de l'an dernier a été modifié. Les décorations étaient uniques dans leur genre et d'un effet particulièrement agréable. L'avant-scène se trouvait à l'extrémité nord et elle se déroulait tout autour de l'édifice, avec des stands séparés les uns des autres par quelques pieds. Cette disposition permettait à toutes les personnes présentes de bien voir et d'examiner les modèles de chaussures, dont l'étalage était d'ailleurs très soigné.

Une revuette où dansaient plusieurs charmantes jeunes filles ajoutait à l'intérêt de l'Exposition. C'était comme si des papillons eussent été tenus en laisse par Cupidon luimême. L'éclairage parfait ajoutait un charme à cette scène. D'autres danses figuraient aussi au programme et l'intérêt fut soutenu jusqu'à la fin.

NOTES DE MODE

Les souliers présentaient toutes les variétés immaginables pour le soir, la promenade à la campagne et à la ville, le tourisme, *et caetera*. Il y avait aussi des bottes d'équitation, des articles en caoutchouc, et de remarquables costumes en cuir réunissant plusieurs couleurs.

Rien cependant ne pouvait être considéré comme absolument inédit au point de vue *mode*. Les grandes lignes de la forme et des dessins n'avaient pas varié. Les points les plus remarquables furent l'abondance des appliqués et des découpés, et des tendances définitives vers le contraste, dans les combinaisons de cuirs et de garnitures. Le gris uni, ou allié à d'autres couleurs, était en vedette en dépit de maintes prédictions à l'encontre de cette nouvelle vogue.

Donc beaucoup de couleurs en combinaisons et un peu moins de verni que ne le laissaient prévoir les promesses du printemps.

Il y avait beaucoup de satin, veau et chevreau noir, et les nuances classiques de l'échelle des bruns. La chaussure la plus en vedette réunit le noir au gris ou au fauve. Les souliers d'été étaient surtout en chevreau blanc, mais le daim avait peut-être perdu un tout petit peu de sa faveur.

Les échantillons nous montrent clairement qu'il y aura énormément de souliers de sport et de promenade, au retour de la belle saison, et tous à talons bas.

Bien entendu, le talon haut conserve toute sa vogue pour le soir.

Il y avait en plus, nombre d'exhibits de ces lignes allant de l'escarpin ordinaire jusqu'au brocart et aux tissus métalliques les plus somptueux. Deux nouveaux cuirs se faisaient remarquer: l'un était le chevreau *Uteffra*, et l'autre, une peau tenant de l'alligator et du requin. Il y avait beaucoup de modèles dits colonial, et surtout de ceux à petite languette. Mais tout cela ne diminuait en rien la suprématie de la lanette, et surtout de la barette unique jointe à des appliqués ou à des découpés. Le noir et le blanc, et le rouge et le vert, se combinaient ici et là de façon charmante. Nous avons vu des talons de couleur, et des talons garniture-fantaisie. Des cuirs de couleurs opposées sont souvent cousus de façon à ce que les bords de l'un dépasse quelque peu celui de son voisin.

Beaucoup d'*oxfords*, allant du noir ordinaire à des effets fantaisie, avec découpés et appliqués. Il est certain que le printemps verra de nombreux *oxfords*, et surtout pour les sports. Les marchands n'ont qu'à exercer un peu de tact pour satisfaire absolument la clientèle la plus difficile.

Peu de modifications chez la chaussure masculine. Il y a encore des perforations, mais la tendance est surtout vers la piqûre-fantaisie. Nonobstant la prédiction, les effets de grande simplicité et particulièrement les bouts unis ne semblent pas très populaires. Formes et couleurs n'ont pas varié. Beaucoup de rouge, et de fauve moyen.

Bref, l'Exposition n'a révélé aucune innovation remarquable. Le détaillant n'a pas d'inquiétudes à avoir quant aux lignes qu'il a en stock, si elles sont quelque peu modernes. Si l'Exposition avait eu lieu il y a trois mois, Fabricants et Détaillants y auraient probablement gagné des sommes énormes. Comme le disait un détaillant très en vue: "L'on peut vendre n'importe quelle sorte de chaussure, si elle est jolie, et si elle n'est pas trop fantaisiste."

————o————

Le fiston.—"Papa, qu'est-ce qu'un entrepreneur de pompes funèbres?"

Le papa.—"C'est celui que l'on appelle après le médecin."

———

Durand.—"Peux-tu définir un orateur?"

Dural.—"C'est facile. C'est celui qui est toujours prêt à offrir ta vie sur l'autel de la patrie."

L'ORGANISATION DU DETAIL

Les premières tentatives d'organisation de cette industrie eurent lieu au début de 1888, alors que l'on étudia pour la première fois la question de l'*Association des Détaillants de Chaussures*. Parmi ceux qui prirent à cette initiative une part active, il convient de nommer MM. Chas. Doney, d'Ottawa, Jas. Porteous, de Galt, E. Downing, de Goderich, Wm. Taylor et ses fils, de Clinton, McKim et Loucks, de Smiths Falls, John Maw et son fils, de Ormstown, W. A. Harris, de Simcoe, Hector McDonald, de Mount Forest, tous décédés. Une grande réunion avait été convoquée et devait avoir lieu à l'Hôtel Windsor, en février 1889, mais à cause du Carnaval d'Hiver, l'on ne put obtenir l'espace suffisant et le projet fut remis à plus tard. Entre temps, de nombreuses associations locales se formaient dans les petites villes.

Trente ans plus tard, une douzaine d'industriels de la Chaussure, de Toronto et Hamilton, se réunirent à un dîner au Carls-Rite, en mai 1919, et l'on y discuta de nouveau la question d'une *Association Nationale des Détaillants en Chaussures*. MM. W. T. Fegan, Chas. Elmes, Chas. Budreo, J. W. Jupp, M. Chisholm, J. H. Mclelland, Ed. Cook, de Toronto, et MM. W. A. Smith et A. Wilson, de Hamilton, y assistaient.

A l'unanimité, l'on décida d'avoir une Convention à Toronto au mois de juillet, à l'Hôtel King Edward, et un comité fut formé et chargé de régler l'affaire. M. W. T. Fegan en était le président, M. Ed. Cook, le secrétaire et M. J. W. Jupp, le trésorier.

La première convention et celles qui lui succédèrent font maintenant partie de notre histoire commerciale, et Montréal et Toronto alternèrent comme lieu de réunion. Les travaux accomplis par l'organisation depuis cette date ont largement justifié le plan du Comité Originaire qui réunit les Détaillants en Chaussures Canadiens en juillet 1919.

Suite

o————

VOYAGEUR, ayant réputation de vendre l'article sur échantillon sans changements. Devra être capable de prendre de fortes commandes sans réductions de prix, et de pousser les intérêts de sa maison, qu'elle ait tort ou raison. Une commission de 25 pour cent sera accordée a un représentant compétent.

The CONVENTION

Issued jointly by "SHOE & LEATHER JOURNAL" and "LA CHAUSSURE" of "LE PRIX COURANT"

Vol. I. Montreal, Tuesday, January 16, 1923 No 2

MANUFACTURERS' DAY

The largest and most important gathering of shoemen ever held in Canada was inaugurated yesterday morning when President Joseph Daust, of the Shoe Manufacturers' Association of Canada called the initial meeting to order in Salon D. of the Mount Royal Hotel. Manufacturers, wholesalers, retailers, leather men and travellers had made Montreal their Mecca, and upwards of three hundred had registered by Monday noon, with more to fololw on succeeding days.

The Peerless Leader From Ottawa.

Ce meneur d'Ottawa est incomparable.

President Daoust, with his customary grace, welcomed the visitors, and made note of some of the salient features of the work of the Shoe Manufacturers' Association during the past year. The increase in membership he attributed to the activities of the Manager Mr. Weaver. During the year, the Head Office had been moved to Montreal, where it was functioning successfully. The tariff had been a source of some anxiety, following the election, but strong representations made by the Trade, had resulted in the change made being virtually nominal. A Credit Service for Manufacturers had been instituted, to considerable advantage. The question of technical instruction in shoemaking had been investigated, and progress was being made. The manager of the Association, Mr. Weaver, had been sent to the meeting of the Styles Committee of the United States.

Mr. Daoust expressed satisfaction at the prospects for this Convention. Nearly seventy sample rooms were taken, and he hoped good business would results from the efforts.

The President then repeated the gist of his remarks in French

Mr. Weaver, in presenting his report as Manager, enumerated the various activities of the Association with comments. These included the credit service on wholesale accounts, the results of which were of advantage, not only to manufacturers, but also to wholesalers themselves. The Association has also served as a clearing house for information with regard to retailers.

The tariff question was taken up with very great measure of success.

Standardization of shoe cartons was advanced several stages

Classes in shoemaking at the Montreal Technical School were started, and if they gave good results, the movement would be extended to other centres.

Other activities dealt with unfair return of goods, exchange of machinery and equipment, investigation of dumping, summaries of court rulings of interest to the Trade, cooperation with the American Shoe Trade with regard to the style situation, publicity to counteract unfavorable criticism of the industry.

The Shoe Style Show at the Canadian National Exhibition was organized by the Association and was highly successful and valuable from many points of view.

Among present activities, is the organization to oppose the proposed increase of fifty per cent in freight rates on shoes shipped in fibre containers or unstrapped wooden boxes; also application to the Government for application of the Marking Law as applied to imports of boots and shoes.

Mr. Louis Daoust reported on the standardization of shipping cases. Good progress was being made. Standard cartons and containers have been scheduled, the outside measurements of cartons being given, and the inside measurements of containers. The advantages to the manufacturer, wholesaler and retailer included uniformity in appearance of shelves, quicker deliveries, lower overhead and insurance, and a five per cent decrease in cost. The sizes were carefully worked out to suit manufacturers, retailers and carriers.

M. Howard P. Cobb, of Boston, gave a very comprehensive and valuable address on shoe manufacturing costs. He said that an actual cost system for shoes was almost an impossibility. The basis of shoe costs should be on an accounting system which checked against estimated costs. While it was not possible to get uniform costs, there is something wrong when labor costs can vary from seventy-five cents to $1.25 per pair.

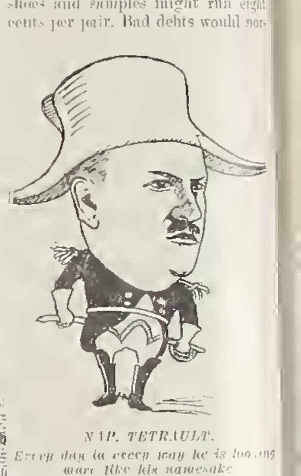
He emphasized the necessity of a budget based on normal capacity of the plant, and said that the secret of low costs was high production.

TRAFFIC BLOCKED BY SHOEMEN—LEMOINE ST. BRASS BAND REVIVED

Costs should be based on an average year, not on a high or low year

He referred to the "intangible" costs so often neglected by manufacturers. These included overhead, lasts and patterns, returned shoes, samples, depreciation of plant and machinery, bad debts.

Overhead, he said, should be at least twenty five cents per pair. Lasts and patterns (except those bought to start a factory, which should be capitalized) should be written off each year, on the basis of say five cents per pair. Returned shoes and samples might run eight cents per pair. Bad debts would normally be covered by ½% charge on volume.



NAP. TETRAULT.

Every day in every way he is looking more like his namesake

NAP. TETRAULT

Tous les jours et de toutes façons il évoque davantage le souvenir de son homonyme.

The manufacturer should charge a salary for himself equivalent to what he could earn outside, and if he sold goods, should still charge up selling costs. Turnover should be at least four time per year. Profits should be ten percent on gross sales, or twenty percent on capital.

Mr. Cobb said that only three out of every ten shoe manufacturers made money, and the figure might perhaps be closer to two.

Mr. Belanger, principal of the Montreal Technical School, spoke on technical education for shoe workers. This address was in French.

et ceux qui, dans le passé, représentent cette industrie.

Il y a trente-cinq ans, il n'y avait pas d'organisation de manufacture, tel qu'aujourd'hui, et les cuirs fins devaient être importés de France, d'Angleterre, d'Allemagne et des Etats-Unis. Presque toute la chaussure fine était importée et les modes étaient toujours d'un an en arrière de celles des Etats-Unis.

Quant aux conditions des affaires, il cita des prix de peaux à 4½ sous, des cuirs de dessus valant de neuf à douze sous, et des cuirs à semelle de 18 à 23 sous. Il dit aussi que les meilleurs fabricants de chaussures faisaient des chaussures qui se vendaient à $2.50 la paire en gros, et des lignes classiques à $1.00 et $1.50. Les conditions étaient de 4 mois net. Les lignes classiques pour femmes se vendaient $1.00 ou $1.35. L'on commandait six mois d'avance.

M. Acton donna plusieurs anecdotes personnelles intéressantes sur les commerçants du siècle dernier. A Québec, à Montréal, à Toronto et ailleurs.

M. J. A. Beaudry, du *Prix Courant*, décrivit de façon intéressante le voyage qu'il a fait, l'an dernier, en Russie. Il fit l'historique des développements politiques de ce pays et de l'avènement du bolchévisme après le régime autocratique d'avant 1917. Il dit que le pouvoir actuel ne pouvait être renversé que de deux façons: de l'intérieur ou de l'extérieur. Il n'est pas probable que les puissances étrangères se mêleraient à l'affaire et, comme la minorité qui a le pouvoir actuellement est bien organisée et le peuple plongé dans l'ignorance, il n'y a pas de probabilité qu'une contre-révolution se produira.

Il parla de l'inquiétude politique que répand la propagande bolchéviste, et ajouta que, tôt ou tard, les autres pays auraient à se préoccuper de cette menace. Il conclut en disant qu'il n'y avait pas actuellement de possibilités de commerce avec la Russie, vu l'état économique et financier de ce pays, et qu'il était plus que difficile d'introduire des marchandises en Russie et d'en obtenir paiement. La seule solution serait d'expédier un vaisseau entier de marchandises et d'exiger paiement immédiat en espèces.

A la fin de l'assemblée, les fonctionnaires exécutifs suivants furent élus pour l'année courante: Président, J.E. Warrington, Québec; 1er vice-président, L.P. Deslongchamps, Montréal; 2ème vice-président, J.A. Walker, Toronto — Représentants de Districts: B.J. Leckie, district ouest; G.W. McFarland, P.H. Ahrens, W.D. Duffield, S.H. Parker, G.H. Ansley, L.C. Van Geel, Geo. A. Blachford, pour l'Ontario; J.E. Samson, J.M. Stobo, D. Marsh, G B. Goulet, pour Québec; R. Lanthier, A. Lecours, J.T. Tebbutt, A. Tétrault, N. McFarlane, Wilfrid Gagnon, pour Montréal; A. Reid, pour les provinces maritimes.

Les anciens présidents MM F.S. Scott et Joseph Daoust sont aussi élus membres de l'Exécutif.

On passa une résolution demandant à l'Association des fabricants de chaussures en caoutchouc et en feutre, de nommer des membres au Comité Exécutif dans un but de coopération au sujet du nouveau service de crédits. On a aussi adopté des résolutions demandant d'amender la nouvelle loi des faillites au sujet du marquage des chaussures importées, du marquage "Fabrication Canadienne", du rétablissement intégral de la préférence accordée aux produits britanniques, des redevances des moulures, lesquelles demeurent pratiquement sur la base de 25 cents par $1,000 d'affaires, en 1922, ventes maximum de $1,500,000.

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SESSION DE L'APRES-MIDI

La session la plus importante de la Convention eut lieu après le déjeuner et fut présidée par M. Stephens, de l'*Association Nationale des Détaillants en Chaussures*.

Parlant au nom des détaillants, M. C. H. Rannard, de Winnipeg, prononça des paroles aussi intéressantes qu'importantes.

Il insista sur l'importance des conventions. Son expérience personnelle lui a appris que le marchand ne devrait négliger aucune occasion d'étudier non seulement son propre commerce, mais encore toutes les filiales de l'industrie qu'il pratique.

Le marchand devrait aussi enseigner à son personnel tout ce qu'il sait lui-même. Ce n'est qu'en agissant ainsi qu'il en obtiendra un rendement maximum. M. Rannard rappela les pertes subies à cause de la mise en stock de pointures trop petites et trop étroites. Une étude de ce problème serait précieuse pour le commerçant.

La question des modes est aussi fort importante. Les cercles de la chaussure ont subi des pertes graves à cause d'inventaires trop considérables, de la baisse des prix et des modes nouvelles qui se suivent trop rapidement. L'*Association des Détaillants* devrait protester officiellement contre les modifications trop fréquentes des modes.

Il parla aussi de ceux qui sont accoutumés de se prévaloir de méthodes illégitimes ou peu scrupuleuses. Les détaillants et tous les autres cercles de la chaussure devraient agir promptement pour éliminer ces indésirables.

Le détaillant, le fabricant et le grossiste devraient collaborer pour remettre les affaires sur une base stable. L'unité de la fin est essentielle à tous et le secret de la prospérité collective.

Bref, il ajouta que la culture du côté sentimental était loin d'être superflue, dans les affaires. Ce n'est que de cette façon que l'on pourra toucher à cet âge d'or désiré par tous, où se matérialisera la promesse évangélique: "Paix sur la terre aux hommes de bonne volonté."

M. Joseph Daoust, de la maison *Daoust, Lalonde et Cie*, succéda à M. Rannard et expliqua que ceux qui ne se réussissaient pas en affaires se divisaient en deux groupes: d'abord, les victimes de circonstances incontrôlables; puis ceux qui faisaient faillite pour décevoir leurs créanciers. La définition qu'il donna de ces deux groupes, avec exemples à l'appui, a fort intéressé l'auditoire.

Emanant d'un homme d'affaires aussi averti, et si précieusement documenté par une longue expérience, ces paroles ne pouvaient qu'être, pour les délégués qui l'écoutaient, une leçon infiniment utile et mémorable.

M. Peter Doig, président de l'*Association Nationale des Voyageurs en Chaussures*, parla au nom de son groupe, et il expliqua, avec clarté et éloquence, les services que rendent aux fabricants aussi bien qu'aux détaillants, les voyageurs de commerce.

Probité et courtoisie sont les facteurs essentiels de leur succès. Il insista sur la collaboration désirable des marchands, sur un point, en particulier: la ponctualité aux rendez-vous. Il se perd beaucoup d'un temps précieux grâce à la négligence de cette exactitude, qui n'est pas seulement la "politesse des rois" mais encore devrait être celle des commerçants...

DURENT COMME LE FER

Pourquoi vendre des chaussures ayant une rigidité artificielle, lorsque l'on peut en acheter avec des contreforts de véritable cuir d'orignal, fabriquées suivant un procédé secret qui les rend aussi souples que les principes d'un politicien, et aussi fortes que le beurre de sauvages.

Elles sont garanties pour trois générations. On les porte jusqu'à ce qu'il n'en reste rien que les oeillets et le parfum...

CHAUSSON, SANDALETTE & COMPAGNIE
Sainte-Jacinthe, Québec.

On demande des représentants.

LES DEVOIRS DU GROSSISTE EN CHAUSSURES

Nous résumons ici la belle allocution prononcée par Mr. McClaren, au déjeuner d'hier.

Le grossiste agit un peu comme tampon entre le fabricant et le détaillant, c'est certes tout à son avantage qu'il supporte tous les incalculables petits ennuis du commerce avec un sourire, et qu'il règle toutes les réclamations avec un minimum de friction. Lorsque le détaillant a à se plaindre, à tort ou à raison, c'est au grossiste qu'il s'adresse et bien souvent la question est réglée avant que le fabricant en ait même connaissance.

Tact ou diplomatie sont donc les qualités du grossiste.

M. McClaren affirma que le grossiste est un facteur essentiel de l'industrie de la chaussure. C'est lui qui fait tourner les roues du commerce; c'est lui qui est toujours là pour satisfaire aux demandes des acheteurs retardataires, et c'est lui qui est toujours prêt à supporter même des pertes sérieuses s'il en résulte quelque bien pour l'industrie en général.

Distributeur avant tout, il couvre un territoire immense, fréquemment à des frais considérables, et donne au petit détaillant de village les mêmes services qu'aux marchands des grandes villes.

Mais encore, il est avant tout un optimiste. Nous savons tous combien ont été difficiles les dernières années. Il n'en a pas moins conservé son assurance et sa bonne humeur, et placé des commandes chez les manufacturiers assez tôt pour rencontrer la demande.

Il a aussi à lutter avec le problème des crédits à donner et ce n'est pas là la moindre tâche.

En un mot, Mr. McClaren définit le grossiste en chaussures comme suit: Il est d'abord un distributeur économique; 2o. c'est lui qui tient la clef du problème des crédits; 3o. c'est l'optimiste des cercles de la chaussure, 4o. C'est l'intermédiaire et le fabricant et le détaillant, et c'est un bienfaiteur public, puisqu'il prend sur ces épaules un fardeau qui, fut-il supporté par le fabricant, ajouterait énormément aux frais de revient et aux frais de distribution.

———o———

Il est facile de s'apercevoir que Rannard est arrivé. Il s'est fait précéder par une tempête de neige à la mode du Manitoba.

L'oncle Félix est mort soudainement et une parente offre ses condoléances. Après quelques tâtonnements, elle pose enfin la question importante entre toutes:

"Pauvre oncle Félix," dit-elle lugubrement, "a-t'il laissé quelque chose?"

"Laissé quelque chose?" s'écrie la veuve. "Il a laissé la grange à moitié peinturée, tout comme je l'avais prédit."

———

Toto, mis au lit, eut soif, ou pensa qu'il avait soif. Il s'écria: "Maman, apporte-moi un verre d'eau!" Maman répondit: "Toto, il est temps de dormir!" Toto grogna, changea de joue, et dix minutes après s'écria de nouveau: "Maman, apporte-moi un verre d'eau!" "Toto, si tu ne dors pas, je vais te donner la volée!" et Toto répondit: "Maman, quand tu viendras me donner la volée, veux-tu m'apporter un verre d'eau?"

———

Le jeune homme arriva à une soirée fort en retard. Il alla saluer son hôtesse et présenter ses excuses.

"Je suis ravie de vous voir, M. Tardif," dit cette aimable dame. "Que vous êtes gentil d'être venu! Mais où est votre frère?"

"Il n'a pu venir, chère madame. Nous étions si occupés tous les deux que l'un de nous a dû rester à la maison, et nous avons tiré à la courte paille pour savoir lequel de nous viendrait..."

"Comme c'est amusant!" dit la dame, "et vous avez gagné?"

"Non, madame," répondit le malheureux. "J'ai perdu!"

———

OFFRES D'EMPLOI.

VOYAGEUR, pour la vallée de l'Outaouais, pour offrir bottines russes de femmes, qualité fine; bottes et chaussettes d'hommes de chantiers; semelles souples pour enfants. Devra savoir l'anglais, le français et l'ojibway. Garanties requises contre les annulations de commandes. Adresser toute communication au Casier 00.

———

"Je ne sais que faire de ce pauvre Benoit" dit le gérant, "Je l'ai mis dans trois rayons différents et il dort tout le temps."

"Mettez-le au rayon des pyjamas" dit le propriétaire, "et attachez-lui au cou une pancarte où vous écrirez: "Nos vêtements de nuit sont de qualité si supérieure, que même le vendeur ne peut s'empêcher de ronfler".

LUNCH DE L'ASSOCIATION

Environ 500 personnes assistaient au lunch de l'Association, à 12.30 heures. L'assistance comprenait des fabricants, des grossistes, des détaillants et des voyageurs. La salle des réceptions était pratiquement remplie et, durant le lunch, on chanta en coeur. M. Louis Daoust commença avec "l'Alouette", vieille chanson du Terroir. Ce lunch a été vraiment une réunion d'intime camaraderie.

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DEMANDE D'EMPLOI.

VOYAGEUR, représentant maison de l'Ouest Canadien, cherche ligne de marchandises de la "Province de Québec, pouvant être transportées dans petite valise à double fond. Les échantillons devront être emballés de façon à ne pas se ressentir de la froide température de l'Ouest. Séries de commandes garanties.

———

MAITRE ES-SCIENCES CLIMATERIQUES, pouvant calculer d'avance la pluie et la neige d'octobre et novembre 1925. L'on paiera tout salaire demandé, si ces prédictions sont garanties dès le premier avril. Ceci est une offre sérieuse. MM les farceurs sont priés de s'abstenir d'y répondre.

L'une des caractéristiques de la séance de l'après-midi a été la découverte de nouveaux orateurs appartenant au commerce de la chaussure. L'un d'eux est M. Wilfrid Gagnon, qui manie également bien les deux langues; l'autre, M. N. MacFarlane, dont l'éloquence a fait une profonde impression sur son auditoire, lorsqu'il traita de la question des crédits. Le Démosthène de la section montréalaise du commerce de la chaussure, M. L. P. Deslongchamps, devra surveiller ses lauriers.

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La façon dont M. Weaver a manié la langue française durant la séance de l'après-midi, a été une révélation pour la plupart des personnes présentes; elle démontre bien que, si on le veut, on peut accomplir beaucoup en peu de temps.

———

Jimmie Dupp a apporté avec lui une caisse de "fort". MM. les Détaillants sont priés de s'approcher: il faut bien que Jimmie rentre chez lui!

Remontez à la source de ce sentiment du chez-soi qu'éprouvent tous les visiteurs à l'Association des Détaillants de Montréal, et vous trouverez qu'une large part est due à l'agréable personnalité de Louis Adelstein.

Rien du Cuir...!

C'est bien ce que l'on peut dire de notre nouveau stock pour semelles et dessus, traité par notre procédé spécial de trois jours.

Fait des plus ignobles peaux de taureaux, coupé par des garçons bouchers de façon à ne laisser aucune pièce latérale ni aucun flanc, l'on s'en sert indifféremment pour les empeignes et les barettes d'arrière.

Grande économie pour le coupeur! Aussi soyeux que le caoutchouc, et aussi imperméable qu'une véritable éponge de Ceylan.

Reluit comme un dôme d'église russe.

Les droits de brevet sont en vente dans chaque province. Hâtez-vous!

TANNERN & CIE
Fake Falls, Ontario.

The CONVENTION

Issued jointly by "SHOE & LEATHER JOURNAL" and "LA CHAUSSURE" of "LE PRIX COURANT"

Vol. I. Montreal, Wednesday, January 17, 1923 No 3

N.S.R.A. ASSOCIATION

The initial meeting of the National Shoe Retailers' Association was held on Tuesday morning, with President Ed. Stephens in the chair.

After the call to order, Alderman Seybold representing Mayor Martin, welcomed the delegates, and presented them with the freedom of the city

President Stephens, in a comprehensive address, outlined the year's progress and pointed the way to future progress. He felt that the business outlook was brighter than it had been for the past four years. The last two years, following the rise in prices of 1919 had been a hard time for retail shoe dealers, as well as the other branches of the trade. They looked back on it as a "nightmare", but now that it is over, they are looking forward to good times.

"JIMMIE"
in an entirely new act.

There was a curler from Quebec,
Who was buried in ice to his neck,
When asked: "Are you friz?"
He replied:—"Yes I is;
But we don't call this cold in Quebec.

He quoted interesting statistics to show how Canada is coming out of the financial depression. Increases in foreign trade and agricultural products were most encouraging.

Taxes will doubtless remain heavy. Meanwhile, the sales tax has been increased since the last convention, but this form of taxation is to be preferred to the "Luxury Tax" which was such a source of worry and annoyance. He felt that the Association should express the Government its preference for "concealed" taxation rather than the type which would irritate the consumers.

He referred to high labor charges which prevailed, and which could only be offset by improved machinery, and increased efficiency from man and machine.

He commented with satisfaction on the close and cordial relations existing between all the branches of the trade.

With regard to the N.S.R.A., he felt no hesitation in saying that had it not been in existence, the retail shoe business of the country would not have many of the benefits it now enjoys.

His advise to the trade was to be cautious for the present. Buy carefully and sparingly. Keep stocks as low as possible. There was only one way in which stocks could be kept at the lowest possible point, and that was by the elimination of the style craze which has been so disastrous in recent years. Eliminate post-season styles.

He dwelt on the benefits of co-operation and urged the organization of associations in every locality.

He urged of kindly feelings towards competitors. There was too much "back-biting". Local associations would be of great value here.

He urged the retailers to look forward with optimism, to talk optimism, and heleive it: to be loyal to their country and to its shoes. We should be very proud of the efforts of our manufacturers and encourage them, and before long they would be producing the best made shoes in the world. It is gratifying to know that fully ninety percent of the shoe stocks in this country are made in Canada.

In conclusion, he expressed his thanks for the loyal support of the members during his term of office, and he looked forward to gradually increasing influence on the part of the Association.

The secretary, Mr. Howard Blachford, presented a brief report, and stated that amongst the messages received, was a telegram from W. T. Egan, past president, expressing his regret at not being present, on account of illness.

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MANUFACTURERS' MEETING

Tuesday, Jan. 16th.

Mr. James Acton, of *The Shoe & Leather Journal* gave a historic sketch of the shoe trade of Canada since 1888, in which he showed the wonderful development in methods and ideals. He divided his talk, which was preceded by a brief introduction in French, into three parts — industrial conditions, business conditions and the men of the industry of the past. He referred to the fact that thirty five years ago there was no factory organization as at present and that fine leathers had to be imported from France, Germany, England and the United States. All the fine shoes were practically imported and styles were at least a year behind those of the U.S.

As to business conditions, he quoted prices of hides at 4½c., staple upper leathers at from 9 to 12c. and sole leather from 18c. to 23c. Prices were also quoted of shoes ; the best man's shoe made selling for $2.50 wholesale and staple lines at from $1.00 to $1.50. Women's staples sold from $1.00 to $1.35. Terms were 4 months net with dating ahead which often made credits six months.

Concerning men of the trade, he gave many personal interesting incidents concerning manufacturers in Quebec, Montreal, Toronto and other points and interspersed his remarks with amusing anecdotes.

Mr. J. A. Beaudry, of *Le Prix Courant* gave an interesting description talk with regard to his visit last year to Russia. He gave a complete historical sketch of the development of conditions as they obtain today in Russia, from prior to the war, outlining the civil war which followed. He traced the growth of bolchevism and its connection with the autocratic conditions that prevailed prior to 1914. He said there were only two sources from which an overthrow might be expected of present soviet rule, namely from outside or from within. It was not likely that outside powers would embroil themselves with the situation and the minority soviet regime had such power over the uneducated helpless majority, that there was little to hope for a counter revolution. He referred to the seeds of unrest being sown by the bolchevist propaganda and said that undoubtedly outside countries would sooner or later have to deal with the menace. He said prospects from social and financial conditions of trade with Russia just now, were hopeless. The difficulty was getting into Russia and then of getting payment for goods. The only chance was to take a ship load of goods over and exact payment in kind.

"If they want Russian Boots in July we'll have to give 'em to 'em." GEO. GALES.

"S'il en faut des bottes russes en juillet, en juil! nous les leur donnerons." GEO. GALES.

At the conclusion of the meeting, the following officers were elected for the current year: President, J.E.

Warrington, Quebec; 1st vice president, L. P. Deslongchamps, Montreal; 2nd Vice President, J.A. Walker, Toronto. District Representatives: Western, R.J. Leckie; Ontario, G W.M. Farland, P.H. Ahrens, W.H. Duffield, S.H. Parker, G. H. Ansley, L. G. Van Geel, Geo. A. Blachford; Quebec, J.B. Samson; M. Stober, D. Marsh, G.B. Goulet; Montreal, R Lanthier, A. Lacours, J. G. Teldutt, A. Tetrault, N. Macfarlane, Wilfrid Gagnon; Maritimes, A. Reid Past Presidents F. S. S ott and Joseph Daoust to be members of the Executive with above.

Resolution was passed asking Rubber and Felt Manufacturers Association to appoint members to Executive Council for co-operation in the new credit service.

Resolutions were also adopted asking amendments to new bankruptcy law, re marking of imported shoes, re marking shoes "Made in Canada", re restoring preference on British foods to former figures and re membership fees which will practically remain on basis of 25c. per $1,000 of business of 1922, and maximum sales at $1,500,000.

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AFTERNOON SESSION

After the luncheon, the most important session of the conference was held, with President Stephens of the N.S.R.A. in the chair.

Mr. C. H. Rannard, of Winnipeg, spokeman for the shoe retailers, brought a message of interest and importance.

He emphasized his personal experience as to the value of conventions. No opportunity of study should be passed up by the merchant. He should also study business cycles as well as his own business.

He should teach his sales people as much as possible as to his business. He should sell himself on his shoes, then sell his salespeople on them, and they would keep them moving. Goods were not well bought until they were sold.

He drew attention to the losses caused by small sizes and narrow widths. A study of this problem would be valuable to every dealer.

The style problem was also serious. High inventories, the drop in prices, and the new styles which followed very closely had caused immense trouble and loss to the shoe trade. The retail association should go on record against the quick changes in styles.

He referred to the "Scalawag", against whom measures should be taken. He advocated clean, legitimate methods in any business, and would put the "scalawag" away without sympathy.

He blamed the manufacturers and wholesalers for the existence of this evil, and put it up to the retail and other branches of the trade to eliminate it.

The retailer, wholesaler and manufacturer should cooperate with each other in putting business back on a stable basis, by every means in their power. very man, whatever his station, must be ready and willing to offer his contribution to establish unity of purpose and right relations between man and man.

Concluding, he said: 'Not until we are able to cultivate 'soul' in our relations can we expect to see conditions that will bring about the dream of the ages, and for which our great leader came — *Peace on earth, goodwill toward men*".

Following Mr. Rannard, Mr. Joseph Daoust, of *Daoust, Lalonde & Co., Ltd.*, explained that those who fail in baisness may be divided into two categories: 1st. the victims of uncontrollable circumstances; 2nd. those who fail in order to willingly deceive their creditors. The definition which Mr. Daoust gave of these two classifications, together with instances of a descriptive nature, were most interesting.

Coming from such a deeply-versed business man, and one of so long an experience, such words could not but be extremely useful to his hearers.

Mr. Peter Doig followed. As president of the *National Shoe Travellers' Association*, he explained, with great clarity and eloquence, the services given by the travellers to both the manufacturers and the retailers.

"Honesty and politeness should be the mainstays of a travellers' life". Mrs. Doig urged cooperation amongst dealers, and upon one point in particular: punctuality when appointments are made. Much valuable time is lost by missing such appointments made between retailer and traveller, and the "politeness of Kings", as it has been termed, should also be that of tradesmen in any line!

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Mr. Weaver's handling of the French language during the afternoon was a revelation to most of those present and shown what can be done in a short space of time when the will is there.

THE FUNCTIONS OF THE SHOE WHOLESALERS

We summarize here the interesting speech made by Mr. McClaren at yesterday's lunch. The wholesaler is more or less a factor between the manufacturer and the retailer, and he must be prized for bearing smilingly the numberless little worries inseparable from his trade in adjusting all claims with a minimum of friction.

When the retailer has any claim to make, rightly or wrongly, he writes to the wholesaler, and very often, the whole matter is setled before the manufacturer has even heard anything about it.

Tact and diplomacy are consequently the main qualities of the wholesaler. Mr. McClaren declared that the wholesaler is an essential factor of the shoe industry in keeping the wheels of commerce running, he is always there to fulfill the wants of late buyers, and he is even ready to take a serious loss if the industry, in general, can profit by it. He is mainly a distributor. It costs him vast sums to thorougly cover immense territories, and he gives the same service to the small village retailer as to the important retailer in large cities.

But mainly, he is an optimist. We all know how difficult have been the last years. Nevertheless he maintained his assurance and good humour and put orders with the manufacturers in no time to meet the demand.

He has also had to struggle with the problem of dispensing credit and this is a really hard job.

Concluding, Mr. McClaren gives a definition of the shoe wholesaler as follow: first of all, he is an economical distributor; 2, he holds the key to the problem of giving dispensation; 3, he is the optimist of the shoe industry; 4, he is the agent between the manufacturer and the retailer, he also is a public benefactor since he carries a burden which, were it born by the manufacturer would add enormonsly to general cost and the expense of distribution.

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Speaking of coming styles, Ed. Somers injunction is, — KEEP YOUR EYE ON THE EAGLE.

Nothing LIKE Leather

This may be well and truly said of our new tbree day process sole and upper stock.

Produced from rankest butcher-cut bull hides to yield sides that are absolutely free of flanks and offcuts. Every inch as usable for vamps as back-straps.

Great economy in cutting. Regular cut-up! Substance as silky as rubber, and as impervious to water as a genuine south sea sponge.

Takes a shine like the gold top of a Turkisb kiosk.

Patent rights for sale in each province. Grab 'em quick.

TANNERN & CO.

Fake Falls, Ont.

ASSOCIATION LUNCHEON

About 500 sat down to the Association Luncheon at 12.30, consisting of manufacturers, wholesalers, retailers and travellers. The ball room was comfortably filled and during the repast community singing was indulged in, Mr. Louis Daoust leading in *Alouette*. A real old fashioned get together affair was this luncheon, the keynote to which was...

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LIONEL THEORET.
AN EXPERT REGISTRAR

To register over five hundred delegates in one short day, not to mention numerous other duties, is a fine piece of service, made up of a mixture of pep and accuracy.

The smoothness with which the registering of the Convention delegates has been carried on makes the work of Mr. Theoret deserving of highest praise, and will be greatly appreciated by the many whom he has served.

His motto seems to be — *Work and Keep Smiling.*

WANTED

TRAVELLER for Ottawa Valley to handle fine women's Russian boots, men's skowhegans, lumbermen's sox, and infants, soft soles, must have good woorking knowledge of English, French and Ojibway. Must guarantee against cancellations — Box...

STYLE EXPERT to tell dealer what will sell in women's shoes next April and May. Must be genuine clairvoyant and back his dope with enough "iron men" to show good faith. Apply to...

WEATHER EXPERT to tell snow and slush prospects for October and November, 1923. Money no object if forecast reliable by April 1st. No funny artists need reply. This is serious.

OPEN FOR ENGAGEMENT

TRAVELLER representing western house in West wants line of Quebec goods that can be carried in secret bottom of small sample trunk. Samples must be properly wrapped to avoid damage by low temperatures of West. Repeat orders guaranteed.

TRAVELLER with reputation for selling goods on sample without changes. Must be able to take good orders without cutting prices, guarantee against padding and back the house whether right or wrong. 25% commission to right man

Fred. Marois lost a hat last year. Never again! He checks it now whether there is a check room or not. Self serve is his motto.

Jimmie Jupp brought the strong box with him. Retailer will please come across so Jimmie can get home.

Trace to its source the make-yourself-at-home spirit which visitors were shown by the Montreal Retailers' Association, and you will find that a large part of it comes from the genial personality of Louis Adelstein.

LOST

On Sunday night on St Catherine St. West, between Beaver Hall Hill and Peel Street, carton package containing bottle of neck liniment for internal use. Finder please return to Room No... Mount Royal Hotel. Liberal reward for right package, delivered unbroken.

Among the features of the afternoon session, was the disclosure of two new orators in the shoe trade. One is Wilfrid Gagnon, who speaks equally well in both languages, the other was Mr. N. MacFarlane, whose eloquence swayed his audience on the credit question. The Demosthenes of the Montreal section of the shoe trade, Mr. L. P. Deslongchamps, will have to look to his laurels.

Mr. Weaver's handling of the French language during the afternoon was a revelation to most of those present and shows what can be done in a short space of time when the will is there.

Make Harvey Graham tell you where he and Dunbar took Billy Marsh on Tuesday night in Chicago.

Uncle Henry Jones had died very suddenly, and a distant relative of the relict was offering her condolences. Finally the lady got round to the point where she felt she could decently ask a burning question.

"And what did poor Henry leave?" she inquired sweetly.

"Leave?" snorted the widow. "He left the barn only half painted, just as I told him he'd do!"

Ed. Stephens says Chicago has nothing on Montreal unless it is wind storms from U. S. Congressmen. He says the retailer may now get down to brass tacks.

William Doublex is noted for his nerve, his shortness of temper, and his scarcity of cash. While he was seated at a lonely breakfast in the club one morning, a debt collector broke in, through the drowsiness of the porter at the door, and presented his bill.

"Sir," said William, glaring at him, "is this all you know of the usages of decent society? To present a bill to a man breakfasting, sir? Do you know that you are an intruder in this club, sir? Do you know I could call the servants and have you thrown out? If you wish to talk business, go outside and send in your card."

The collector went out and sent in his card. William picked it up between thumb and forefinger, adjusted his monocle, and read it.

"Tell the gentleman," he said sweetly, "that I am not in."

Buck — "Can you give a definition of an orator?"

Private — "Sure. He's a fellow that's always ready to lay down your life for his country."

"I can't do a thing with Jones," said the manager. "I've had him in three departments, and he dozes all day long."

"Put him at the pyjama counter," suggested the proprietor, "and fasten this card on him—

"Our nightclothes are of such superior quality that even the man who sells them cannot keep awake."

"When Johnny Jonks struck you in the eye you should not have given him a black eye in return," severely said mother.

"Huh!" answered Skinny Simpson. "I'm not the kind of a feller that expects to get something for nothing."

NEW SONG — Words and music by Louis Breithaupt.

There's nothing like leather,
For soling a shoe,
Or Montreal weather,
For catching the flu.

With apologies to Mr. F. W. Knowlton, we will say the familiar USMC means United Shoe Men's Convention.

"THE BIG KNIFE"

We are out to stick the knife into competitors.

57% Reduction

On Manufacturers' Left Oners.

67% Reduction

On Travellers' Soiled Samples.

Regular Wind Jammers
Fit any foot — Suit all stomacks.

Maker's name on every pair.
Guaranteed A. B. C. widths.

F. FLUSHER
BIG KNIFE SHOE STORE
MAIN STREET COBOCONK

LA CONVENTION

Publiée conjointement par "LA CHAUSSURE" du "PRIX COURANT" et "SHOE & LEATHER JOURNAL"

Vol. I. **Montréal, mercredi, 17 janvier 1923** No 3

L'ASSEMBLEE DE L'A.N.D.C.

La première réunion de l'Association Nationale des Détaillants en Chaussures, s'est tenue mardi matin M. Ed. Stephen, président, occupant le fauteuil. Après l'ordre du jour, l'échevin Seybold, représentant du maire Martin, souhaita la bienvenue aux délégués et les fit citoyens de la ville.

Welcoming is an art, and C. R. LaSALLE is an artist.

Souhaiter la bienvenue est un art, et quel artiste que ce C. R. LaSALLE.

Le Président Stephens, dans un discours de vaste portée, passa en revue les progrès de l'année et indiqua la route à suivre pour atteindre une prospérité plus grande encore. Selon lui, les affaires en mains sont plus brillantes qu'elles ne l'avaient été durant les quatre dernières années.

Pendant les deux dernières années, à la suite de la hausse des prix en 1919, les détaillants en chaussures ont vécu de durs moments, de même que les autres branches de l'industrie. Ces deux années leur faisaient l'effet d'un cauchemar, mais maintenant que la crise est passée, on prévoit des jours meilleurs.

Il produisit d'intéressantes statistiques, démontrant la façon dont le Canada se tire de la dépression financière. L'augmentation des chiffres de notre commerce extérieur et de la valeur de notre production agricole sont bien de nature à inspirer le courage.

Les impôts, sans aucun doute, resteront lourds. Dans l'intervalle, depuis la dernière convention, la taxe de vente a été augmentée; cette forme d'impôts est cependant préférable à la taxe dite "sur le luxe", cause de tant d'incommodités et d'ennuis. Il exprima l'opinion que l'Association devrait représenter au gouvernement qu'elle préfère l'impôt caché à cette forme de taxation qui ne fait qu'irriter le consommateur.

Il fit allusion au coût élevé de la main-d'oeuvre, actuellement; cette élévation ne peut être contrebalancée que par l'amélioration de l'outillage et l'augmentation du rendement des hommes et des machines.

Il exprima sa satisfaction de l'intimité et de l'harmonie des relations qui existent entre les diverses branches de l'industrie. Cette bonne entente a été pour l'industrie d'une valeur inestimable.

C. F. RANNARD says that in Winnipeg it is so dry you don't feel the cold.

C. F. RANNARD affirme qu'à Winnipeg, il fait si sec qu'on n'y sent pas le froid.

Au sujet de l'A.N.D.C., il n'éprouva aucune hésitation à dire que, sans elle, le commerce de détail de la chaussure, au pays, ne jouirait pas de tous les avantages dont elle bénéficie en ce moment.

Il conseilla aux commerçants d'être prudents, pour le moment présent. Achetez avec soin et réserve, maintenez vos stocks aussi bas que possible. Il n'y a, a-t-il dit, qu'un moyen de maintenir les stocks le plus bas possible: c'est d'enrayer cette folle passion de modèles qui a causé un si grand désastre ces dernières années, d'éliminer les "styles" d'arrière-saison.

Il traita assez longuement des bienfaits qu'apporte la coopération, et il engagea fortement la constitution d'associations dans toute localité. Il recommanda l'emploi de bons procédés envers les concurrents, et il déclara qu'il existait trop d'animosité cachée. Des associations locales seraient ici d'une grande valeur.

Il engagea les détaillants à envisager l'avenir avec confiance et optimisme, à répandre l'optimisme et à y croire; d'être loyaux envers le Canada et envers les produits de ses fabriques de chaussures. Nous devrions être très fiers des efforts de nos fabricants et nous devrions leur prêter notre appui: et, d'ici peu de temps, ils produiront les meilleures chaussures fabriquées au monde.

Il est agréable d'apprendre que au moins 90% des stocks de chaussures au Canada, sont de fabrication canadienne.

En terminant, il remercia les membres de leur support loyal pendant sa présidence et dit qu'il prévoyait l'augmentation constante de l'influence exercée par l'Association.

Le secrétaire, M. Howard C. Blachford fit un bref rapport et lut un télégramme de l'ancien président de l'Association, M. W. T. Fegan, exprimant ses regrets que la maladie l'empêchait d'assister à la Convention.

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REUNION DES MANUFACTURIERS

Mardi, le 16 janvier.

M. James Acton, du *Shoe & Leather Journal*, fit une esquisse historique de l'industrie de la chaussure au Canada, depuis 1888. Il y expliqua l'admirable développement des méthodes, comme des principes moraux. Précédé d'une brève introduction en français, son discours fut divisé en trois parties — les conditions industrielles, le côté affaires,

JOHN RITCHIE and Hon. E. J. DAVIS of the old brigade.

JOHN RITCHIE et l'Hon. E. J. DAVIS de la vieille brigade.

Toronto, February, 1st, 1923

Thirty-Sixth Year *Twice A Month*

THE SHOE & LEATHER JOURNAL

La Boulevardiere Parisienne

Featuring

Selling More Shoes

Styles for Spring and Summer

Stray Shots from Solomon

Salesmanship Problems

Shoe Manufacturers at New York

Shoe Trade Ethics

Soviet Russia

Shoe Show Winners

ACTON PUBLISHING CO., LIMITED
TORONTO *MONTREAL*

Established 1857

"THE WEAR IS THERE"

On Deliveries

Prompt and regular delivery of materials is an essential of business success today. This is particularly true of the shoe business. Strategic location of warehouses and tanneries, a wide range of sole leathers, and unceasing attention to details connected with orders received, are among the factors which allow us to serve you in a large or small way promptly, regularly and efficiently.

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

The Root of Style and Strength

The Counter is the root of Style and Strength in a shoe. Those shoes that have these two most important qualities firmly rooted in D. & P. FIBRE COUNTERS are assured of an outstanding position both for appearance and wear. They are the shoes that also have their growing SALES rooted in the satisfaction of trade and public.

Come to us with all your counter needs in any line of footwear.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse
224 Lemoine Street
MONTREAL

REPRESENTATIVES
For Ontario:—E. R. Lewis, 45 Front St. East, Toronto.
For Quebec City:—Richard Frere, St. Valier Street, Quebec

Shoemakers To The Wholesale Trade

Our 1923 Colors

The pronouncement of the Styles Committee at Chicago as to fashionable shades of Browns and Reds are fully exemplified in

Davis Colored Calf

DOMINION BROWN	NO. 601 BROWN
NEWFORTEAN BROWN	NO. 404 BROWN
NO. 33 COCOA BROWN	GLAZED MAHOGANY
S. A. BROWN	NO. 700 RED

Samples of these Shades Gladly Furnished

We also call attention to our

Black Dominion Calf

In Bright and Dull Finishes. The most Satisfactory and Economical Cutting Leather on the market.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

BELL SHOES

The Flower of Fashionable Footwear

Bell Shoes justly earn and hold their title as The Flower of Fashionable Footwear when beautiful style and expert workmanship are combined as they have been in creating this new popular model.

Made in Flowered Black Brocade, over a very graceful last, Single Strap and Button, presenting an exceptionally attractive tongue effect.

There are no imitations available that can equal exclusive Bell Character in fancy dress footwear. There are no shoes so highly favored wherever style shoes are bought and worn.

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

"GUTTA PERCHA" RUBBERS

OFFER merchants distinct advantages in making sales. The "Gutta Percha" name is not only well known, and favorably known, but it has become associated in the minds of your customers with satisfaction. There is a distinct confidence among purchasers that they will receive value in purchasing articles bearing the "G P" mark.

In selling "Gutta Percha" Rubbers you not only follow the line of least resistance, but at the same time, you are putting your business on the firm foundation of satisfied customers---building for future trade.

Manufactured Exclusively By

Gutta Percha & Rubber,
LIMITED

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada

La Duchesse

To be in a position to reap the full benefit of the popularity of the Colonial vogue in footwear, it is necessary for wholesalers to feature this strong-selling La Duchesse model, particularly when its already big demand is increased by Spring trade.

In our complete range are many such examples of superior style and value in moderate priced shoes, offering unusual advantages to the many merchants with buying for Spring yet to do.

"LaDuchesse" Shoe Co., Registered

MONTREAL, QUE.

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

PERTH

Have you seen the Perth Line of Women's Popular Priced Goodyear Welts for Spring Delivery?

Representatives are now on the road.

A card will bring them quicker.

Judging from the comments of, and sales made to, merchants from all parts of Canada, at the recent Shoe Trade Congress in Montreal, we certainly are encouraged in the belief that we have the strongest proposition in moderately priced welts now being offered to the Canadian shoe trade.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

GLOBE

Spring Trade In Children's Shoes Means Big Demand for Globe Lines

The volume and profit of your Spring selling in Children's lines will be governed by your readiness to meet the needs of your customers with a full assortment of Globe "Pillow Welt" and "Baby Pillow Welt" Shoes. With their superior qualities in fit, appearance and wear they make SALES and FRIENDS wherever featured.

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

A traveller will call and show you the entire line whenever requested.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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

ROBERT H. FOERDERER

PHILADELPHIA INCORPORATED PENN., U.S.A.

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE, CANADA.

These Staples Lead All Over Canada

Country-Wide Sellers

There is not a part of Canada where staple footwear is worn into which the name and fame of Yamaska Shoes have not penetrated; and in every locality where they are featured you will find them steady sellers, attracting trade through style and value, and backing up the merchant's recommendation with superior wear service.

When providing yourself with the new lines you still need for Spring, be sure to see Yamaska Shoes. Our direct from the factory buying proposition is one of the money-saving advantages in handling this reliable line.

Yamaska Staples for Value!

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

ARCH PRESERVER SHOE
TRADE MARK REG U.S.PAT OFF.

THE ARCH PRESERVER SHOE

The Yale Arch Preserver Last

At the Chicago Style Show we met buyers from many States and in nearly every instance found them to be ARCH PRESERVER buyers and boosters.

And in Canada we are selling this same Arch Preserver Shoe to many of the largest retail stores catering to men's trade. Will you take this opportunity to cash in on this sales Builder? It means satisfied customers and repeaters.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

The New

"Model" Shoe

Makes Its Bow To The Trade

The **"MODEL"** Shoe has always been a shoe of Quality but to-day it has all the Snap and Style which the trade demands.

See our New **"MODEL"** Samples embodying the newest lasts and patterns selected at the CHICAGO SHOE CONVENTION.

The Old House with a New Line

W. B. Hamilton Shoe Co.,

Limited

Toronto

Makers of the "Model" Shoe

THE PACKARD SHOE

A SUPERIOR

GOODYEAR WELT

MADE IN

CHILDREN'S, MISSES', BOYS' YOUTHS' & LITTLE GENTS' SIZES

Our travellers are now on the road with a full range of Samples and will represent us in their various territories as follows

Western Provinces
G.F. Wadsworth and C.S. Pace

Western Ontario
R. J. McAllister

Eastern Ontario
Wm. Dalton

Ottawa District & Eastern Townships
James Leddy

Quebec City & Eastern Quebec
J. B. Crochier

Northern Quebec
J. P. McClure

Lower Provinces
A. W. Gardner

L. H. PACKARD & CO.
LIMITED
15 St. Antoine St. - Montreal

City of Montreal
R. Wadey & Leo Dubreuil

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

Better Satins at Lower Prices

S840 $3.15

S840 Black Satin Colonial, Brocaded Quarter, Imitation Turn, 14-8 Half Spanish Heel, widths B to D, Code "Avis" $3.15
S848 Same as above except Genuine Turn, Full 14-8 Spanish Heel, widths A to D, Code "Bunny" $3.85

S720 $3.85

S720 Black Satin, Fan Flare Tongue, Metal Ornament, Genuine Turn, 16-8 Full Louis heel, widths A to D, code "Pan"....$3.85
S730 Same as above except, 14-8 Full Louis heel, code "Pat".....$3.85

S769 $2.85

S769 Black Satin 1 Strap, 14-8 half Louis heel, imitation turn, leather lined, steel beaded vamp, widths B to D, code "Ivy"....$2.85
S782 Same as above except genuine turn, 16-8 Full Breasted Louis Heel, and beading on strap, widths A to D, code "Becky" $3.75

HANNAHSONS

The true test of any shoe is "Will it sell?". Making fabric shoes exclusively, HANNAHSONS offers better shoes at lower prices. Our rapid growth reflects the unusual retail salability of HANNAHSONS Satins.

Why not order a dozen and test the selling value of this line?
The results will indicate the wisdom of merchandising more HANNAHSONS Satins.

S790 $2.15

S790 Black Satin One Strap, Orchid lined, 14-8 Louis heel, widths B to D, code "Adra" $2.15
S791 As above except with 12-8 Cuban heel, code "Amy".....$2.15

S786 $3.10

S786 Black Satin Wide One Strap, 9-8 Flapper Heel, rhinestone button, genuine turn, leather lined, widths, B to D, code "Clover"..... $3.10
S776 As above except imitation turn, code "Edna" $2.75

S805 $3.25

S805 White Satin Brocade, One Strap, Leather Lined, 14-8 Louis heel, widths B to D, code "Vera".....$3.25

S800 White Satin One Strap, leather lined, 14-8 Louis heel, widths B to D, code "Helen" $3.15

[S865 $3.00

S865 Black Satin Colonial Strap, imitation turn 14-8 Spanish Heel, widths B to D, code "Rae" $3.00

S857 Same as above except, 16-8 Half Louis Heel, Width C, Code "Minerva" $3.00

S802 $2.85

S802 Black Satin One Strap, 14-8 Louis Heel, brocade quarter, leather lined, imit. turn, code "Ruby" widths B to D....$2.85

S777 Same as above except genuine turn, 16-8 Full Breasted Louis Heel, widths A to D. Code "Sarah".....$3.50

Send for Hannahsons' Authoritative Style Digest. Just issued.

IN STOCK

HANNAHSONS SHOE CO.
HAVERHILL, MASS., U.S.A.
Fabric Footwear Specialists

IN STYLE

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Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

SELL SATISFACTION
by using Kendex Insoles

1. They eliminate burning & stinging of the feet.
2. They conform readily to the feet, and thereby eliminate callouses.
3. They never harden or crack; remain always flexible.
4. They are nonconductors; warm in winter; cool in summer.

Kendex once worn—always worn

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St. John, Que. Montreal Office, 224 Lemoine St.

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Remember "The feeling of the feet is reflected in the face." Wear Kendex

The Hit of the Convention!

Invictus
THE BEST GOOD SHOE

Northampton

$5.90*

Br. Cordo Oxf. Toney Red Tip, Saddle and Collar.

**(Less 5% for 24 prs. Lots of not more than two widths. No order for less than 6 prs.)*

ORIGINAL BENCH MADE SHOES
SLATER BRO'S
SB

Ask our salesmen about these shoes

Northampton Last IS a winner. We knew it would go BIG, but the warmth of its reception surprised even us who knew its worthiness.

Variety of up-to-the-minute lasts and patterns—

—backed by real shoemaking, such as only an old established factory can produce—

—that was the Invictus line at the show—the range for Spring 1923.

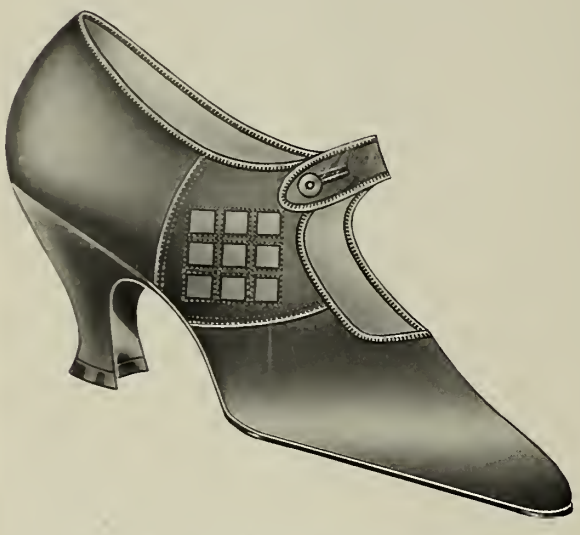
We wish to express our appreciation for the many kind remarks regarding Invictus shoes and the many orders received from our friends.

For the benefit of those who were unable to attend the convention we illustrate above the shoe considered the hit of the convention.

INVICTUS SHOES LIMITED

Montreal

TWO NEW TRADE WINNERS FROM McCAUGHAN'S



"Gloria"—One Strap, One Button Pump, overlay on quarter, made in all combinations.

"Fanette"—One Strap Colonial Pump, inlaid quarter and Tongue. Made in all combinations.

Two very attractive patterns, representing the most popular of the newest styles, are offered to the trade in these latest additions to our line.

Up-to-the-minute in fashion features, and decidedly superior in their standard of good value, these shoes are right in line for the biggest demand in Spring trade.

The wisdom of making an early selection from these lines will be proven by the profitable selling they will create.

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Ontario (exclusive of Toronto and Ottawa)
—A. E. Elmer
Toronto, Ottawa and Maritime Provinces
—C. E. Betournay

Quebec Province (exclusive of Montreal and Quebec City)—E. L'Heureux

Montreal & Quebec City—Geo. H. Betournay

J. A. McCAUGHAN & SON

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BLACK BEAUTY

Chrome Patent-Sides

The Canadian-Born Aristocrat Among Patent Leathers

The Robson Leather Co-
Limited
Oshawa-Canada

FLEXILE PROCESS THE GRACIA SHOE TRADE MARK GUARANTEED

COLLEGE LAST

405	Pat. Col. 1 Strap Blk. Suede Qr. and Tongue, Imt. Tip	$3.50
406	All Pat. Col. 1 Strap. Imt. Tip	3.40
408	Black Kid Oxford Imt. Tip	3.40
411	Velour Calf Oxford Imt. Tip	3.35
414	Br. Calf & Sand Elk Oxf. Imt. Tip	4.00
417	Pat. 2 Button, 1 Strap Imt. Tip	3.50
419	Pat. Oxford Imt. Tip	3.50
420	Pat. & Sand Elk Oxf. Imt. Tip	4.00
423	Blk. Kid 2 Button, 1 Strap. Imt. Tip	3.50
424	Pat. & Grey Buck, 1 Strap. Imt. Tip	3.65
425	Br. Calf. 2 Button, 1 Strap. Imt. Tip	3.65

Sizes 2½ to 7, D Width 8/8 Heel.

JOLI LAST

109	Pat. Col. 1 Strap, Grey Suede Tongue	$4.00
111	Pat. Col. 1 Strap, Brocade Quarter, Blk. Suede Tongue	3.85
122	Patent, 1 Strap	3.50
129	Blk. Kid, 1 Strap	3.50
137	Pat. 2 Strap	3.65
138	Blk. Kid, 2 Strap	3.65

Sizes 2½ to 7, D Width 17/8 Louis Heel.

AUNT MARY LAST

83	Blk. Kid 2 Button, 1 Strap, Comb. Last	$3.25
84	Blk. Kid Button, Standard Leg	4.25
85	Blk. Kid Gypsy Bal. Standard Leg	4.50
86	Blk. Kid Fat Ankle Bal.	4.25
87	Blk. Kid Bal. E. E. Forepart, D Back, C. Leg, Combination Last	4.25
88	Black Kid Bal. Standard Leg	4.25
89	Black Kid Bal. Blk. Kid Tip	4.25
90	Blk. Kid Oxford, Combination Last	3.25
91	Blk. Kid Oxford, Blk. Kid Tip	3.40

Sizes 2½ to 8, add 50 c. for size 9
All Lines E.E., with 10/8 Rubber Heel, Cushion Sole.

LADY JANE LAST

125	Blk. Kid, 1 Strap	$3.35
126	Pat. 3 Strap	3.50
127	Blk. Kid, 3 Strap	3.50
128	Pat. 1 Strap	3.35
165	Blk. Kid Oxford	3.25
96	Blk. Kid Bal.	4.35

Sizes 2½ to 8, D Width, 13/8 Mil. Heel.

SULTANA LAST

121	Br. Kid Col. 1 Strap Brown Brocade Qr. and Tongue	$4.25
143	Pat. Col. 1 Strap, Blk. Suede Tongue	3.90
146	Pat. Col. 1 Strap Blk. Brocade Qr. Blk. Suede Tongue	3.75

Sizes 2½ to 7, D Width 14/8 Mil. Heel.

The above lines are carried in stock for immediate delivery, excepting 109-111-121-143-146-405-406, will be ready Feb.22/23.

The W. E. Woelfle Shoe Co., Limited, Kitchener

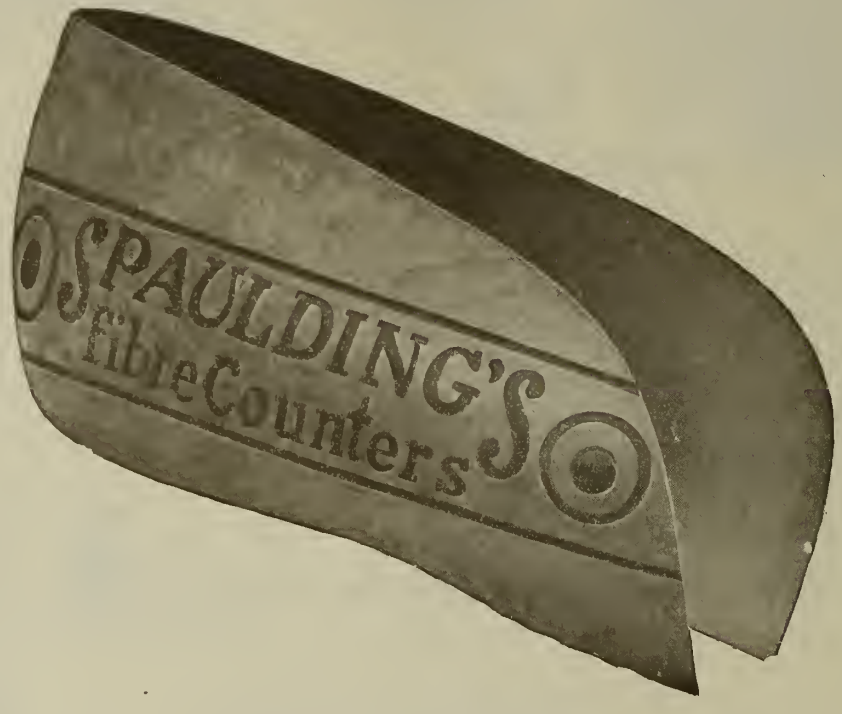
All of our other well known lines also in stock.

Every Day
In Every Way
I'm Getting Better And Better.
—Coué.

Every Day
In Every Way
My Sales Get Better And Better.
The Tetrault Dealer

Tetrault's,—always better-made shoes, get better every day,—because every day they are offering something new in style and different in shoemaking.

Tetrault Shoe Mfg. Co., Limited
—Largest Shoe Manufacturers in Canada—
Montreal, Quebec



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

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Infants' 2-5 Sizes made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

Kewpie Kewps for Kiddies

A Flexible CushionSole Shoe
for Children
(Process fully protected by Patent)

A Superior Shoe at a Moderate Price
Repairable by any Cobbler

This process is not an experiment but an assured success. Many thousands of pairs already in use and demand steadily increasing.

A great leader for Children's Trade. Made on a Welt Process with our Patent Cushion Sole features. Pleases parent and child. Has APPEARANCE as well as COMFORT and is absolutely FLEXIBLE. The cushion holds its position during the life of the shoe.

The Eclipse Line

Turns and McKays
For Growing Girls, Youths, Misses and Children.

Has all the Style of Adult Lines combined with Fit and Wear. Eclipse workmanship is a guarantee of Quality.

Write for Complete Details

Galt Shoe Manufacturing Co., Ltd.
GALT, ONTARIO

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TERMS NET 30 DAYS.

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SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST
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Vol. XXXVI. No. 3 Toronto, February 1st, 1923

Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

SELLING MORE SHOES

THE problem that confronts the Canadian shoe industry is not that of making better or cheaper shoes, but more of them. We are producing in Canada to-day shoes as good as as are made anywhere in the world, and selling them at prices that afford little margin to either manufacturer or distributor.

We are absorbing practically two pairs of shoes of Canadian make per capita of our population per annum and ought easily to be able to make it three if those in the trade would only get down to serious co-operative effort.

The increased production would solve the question of price as well as quality. For a considerable time past our shoe manufacturing plants have only been running at about two thirds time. It does not take any figuring to show that overhead being the same, an increased production of fifty per cent. would mean not only decreased cost of the shoes, but increased skill and efficiency in their manufacture.

An increase of a million pairs of shoes a year would mean not only cheaper and better shoes, but increased profit to retailer as well as manufacturers. There is no business in the country that has afforded so meagre a return for the investment of brains, money and effort as the shoe trade, as witness the fact that in the past generation there can hardly be found an individual in either department who has made a competence.

When we consider that the average expenditure of a well-to-do person in Canada for shoes is not ten dollars a year and compare the amount with what is spent on other items of apparel, the contrast is rather startling whether applied to men or women.

A woman will willingly pay forty of fifty dollars for a hat and from a hundred to two hundred dollars for a gown and hesitate to spend fifteen or twenty dollars for a pair of shoes. She will moreover change her hat or other wearing apparel four or five times a year, and is satisfied to make her shoes last her through two seasons.

Shoe men have been too modest in their efforts to popularize their goods. That is one outstanding reason why shoes are not taken more seriously. In accounts of public or social functions there will be a plethora of space devoted to other habiliments of women and often not a line to indicate whether they were prunella buskins or Russian boots on their feet.

There ought to be a campaign of some kind started to give shoes their proper place in the apparel category. The American industry is taking up the slogan "Walk and Be Healthy." Added to this should be "Wear Stylish Shoes and Be Well Dressed."

In The Market Place

Business is in a more hopeful condition that it was a month ago. Retailers, following stock taking, have been inclined to fill up shortages and this with the sales campaigns conducted in all the centres large and small has created a demand especially for goods of the cheaper class and job goods. There has also been an inclination to order regular goods and complete arrangements for spring stocks. Manufacturers and jobbers both claim that there has been a noticeable change in the attitude of retailers, particularly in the past two weeks. A more hopeful and expectant feeling has seemed to seize the trade. On the other hand, payments have been slow, and there has been a good deal of anxiety, as to the future of many of the concerns that have managed to pull through the year. A number of important failures during the month has given trade a set back particularly amongst manufacturers. The rubber shoe trade has enjoyed unwonted activity and manufacturers have been at their wits' end to supply regular goods. The demand for women's high arctics has pretty well cleaned out stocks of manufacturers as well as retailers and fresh supplies have had to be produced.

Leather Conditions

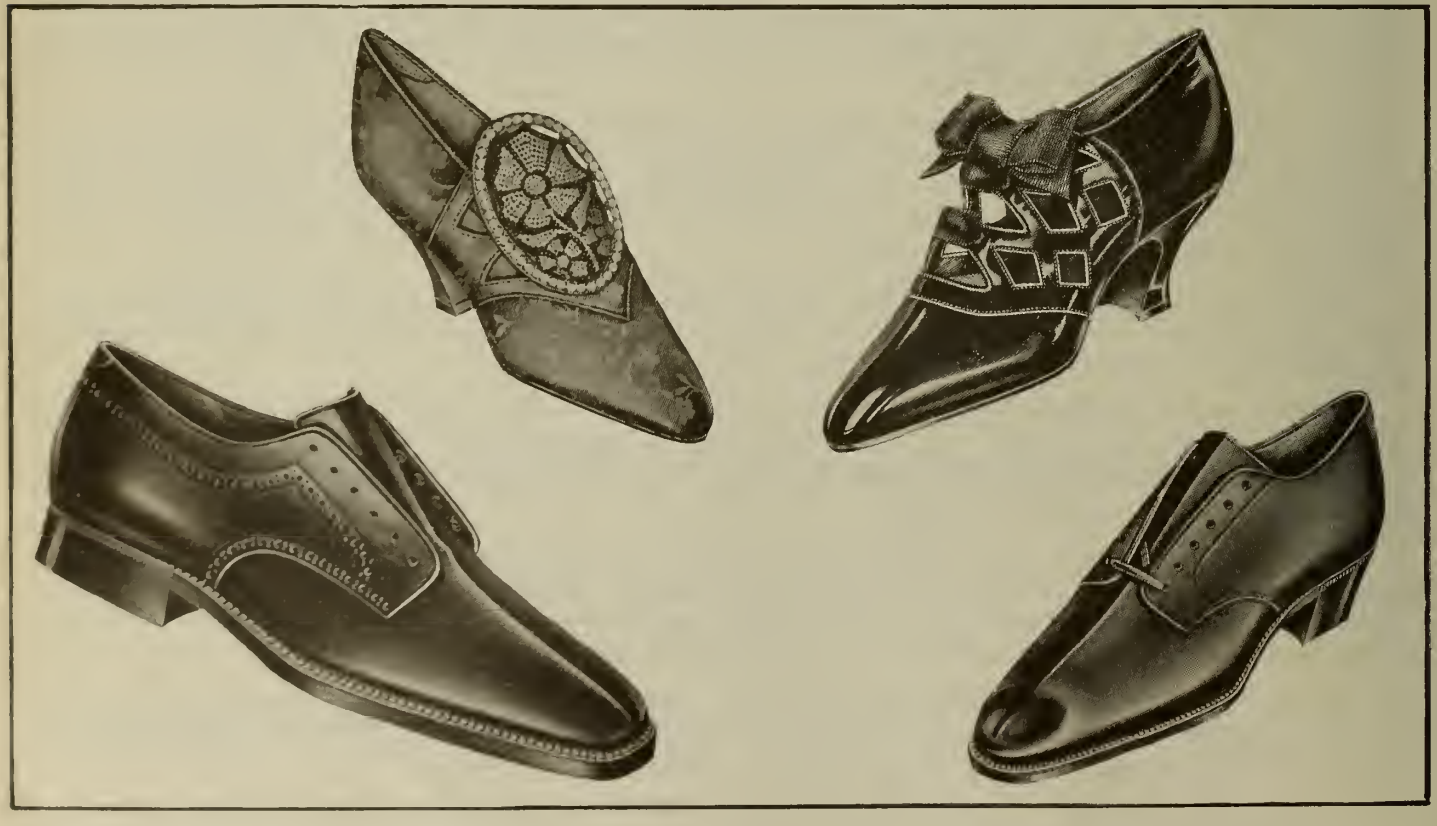
Leather men report trade as picking up. Some fair orders of upper and sole stock have been received during the month in spite of the firmness of the market. In staple lines of upper leather there has not been much change as to prices although in some lines of side leather there has been a firming up of the market. In the finer lines the cost of raw stock has been felt in slight increases of market quotations. In kid particularly there has been a marked shortage in the better grades which has resulted in higher prices for some lines. The feeling seems general that in fine upper stock, as well as the prime tannages of sole, the tendency is upward rather than down-ward. Manufacturers are just getting into the market for stock to finish their spring shipments and the next week or two will bring a more definite situation with regard to leather conditions. Meanwhile, the buying that is being done is along the most cautious and economical lines.

Retail Trade

Business, apart from the special sales that are to be found in full swing from one end of the country to the other shows no disposition on the part of the public to take interest in new goods. The weather conditions have been against good shoe business. People have been using rubbers to cover their old footwear, and are waiting for warmer weather to give attention to their regular shoe requirements. There have been good sales of shoe packs, larrigans, sox and gloves as well as light and heavy rubber shoes for country requirements which have all been moving very satisfactorily during the past month on account of the abundance of snow. Nevertheless, the cutting down of lumbering operations for lack of men and the unemployment which exists in many places this winter has had a marked effect upon the sale of staple lines.

The General Outlook

In spite of seemingly untoward conditions at present there seems to be a general feeling of hopefulness as to the future. Retailers are planning for a good spring business and some of them are increasing their orders. Everybody seems to think that March will see a decided change in the situation if there is anything like a favorable change in the weather. Easter this year comes at the end of the month, in fact April 1st, and this will afford an opportunity for two or three weeks' good selling if weather conditions are at all favorable. Manufacturers are already experiencing a quickening movement and are urging customers to cover their requirements for early spring as there will undoubtedly be a rush towards the end of this month for saleable goods. Retailers will be well advised not to leave their calculations until the last moment.



Some New Ideas.

Stray Shots from Solomon

A hammer is useful for what it is intended, and the man who employs it for anything but driving nails or straightening out a piece of tough material will hurt his fingers. When you are tempted to use it to break a reputation or knock a competitor, don't! One of the things that nobody likes is knocking, and the reason is not that most people do not enjoy a fight. They do. But there is something in the wail of a "knocker" that makes a person want to kick him where he can't show the hurt in court. You may not know or even have any sympathy for the fellow that is being knocked, but it is as true as any axiom of Euclid that all the world hates a "knocker." The reason may partly be found in the words of the Wise Man, "The end of his talk is mischievous madness." The next time you are tempted to whine or brag about your enemy or competitor, stick your tongue in your cheek. You will save breath, your reputation and business.

USING THE HAMMER

* * *

A man is known by his company. Do not complain if your credit or reputation suffers, because you run with people of light morals or doubtful habits. "Dead flies cause the ointment of the apothecary to send forth a stinking savour; so doth a little folly him that is in reputation for wisdom and honor." One drink does not make a drunkard, or a shady story a libertine, but no man who values his reputation for sobriety or purity can afford to take down the top rail of the fence. A man does not need to be a crank or a misanthrope, but on the other hand, he should not shake hands with the Devil unless he is willing to be seen with him in public. Be careful of your words as of your company, and even the roughneck and the roué will respect you. When in Rome, do not do as the Romans do, unless you want to part company with your character as well as your individuality.

TAKING DOWN THE RAIL.

* * *

Most young men and some of the older ones get off the track through wanting to be thought a "regular feller." When you feel this thing coming on, get your head under the nearest pump. You will need all its cooling influence. "A living dog is better than a dead lion." Better be thought a sissy or a back number than run with some of these fellows, who are headed for the poorhouse or jail. Being a "regular feller" is all right if it helps you to be a bigger and better man, but if it fills your head with bone and your mouth with wind, cut the ambition out. There are "regular fellers" walking the street if they are not behind bars who might have been good citizens if they had been content to plug away at their jobs and pay less attention to what the rest of the boys thought of them. "Regular fellers" are mighty little use when it comes to solve some of the problems business men are up against to-day.

REGULAR FELLOWS.

* * *

Be content to fill the place you are in before you get anxious about the "seats of the mighty." The fellow who does his job better and quicker than anyone else need never worry about promotion. The man who gives his full time to his business, and keeps his mind off the other fellow's supposed successes or failings, will have all he can do to take care of his growing business and profits. "Folly is set in great dignity and the rich sit in low place." The history of every man who has made his mark in his calling is that he has been content to fill the low place until he has been called to come up higher. After all, the fellow who is enthused with his job does not find time to worry about the fools in high places and while here and there may have been cases of unappreciated worth, the world rewards the man who is willing to pay the price of advancement. Nothing will keep the fellow back who loves his work and shows it by working.

SEATS OF THE MIGHTY.

* * *

The reason why some men plug away and seem to get nowhere is that they do not use their heads. "Wisdom is better than strength." They rush at a proposition like a bull at a gate post, and never look to see if there is an easier way of getting through. It is not that they have no brains, but they do not use them. They spend half their time climbing hills that it would be easier and quicker to avoid. The man who has energy and go is to be admired up to a certain point, but he is no better than a wild locomotive that wastes steam in a mad headlong rush. Keep your eye on the grades, semaphores and curves. Use your head on the proposition and your hard work will get you somewhere. The man who couples brains with energy has like Alexander the Great, the world at his feet.

USE YOUR HEAD.

Problems of Salesmanship

Some of the Answers to Recent Examination. How to meet Different Problems in Shoe Store.

WE append a few of the answers of those receiving honors in the recent "Salesmanship Examination" for which the prize winners were announced in our January 1st issue. The following are those offered by some who in the aggregate fell a little below the winners.

The Troublesome Child

In answer to the question how to handle a troublesome child while the mother is being served the following suggestions were made:—

"I would exercise considerable patience in submitting to rough house behavior. If the mother seemed to be trying to control the child and herself too, during the choosing and fitting period, and if not too busy at the time with a crowded store, I would hand something to the disturber to try and draw the mind away from noisy antics. Much would depend too upon my conception of the willfulness of the child. When if sterner methods seemed indispensible I would speak to it quietly, but sternly, believing that often there is much efficacy in the stranger's demeanour that impresses the child to assume quietness, and I think in the majority of cases this will work out satisfactorily, failing in this I would suggest another call when she could be unencumbered, when choosing and fitting would be a pleasure.

"I would see that the cartons were left on the shelves, instead of where a mischievous child could get them, and would only show possibly two or three shoes at a time, and try on the shoe selected after replacing the others in the carton, thereby avoiding all chance of trouble from the child, in this respect."

Another briefly sums up the situation thus:—

"I would give the child something to play with, a pretty card, a box of button hooks, or anything at hand suitable for its age to keep it from mischief, and I would not forget that a cross look at that child or an impatient putting away of anything it has upset will make it harder for me to please that mother.

The next answer is practical. He says:—

"I would see that I would always have something handy such as a fancy shoe horn or button hook or any small booklet of some kind to give to that child, so as to take its attention away from the goods I was showing to the mother. I have found a book is the best thing to interest them, especially if the book should have any pictures in it."

The situation is handled at length by a writer who develops a policy of extreme diplomacy.

"Try to change the child's attention to something less harmful without offending either the child or the mother. Engage the mother in conversation about the child, complimenting her on its size or appearance. Then speak to the child, and if the compliment, and the fact that a stranger is addressing it does not cause the child to become shy, embarrassed and subdued, and with many children these would prove effective, then include the child in the conversation asking its opinion about the different shoes you are showing. The child of the precocious type upon which the first method failed would feel very important and friendly, and would begin to take a great interest in the sale, occasionally condescending an opinion. The child has been quieted, but more than that he can be made to agree with his friend the salesman, and help to close the sale. Another quicker method if too busy to humor the child, would be to use a little reward phychology which is usually successful with children. An example of this—turn to the child smiling in a friendly manner and lead him to a seat close to his mother and say "Now my lad, here's a seat which we had made for you just as soon as we heard that you were coming", or some similar foolishness which takes away from the mother's resentment from having a stranger dictating to her child. Having seated the boy, promise to show him something awfully nice if he will sit still for a minute or two. The mother being fitted, produce some children's shoes, or colored felt slippers, something which should please the child; ask him, "How is that for something nice?" This might lead to another sale immediately, or lead to one in the future when the child is in need of the article shown."

There is no doubt that a good deal of trouble might be avoided by not showing too many shoes out at once. But some children do not trouble about the shoes on the seat. They amuse themselves by pushing in the cartons on the shelves going down the whole line. Then some women will object to their children handling books or toys that have been in the hands of other children. If you have any better suggestions set down and sketch them out for discussion and profit of others.

The Gabby Customer

Every merchant has had experience with customers who want to dally after a sale and talk personal gossip. How to get rid of them without offending is often a serious problem. Here are a few of the suggestions made.

"I would quietly tell this specimen that I was too busy to listen to what she had to say, and I would ask her to come in on a week-day. If you were not busy listen to her."

Here is a reply that takes a new slant on this kind of customer.

"Usually a customer who wants to be so talkative and friendly is one to whom you can be more or less frank. A salesman can keep referring to the shoes until sale is made and then excuse himself while he makes change, and wraps up shoes. If customer continues to talk she can be told in a pleasant way that this is your busiest night, and to please excuse you. Say 'Well, I'll see you again' or some such closing remark."

Another says: "I would try to draw her attention away from that by getting her interested in some styles that were new in. Get her mind centred on what she was buying, and asking how they fitted, etc., and close the sale as quickly as possible, for by entering into a conversation would only take up a lot of valuable time."

Another writer advises steering her clear of gossip:

"Be very quick and alert in your movements, just to show how busy you are. Agree with your customer, and don't ask any leading questions. A person of this sort talks from force of habit, and doesn't expect too much interest. It might be possible to divert her attention to the shoe business. Tell her the latest and most favorable news about your business, which you can think of. If the information be given in a slightly confidential manner, it will prove more effective. This is one of the cheapest and best methods of advertising. Then again if she speaks freely about her family, you can tell her about footwear you stock, suitable for the various things she speaks of them doing. If the history relates concerning daughter's dancing, the subject of pumps is easily introduced."

Another candidate says to talk shoes: He says, "I would not encourage my customer to talk about any family affairs. I would try my best to bring out every good point that the shoe I was fitting her with had. And in that way I would hope to win her interest so I could convince her that the shoes I was fitting her with would suit her, as to style, comfort, wear and appearance. When a customer sees that you are on your job to sell shoes, and not to listen to gossip, they will appreciate your service more and I have had customers thank me for being so patient as they call it."

This man throws up his hands. He says: "I am afraid this query has touched a tender spot, for having no use whatever for chatter of this kind, my services might appear quite off color and my responses very short and indifferent, for if recollections serve me right there are few indeed of such customers whose patronage is such as to cause regrets even if my services reached the point of indifference causing offence. It is a caution how much a sales person listens to indifferently responding with ayes and nays, and it is only the born diplomat who listens to all ad infinitum that carries on, in good grace. Truly I admire such, even rather envy them, this personality."

Now how do you handle people who are apt to take up too much of your time in the store? Perhaps you have a solution that will be interesting to others.

GOLOSHES AND THE LIKE.

How many dealers present thought that goloshes would have a good sale this winter? Hold up your hands! Count 'em! How many think they will have a good run next winter?

If there was one factor that evidenced the foresight necessary in the retail shoe business it was the universal inability to supply the demand for overshoes and gaiters that has been noted in every part of the country for the past month. An occasional dealer took a chance, and backed his judgment, as the case may be, and ordered what he thought was a goodly supply of these articles last spring, summer, or fall. Up to within a few days of Christmas, it looked like a bad guess. But whatever the size of his order, it is safe betting that he wished it had been larger before January had rolled by.

There were dealers who boldly stated last spring that goloshes, and also spats, were dead. These same dealers were pleading with tears in their eyes for a few off pairs in early January. Whether the unusual amount of real winter weather undoubtedly helped to increase the demand, but it was in evidence before the snow came in any quantity.

Retailers thought, also, that they were stuck with stocks of rubbers. But the weather conditions have made it more necessary for people to wear rubbers this year than has been the case for some years. Consequently, the arrival of March and April should see dealers with comparatively clean stocks, which should make far better business for next year.

As to next winter. Will goloshes, spats and the like be in vogue again? Very soon, dealers will be faced with the problem of considering requirements for next season. If they read the future as well as they did last spring, they will be money out of pocket.

It would seem logical, however, that as long as women continue to wear low shoes throughout the year, they will require something to protect their legs, their shoes, and their hosiery. The possibility of high boots coming back, even next fall, is very remote. The price situation alone would tend to outweigh considerations of style that might favor them. In which event, while one man's guess is as good as another's; the shoe dealer would be justified in assuming that the vogue will not have disappeared in the next year, and that many women will continue to wear goloshes on some occasions, and spats on others.

THE RESPONSIBILITY OF THE SHOE RETAILER

At the conclusion of his address to the Chicago Convention on the work of the Harvard Bureau of Business Research, Dean Melvin T. Copeland said:—

Looking at the future from the standpoint of members of this association, it is obvious, I believe, that your aim should be to make your trade as healthy and as efficient as possible. Every member of this association has a responsibility. The large merchant, in the first place, needs to make sure that the weak spots in his own store are bolstered up. By no means are the large stores all perfectly managed at the present time. He also has a responsibility to aid any plans which will be of benefit to smaller merchants in order that their businesses may be managed in such a way as to render conditions in the trade more healthy.

The small merchant who is keeping good records has a responsibility to share the results of his experience with others, and to aid in carrying out plans that will benefit the trade at large. So long as he maintains his initiative and sound judgment, he will prosper more by sharing the results of his experience with others than he will by trying to keep them under his hat.

The shoe retailer, finally, who is keeping no records or only inadequate records and who does not have a good grasp of his business has a double responsibility. He has a responsibility to himself, in the first place, to install methods that will show him accurately whether he is making money or losing it. That is the only means by which he can insure the integrity of his business. He also has a responsibility to his fellow merchants to put his business in such good shape that he will be a fair and intelligent competitor rather than to carry on in ignorance.

SUCCESS IN RETAILING.

Mr. C. K. Chisholm, a Canadian, who has made good in the retail shoe business in the United States, and who has just concluded his year as President of the National Shoe Retailers' Association of that country, has had a wonderful opportunity of studying the shoe retailing field in all parts of the republic. In his presidential address at the Chicago Convention he summed up his impressions as follows:—

"The more we observe and study retailing activities, the more we are convinced that the slow progress of many retailers is due to the personal blindness of the true condition of their own affairs or their inability to properly figure proper profits. Too much emphasis cannot be placed right now on the importance and wisdom of possessing sufficient accurate information on dealer problems and conditions, such as (1) a more intelligent, specific recognition of overhead expense items; (2) a knowledge of the true cost of doing business; (3) the actual turnovers by separate units or departments instead of in its entirety; (4) constructive salesmanship; (5) the mark-downs; (6) more successful buying, all with a view of the proper net profit. The study of merchandising, buying and selling along scientific lines with a view of standardizing lines carried, less walk-outs and more sales—less styles and more sizes—less mark downs and more sure net profits.''

Styles and Sizes

Consideration of Men's Styles and an outline of a system for Reducing Stock and Increasing Turnover.

SPEAKING on the question of Men's Styles, at the Chicago Convention, Mr. A. E. Taylor, of Chicago, brought out some valuable thoughts on the relation of styles and sizes to turnover. He said:—

"Usually the first thing to be considered in men's styles is the lasts. I would like to continue to recommend that no radical change in lasts be considered at this time. About 70 per cent. of the business done in young men's dress shoes is confined to three lasts, the French, the Brogue and the English, and we are fortunate in having three styles embodying to such a remarkable degree of style and comfort. In times like this I think we should give our patrons what they want. We are their logical defenders, although it may seem selfishness to the last maker. Uncurbed enthusiasm, however, has often led the entire trade into trouble, and nothing new should be taken on at a guess just to have something new. Heels will be mostly 7/8 and 8 8 inches in height and not so extreme, as they will be required to go with lighter weights of oxfords that may be expected this following spring.

Leathers and Colors.

"The live reddish shade in calfskin will continue strong but hardly in the volume heretofore. Golden brown and the new auburn brown should be second in demand. Light shades in tan will probably increase as the season develops, but can hardly be expected to be strong competition with those colors just mentioned, they being mostly used in making the higher grades shoes.

"Blacks and patents will continue but it seems that they must be confined to certain lasts and patterns to obtain a volume of the young men's trade.

"Brown and tan kid will have as good demand as last year. Black kid and kangaroo to have the usual small demand. The tanners seem to have sufficient time now to develop good leather in new and beautiful colors and I think they should be encouraged along that line.

Patterns

"The pattern designers are not overrushed and should give their best efforts to stylish but sane patterns livened by perforations and fine stitching and fully worked out by real shoemaking. Plain toed bluchers will undoubtedly have a good call in some districts.

"I think we will all agree that we will have very good oxfords sales with the average weight being somewhat lighter than heretofore, not necessarily in the leather but lighter in appearance anyhow.

"Sport wear will be quite sure to be in demand next season but will be made up in less extreme contrasts and that is something we should welcome. I think we should try to sell the extra pair for appropriate occasions. It is safer and more profitable in the long run than constantly creating new styles to obtain the extra pairs.

"It may seem that too tame a programme is suggested for April, May and June but I feel that sane, very stylish shoes and oxfords can develop with our present lasts and good leather and fine shoe making. Something that we are entitled to and have had to a very limited degree in the last few years. It may be well at this time to consider for a moment the menace of too many styles. In this consideration, let's see if we can arrive at some conclusions that are right, something, if possible, that will always remain so, for anything that can be proven is right or constant in the consideration of styles comes pretty nearly being its foundation.

Sizes and Styles

"Undoubtedly we will all agree that sizes are more essential than styles, that there is a perfect scale of sizes for every style, that the ratio the best selling size bears to the smallest selling size is as 20 to 1; that the smaller volume of sales, the fewer the stock turnovers are apt to be, that the fewer stock turnovers, the greater the financial waste. By waste I mean idle merchandise, that which ties up capital, accumulates the burden of rent, taxes, interest, insurance, depreciation; affecting not only the merchant, last maker, tanner, the manufacturer, but the entire community.

"Leaving this perfect scale of sizes for each individual merchant to figure out for his community, I feel all will find it will require from 300 to 600 pairs to properly scale a style.

"Assuming that the lesser figure is correct, a merchant selling 10,000 pairs of shoes will experience trouble in attempting to maintain more than 10 styles of shoes and secure three turnovers. This, to some, may seem impossible but it is practically correct for every merchant that is not feeding his stock from the shelves of others, or obtaining deliveries far better than the average or imperfectly fitting his patrons by carrying reduced scales.

"There are probably none that follow so rigid a style programme. Competition generally has forced the expansion of style programmes at this time beyond the point of safety into the wasteful position of having too many incompletely sized styles.

Base Programme on Sales.

"Another way to bring out these conclusions is to review a style programme and figure how few lasts properly sized at all times would or did in the case of the successful ones carry 70 per cent. of the business and find what percentage that bears to the entire number of styles ordered.

"If the styles, the stock and the sales bear the proper percentage relation one to another, we find an ideal set up and it might be added a very unusual one for to-day. The wider the difference in these percentages, the more apparent the mistakes to the man doing the figuring. I am sure that it can be proven that stores showing the greatest number of stock turns have the most perfect selection of styles with the correct number of styles for the foundation. If this is correct, then we have no foundation for styles. But as exponents of this, may I ask are not the fastest going merchants to-day specializing in order that they may have correct sizes, correct styles in correct numbers to thereby obtain the greatest number of turnovers, eliminate the waste and give real competition. I feel this is so whether they are Piggly Wiggly groceries or specializing in men's shoes, or concentrating in extreme styles for women.

"Let nothing said thus far be construed as meaning that we should not foster style, for there are those who can buy many styles profitably. Caution is recommended to those who are buying now more styles than their volume will warrant and by buying unwisely, developing in their business a wastefulness that must result in discouraging reaction in times to come."

Rannard's Big January Shoe Sale

WHERE VALUE DOMINATES

THIS is the Shoe Sale of the Season! It affects, without restriction, the entire stock of Rannard Shoes for Men, Women and Children in our Two Stores

2,000 Pairs

Women's High-Grade Lace Boots to choose from.

$5.85 $6.85
$7.85 $8.85

Sizes 2 to 9 AAA to D

Specials in Hosiery

For Men, Women and Children

It's a wonderful buying opportunity; the *quality* you get, not the price alone. The finest silk, silk and wool or all-wool hose at less than average wholesale prices.

Mail Orders
Promptly filled. Postage paid anywhere in Canada.

Rannard's
330 Portage Avenue 536 Main Street

Rannard Stores Open Saturday 'Till 10 p.m.

January Slipper Sale

Hundreds of pairs to choose from, prices so low that it will pay you to purchase several pairs for future use.

SUEDE STRAP SLIPPERS
$3.98
Made of fine quality Black Suede, with Two Straps and Buttons, Baby Louis Heels; sizes 2½ to 7.
Sale price $3.98

LADIES ONE-STRAP HOUSE SLIPPERS
$1.98
Made of fine quality Black Kid Leather, with One Strap and Button, Hand-Turned Soles, Low Flat Heels, sizes 2½ to 8.
Sale price $1.98

PATENT STRAP SLIPPERS
$3.49
Quality and Style in these Ladies' Strap Slippers, made of soft Patent Leather, in One or Two Straps, with Buttons or Buckles, Medium Weight Soles, Cuban or Growing Girls' Heels, sizes 2½ to 8.
Sale price $3.49

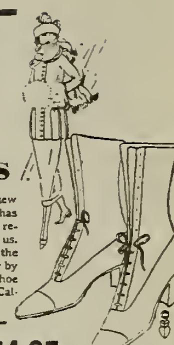
KID STRAP SLIPPERS
Real Shoe value this Ladies' Two-Strap Slipper made of fine quality black kid, hand-turned soles, military heels, sizes 2½ to 7.
Sale price, $2.49

Ashplant's

Same prices at our East End Branch.

SATIN SLIPPERS
Made of fine quality black satin, with one-strap and button, med'um weight soles, Cuban heels, sizes 2½ to 7.
Sale price, $3.98

Some Great Shoe Values



with which to begin a new year. The season that has just closed has been a remarkably good one for us. We intend to make the year 1923 a banner year by giving the greatest shoe values the people of Calgary have ever seen.

$4.95
Growing Girls' Dark Brown and Black Gunmetal High Top Lace Shoes, medium wide toes and low broad heels.

$5.95
Ladies' Patent Grey Trimmed Strap Slippers, military and Cuban heels, good fitters, all sizes 3 to 7.

$4.85
Ladies' Black Kid and Patent Two-strap Slippers, military heels, good fitters; all sizes.

$1.45
Ladies' Wool Felt Kosy Slippers, leather covered soles; also black and brown boudoir slippers, rubber heels.

95c
Men's Brown Felt Slippers, padded soles, warm and cosy; all sizes.

$5.85
Men's Dark Brown and Black Gunmetal Lace Shoes, half double Goodyear welt leather soles and rubber heels. All sizes.

Royal Shoe Store

127 EIGHTH AVENUE EAST
Right across the Street from the White Lunch.

SHOE-PACKS

For winter wear, what could be more suitable for the great outdoors, than Shoe Packs or Larrigans. Just the thing for boys going to school, to keep their feet comfortable and at a very moderate cost.

Youths', all Oil Tan, sizes 11 to 13 . . . . $1.75
Boys', all Oil Tan, sizes 1 to 5 . . . . $1.96
Men's (suitable for bigger boys), sizes 6 to 12 . . . . $2.85

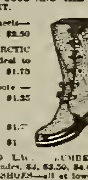
NOTE—These require to be fitted about two sizes larger than the sizes of the shoes, to allow for extra hose.

Skowhegan Paste to keep them waterproof, per tin, 20c.

WIEZEL BROS
SUPERIOR FOOTWEAR
243 Union Street

COLD WEATHER FOOTWEAR

FOR MEN: THE QUALITIES ARE GOOD AND THE PRICES ARE RIGHT.



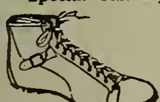
MEN'S FELT BOOTS—leather soles and heels—warm, light and flexible, at $2.50
BLACK FELT HIGH ONE BUCKLE ARCTIC SLIPPERS—leather soles and heels. Ideal to wear under Overshoes, at $1.75
WOOL LINED RUBBERS, to fit over boots—at $1.35
HEAVY, KHAKI ONE BUCKLE OVERSHOES at $1.75
LEATHER LEGGINGS—laced style at . $1
HEAVY SNAG PROOF BUCKLED AND LACED LUMBERMAN'S RUBBERS—the finest and best grades, $4, $3.50, $4.00, ONE, TWO and FOUR BUCKLED OVERSHOES—all at lowest prices.

S. J. MARTIN

January Sale

ALL Winter Footwear ordered to move from our stock. Commencing Saturday morning, price-cutting will be in full force on all lines of **Felt Boots and Slippers, Leather Slippers, Skating Boots, Moccasins, Spats and Overgaiters.** We also include in this clearance many lines of Boots, Oxfords and Slippers for Men, Women and Children. Remember that our stock is all new and that our new store will afford our many patrons better service and more comfort in shopping.

Special January Sales Start Saturday Morning



Skating Outfits $3.65 and $3.95

Final clearance of Boys' and Youths' Skating Boots with Skates attached. Every outfit complete and ready for the ice. Only 46 pairs in this lot.

Sizes 11, 12 and 13 . . $3.65
Sizes 1 to 5 . . . . $3.95

Wonderful Bargains in Moccasins

Moccasins for everybody in every size. A special purchase and some late shipments has placed us with an overstock. This is your chance to benefit. Over 2000 pairs in this lot and all are regular . . . and fine eyelet tops.

Men's Buck Moccasins, sizes 5 to 11. Regular $2.75. Sale Price $1.95
Women's Buck Moccasins, sizes . . . 7. Regular $2.25. Sale Price $1.65
Boys' Buck Moccasins . . . Regular $1.75. Sale Price $1.45
Youths' Elk Moccasins, sizes . . . to 13. Regular $1.40. Sale Price 95c
Children's Moccasins, sizes 7 to 10. Regular $1.25. Sale Price 75c
Felt Insoles for Moccasins, all sizes. Special, per pair 5c

Women's Evening Slippers, $6.85

This lot at this price consists of many lines of our best sellers for this season, and where sizes sold out. All are grouped in one lot. Black satin, black suede, black and brown kid and patent leather, also combination colors with grey and fawn suede. Louis heels and Spanish heels. All sizes in the lot.

Regular $10.00, $11.00 and $12.00 lines.
Clearing Price $6.85

Women's and Children's Hosiery

This is a new department which has been added in our new store, and these special prices will introduce to you, in a practical way, this department.

Women's Silk Hose, in plain or clock style full fashioned. Colors, black, brown, grey, navy, fawn and camel. Regular $2.25. Sale Price $1.75

Women's Silk and Wool Hose, drop-stitched style, full fashioned top. Colors black and grey, brown and white, camel and white. Regular $2.00. Sale Price $1.65

Children's Heavy Wool Ribbed Hose, double knee, in black only. Sale Price, 65c, 75c, 85c and $1.00

Children's A-B-C Heather Hose, one and one rib. Sale Price, 60c, 70c, 85c, and 95c

Women's Fleece Lined Boots, $5.85

Just the boot for cold Manitoba winters. A black kid boot with elk soles and rubber heels, felt intersoles and insoles. White fleece lining. Sizes 3 to 8. Sale Price $5.85

The Yale Shoe Store Ltd.

OPEN TILL 10 P.M. SATURDAY **319 PORTAGE AVE.** KENNEDY BLOCK

Waterbury & Rising's

JANUARY SALE

OF WINTER

FOOTWEAR

FELT BOOTS and SLIPPERS—OVERSHOES—SHOE PACS—GUM RUBBERS—SKATING BOOTS, Etc.

This year's January Sale—the most remarkable in our history—enables you to supply your Winter Footwear requirements at TRULY EXCEPTIONAL SAVINGS. With the closing of our wholesale branch, we are placing on sale in our three stores, the entire stock of that department at WHOLESALE PRICES and, in many lines, LESS THAN WHOLESALE. Here are a few outstanding specials:

MEN'S

Felt Boudoirs, grey and brown, all sides $1.00
Grey and Black Arctic Slippers, for wearing under overshoes $1.75
A big lot of Men's Felt and Leather Slippers; all kinds and styles in the lot $1.75
Patent Leather and Dull Pumps for evening wear $3.95
Felt Boots for Curlers—
All felt tops and soles $2.80
Felt tops with leather soles $3.50
Felt tops with leather vamps and felt soles $3.50
Felt tops with rubber soles $3.00
Overshoe Rubbers $1.40
One Buckle Overshoes $1.95 and $2.45
Two Buckle Overshoes $2.65 and $3.35
Four Buckle Overshoes $4.00
McPherson's Speeder's Boots $5.35
Hockey Boots $3.65 and $4.95
Horse Hide Moccasins for Snowshoes $2.25

WOMEN'S

Gaiters in the 10 button height, in grey, brown and fawn, small sizes only . . . 69c
A lot of Plaid and Cosy Felt Slippers; also some Kid and Suede Boudoir Slippers 95c
Dark Plaid Felt Slippers with turn-down collars and leather soles $1.19
Black Felt Jenny Lind House Boots $1.60
Black, Brown and Red Felt Juliets, in sizes 4 and 5 $1.60
Best Quality Wool Felt Cosy Slippers in pretty colors $1.80

BOYS'

Comfy House Slippers in leather or felt, all sizes going at $1.00
Hockey Boots $2.85
McPherson's Lightning Hitch Hockey Boots, in tan only $3.95
Speeder Boots $3.85

CHILDREN'S

Hockey Boots, sizes 11 to 13 $1.00
Misses' Snowshoes $1.75
Cosy Felt Slippers, in red, grey and browns, sizes 5 to 7 75c
Sizes 8 to 10 80c. Sizes 11 to 2 95c
Red Felt Slippers, with straps and leather soles, sizes 11 to 2 $1.00
Black Felt Boots, sizes 5 to 7 $1.10
Sizes 8 to 10 $1.65 Sizes 11 to 2 $1.95

RELIABLE FOOTWEAR AT FAIR PRICES

Mail Orders Receive Prompt Attention

Waterbury & Rising, Limited

61 King Street 212 Union Street 677 Main Street

GET THE HABIT

Of Buying Your Shoes At This Store. It's a Good Habit and Will Save You Money

Here are well-made, carefully fitted Shoes for the person with good taste but a small pocketbook. Here are Shoes made for style, fit and economy—just the thing for limited incomes—at prices that will astonish you. Hundreds of people have formed the very good habit of doing all their shoe buying here, and they find that it pays them, too.

SPECIAL FRIDAY AND SATURDAY.

Men's Shoes Women's Shoes

No. 1 quality, first grade, Calf and Vici Kid, Blucher and Bal styles, Goodyear welted, black or brown. Regular $8.00, sale price

$4.98

Women's Strap Slippers and Oxfords, from

$1.98 to $5.98

Don't buy shoes elsewhere until you come to

KAUFMAN'S SHOE STORE

OPEN EVENINGS The Cheapest Man in Western Ontario A FEW DOORS EAST OF HYDRO SHOP

Sample Shoe Advertisements

The above are taken at random from our January local exchanges. They illustrate what may be done with various size spaces. They are all fairly well set, but some afford an example of the bad policy of poor cuts.

Canadian Impression of Soviet Russia

Address Delivered by J. A. Beaudry, at the Annual Meeting of the Shoe Manufacturers' Convention of Canada

BOTH the press and men of high political standing in all countries have been analyzing the Russian question for the last five years, and even now, I may say that the subject has barely been touched upon. I grant that another person could have brought back impressions quite different from mine. I have naught but respect for the opinions of those who, although they have been in Russia, still insist on their version being correct. Each one of us labors under the weight of various complexes; the same sights must needs produce in each individual, reactions which are distinct from those of his neighbor.

Russia holds the key to the economic problem of the world. I believe that the countries of Europe will experience great difficulty in settling their respective claims if they do not at first solve the Russian embroglio. It is all very well to describe the starving children of the Volga Valley, the ransacked palaces of Moscow, the Red Armies singing their marching songs through the deserted streets, and the hungry lines of citizens standing at the door of food-distribution center, but the true economist must delve into deeper regions. An unprejudiced study of the causes which hoisted the Bolshevist party to the seat of power, can alone reveal the true factum material of this great upheaval. This material fact is to be found in history many years before the war, and in the war itself.

It is not so much the Russian people that have changed; their spirit and characteristics are ever the same, but the transformation has taken place in their leaders, and in their system of public organization and adminstration.

We are all prone, whether Canadian or American, English or French, to look upon the Russian question in the light of our own ideas, principles and reactions, but, to understand it, you will confess with me that it must be considered without prejudice. Let us not forget this great truth, that, wherever he be, to whatever race he may belong, the more he may be in ignorance of the immoveable and unchangeable laws of Nature, the more he may lack instruction and education,—then, all the more shall a human being be carried to superstitious beliefs, and susceptible to countless nefarious influences. Why?—Because his actions shall be directed not by reason nor by a sane consideration of current facts, but by sentiment and the swaying of temporary emotions.

I only wish to make it clear that in order to understand the Russian question as it should be understood, one must enter that country with a thoroughly free, open and unprejudiced mind. I do not defend, neither do I condemn. To explain things as I have seen them, and to demonstrate why they are so, is the only purpose that I have in view.

There is nothing strange in the unhappy sight of a great nation suffering for the sake of an idea, of a principle, or even of a prejudice. History, from the beginning of human activities has abounded in similar occurrences. From Doric massacres to the Bastille, from Ireland to Georgia, our records hold practically as many pages stained with blood and scorched by flames, as they contain annals of peace and prosperity.

I admit it is difficult to remain impartial when one witnesses events and happenings with which one fundamentally disagrees, but it must be done. Such an attitude, however, does not imply a lack of sympathy, of human understanding, or of charity. The Russians were evidently in good faith, they did not rashly invite trouble, they have been drawn in this order of disorder by certain causes, by certain circumstances which I will endeavor to explain. Therefore, let us knock at Russia's door with a liberal and open mind. Let us remember that at the beginning of the war, Russia was our ally, and let us remember as well, that, at that time, we appreciated the co-operation which she had offered to us so gallantly, and that in remembrance of such feats, the Russian people themselves are somewhat entitled to our sympathy in the economic struggle through which they are now going.

For centuries Russia was ruled and governed by a regime of autocracy of which the Tsar was the head. Under the regime, there was no parliament where the representatives of the people could voice their sentiments, present their claims, or suggest their needs. Under it was developed, to a large extent, in the Russian people, the mentality of a too-often-beaten child. Like the offspring of an unjust and dictatorial father, the Russians became apathetic, passive and resigned. Moreover, the lack of primary education added to the malleability of the Russian mind. Under such conditions, Russia was a hot-bed of superstition and therefore a fertile field for the seed of insurrection.

Persecution of all kinds was a daily occurrence, and no one has forgotten, I am sure, the pogroms which took place in Russia. The Jews were the main victims, and that persecution created between the Jews and the Russian people a sentiment of antagonism which has existed for generations and which, to-day, is still very acute. In that state of affairs, those who were persecuted, that is, mainly the Jews, and those amongst the Russians who were opposed to the regime of autocracy, formed themselves into organizations of different kinds and were working as much as possible underhand, with but one object in view, and that, to overthrow autocracy.

These dissatisfied groups can be traced back to many years, but they become really organized at the close of the last century. In fact, the Russian Social Democratic Labor Party was organized in 1895, and it was at its second congress (which took place in 1903) that its members became divided into two factions on a question of tactics. One faction believed that one of the best methods to obtain power for the political party was by persuasion and education. They called themselves the **menshiviki** or adherents to the minority, whereas the other faction believed that the sole method to be applied in this struggle was systematic terrorism. They therefore favoured actions of violence and revolution. They called themselves the **bolsheviki** or adherents of the majority.

It is since 1903 that serious disorders broke out, and made the Tsarist government feel the first throes of anxiety. However, instead of meeting the danger openly and frankly, the old Tzarist methods were resorted to with this result, that a veritable catastrophe occurred on January 22nd 1905, which was called the Bloody-Sunday, when peaceful manifestants, on their way to present a petition to the Emperor, were received with a volley of bullets. In the due course of the days immediately following this was the cause of a great many railroad strikes, of strikes in printing shops and bakeries, and the mutiny in the navy.

Then, in August 1905, the first Tsarist concession was made when the Duma of the Empire was created,

but the workmen had tasted their liberty, and felt their power. The agitation was carried on and new strikes broke out. On October 13th 1905, the first Soviet of workers' deputies was formed, and it became the pivot of the present revolutionary movement.

One has to bear in mind the fact that the struggle between those who possess wealth, and those who are deprived of it, is taking place in each country according to certain rules and regulations, but one must say that the line of demarcation, between the group of the immensely rich and the larger number of the extremely poor, was more accentuated and more pronounced in Russia than in any other country in the world. It was also one of the characteristics of the wealthy class to show their wealth by a display of excessive luxury.

Briefly these are a few of the fundamentals underlying the conditions in Russia when the great world war broke out in August 1914. We were all pleased, I am sure, to remember that upon that occasion, Russia sided with the Allies, and for a year or two, her armies fought loyally for the good cause, and, in many instances, covered themselves with glory.

In 1916, however, the army began to show signs of weakness and disorganization, and for months the records show that the soldiers at the front were short of ammunition, and therefore unable to defend themselves; that they were suffering from lack of shoes and clothing; and that a large number of soldiers were starving to death. These peculiar conditions in the army gave rise to a high pitch of sentiment of dissatisfaction, not only amongst the soldiers, but also throughout the population of Russia, which naturally held the government of the Tsar for such happenings and miseries.

This sentiment of dissatisfaction was increased by the fact that the Prime Minister of the government of the Tsar was then a man by the name of Sturmer, known to be a German, but notwithstanding all intrigues, and the division existing between the members of the government, there was a material fact which the government had to cope with and which it was unable to overcome.

This material fact was the lack of railroad transportation facilities. The question of transportation has always been and still is the main economic problem in Russia. The government of the Tsar had always thought that there was an element of security in the restricting of railroad development. Thus, not only was the very track gauge different from the European gauge, in order to prevent a possible invasion, but also the total sum of railroad mileage of this immense country covering practically one sixth of the territory of the world was inferior to that of the English system alone.

In figures, in August 1914, the United States had 4.3 kilometers of railways for each hundred square kilometers of territory, or 41.8 kilometers for every ten thousand inhabitants. At that time, Russia had 1.3 kilometers of railways for each one hundred square kilometers of territory, and 9.9 kilometers for every ten thousand inhabitants in Russia.

The idea of security against invasion through restriction of railroad transportation facilities, was supported by the fact that the government believed that at the time of the Napoleonic invasion the French Emperor would have kept the fruit of his victories had there been any facilities in railroad transportation.

Therefore at the end of 1916 and at the beginning of 1917, the conditions had grown to be so bad that the soldiers (in a very large proportion peasants' sons) were grumbling, that the working men were dissatisfied, that the manufacturers, merchants, bankers, capitalists, professional men and even members of noble families had lost faith in the government of the Tsar, and practically everybody in Russia wanted a change of regime. The Tsar then abdicated in March 1917 and the members of the Duma were requested to form a provisional and responsible government.

This revolution of March 1917 was exclusively a political revolution. The democratic party which represented the capitalist class was asked to form a government and it did so by establishing a government of coalition with that faction of the Russian Social Democratic Workers' Party, called the **menshiviki**, with Kerensky at its head. Immediately following this change of regime, it was only natural for the Russian people to expect a great deal from the new government.

A change of regime and a change of government did not imply however an improvement of the railroad transportation facilities. The new government had the same difficulties to overcome as its predecessors, and those difficulties were greater than its abilities could cope with. Furthermore, it has to be remembered that the policy of the new government was in every way similar to the policy to the Tsar, that is to say: it advocated the right to private property, the continuance of the war, and the maintenance of the obligations of the former government. That provisional government of coalition was a government of weakness.

In July and Austust 1917, several strikes broke out in various parts of the country. The soldiers, the peasants, the workmen were getting more and more dissatisfied. During that time, that faction of the Russian Social Democratic Party, called the bolsheviki (who appealed to the selfishness of the people), was more active than ever.

The Bolshevist Political programme was:

1. To the soldiers they promised an unconditional, immediate and separate peace.

2. To the peasants they promised the division of the land of the state.

3. To the workmen they promised confiscation of all industries without compensation.

This can be better demonstrated by reading one of the speeches made by Lenine and published in all the bolsheviki papers, in November 1917.

"All power to the Soviet of workers, soldiers and peasants. Bread. Peace. Land.

"Every soldier, every worker, every real socialist, every honest democrat realizes that there are only two alternatives to the present situation.

"Either the power will remain in the hands of the bourgeois-landlord, and this will mean every kind of repression for workers, soldiers, and peasants, continuation of the war, inevitable hunger, and death,—or the power will be transferred to the hands of the revolutionary workers, soldiers and peasants, and in that case it will mean a complete abolition of landlord-tyranny, immediate check of the capitalists, immediate proposal of a just peace. Then, the land is assured to the peasants; then, the control of industry is assured to the workers; then, bread is assured to the hungry; then, the end of this nonsensical war."

This is the sort of speech, which, after all is nothing but a call to selfishness, that caused simple minded Russian workmen to say: "I like to listen to Lenine, because he says things that I like to hear" If you wish to pass upon the Russian question an impartial judgment, Gentlemen, all you have to do is to build in your mind a picture which would reproduce similar conditions, but in another country. Then, put the same question of similar classes of society, and allow yourselves to be guided by what their answer would be, according to your estimation. Do you believe that the egotistic sentiment would prevail?

(*Continued next month.*)

Style Recommendations

American Joint Styles Committee Make Recommendations for April, May and June Selling

THE beginning of February has arrived, and retailers' ideas as to what they will sell after Easter, which comes at the first of April, should be pretty well crystallized. In that connection, a summary of the recommendations made by the American Joint Styles' Committee should be of value. These can only be considered in relation to each dealer's own location and clientele, and may serve as a guide only in sizing up the situation and prospects. As one prominent manufacturer said recently, "It is up to the retailer to use the brains God gave him. He cannot slavishly follow rules laid down for him by somebody else who does not know his circumstances."

The Styles' Committee's recommendations are as follows:—

Women's Welts

Women's welts are subdivided into conservative welts, fashion welts, and sport welts.

Conservative welts do not show much change. Patterns will be straps and oxfords. Width and shape of toe, and height of heel are unchanged. Heels 8/8 to 13/8 will continue, with 8/8 to 10/8 coming strong. Materials include kid, in black, brown, and white, calf in medium tan, white and black, white fabrics and patents.

Women's fashion welts divide into straps, 50 per cent., oxfords, 30 per cent., and tongue effects, 20 per cent. Heels, 8/8 to 13/8 with a tendency towards 8/8 to 10/8. Lasts are unchanged, higher heels carry narrower toes than low heels. Plain leathers in the order of their importance are recommended in solid colors as follows:—Tan calf, black kid or calf, patent, white fabrics, white kid or calf.

Women's sport welts divide into straps and oxfords with some tongue effects. Toes will be of the prevailing round effect, with a tendency towards a broader effect for sport shoes. Heels range from 8/8 to 12/8. Materials recommended are tan calf, trimmed with ooze to blend or contrast; black calf trimmed with grey ooze; white leathers or fabrics trimmed with patent; all over white and with white trimmings in sport effects are recommended. Medium tan calf, semi-brogue effects with straight or wing tips or plain toes. Instep saddles underlaid or cut off. There will be a proportion of crepe and rubber soles sold.

Women's Turns

Women's turns are divided into conservative types, fashion turns, and evening slippers.

Conservative turns will consist of oxfords and straps. Heels of wood and leather 10/8 to 14/8. Materials, black or brown kid, patent, white kid, calf and fabrics. Lasts unchanged.

Fashion turns will be made up of 65 per cent. straps, 35 per cent. tongues and cut-out oxfords. Lasts continue in keeping with the present trend of medium toes. Heels, boxwood 10/8 to 14/8; Louis and Spanish, 13/8 to 16/8. Materials, black satin, patent, black kid, white kid or calf; colored ooze or kid plain or trimmed, black ooze plain or trimmed brown kid and brown satin.

Evening slippers will have lasts in keeping with the present trend; heels, boxwood, 12/8 to 14/8, Louis, 13/8 to 17/8. Straps will predominate with a proportion of moderate-sized tongue effects and plain slipper effects. Materials, plain satin and silk and satin brocades, silver brocade, white kid, gold brocade.

Men's Styles.

Lasts, brogue, semi-French and conservative. Heels, 7/8 and 8/8, rubber heels recommended. Colors, morro (lively cherry red calf), gold brown calf, lighter shades of tan calf (according to locality). Black calf and patents are growing in favor. Black kid, brown and tan kid. Leathers, tan calf, 60 per cent., black calf, 20 per cent., vici in black and tan, 15 per cent., patent, 5 per cent. Scotch grains should not be overlooked.

Golf shoes and sport effects with rubber or leather soles will sell, but merchants must judge their own locality regarding these. Opinions differ on crepe soles. Most retailers are buying them with extreme care. Plain toes with trowser crease, in lace and blucher oxfords are having ready sale in many localities. Patterns—stitchings lead over perforations.

Children's Styles

Plain toe sport oxfords with instep saddle strap should sell. Also a patent one-strap fastening with button. These may be modified by perforations, stitchings, and may be carried through to summer in whites—buck, canvas, and smoked horse.

Play shoes will have a big run. Barefoot sandals look big, 90 per cent. tans. The straight regular oxford with a tip, in Russia calf or elk, also in blucher, continues good and will always be good. This may be continued in whites.

In general, the styles above are bought in spring heel for both children and misses, though in some sections the heel is used in misses'.

These same recommendations may be carried out in growing girls',—in lasts not so broad at the toe. Narrow toe lasts should be taboo. The last most popular is a medium toe on the order of a brogue. Yet, a broader toe cannot be ignored in the growing girls' sizes. Brogueing, wing tips, and perforations on growing girls' shoes are good.

For dress, many of the young girls are demanding shoes with a full narrow toe, and with box and Louis heels, not too light in effect, fairly good sized top-lift, not to exceed 14/8.

Patent leather is strong in children's department. Sixty to sixty-five per cent. of all shoes in infants; children's and misses' should be bought in tan, though this varies according to section.

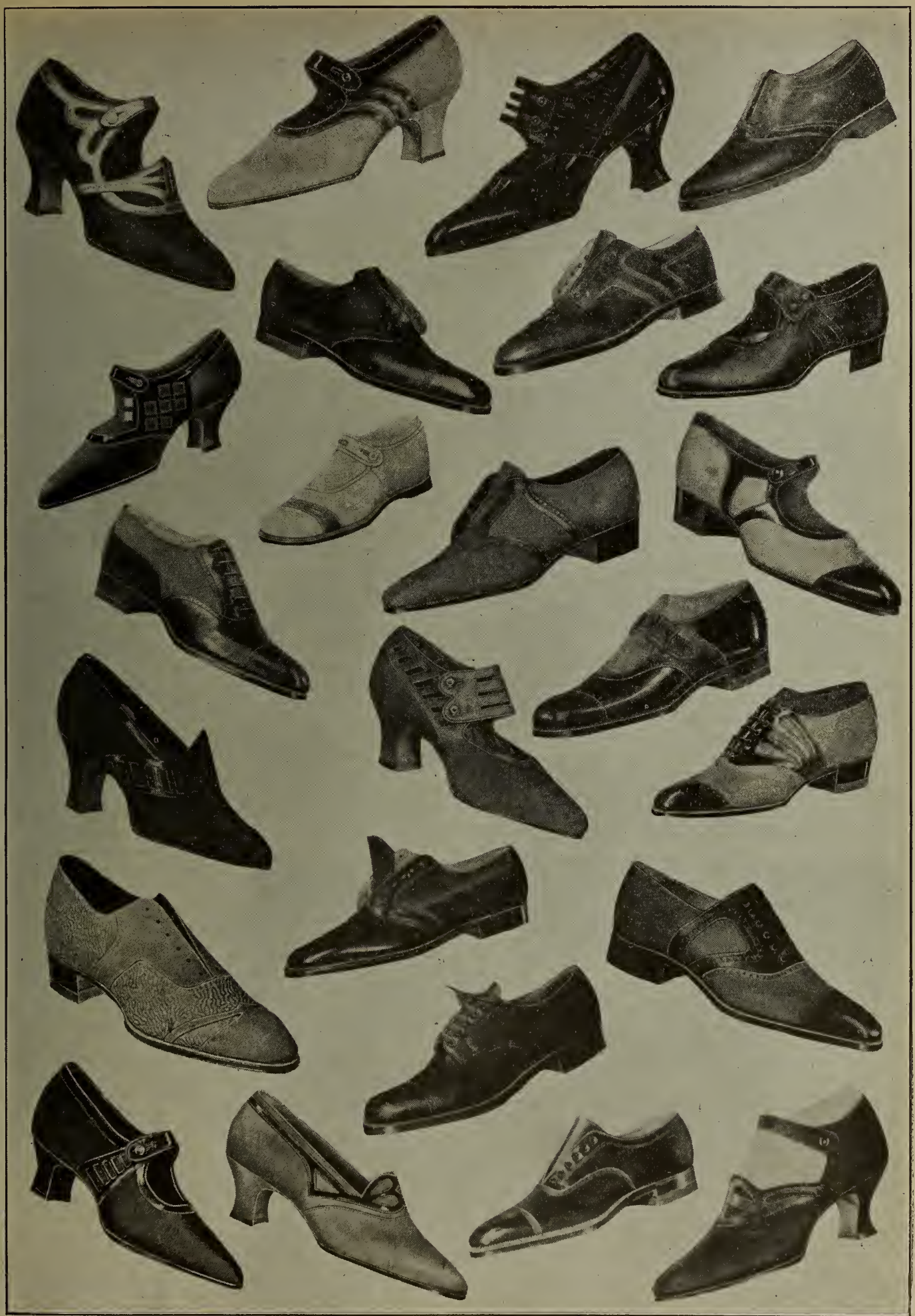
Boys' Shoes

The usual full toe will continue. Largely an oxford season. The boy seeks leathers, tips, perforations and the effects of the regular men's styles.

Elk leathers will be good. Plain Russia is not recommended excepting for dress and high-grade shoes. Leathers that are boarded and pebbled, including Scotch grains, will be largely in demand. Some patent and whites, but they must be bought cautiously. Increasing demand for black.

ANOTHER LANDMARK GONE

The old shoe blacking firm of Day & Martin, London, Eng., has gone. This firm's name became a byword for shoe blacking and has been immortalized by such writers as Dickens, Carlyle, George Eliot, Bret Harte and Tom Hood. Future generations will have difficulty in understanding Sam'l Weller's methods of putting a shine on Pickwick's shoes.



Shoes Given Blue Ribbon at Chicago (from Boot and Shoe Recorder).

A New Toronto Store

Attractive Establishment Opened by Natural Tread Shoe, Ltd.

THE development of Natural Tread Shoe Limited during the past eight years is largely the story of the work of Mr. V. E. Taplin along original lines and following unbeaten paths. With the opening of their new store at 228 Yonge Street, Toronto, the company may be said to have reached another phase in its development, as it is coincident with a change in policy that involves an effort to broaden the field covered by the company.

Eight years ago Mr. Taplin opened his first store in Toronto at 329 Yonge Street. This was eleven by forty feet, divided into a fitting parlor and a stock room, the latter being out of sight of customer. Later he moved to Bay Street, thence to 310 Yonge Street, and now to new premises, where more space is available. The problem of bringing customers to an up-stairs store might be serious for the average shoe dealer, but the nature of Natural Tread business renders it quite feasible.

A fair idea of the establishment may be gathered from the photographs shown. The store is divided into four rooms, fitting parlor, stock-room, office, and sample room.

In appearance, the fitting parlor is quite different from anything to be seen in Canada. Entering from a stairway, at the foot of which is located a glass case containing a few attractively displayed shoes, the visitor does not get the effect of a shoe store, but rather of a luxuriously fitted club room. The atmosphere is not one of bustle, or what might be called "sordid commercialism," but rather of restfulness. The effect created on the customer would be one of careful service, rather than a hurried effort to sell.

The fitting parlor is twenty-four by fifty-four feet. The woodwork is ebony and wall-paper gold with Chippendale design. On the walls are six mirrors in old gold and black with fancy black tassel cords. The floor is carpeted in plain grey, with oriental rugs here and there. The furniture is reed, in black and gold, with attractive upholstering. Beautiful floor lamps, hanging lamps, ferns and palms create a pleasant and restful atmosphere. Shoes are displayed in a walnut show case, and also in front windows, in which the fixtures are gold, and the trimmings black velour.

Mr. V. E. Taplin

On a mezzanine, overlooking the fitting parlor, is located Mr. Taplin's private office, where he is in a position to see what is going on, and yet be away from the actual fitting and other activities.

Back of the fitting room is located the retail stock of shoes. Behind that again is the main office, and also a sample room in which shoes can be shown to the outside trade.

Some of the conveniences for patrons include a foot-o-scope, telephone for customers, and a system whereby special insoles can be cut to fit shoes of customers who need relief from pressure on certain parts of the sole of the foot. This last service Mr. Taplin regards as of the highest value.

Interior of New Natural Tread Store

Selling From The Window

Shoe-Card Expert Tells Retailers About Windows.

MR. H. E. PEASE, who specializes on window advertising, addressed the convention at Chicago in part as follows:—

"The shoe dealer to-day has two great problems. The first one is what to put on the shelves and the second, which is just as great, is how to get it off the shelves. Buying to-day is a big problem. The other side of the problem is how to move the merchandise you buy.

"You have specialists. Some specialize in women's styles; others in men's styles, and others in the juvenile styles. So on in the advertising business, which is just as broad. Advertising through the retail store window, I believe, is one of the most important angles of advertising to-day.

"I have for about 14 years specialized on window advertising—not window trimming, although I got my start trimming windows over 16 years ago. Your chairman, Mr. Geuting, yesterday made the remark that a short time ago he overheard the conversation of two women in front of his store. After seeing a price ticket on the shoes, $15.50, 'There ought to be a law against it, that man ought to be arrested.'

"Do you know what I would have done? I would have told them why that shoe was $15.50, right through the store window, the same as you would if you had got them in the store and sold them the best pair of shoes they ever bought in their lives. That is the secret of show card advertising.

Use Your Windows

"Retail merchants to-day, not only in the shoe business, but in other businesses, look upon their windows almost entirely from the standpoint of elegance and beauty, 'My what an attractive window!' But they must also look upon them in the terms of sales. 'And how are you going to do it? What are you doing with your newspaper space? Are you buying newspaper space showing a few illustrations of shoes, leaving everything to the imagination of the reader? You are saying something about that merchandise because you know as well as I do that you must say something if you expect to sell something.

"The customer comes into your store, you take a shoe, hold it out in front of her, deaf and dumb? You don't do it. No sane merchant would do it. You say something about that shoe and that is what the show card does in your window, it is a salesman and you have to have the salesman to-day if you want to keep the front doors open. There are any number of examples of show card advertising that I could bring out. I am going to point out just a few of them to you.

Take Advantage of Circulation

"The main point I want to bring out, one of the best places to do your talking is the place you do your business. You are paying big rent for your store and the rent is based the same as the space that you are paying for in the newspaper. It is based on circulation. Get that? Circulation is what you are paying for in your store front and I believe anyone will agree with me that about 85 per cent. of your rent, or close to it, is the face of your store.

"Now take advantage of this circulation that is right in front of your store. Get people in front of your store, take advantage of those that are right there because the idea is this: The great thing in advertising that we all know is to talk somebody into something, said in an understandable way. When you can talk something new, you can put over a suggestion, a point of sale for the copy on your show cards, you only have to bring this person about three or four steps before you close the sale. That is the real secret of show card advertising."

KENWORTHY PRODUCTS

The success of Kenworthy products is due to their thoroughness of manufacture. Kaneva Insoling for McKays is made either plain or felt backed, and is very flexible and durable, being entirely uneffected by moisture. It is now being used by many of the largest McKay shoe manufacturers. It is particularly desirable when used in connection with Kendex Sock Lining, which is levelled in the shoe. It is better and more durable than fibre or leather.

Kaneva "F", a woven treated fabric, closely resembles ooze leather, and is particularly adaptable for quarter linings and sock linings. It is made in oak, grey, white and black, and will cut to a clear edge. It also is uneffected by moisture.

Interior of New Natural Tread Store

A Collection Idea

GOOD, workable ideas are the spice of trade in the matter of stimulating business, and that holds good no matter what may be the field of your endeavour.

If the idea is different, if it is novel, if it is one of those rare ideas that you can see at a glance are really worth while—well, so much the better.

The idea which this little article describes is one of that type—you don't have to spend any money to give it a trial to find out whether it is really good or not. You can tell that easily enough by just reading the article—it stands on its face value.

The plan in question has to do with collections, and it was related to the writer by William F. Greene, who writes the collection letters for the George Muse Clothing Co., of Atlanta, Georgia, the largest store of its kind in the South.

The fact that it was originally used in the clothing field need not make a particle of difference to you, for it is one of those rare ideas that are just as applicable to one line of business as they are to another regardless of what its exact nature may be, providing that business has accounts to collect. And that, of course, includes those merchants who are readers of this publication.

The writer thought this plan so good that he showed it to a dozen of the leading merchants in Atlanta to get their opinion, and invariably they stated it was the best collection idea they had ever heard about. That, indeed, speaks well for it.

Well, to begin at the beginning then, a few days ago Mr. Greene received through the mails a cheque made out to the George Muse Company in the sum of $5.00, but whoever sent it had forgotten the very important matter of affixing his signature thereto. It came in a Muse return envelope and not being accompanied by a letter of any kind, therefore the company had no way in the world of knowing who had sent the check.

The envelope was, however, postmarked from Atlanta, and at once the idea occurred to Mr. Greene of sending out a bunch of letters to the store's customers in Atlanta who happened to have a balance of $5.00 or more, telling them about this cheque, and asking the one who had sent it to let the company know so that it could be returned for signature and duly credited to his account.

Now, of course, it was not Mr. Greene's idea merely to get this $5.00, but he felt that by sending out this letter in this way he could also make it serve as a reminder to some of the customers that their accounts were still unpaid, and that thus some good results might be obtained in the matter of collections. And indeed they were as well be later explained—results, in truth, that were far beyond Mr. Greene's fondest expectations.

The letter sent out was multigraphed, and filled in with the customer's name and address individually, in such a way that it was next to impossible to tell that it was not actually a personally written letter. The copy used in the letters was as follows:

Mr. John Doe,
Atlanta, Ga.
Dear Mr. Doe:

Through the mail this morning we received a cheque, No. 1556, drawn on the Atlanta National Bank, and payable to our order, for $5.00.

This cheque was not signed and, being mailed in one of our return envelopes and unaccompanied by letter, we are unable to ascertain identification of the sender. The envelope bore the postmark of Atlanta.

Thinking that this cheque may have come from you, we deemed it best to write you this letter regarding it.

Please let us know if this cheque should be credited to your account, and we will return same at once for your signature.

Awaiting your reply, we are

Very truly yours,
The George Muse Company.

Mr. Greene dispatched seventy of these letters to Atlanta accounts as above set forth, and exactly one week later he tallied up the results. Out of the seventy letters sent forty replies were received, and out of these forty there were twenty-three customers who enclosed some sort of a cheque as part or full payment on their accounts. It will probably be of interest to note here some of the amounts that were received. There was one cheque for $56.50, and another for an even $50; a third and fourth were for $31 and $30 respectively; there was another for $25, and another for $22.13. Of the remaining cheques the amounts ranged from $15 down to $5, and several cheques for the latter amount were received.

Of the total number of cheques that came in during the week and all of which were a direct result of this letter, $370.38 was collected from the seventy accounts; truly a remarkable result to say the least of it. Furthermore, all customers replying and who did not enclose cheques, promised payment very shortly with one or two exceptions, while two others telephoned and one called personally.

Now, then, as you can readily see, this little idea was discovered quite by accident, but it obtained such unusually good results that the Muse store has filed it away for future use with other customers. In fact, Mr. Greene advises that no letter has ever obtained better results for this company in the matter of collections—considering, of course, the limited number sent out—in the history of the business; and the Muse store has operated in Atlanta for almost 50 years.

In this particular instance an unsigned cheque was really received as above stated, but on the other hand, what's the odds? It's the idea that counts and if it gets the money that's the principal point, providing the means are honorable. Without doubt it is a plan that can be just as successfully used whether or not you have ever received such a cheque, and if it accomplished results like this for the Muse store, why should it not accomplish equally as good results for you? It's different, it's decidedly a unique and novel idea, and those are always the kind that accomplish the really productive results.

Incidentally, it might be mentioned in passing that the Muse Company has never yet found out who sent them that unsigned cheque.

A majority of the replies received in response to this letter were written on the bottom of the letter itself, and here are a few interesting samples copied verbatime from the Muse files:

"Not guilty. Sorry. But here's one for $5.00."

"No, it's not mine, but wish it was. I'll send you a substantial payment, though, on my account within a week."

"Not my cheque. However, your letter reminds me of my own unpaid account, and I enclose herewith my cheque for $22.13 to cover same."

"Just received this communication to-day. The cheque is not mine but I am enclosing one for $15 you can apply on my account. Thanks for the letter for it thus called my own account to mind."

THE MURRAY SHOE STORE.

Hugh and Ken Murray, of London, Ont., have succeeded to the business of Johnston & Murray, Dundas St., London, Ont. They are both well known to the shoe trade of Ontario, having been for fifteen years connected with the retail shoe business of London.

They have one of the most up-to-date establishments in Western Ontario, divided into three separate departments, laid out on the most approved plan, with handsome furnishings. They have a special shoe shine parlor for ladies.

The opening, about the middle of last month, was attended by the best people of London, the music and flowers being particularly attractive. Each lady visitor was given a neat souvenir of her visit. The business is simply and aptly known as "Murray's" the whole reflecting great credit upon the management and their enterprising spirit.

Mr. Ken. Murray

Mr. Hugh Murray

"Murray's" Shoe Store, London, Ont.

What We Think of Them

By the Advertising Service Dept.

We have been invited to criticize a few shoe advertisements from Fort William. The advertisements shown in the panel are representative of the line style of shoe copy used by progressive dealers in Western Ontario. It might be of value to say here that shoe advertising to be successful, must have co-operation between the copy writer in the store and the compositor in the printing plant. No matter how original the copy writer's ideas may be, or how much thought and study he puts into his advertisements, the compositor can by careless or indifferent setting ruin the selling effort of the best of written advertisements. The advertisements of T. Jack and Company, shown here, could have been improved considerably if the compositor had had as much thought of his type setting, as the advertisement writer had of his advertisement. These advertisements are well written and nicely laid out, but the compositor has used the type face nearest his hand, resulting in a conglomeration of black and heavy type faces, with too strong a percentage of capitals. The copy writer used his brains, the compositor used his hands. Referring to the first advertisement at the left of the panel, we find an assortment of type faces, Roycroft, Cheltenham, Bold and condensed Gothic, each one pulling against the other. Many men who call themselves compositors fail to realize the value of one type face throughout an advertisement. It will be noticed that the heading "Listen" stands out with a splash. Why? Because it is just one line of isolated capitals, surrounded by light face type and white space. Come lower down, and we have practically seven lines of capitals, which the eye cannot grasp at a glance, are therefore, hard to read and have a tendency to crowd out the really important item, "For To-night and Monday" the time of the sale. We could go on and analyze each advertisement this way, but nothing would be gained by repetition. On the whole too many capitals and too much black face type has been used. The prices are well displayed, which is a very good point. The third advertisement covering a three day sale is probably the best one of the bunch. The white space being used effectively. It will be noticed that the box label is used, as the signature in the advertisements. This is a good idea, helping to ink up Jack's advertising with their boxes, and the store. If these advertisements do not live up to expectations, it is not the copy writer's fault, but more likely the publisher, printer or compositor. If the publisher hasn't got the type for the composing men to use, he should get it. If the publisher went to the shoe store for shoes he would expect service and satisfaction. He would pay for it. Why should not the shoeman get service and satisfaction in his advertising set ups from the printer? He pays for it. On the whole these particular advertisements shown on this page, should pull business, and aside from the mechanical point of view are worthy efforts in live copy.

COMPULSORY REGISTRATION.

An attempt is being made in England to compel registration of all boot and shoe repairers under some Trade Board. The effort has arisen from the fact that since the war there has been a large increase in the number of small repairers and the latter are doing work at very low figures to the disadvantage of the regular trade. The scheme looks like trade unionism of the most flagrant character.

American Shoe Manufacturers Meet

Annual Gatherings at New York a Great Success. Report of Styles Committee Adopted.

SHOE manufacturers from all over the United States conferred at the Hotel Astor, New York City on January 16th and 17th. A large amount of business was done, and a number of very interesting and profitable addresses were given.

At the opening session on Tuesday, January 16th, President Briggs gave his annual report covering the Association activities for the year. Amongst other interesting things said by President Briggs were the following:

"If I were to venture an opinion on present conditions in shoe manufacture, I could not do better than repeat the words of President Harry I. Thayer of the Tanners' Council in his annual address last October. Mr. Thayer is quoted as saying:

" 'Among the great problems of the tanning industry in the future will be the production of the very best leather at a moderate price.' And as Mr. Thayer further states—'This implies the production of better raw stock and the improvement of tanning methods by the introduction of labor-saving devices and in other ways.' Now if we follow up this recommendation and substitute the word 'shoes' for 'leather,' I believe this quotation offers a suggestion for some of our own problems.

"The complexities of manufacturing, the rapid changes in style, with their inevitable affect upon costs, seem to be more prevalent in shoe production than in any other apparel industry. The return to more-or-less normal conditions should help toward simplifying these problems. However, as the style element is to a considerable degree the merchandising life of the trade, it will continue to be a factor, and to a certain extent will have to be met in the manufacture and distribution of fashion footwear, so long as it can carry its full burden, and costs are properly distributed.

"When we look up from our domestic concerns, our manufacturing, style and merchandising problems, our labor situation, our national stability, and the complexities of our tariffs and politics, we can see a world in crying need of everything, from peace and stability down to the thousand necessities which this Country supplies. Other nations are traveling a harder road than we, to achieve stability, political and financial, and it would appear that order is beginning to resolve itself out of the chaos that threatened."

Amongst the things accomplished by the Association is the interchange of credit information, the mediation between buyer and seller in adjusting disputes, and preventing unjust and harmful legislation.

Conference with Retailers

The conference with the retailers' committee was held on Tuesday night by the manufacturers' committee. A discussion took place as to the suitability of the time and place for the Retail Convention and Shoe Show. A number of manufacturers thought that it interfered to some extent with manufacturing and selling efficiency. It was decided, however, that retailers had selected this time as most suitable to them, and the manufacturers would, therefore, fall into line.

The Retail Shoemen's Institute was endorsed and a resolution passed, promising financial as well as moral support to afford thoroughly trained shoe salesmen.

It was also decided to prepare a code of ethics for the entire shoe industry, which a committee has now in hand, and will present later on for the consideration of manufacturers, wholesalers and retailers.

It was also decided to adopt a national slogan for the shoe industry for the purpose of arousing greater interest amongst all classes of the community in the use of well made shoes. The slogan adopted was "Walk and Be Healthy."

The following resolutions were passed by the Association:

RESOLVED, that when in controversy when one suggests arbitration and the other one refuses without justifiable reasons, the name of the firm, company or individual so refusing, be listed in our bulletin as refusing to arbitrate.

There are certain people who engage in merchandising schemes for the sole purpose of defrauding those from whom they purchase goods, disposing of same by devious unethical ways to the great loss of the creditor and injury to legitimate business. Therefore, be it:

RESOLVED, that where such cases come under a criminal violation in which our product is involved, that the National Boot and Shoe Manufacturers' Association of the United States, Inc., render, as far as possible, its aid with other affiliated trade associations in the prosecution of such acts and to give broadcast publication to such criminal prosecution.

RESOLVED, that the Chairman of the Trades Relations' Committee be directed to select colleagues for the purpose of drafting a proposed code of ethics to be adopted by the boot and shoe industry.

Some of the Speakers

The speeches were both interesting and practical and were followed with a good deal of interest by those who attended the Convention. Charles H. Jones spoke on "Education in Business" and was followed by William A. Durgin, of the Department of Commerce, who gave an illustrated talk on "Simplified Practices in Business." Lewis K. Liggett, head of the big drug store chain, spoke at the afternoon session on "More Responsibility of Clerks." We quote Mr. Liggett's remarks in part elsewhere in this number.

Mr. R. P. Hazzard spoke on the subject "Distribute Production Efficiency." Mr. Hazzard declared that labor without capital or management would hardly produce a bare existence. He described his trip through Europe, and the effect it produced upon his attitude on these questions.

Mr. L. F. Loree, President of the Delaware and Lackawanna Railway, gave an address on "Railroad Conditions" in which he stated that socialism was not the solution to present difficulties in industrial organization. He said that out of the experience of over 3,000 conferences with labor during the war, it was proved that the schemes of the socialists are far too subtle for the laboring man, and inadequate to meet the constant menace of unemployment, the recognition in industry of the worker's status or of the right of distribution to an equitable share in the product.

Mr. Magnus Alexander spoke on the immigration problem from various standpoints, and discussed the old and new immigration, asking why have not more Germans, Scandinavians and British come across in recent years. He said that the right kind of immigration would be a great help to business, and favored having representatives in European countries to encourage the best people to come to the United States. He said the policy of the Government should be to build for to-morrow.

Mr. Frank S. Farnum, of Brockton, Mass., Chairman of the Trades Relations' Committee, spoke on the power of arbitration and made an appeal not only for arbitration in labor disputes, but also in commercial misunderstandings as against expensive and friendship destroying litigation.

Distribution, the Big Problem

Mr. Jno. G. Holters, of Cincinnati, lead a discussion on the general outlook of business. In opening up this discussion, he gave great prominence to the question of distribution as a big problem of the future in the shoe industry. We give Mr. Holter's remarks more fully in another column.

Mr. Henry W. Cook, President, of A. E. Nettleton Company, Syracuse, spoke on the subject of "Conditions in the Fine Shoe Industry." He said that close pricing with manufacturers depended upon volume for a fair profit, and stated that retailers in buying too sparingly kept up the cost of production. He referred to the leather situation, and stated that there was an acute shortage in fine leathers, especially in lines of fine kid and calf, which was due rather to the change in the nature of the raw skins than to increased consumption. He said there were no noticeable changes in wages since a year ago, which is one of the pleasing signs of the times and the hope of the future.

As to the outlook for 1923, Mr. Cook said that he did not believe there would be any great increase in the volume of business, but there are no indications of any depression. Those who wish to get a satisfactory and profitable volume of business will have to aggressively go after it, buying to advantage, producing efficiently and selling economically.

Co-operation Amongst Allied Trades

Mr. John C. McKeown, of Laird, Schober and Company, Philadelphia, spoke on the subject of "Constructive Co-operation amongst Allied Trades." Amongst the interesting things said by Mr. McKeown was that co-ordination or automatic co-operation is assuredly a safe basis on which to build. The greater efficiency accomplished as a result of working together would be an example to other industries in the country.

Many houses in the shoe and other industries during the past two or three years have fought a battle for existence. Profits were temporarily forgotten; the maintenance of overhead seemed to be a great slogan. Numbers of shoe lines are being produced to-day without profit, depending upon development of conditions by which this profit can be realized. A deflation of wages did not occur to any great extent during 1922, and this is worth considering when wages were not liquidated in the years of 1920 and 1921. In the face of this fact, the economical recovery accomplished has been remarkable. Mr. McKeown's advice was to build solidly rather than boom, and conduct co-operatively the business so that the best goods moderately priced will always be in demand. By such practical co-ordination in our industry, production will be secured against the prospect of a buyer's strike. The policy should be volume, minimum mark-up, careful study against over production, broadening the field of distribution, and the heart and soul of the management shoved into the business in such a way that every rising and setting of the sun will have begun and ended a day of stimulation.

Cultivate Home Consumption

Mr. Raymond O. Morse, of Brooklyn, stated that conditions in the shoe trade were largely due to over styling and over capacity. He said that apparently the public was not consuming any more shoes per capita than it did thirty years ago. He stated that the shoe factories of the United States would produce 50% to 250% more shoes than are being consumed now and so long as that condition exists the shoe style problem is going to continue. He said:

If the real cause of the over-styling is over-capacity of our factories, that is a problem that is worthy of thought of everybody in this industry.

Other industries have appreciated this problem and have taken steps to cultivate consumption in their home markets; not a few, but several have done so. I have in mind a particular instance which, for the best of my information, has been quite successful.

I believe this great industry, if it can fully appreciate that the per capita consumption of shoes has not increased in 30 years, will be willing sooner or later to take up that subject and make plans to increase the per capita consumption of shoes.

Distribution The Big Problem

John G. Holters, of Cincinnati, Leads Discussion on the General Outlook at New York Manufacturers' Convention.

THE general outlook in the shoe industry appears to be very good for the first six months of the year. I hesitate to predict beyond six months. Much depends upon the activity of the retail trade in the spring as to the prospects for the second half of the year.

Labor is well employed and farmers will have more to spend this year than last, due to the better prices they are receiving for their crops. Therefore everything points to a good business for the retailer.

I do not anticipate any wide fluctuations in our raw material prices. There may be some slight variations from time to time, but nothing of great consequence. The manufacturer should be able to anticipate his purchases of staple raw materials for the next three months with perfect safety, but I believe that is far enough for anyone to look ahead.

A boom in raw materials at this time would be a matter of concern to us as employers of labor, because of the tendency it would have to disturb our labor situation, but with no probability of any such disturbing conditions in the raw materials market, the outlook from this standpoint I think is encouraging.

No Labor Trouble Anticipated

I do not believe the shoe manufacturer will have any serious complications with labor during this year. I think the past year has cleaned up fairly well the labor difficulties that existed. Present indications do not point to any further labor reductions this year, because labor is fairly well employed. The shoe manufacturer is paying a fairly high wage, by comparison with other industries, which permits a satisfactory earning capacity for the worker and keeps him satisfied.

With no labor difficulties in sight, I feel that the outlook for our industry is favorable, from a labor standpoint.

A point that must be reckoned with seriously by manufacturers, particularly by women's shoe manufacturers making a style line, is the cost of distribution. It is the most talked of subject in this country today in all lines of industry. It is the biggest problem confronting manufacturers generally.

For years we have had drummed into us by industrial engineers that the way to reduce costs was to simplify manufacturing operations, reduce waste, and put the utmost efficiency into management. This has had the attention of the manufacturer and has been developed generally in our industry to the fullest extent. I question very seriously whether there is much possibility of further saving along these lines.

But the thing we have all overlooked entirely in our endeavors to reduce the cost to the consumer is the question of distribution, and this, in my mind, is the vulnerable spot that will have to be strengthened in the future, if our industry is to continue to prosper. Here is where we must concentrate our energies to wor out economies that will enable us to distribute our product at the lowest possible cost to the consumer, and in effecting a saving to the consumer we will be moving in the right direction to reap a benefit to ourselves.

I think I am safe in saying that, barring unforeseen adverse developments, and I mean by that particularly the European situation, 1923 should be a better year for the shoe industry than 1922. However, we are not on the threshold of great prosperity, and it is well for us to keep our feet on the ground and beware of over-expansion.

Constructive Co-operation

By John C. McKeown

IT is an unfortunate fact that sentiment so frequently defeats co-operative economic plans. I say sentiment rather than use the word politics or selfishness, for so much has been said in other quarters and along other lines regarding the co-operation between manufacturers and retailers in our industries that I deem it advisable to go back a little and attempt to throw the burden of proof or argument upon the source of supply.

With this in mind, I quote from a prominent tanner who voluntarily makes this clear and conclusive statement: Most strongly appealing is a pre-war condition showing a variation in the price of skins 10 to 15 per cent. so revolutionary, that it was found unsettling to both the shoe and leather business; whereas during the readjustment years following the war, prices of raw material varied as much as 50 per cent. within less than a year's time.

Mark this, gentlemen, if you please—50 per cent variation within less than a year's time. The high point would be reached, then prices would drop almost perpendicularly, and in a few weeks rebound from almost the levels from which they had dropped.

Co-operation between shoe manufacturers and tanners might avoid this unhealthy conditions. Definitely these fluctuations in price of raw materials are caused by too much business placed within a given time, and too little business placed within a given time. If, through a campaign of education or through closer co-operation, orders could be spread more evenly throughout the year, much of this fluctuation would be avoided, and I frankly believe that leather would be sold to the shoe manufacturers at a substantially lower average price.

In this connection, it would be well to dwell upon the fact that skins are a by-product. Demand for leather neither increases nor decreases the supply for this product. Demand, however, has everything to do with price, for the by-product can only be used for leather. The tanner must contract for his supplies sometimes eight months before his skins arrive for tanning, and sometimes ten months before they are actually saleable as leather, making this particular branch of the shoe and leather industry highly speculative, too much so for an essential commodity.

This, gentlemen, is intended as a message or an appeal to the retailers in our industry who, while sincere in their attitude, fail to take cognizance of the existence of uneconomic conditions. I do not believe that these uneconomic conditions tend in any great measure to disturb the profits of the manufacturer. I believe in this respect they are more irritating and embarrassing than actually creative of loss, but one salient point does stand out before us all, and that is, this failure of economy does indirectly increase the cost of footwear to the buying public.

I am not by any means hipped on the subject of the convention time of the National Shoe Retailers' Association, but from the simple fact that it is midseason and embarrassing from a standpoint of purchasing, from a standpoint of selling, from a standpoint of production, some definite consideration in an absolutely receptive frame of mind should be given to a change of this date, at least to a period somewhere near the beginning of either the spring or fall manufacturing season.

I cannot too vigorously urge every branch of our industry and every participating human factor in each individual branch toward the propaganda of the fundamental change for the better in business during 1923. It will not remain healthy of its own accord. It must be nursed, it must be cherished, and a means of existence provided preferably along sane lines, as I have above outlined, in order that capital as well as labor may equably come into its own.

I cannot expect a co-operative result in line with the development of the season, or the perfection of reproduction of nature, but if good business principles are adopted by us all, and lived up to, and the different branches of our industry function in such a way as to make one delicate, beautiful but practical bit of machinery, then shall we see results which will become time honored, and which will demonstrate conclusively the value of constructive, hand in hand, industrial existence.

We have a wonderful foundation upon which to build. Let us appreciate it, but by all means let us get the most out of it. Let us together fight in time the dangers in our path and minimize them, so as to make them eventually of negligible importance.

The good work of the Tanners' Council, the National Boot & Shoe Manufacturers' Association, the National Shoe Retailers' Association is beyond reproach as individual organizations, but I sincerely believe that there are points of contact inevitable to reach that degree of excellence and superiority that we all devoutly desire.

Philias Bell, a chemist, is defendant in a case involving $100,000 at Montreal. The process proposed to take leather shavings and clippings and make them into leather which, it is claimed, will be as good as the natural product. The complainants allege that after receiving the money from them, with which he was to start a factory for the manufacture of the leather, he went no further with the business.

SKI BOOTS

Another Daoust Lalonde Specialty

Ever since we introduced our specially made Ski Boots to the Canadian Trade—some twelve years ago — we have held leadership in the production of this line of Sporting Footwear, always originating exclusive improvements and always offering the best in shoemaking and value.

Wearers everywhere pronounce this model the perfect type of Ski Boot.

NOTE THE SPECIAL SHAPED SOLE, DESIGNED TO HOLD THE HARNESS OF THE SKI FIRMLY, PREVENTING THE BOOT FROM SLIPPING.

Supplied in High and Low Cut for Men, Women and Boys.

OUR SALESMEN ARE NOW OUT SHOWING THIS BOOT. IT IS A LINE THAT BOOSTS WINTER SALES WHEREVER SPORTING SHOES ARE WORN. GET IT IN YOUR LINES NOW.

Daoust, Lalonde & Co., Limited

45 to 49 Victoria Square, Montreal, Que.

BRANCH WAREHOUSE—The Metropolitan Shoe Co., 91 St. Paul St. E.

More Responsibility on Clerks

WHAT had increased our business? Primarily, because a clerk doesn't have to search all over the store to find the article called for. He knows his stock, and beyond knowing his stock, he knows all about what is in the stock, which he never knew when he carried so many others. The burdens have been reduced on the clerk and he is a happier and more contented and better man, and we are able to pay him more money because, with the reduction of inventory, it meant a reduction in help.

In 1916 we had 146 stores. At the close of this last year we had 236 stores under the Liggett name. We have less clerks in 236 stores than we had in 146 stores, and we are doing a little over one hundred per-cent. more business. The result is that the help is better paid and better satisfied.

I suggest that to you as applicable not only to the retail business, because we have applied it to our manufacturing plants, both here and in England.

As soon as we standardized a shoe we sent the merchandise back to what we call our No. 2 warehouse, or in other words, the junk shop. That junk shop merchandise was exchanged for more saleable merchandise, if possible. If a manufacturer made more than one item we told him our plan and exchanged what we had for some other item. If it couldn't be exchanged, we sold it for what it would bring. It brought about thirty cents on the dollar to us for that merchandise, or in a period since the middle of 1916, up to the close of last year, we have charged off from that No. 2 warehouse something over $700,000 in loss, to clean that merchandise out.

I think that business in this country is first and foremost dependent upon the farmer. The farmer has not had good business in 1921 or 1922, and his prospect for 1923, while it is brighter, offers a problem. One thing is certain: that business is bound to continue good with the momentum it has got now for the first six months of this year. What will happen after that will depend I think very largely upon either the amount of crops or the price that is obtained for it. If the farmer comes through in the middle of July or the first of August, certainly one can look for a continuance of good business.

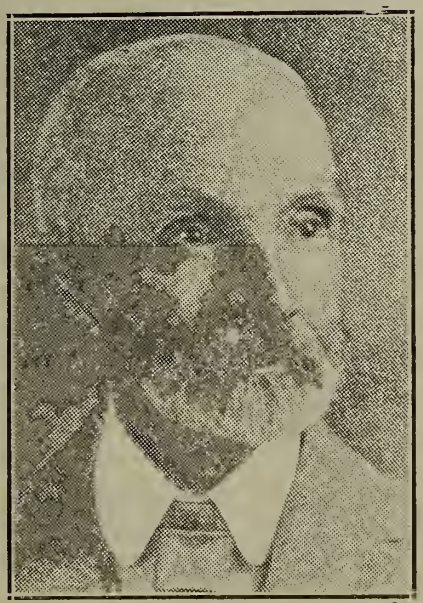
To-day you find a tremendous amount of building going on, larger I am told in extent than ever before in this country. Only to-day, going over some lease situations in Washington, I was informed that they have taken out fifty millions of building permits in the last eight months in Washington, D.C. While I was told that by a man from Washington, our own manager there, who thought that that was the only place that was building, you gentlemen know that that is going on in all your communities.

That is pretty well headed through 1923. It offers another argument of why 1923 is going to be a good year.

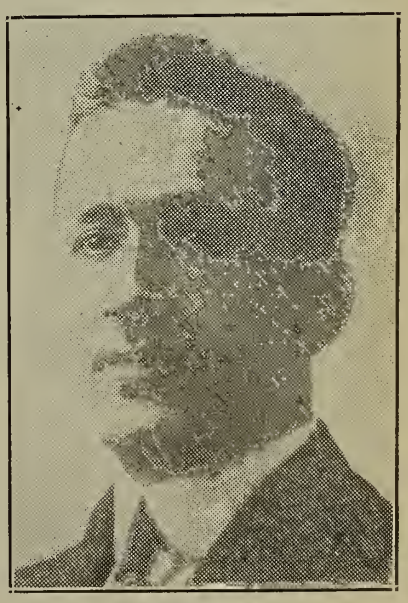
FIFTY YEARS IN BUSINESS.

G. B. Farmer, of Perth, Ont., was fifty years in business last fall when he retired from the retail shoe trade and disposed of his concern to Smiley & Thompson. Mr. Farmer was one of the first subscribers to the Shoe and Leather Journal, in 1888, and his photograph was published in its first big special number in November, 1890, with twenty-five of the leading shoe merchants of Canada. He made his debut in the shoe business with the late David Holloway, of Perth, in 1867, and ran a shoe store for him in Arnprior, returning in 1871 to Perth, intending to take a University course. He however entered the shoe game on his own behalf when twenty-one years of age, and has been at it ever since. He has been identified with every good work in his native town taking particular interest in the boys, being chairman and secretary of the Board of Education. He is seventy-one years of age and well merits the rest taken from business cares. His successors Messrs. Smiley and Thompson are both shoe men of ability, Mr Smiley having been in the shoe business in Shawville, Quebec, and Mr. Thompson in one of the large Ottawa stores. With such a good foundation and their own experience they ought to make the business a great success. The Journal extends its best wishes for good health and happiness to Mr. Farmer.

Mr. Smiley



Mr. G. B. Farmer



Mr. Thompson

Mr. Slick Salesman

A Dramatized Fable

IN TWO ACTS

Scene: Mr. Shoe Retailer's Store
In Tournaville.

OVERTURE — *Hail! Hail! the gang's all here.*

1st ACT — Enter Mr. Slick Salesman representing the Slicker Shoe Mfg. Co. with a swell line of samples. Mr. Shoe Retailer gives the swell range the once over—has a good meal and a fat cigar at the expense of Mr. Slick Salesman, and buys *large quantities* at *special factory discounts.*

CURTAIN

2nd ACT
3 Months Later
Slow Music — Enter Mr. Shoe Retailer looking glum. The Season's over—style changing—and the last of Mr. Slick Salesman's *delayed deliveries* just arriving. Mr. Shoe Retailer stands in the middle of his store surrounded by his well filled shelves —bills maturing—good customers unattracted by the *Red Signs, Shoes at Cost,* are passing the door.

CURTAIN

FINALE — Funeral March.

MORAL: *Buy little and often from a reputable "IN-STOCK" House carrying a complete range of seasonable Novelties and Sample Shoes.*

Look for our IN-STOCK SHEET.

CANADIAN SHOES LTD.
TORONTO

Looking Them Over At Montreal

WITH about seventy sample rooms open, with four conventions going on, and with many friends to greet, the average visitor could visit only a few rooms, and see only the samples of greatest interest to him. For the benefit of those who were there, and also those who were not, a brief survey of the exhibitors and principal samples should be of interest. In our last issue we gave a general resume of the style situation, which, coupled with the following review, should afford a fairly complete picture.

Chas. A. Ahrens Co., Ltd., Kitchener, were well represented by Messrs. Fred Ahrens and Ed. Wettlaufer. They showed a full line of "Chums" shoes for boys, worked out in the various leathers, as well as shoes for misses and growing girls, in oxfords, straps and high shoes.

Arrow Shoe Co., Ltd., Montreal, were featuring men's brown oxfords for golfers, and sports shoes made with rubber soles, and with crepe rubber sole and heel; also youth's and gents' boots made of brown pearl, and black elk goodyear welts with Bull Dog chrome sole, made on the nature last. Messrs. A. J. Laberge and D. A. Leonard were on the job.

Ames, Holden McCready, Ltd., had a goodly number of their men on hand, including Messrs. J. W. Ashcroft, R. Leroux, Chas. Lemoyne, A. Dupuis, and J. W. Burt. They showed a range of samples including men's and women's in up-to-date patterns in brown, black and combinations. Also felts and rubbers.

Blachford Shoe Mfg., Co., Ltd., of Toronto, were represented by Messrs. Chas. A. Blachford, Harvey McKean and Arthur Bell. They showed an attractive assortment of street shoes in welts, including oxfords with wide extension soles and white stitching, in patterns adaptable to dressy walking shoes. Attractive pump effects were also shown along similar lines, in one-strap and tongue patterns. They recommended medium brown calf, black glazed calf, kid and patent. For summer, white buck and white cloth shoes were shown, and some trimmed with various colors of colored calf, others with colored stitching in the uppers which produced attractive effects.

Their turn shoes included two outstanding designs, their "Edith" pattern which is a small tongue seamless pump, and "Chic" pattern, a strap pump with a high front. They also showed a white fabric shoe with the new crepe sole.

Armand Bastein was represented by Mr. C. F. Ross of Toronto, who showed an attractive line of slippers, moccasins, etc.

Beardmore & Co., Ltd.,of Toronto, had samples of their sole leather, Bull Dog Sole, and other products, and Messrs Gordon Beardmore, Stanley Birks, and Harvey Valentine were kept busy entertaining their many callers.

Brandon Shoe Co., Ltd., of Brantford, had an exhibit in charge of Mr. C. P. Thompson. The samples included oxfords in various patterns, as well as boots for men, and also women's shoes in oxfords, straps and tongues.

J. & T. Bell Ltd., of Montreal, showed their usual line of high class welts for men and women, with Mr. Chas. Dionne, and Mr. Chas. Fice on hand. Leading developments of style were exemplified in oxford, strap and tongue design. Calf, kid, and patent in plain and combination effects, with sports shoes for summer in white, and white with black and colored trimming. For men they featured Dr. Reed's Cushion Sole Shoe and their Doctor's Special.

Bastien Bros, were represented by Mr. Maurice C. Bastien, showing moccasins, slippers, boudoir slippers, gloves, etc.

B. & M. Slipper Mfg., Co., of Toronto, were represented by Mr. P. B. Berenbaum. They showed boudoir slippers in felts plain and ribbon trimmed in colors, also in kid, patent, and combinations, with spring and rubber heels. Also Everett and Romeo slippers in black and brown kid and sheepskin, women's Dongola kid slippers, cushion soled, McKay sewn. Also men's brown canvas and canvas kid trimmed shoes.

Canadian Footwear Co., Ltd., of Montreal, represented by Messrs. H. Frechette and J. H. Brassard, showed a wide range of women's welts, turns and McKays, worked out in newest designs of oxfords, straps and tongues. Calf, kid, patent, combinations of black and grey, brown and beige, white and black, all attracted favorable notice.

Canadian Shoes Ltd., of Toronto, represented by Messrs. S. T. Stephens and J. McGinnes were featuring what might be called novelty staples or staple novelties. They laid particular stress on a patent and grey one-strap, and patent and grey sport oxford. Considerable interest has been caused by their in-stock proposition on novelty shoes.

Clark Bros., of St. Stephen, N.B., were represented by Messrs. J. Clark, C. Vallary, and E. R. Code. They showed their line of medium price McKay shoes for women, worked out in various designs and combinations in oxfords, straps and tongues. They featured the one-strap and plain leathers, and combinations of black and grey, black and white, brown and beige, also oxfords ranging from the staple black and brown kid and calf to combination effects, and including some attractive brogue patterns.

Charbonneau & Deguise, of Montreal, had their samples in charge of Mr. Harold Budreo, their Ontario representative. These included staple and semi-novelty designs in oxfords, straps, and tongue effects, in plain leathers and combinations.

Corson Shoe Mfg., Co., Ltd., of Toronto, had two sample rooms, in charge of Messrs. Ed. Lynch, R. J. Henderson, F. Allain, and G. L. Jarvis. One room was devoted to "Hikers", and a successful attempt was made to have the samples look like a window display, which differentiated the display from others seen. In this room, as well as "Hikers" for boys and men were shown samples of a new flexible soled sport shoe and boot for boys and men, worked out in elk with special chrome retanned sole. This shoe, which is unlined and very light, created considerable favorable comment. In the other sample room were shown "Corson" shoes for men and boys, embodying some of the latest ideas in lasts, patterns and stitching, also slippers and dancing pumps in kid and patent.

Church & Co., Northampton, England, were represented by Messrs. Robt. Ayling, and C. Downing, who showed their well-known line of high class English shoes.

Albert Charron, Contrecoeur, Que., showed turn shoes in the form of slippers for men and women, and street shoes for women, misses and children.

Colonial Mfg., Co., of Toronto, had an exhibit of their gaiters and spats.

Daoust, Lalonde & Co., Ltd., of Montreal, were represented by Messrs. Louis Daoust, L. L. Reed, A. Bertrand, A. V. Pearsall, and others. They showed samples of men's welts, in oxfords and high shoes, but

(Continued on page 51)

"Kiwi"
KEE WEE

The Quality Boot Polish

Kiwi is a polish you can with confidence recommend to your most particular customers. It is made of the purest ingredients and is unrivalled as a polish of quality and a perfect dressing for all kinds of leather.

To put a brilliant polish on your shoes is the work of a moment with Kiwi polish. It is a preservative of leather, and is waterproof. Kiwi stain polish removes stains and renews the color of faded shoes. Kiwi is made in seven shades, black, brown, tan, light tan, dark tan, tan, and ox blood stain polish.

Wholesale prices on application.

CANADIAN AGENTS

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Lombard Bldg. Toronto, Ont.

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THE "KIWI" POLISH CO., PTY. LIMITED, FINCHLEY, LONDON, N. 3.

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JACK BUCK MOCCASINS
Huron Chief Brand

AGENT FOR ONTARIO
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LIMITED

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Jack Buck Moccasins
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High Grade Indian Slippers

Prices and Samples on request to

Holt, Renfrew & Co. Limited

QUEBEC CITY

Strap effects are more popular than ever, and MOST POPULAR OF ALL are the many stylish, well-made, moderately priced productions in

DOMINION FINE McKAYS

These shoes will prove record sellers for Spring Trade.
See the complete range now, and be ready for the big demand.

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

NEW CASTLE N.C.K. KID TRADE MARK REG. U.S. PAT. OFF.

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.

HN FAMO KID HENWOOD & NOWAK INC 95 SOUTH ST. BOSTON, 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.

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Mary Jane Shoes

for children assure foot comfort and health. Lots of space for growing feet. Dependable, well made and easily sold. Made in Patent Leather and Kid, also Instep Strap.

Men's Brown Canvas Shoes

This popular line of leather trimmed canvas shoes can be depended upon to satisfy and hold your customer's trade.

Write for samples.

Jobbing Trade a Specialty, Close Prices

B & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

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

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SHOE ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
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YOU WANT THE BEST

ANCHOR BRAND HARDWARE PRODUCTS

A NEW SLIDE BUCKLE FOR STYLISH FOOTWEAR

No. 1475 (Composition) **No. 1475½** (Iron Cast)

Sizes ⅜-½-⅝-¾-⅞ Inch

Standard Finishes

A light pattern slide buckle suitable to the present needs of shoe manufacturers, is a brief description of No. 1475-1475½

It is designed to fill a pressing want — a buckle similar to the popular No. 1375 - 1375½ but improved in construction and more attractive in the eyes of those who prefer lighter lines.

This new buckle eclipses all others of this type in appearance and utility. Send for free samples now.

EXCLUSIVE DESIGNS RIVET TYPE BUCKLES

1379
Composition
Size 10 line ($\frac{13}{16}$ Inch)
STANDARD FINISHES

1419
LAKE PATTERN
Patent Pending
Composition or Iron Cast
Sizes ⅜—½—⅝ Inch
STANDARD FINISHES

There's a steady demand for buckles which can be attached to straps by riveting. Two popular designs made by us are shown above. They have the advantage of being assembled to the footwear quickly and at minimum cost. Send for free samples now.

Send for Bulletin 135 illustrating the "Anchor Brand" line of Buckles for footwear. It's free.

ALL LEADING JOBBERS SELL "ANCHOR BRAND" BUCKLES

NORTH & JUDD MFG. COMPANY
New Britain, Conn., U.S.A.
Branch Sales Offices:

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326 W. MADISON ST.
DETROIT
6070 WOODWARD Ave.

LOOKING THEM OVER AT MONTREAL

(*Continued from page 47*)

featured women's McKays and turns. The samples carried sufficient novelty to bring them up-to-date, but not so much as to take them out of the class of staple sellers. Plain leathers and combinations, in oxfords and one-straps predominated.

Dufresne & Locke, Ltd., were represented by Messrs. C. Dufresne and Peter Chouinard. In addition to their regular line of men's welts, and women's welts, the latter in oxfords, straps and tongues, in plain and combination effects, they showed an attractive range of turn samples in novelty effects, embodying the latest ideas of combinations, cutouts, overlays, etc. Patent, suede, satin, kid, black, grey, brown, and white as well as fancy stitchings and ornaments were shown.

Dupont & Frere, were represented by Messrs. A. L. Dupont, J. E. Pare, and S. Dominique. They showed their full range of samples for men and women, embodying oxfords, straps and high shoes in kid, calf and patent.

Eagle Shoe Co., Ltd., of Montreal, had a number of representatives on hand, headed by Messrs. Ed. Somers and T. Healy. They showed samples of "Strider" shoes including the latest ideas for men in oxfords and high shoes, and women's shoes in oxfords, straps and tongues.

Eureka Shoe Co., Ltd., of Three Rivers, Que., were represented by Messrs. P. Scott, J. A. Beaufoy, J. Bluteau, and J. Scott. They featured their No. 8707 women's blucher oxford with full double sole, Goodyear stitched, 10/8 heel on last 115, made up in kid, calf, patent and side leather. Also No. 8744 women's "Molly" one strap in kid, calf, patent and side leather and patent and suede combination. They laid stress on oxfords and one strap buttons for spring as safe shoes.

Gagnon, Lachapelle & Hebert, of Montreal, were represented by Mr. W. Hebert. Their line included oxfords, one-straps and tongues in plain leathers and combinations, in staple and novelty effects.

Getty & Scott, Ltd., of Galt, Ont., were represented by Messrs. D. R. Hawley and W. A. Kearney. They featured a new line of Classic cushion sole, genuine Goodyear welts for infants, children, girls, misses, and growing girls, in durable, refined true-foot-form shape, with comfortable cushion sole. They also showed women's Classic shoes in the new special G. & S. process in imitation welts and imitation turns which created quite some comment.

Globe Shoe, Ltd., of Terrebonne, Que., represented by Messrs. J. A. Bluteau and C. Newton, featured their line of children's shoes, running from barefoot sandals to sports shoes and dress shoes. Samples included oxfords, straps, high shoes, in solid leathers and combinations.

Hall & Hodges, Ltd., of Montreal, were represented by Messrs. W. B. Hodges, W. Weldon, and J. A. Portelance. They showed their line of spats and gaiters, also men's shoes, a line of turns and sports footwear. Visitors were particularly interested in new developments in gaiters and spats for the coming season.

Hartt Boot and Shoe Co., Ltd., of Fredericton, N.B., was represented by Mr. J. R. Bownlee, though Mr. J. A. Reid, and Mr. J. D. Palmer both visited the show. Their men's and women's lines were both well exemplified, and as usual embodied the soundest of new developments as to leathers and designs. For men they stressed the oxford in black, brown and sports effects, while in women's they emphasized straps and also a few tongue patterns, with cutouts and underlays in evidence in the combinations.

Huron Glove Co., (Holt, Renfrew Co.) showed a line of moccasins, slippers, and gloves.

J. W. Heweston Co., Ltd., of Brampton, and Acton, Ont., were represented by Mr. A. R. Hewetson. They featured two button one-straps in patent, also one strap buckle in patent. As children's lines do not vary to the same extent as those for women, the above are staples, as is also the one strap instep pump. Barefoot sandals, sport oxfords, and canvas shoes were also to the fore.

W. B. Hamilton Shoe Co., Ltd., of Toronto, was represented by Messrs. W. A. Hamilton, Murray Hamilton, and T. Bennett. They showed a range of medium priced welts running from conservative oxfords to snappy sports shoes. Straps and tongues in kid, calf, patent, and combinations, cutouts and fancy colored stitching were shown, also some attractive brogue oxfords. From Chicago they brought the new "Utella" calf, and showed it as trimming in sport shoes.

Hannahsons Shoe Co., Haverhill, Mass., had an exhibit in charge of Mr. Frank E. Morgan. They showed a wide range of fabric shoes for evening wear as well as the latest ideas for summer goods.

The Hurlbut Co., Ltd., of Preston, Ont., was represented by Messrs. C. E. Hurlbut, G. W. Allen, Emil Jacobi, and Chester F. Craigie. They featured their well-known line of Hurlbut Welt Cushion Sole Shoes for children. Pussy-Foots for baby were also in evidence, as well as a few samples of the new Misses' line of cushion sole shoes. Their impression of the convention lead them to believe that 1923 would be a real improvement over 1922.

Invictus Shoe Ltd., of Montreal, with Messrs. C. P. Slater, J. T. Sutherland, K. G. Walters, E. E. Laberge, and F. M. Collin on the job, showed high quality samples of men's shoes, ranging from the conservative kid high shoe and oxford to the snappier lines for the younger set. Worked out in calf, kid, in brown, black and two-tone effects, with fancy stitching, gable-edges, and fairly wide extensions on soles, their samples exemplified the latest ideas in men's shoes. They also featured golf shoes with rubber soles and heels, as well as the new crepe sole and heel. Novelty shoes were trimmed with pigskin and fleece calf.

International Supply Co., of Montreal and Kitchener were on hand in the persons of Messrs. H. O. McDowell, H. M. Lincoln, W. Cudmey, W. L. Chaput, and R. Dupere.

Kingsbury Footwear Co., Ltd., had an exhibit in charge of Messrs. W. F. Martin, F. Louthier, W. E. Short, R. G. Pearsall, G. H. Taylor and J. W. Rankin. They featured their "De Lyte", "Kingsbury", and "Snow-Wite" lines, embodying the latest ideas in oxfords, straps and tongues. In plain leathers and combinations, they covered the field of walking shoes and dress shoes, as well as sport effects. Cutouts and underlays in contrasting colors brightened up the line.

Lady Belle Shoe Co., Ltd., of Kitchener, was represented by Mr. A. A. Armbrust, showing their line of women's shoes in staple and semi-novelty effects. They laid stress on lines of oxfords and straps in calf and kid, in brown and black, in up-to-date designs, but steady sellers. They also showed comfort shoes, and conservative boots.

La Parisienne Shoe Co., Ltd., of Montreal, represented by Messrs. R. Brosseau, and J. A. Lavoie, showed an extremely wide range of women's welts and turns, involving many of the latest novelty ideas.

J. A. McCaughan & Sons, of Montreal, represented by Messrs. E. Henens and A. Bedard were showing a range of women's shoes, including oxfords, straps and tongue effects for spring.

(*Continued on page 53*)

Shoe Display Fixtures

Dale Shoe Display Fixtures will increase your sales. They show the shoes off to a better advantage, and make windows attractively and easily dressed. They bring out the tone and fine points of your stock, features lost in the old style of tumbled up window dressing. A well dressed window begets confidence from your customers.

Dale Shoe Display Fixtures simplify good window trimming. The style illustrated is furnished in light and dark oak, with a dull or bright finish. We also supply valances in all styles, made to order.

Write for Catalogue Now!

Dale Wax Figure Company, Limited

Canada's Leading Display Fixture House

Toronto - - Canada

MONTREAL:
P. R. Munro
520 New Birks Bldg.

WINNIPEG:
O'Brien Allan & Co.
Phoenix Block

VANCOUVER:
E. R. Ballert & Son
Mercantile Bldg.

For All Winter Sports

Samson's Hockey Boots, Ski Boots, etc., are unrivalled in popularity with wearers of sporting footwear because they are unequalled in exclusive features, in good shoemaking and in value . . . . . Get ALL the trade possible by keeping your lines complete throughout the Season.

STAPLE LINES

We are showing a range that offers special advantages to buyers looking for attractive values for Spring.

Be sure to see them.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

LOOKING THEM OVER AT MONTREAL

(*Continued from page 51*)

John McPherson Co., Ltd., of Hamilton, were represented by W. H. Duffield, Geo. E. Boulter, Geo. E. Fortin, and J. W. Leslie. They featured oxfords, one straps, and small tab colonials. Also their special hockey and skating boots.

Wm. A. Marsh Co., Ltd., of Quebec, were represented by Messrs. David Marsh, W. H. Marsh, Harvey Graham and J. Dunbar. They showed a full line of men's and women's welts and women's flexible McKays.

Theo. Mayer Shoe Co., of Montreal, represented by Messrs. Theo. Mayer, A. Werenfels and J. J. Brady featured stitchdowns for men, women, boys, girls and children, covering shoes, slippers and sandals. Their lines are distinguished by a new trade-mark "Dependo." The range included staple lines of house-slippers, work shoes, and barefoot sandals in brown, black, and fabrics.

MacFarlane Shoe Co., Ltd., of Montreal, represented by Mr. N. Morrison, featured their "Father's Friend" line of staples and children's Goodyear welt cushion sole shoes. Balloons were much in evidence throughout the hotel bearing the legend "Father's Friend."

Natural Tread Shoe Ltd., was represented by Mr. V. E. Taplin, showing lines for men and women. Two lasts for women were shown "Semi-natural" and "Dresto". The former is for walking oxfords and straps, carrying heels 8/8 and 11/8, and worked out in plain leathers and combinations. The latter carried a 12/8 heel and is finished in leather or satin for evening wear. The men's shoes are also on two lasts, both of the natural or semi-natural type.

Owen-Elmes Mfg., Co., Ltd., of Toronto, represented by Messrs. C. L. Owens and J. H. McGee, showed samples of turn shoes in straps, tongues, cutout oxfords, in plain leather, fabrics and combinations. A number of their new welt samples were also on view, comprising largely oxfords for street or sport wear.

J. W. Price & Co., of Toronto, represented by Mr. J. W. Price, showed a full line of Edmonds Bros., "Piccadilly" spats and overgaiters, also Wood-Milne's English rubber soles and heels.

Perth Shoe Co., Ltd., of Perth, had Messrs. G. H. Ansley, H. B. McGee, Ralph Clark, W. S. Pettes and V. B. Bengamin on hand to show their goods. They found particular interest displayed in their range of small tongue one strap colonial pumps, which were favored in grey suede and patent combinations. But the leading features were brown calf oxfords, sport oxfords, and one and two strap two button shoes in solid leathers and combinations, with heels running from 8/8 to 13/8.

Reynolds Co., of Providence, R.I., had a display of shoe ornaments in charge of Mr. G. E. Fortin.

John Ritchie Co., Ltd., of Quebec, had a display under the personal supervision of Mr. E. S. Warrington. While they showed their range of shoes for men and women, they featured their arch-support shoes on specially designed last.

Scott-McHale Ltd., of London, were represented by Messrs J. J. McHale and A. Orendorff. Their line of men's shoes exemplified the relatively wide toes and swinging lasts that are proving popular. Plain shoes were shown in black and brown calf and kid, others brightened up with fancy stitching, in multiple stitching in self or contrasting colors. Gable edges, heels stitched around, and two-tone effects were some of the ideas that lent distinction to the samples. Sport shoes with the apron in contrasting colors, and golf shoes with crepe soles were effects particularly adapted for summer or sport wear.

Smardon Shoe Co., Ltd., of Montreal, represented by Messrs. W. R. Smardon, J. P. Buchanan, Geo. B. Fry and W. H. Mack showed a wide range of high class welts and turns for women. The line consisted of oxfords, straps and tongues for street, dress, and sports wear, and embodied the new ideas of cutouts, underlays in combinations suitable for various occasions.

Scheuer Normandin & Co., of Montreal, were represented by Messrs. L. Scheuer and J. A. Trudel. Their samples consisted of canvas shoes and felt shoes and slippers. In the former the line included plain shoes in the form of oxfords and straps, as well as white trimmed with black, brown and colors. The felt shoes exemplified a wide range of colors and qualities for various purposes.

Talbot Shoe Co., Ltd., of St. Thomas, Ont., was represented by Messrs. J. A. Sullivan and L. W. Johnson. They showed plain and snappy shoes for men, but laid stress on the relatively conservative type where stitching in the uppers is replacing perforations. Oxfords were featured for spring, the tans being favored as against black. They showed square type toes, French toe straight lasts, and medium wide toes with plenty of toe room. They also showed attractive samples of sport shoes for men. Their Arch-Preserver shoe was also on display, worked out in various leathers, lasts and patterns.

Tebbutt Shoe and Leather Co., Ltd., of Three Rivers, was represented by Mr. Gordon S. Weaver. They showed their well-known staple shoes, and featured the Doctor's Antiseptic. They also had an interesting line of skating and hockey boots.

Tillsonburg Shoe Co., Ltd., was represented by Mr. L. C. van Geel.

Tetrault Shoe Mfg., Co., Ltd., had a large staff on hand, headed by Messrs. Albert Tetrault and Peter Doig. Their samples included staple goods as well as the new ideas for men's shoes. In addition to a very wide range of oxfords and boots, they featured their St. Andrew's Golf Shoe in various leathers, also a sport oxford with a new distinctive pattern, and a sport shoe with crepe rubber sole and heel.

Tred Rite Shoe Co., Ltd., of Otterville, Ont., was represented by Mr. Frank Williams, who had samples of their line of oxfords and boots for children and boys.

Jos. Tanguary, Reg'd, of Quebec, showed samples of workmen's shoes, hockey and ski shoes as well as their line of McKays.

United Last Co., Ltd., had a very interesting exhibit of shoes of novelty design and pattern brought from Chicago, which attracted considerable attention. The samples showed what could be done in the way of designing shoes for show purposes, working them out in various fabrics and leathers, such as sharkskin, alligator, etc. Of course the samples included the new ideas in patterns and lasts that will be sold and worn this spring. Messrs. J. G. Keating, L. Sturgis, H. L. Taylor, Gus. Lausmann, C. F. Hoyt, F. S. Lamport and several others were kept busy meeting their friends.

C. Bassen who has been operating two stores in St. John, one at the corner of Sydney and Union Streets, and the other on Prince Edward Street, has relinquished his Prince Edward Street shop. He acquired this establishment two years ago from Hatty, Lahood and Hatty. The stock of shoes was sold at public sale. Two other Bassens sell footwear in St. John, D. Bassen on Charlotte Street, and J. Bassen of Fairville.

The Eaton Bootery, Union Street, St. John, which was gutted by fire early in the summer and closed after a fire sale, has been repaired and re-opened. This store is located in the Opera House block, an excellent location. A shoe repairing store was operated adjoining the shoe store.

THE BAUER SHOE COMPANY
KITCHENER, ONTARIO

Dependable kiddies footwear at prices your customers will approve of buying.

SANDALS

Misses, Childrens and Infants in Patent brown kip and shoe ooze full double soles of oak or Bull Dog chrome.

TWO-STRAPS

For dressy wear nothing better. Made in all leather and canvas, good full form fitting last. Quilted cushion insole. Also in one strap.

OUR WINNER

Oxfords made of Patent and brown side leather in each range of sizes.

ANKLE STRAPS

Made in all leather and canvas. Cushion as above insole.

FOR EVERY DAY WEAR

In mens, boys, youths and little gents in oak or Bull Dog chrome. Moch welts, goodyear stitched soles on best last procurable. These lines are made to fill to-day's requirements of a good wearing dressy shoe at the right price.

Write for prices or a salesman to call

THE BAUER SHOE COMPANY
KITCHENER, ONTARIO

Among The Shoe Men.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. Leslie Jr, of J. W. Leslie and Son of Hamilton, Ontario, was in Toronto last week.

Mr. J. P. Buchanan, of the Smardon Shoe Co., Montreal, is in Toronto stopping at the King Edward.

"Jim" Lowther, of the Hartt Boot and Shoe Co., Fredericton, is registered at the Queen's Hotel. He says business is looking up especially in men's.

Mr. John Huxsley has severed his connection with the W. B. Hamilton Shoe Co., and Mr. T. E. Bennett has taken his place. Mr. Bennett is at present around the Niagara Peninsula.

Mr. Stanford and Mr. Hawkes, of the David Spencer Limited, Vancouver, B.C., were in Toronto last week on their way back from Montreal.

Mr. C. R. Rannard, of the Rannard Shoe Store, Winnipeg, stopped over a couple of days on his way back from the East. He says that the West is slowly catching up, but it will take another good crop this year to ease up the situation. Mr. Rannard was in Ottawa in connection with the big deputation of manufacturers, wholesalers and retailers, that waited on the Dominion Cabinet last week with regard to anomalies in the existing sales and receipt regulations.

No settlement has yet been reached in the matter of the Davies Shoe Co. The liabilities are in the neighborhood of $400,000, including bills under discount, and the assets somewhat under $300,000. The creditors practically decided to offer the stock by tender. Mr. Davies has been regarded as one of the hardest workers in the trade.

Harvey Graham, of Snyder's Creek, is at the Queen's Hotel, Toronto, with a new line of samples.

Others registered at the Queen's Hotel, Toronto, include Monsignor Settli, from the West; Mr. W. H. Myers, of Thornburg, and J. Lowther, with a lot of "rale guid shoon."

Mr. Wm. Howarth, in charge of the men's shoe department of the Robert Simpson Co., has severed his connection. Mr. Howarth was presented with a beautiful English club bag. Mr. Howarth is now with Geo. E. Boulter.

Mr. Elmer Davis, of A. Davis and Son, Kingston, has been re-elected for the Kingston Board of Trade for the current year.

Miss Myrtle S. Carter, for the past five years with the Weston Shoe Co., of Campbellford, was presented with a gold watch and a pair of the finest pumps made by the firm, together with an address, expressing regret at her severing her connection with the firm. She has left Campbellford to make her home in Toronto.

Alexander Kennedy, an employee, of the Hastings Tanning Co., was caught by a revolving chain and had his arm severely cut and mangled. Luckily the chain jumped a cog, and released the victim.

Frederick Beck, of Harriston, Ontario, who passed away recently at the age of eighty-seven, was formerly in the tanning business at Clifford, Ontario.

The Humberstone Shoe Company have laid the foundation for a factory, which it is expected will cost in the neighborhood of $60,000 and will be one of the best equipped of its kind in Ontario.

Mr. J. O. Guidry, of Campbellton, N.B., was burned out last month, the loss being estimated at $15,000, a third of which was covered by insurance. The fire, it is said, started from the furnace, as it occurred when Mr. Guidry was at church.

Owing to the rapid growth of the "Invictus" business in Ontario, Mr. K. G. Walters, Maritime Representative for this line, will cover portions of Eastern

Ontario. Mr. Walters has had a wide experience in the shoe game, starting with the United Shoe Machinery Co., of Canada Limited, back in 1909, graduating to selling shoes on the road with several well known concerns.

Jos. Dawson & Sons, of Northampton, Eng., had a very elaborate display at the Mount Royal Hotel during the Shoe Trade Convention, January 15th to 17th. This display was in charge of Mr. A. J. Machin, who had several other lines on exhibit. His lines included many black, brown and white walking shoes, made by Jos. Dawson & Sons, also sport shoes in ceylon, crepe rubber, genuine deer, mock buck and canvas. There were also several lines of ballet slippers and opera sandals made by A. L. Gamba, London, Eng., and Milan, Italy. This firm are slipper makers to Madam Pavlowa. In addition there was an extensive showing of leather leggings, manufactured by T. H. Hilton, of Wellingborough, Eng., and a display of aluminium shoe trees and metal shoe findings made by Vaughan & Williams, of Birmingham, and English Football Boots, made by S. J. Bryant and Sons, Bristol, Eng.

Mr. C. Betournay, of J. A. McCaughan & Son, Montreal, is at the King Edward Hotel, Toronto, showing a range of his firm's latest lines.

VETERAN SHOE MAN.

Mr. R. F. LeSueur, of Sarnia, completed his fifty-sixth year in the shoe business on January 22nd., and according to the Sarnia Observer has been the longest in business of any merchant in the city but one.

The business was opened 46 years ago in a store next door to the one in which it is at present conducted, on North Front St., and was then known as Callum, LeSueur & Co. In two years, the late D. Callum and Mr. LeSueur bought out the company interests, and in 1916, Mr. LeSueur bought out Mr. Callum. This long record has been one of courteous service to the public, says the Observer, and Mr. LeSueur, extraordinarily active in consideration of his years, hopes to continue his operation of the business for years to come.

It is not only in the business life of the city that Mr. LeSueur's activities have been felt, for he has also been prominently identified with the civic life of the city. He served twenty five years on the Board of Education, prior to which he was on the city council for ten years, and was Mayor 1892-1893.

Incidentally Mr. LeSueur is the senior ex-mayor of the city, that is to say, there is no surviving ex-mayor who served earlier than did Mr. LeSueur. Mr. LeSueur took a prominent part in the formation of the N.S.R.A. and has been a subscriber to the Shoe & Leather Journal from the beginning.

ASSOCIATION NOTES.

The Freight Classification Committee has instructed shoe manufacturers and shoe wholesalers to co-operate with the railways in a special effort to reduce loss or damage claims on freight shipments of boots and shoes. The Committee has asked that the join of the flaps on fibre shipping cases be covered with paper sealing tape upon which is printed at intervals of three or four inches the name of the manufacturing or wholesale firm by which the shipment is made. Containers sealed only with plain (unprinted) tape can be opened and re-sealed without discovery, but pilferers have not the printed tape of individual manufacturers or wholesalers. Merchants are advised not to touch, except in the presence of a representative of the transportation company, any case on which the printed tape is broken. Observance of this request is urged to reduce loss and damage claims to which railways point in support of their application for increased freight charges on boots and shoes.

In compliance with the request of the Shoe Wholesalers' Association of Canada, the Felt Manufacturers have decided to include the cost of shipping cases in the prices quoted, without separate or extra charge for such cases.

The recent Shoe Trade Convention was a successful affair financially as well as in respect of attendance. The accounts have not yet been closed, but it is understood there will be a surplus, which it is expected will be held as a convention fund available for the joint shoe trade convention next year.

As an indication of the way in which the shoe trade was pleased with the recent convention, it is interesting to note that application already has been received for advertising space in the next year's convention programme. The manufacturing firm which made the application wanted to send cheque at once to ensure that it would have the space desired.

The credit service, established for the joint use of the Shoe Wholesalers' and Shoe Manufacturers' Associations, is in operation, and is steadily extending its service to the members. Communication with the Association Secretary, Mr. Weaver, Room B. 9, Board of Trade Bldg., Montreal, will bring to those interested all information desired regarding this important part of the Associations' services.

Arrangements are already under way for the holding of a Shoe Style Show at the Canadian National Exhibition. The exhibition authorities have been communicated with in reference to the space and facilities available.

OWENS-ELMES MFG., CO., EXTEND LINE.

A few years ago the Owens-Elmes Company, operating what is probably the most successful retail store in Canada devoted to high-class and novelty shoes, entered the manufacturing end of the business by equipping a plant to produce high quality turn shoes. That they covered a new field in Canada was evidenced by the fact that a market for many of their products was found in the United States. Recently they decided to manufacture also women's welt shoes, and have equipped their factory for that purpose. Along with samples of turn shoes they showed a few welt shoes at the Montreal show which attracted very favorable comment. Known through the trade as leaders in origination and development of up-to-the-minute shoes, the progress of their new venture will be followed with considerable interest.

Mr. Louis Breithaupt, of the Breithaupt Leather Co., Ltd., Kitchener, was a recent visitor to Montreal in the business interests of his firm.

Mr. Charles Newton, formerly of the Robinson Co., Winnipeg, now represents the Globe Shoe, Limited, Terrebonne, Que., and Bastien Bros., of Indian Lorette, Que., and carries these firms' lines through the Province of Ontario. One of the very popular men in the shoe trade, Mr. Newton's many friends will learn with interest of his new association.

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

The Shoe Repair Man

British Repairers Go After Business

By Ernest A. Dench

DURING the five months or so I roamed around England, I had ample opportunity to find out how British shoe repairers went about capturing business.

The windows of some British shoe repairers looked as though they had not been cleaned out for generations—but you will find similar examples of neglect among shoe repairers in America and Canada. Perhaps not to such a large extent, however.

But I saw many evidences of British shoe repairers on the alert for business, both in their window displays and newspaper advertisements. As this information is to be of the constructive type, I am going to confine the remainder of the space to ideas that might with profit be adopted by Canadian shoe repairers.

Getting The Chrome Habit

Cook's, Cannon Street, London, employed a window streamer which was cleverly captioned: "The Better (S)ole." A roll of chrome leather was placed upright on the window floor down in front, with the following inscription chalked on the leather:

"Get the Cook's Chrome Habit."

Lengths of Chrome leather, used exclusively in their shoe repairing work, covered the wallboard across the rear.

Repairing Shoes Purchased Elsewhere

Where footwear establishments maintain a repair department for the convenience of their patrons, outside work helps to keep the department busy at all times. Some sensitive folk might not care to bring in shoes for repair which they had purchased elsewhere. The Newgate Street, London, branch of Lilley and Skinner's endeavors to offset this tendency with the window card as below:

"We repair boots purchased here or elsewhere."

A Clever Window Card

A cleverly worded window card noticed in the shoe repairing establishment of J. Coward, Beckenham, Kent, announced that—

"Our Sole Desire is to Supply the Sole You Require."

Another Angle Of Appeal

The same problem was dealt with in a different manner by the Kilburn, London, branch of Lilley and Skinner's. The card, which bore the picture of an old-fashioned cobbler at the top, was captioned:

"We do boot and shoe repairing,
no matter where bought."

More Window Card Examples

Two window cards employed by the London Boot Company, Woolwich, London, bore the message as below:

"We Do Repairing."

"May we send for your repairs?"

Securing Work After Closing Hours

Lots of people bring shoes for repair after the establishment is closed. These jobs either find their way to another shoe repairer or else the job is indefinitely postponed. Utility Ltd., Golders Green, London, takes care of this situation by a mail box attached to the store entrance. The mail box bears the message that follows:

"Anytime store is close, leave name and address in letter box. Special Service van will call and repair boots and return them in thirty-six hours."

Real Leather Arguments

Cole's, Leytonstone, London, utilized pieces of high-grade leather as window cards. Two of the arguments chalked on the leather in this manner are given below:

"Boots run into money. Our Leather Saves Both."

"No Camouflage. We use the real stuff."

Pleasing Sample Exhibit

Charles E. Noble, Catford, London, exhibited four different samples of his shoe repairing work on a white board in the window. There was a woman's shoe, one of a man's, another of a growing boy and a fourth of a little girl. In the middle of the board the following explanation was inscribed.

"Samples of our Shoe Repairs."

Additional Window Card Copy

Additional excellent window card examples were noticed in the window of A. E. Windsor, Watford, Herts.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Il

Here they are:

"Something that will please."

"Repairs that will add additional comfort."

"Bring your repairs here to ensure satisfaction. Charges moderate."

A Message On Leather

Warner's, Dorking, Surrey, displayed a large piece of leather in the middle of his window, surrounded on all sides by footwear in all stages of repair. The leather contained the following chalked inscribed message:

"Bring your repairs to us and they will be promptly and properly done."

Excellent Example Of Newspaper Publicity

Newspaper advertising is very seldom indulged in by British shoe repairers. One of the exceptions to the general rule—and an excellant piece of advertising, by the way, was the announcement inserted by Armitage, Rochester, Kent. The advertisement contained a number of testimonials from different parts of England and Scotland—indicating that the work was so good that when residents moved elsewhere they did not desire to change shoe repairers. The only fault of the the advertisement was the trite headline: "Boot Repairs", which might have been given a caption like "Our Shoe Repairing Work Comes from Near and Far". Then appeared the matter preceding the quoting of the testimonials, as below:

"A few opinions expressed upon the quality of our REPAIRS, and a desire that others should share in their knowledge, is our only excuse for publishing the spontaneous expression of opinion re-produced herewith."

Nine brief testimonials were given in all, while an action-demanding paragraph at the end enquired:

"May we be your boot repairers?"

Calling Attention To Change of Proprietorship

Payne's, Balsall Heath, Birmingham, was enterprizing enough to call attention to the taking over of a shoe repairing establishment by a classified advertisement in one of the local papers. Here is the announcement in question:

"Kort Rode (Nu spelin), 87 Court Road, Balsall Heath, is now Payne's, the Boot Repair Specialist. Try us! If our work isn't Better "Chuck" us! We stand on quality. Longmore Street, Lozells Road, High Street, King's Heath, and as above."

Sentences With A Punch

The Busy Shoemaker, Glasgow, Scotland, is noted for the pungent things he says in his newspaper advertisements. The two typical sentences given below would also make excellent window card copy:

"As a leather manipulator, he is simply the limit."

"He is a paragon in making old things look like new."

Repairing Shoes By The Year

A clever business-building idea carried out by another Glasgow shoe repairing concern gets people into the habit of sending their footwear regularly for repair. For the equivalent of about $7.50 a man can send a pair of shoes four times a year for any repairs that have to be made. If it is desired to include other members of the family, the wife, husband and child under twelve will be taken care of on a similar basis for the equivalent of $17.50. The jobs are called for when wished and are executed within three days. The charge is less that of single repair jobs, consequently it appeals to the thrifty Scotch.

The Toronto Shoe Repair Association held their first meeting of the year on January 11th, 1923, at the Forrester's Hall. There were twenty one in attendance and the officers took their places for the year. At the end of the meeting there was a small entertainment.

RETAIL PROFITS IN ENGLAND.

No doubt in Great Britain as elsewhere shoe retailers have been having a hard time. Nevertheless the big retail corporations seem to be thriving. Probably the largest in Freeman Hardy and Willis, Limited with stores all over Great Britain. This concern has just issued its annual statement showing profits for 1922 of £175,200. (about $850,000) as against £170,900. for 1921. They have declared for the eighth year successively a dividend of 17½% on their paid up stock. Their statement shows a reduction of stock in hand of about $500,000. which may afford some light upon their profitable operations. Evidently they are working on the plan of quick turnovers and less stock. This with careful management and aggressive selling methods have demonstrated the possibility of shoe profits in spite of adverse times.

KITCHENER NOTES

Among those who attended the big bonne entente shoe convention at Montreal were Messrs. H. E. L. Wettlaufer, Fred H. Ahrens, Oscar Rumpel, Harry Graber, A. A. Armburst, Harry McKellar, W. A. Lane, Harry Lincoln, H. Shelby and Frank McBrine, from Kitchener, O. S. Vogt, of Elmira, Alf. Snider, of St. Jacobs, Clayton Hurlbut and A. H. Parker, of Preston.

The Provincial Cut Soles, Limited, of Kitchener, has recently installed additional machinery, which brings their weekly capacity up to 25,000 pairs soles per week. They are working over time in order to keep up deliveries. Their product finds its market in Ontario and Quebec.

In order to permit the proprietors, Messrs. Page & Hoye, to give full time to the factory and local business, they have just appointed Messrs. Dufton and Puncher as their selling representatives.

Fred A. Dufton, after three years' successful endeavor in establishing a leather selling business in Kitchener has been joined by Alfred W. Puncher. Mr. Puncher is a practical leather man of long experience, for several years associated with the Breithaupt and Lang concerns here. Both partners are young, energetic and capable, and gratifying success is anticipated for the partnership.

Mr. W. E. Woelfle, President, of the Woelfle Shoe Company, Ltd., accompanied by Mrs. Woelfle, is enjoying a couple of months' holiday in sunny California.

TRAVELLING GOODS FACTORY FOR STRATFORD.

Stratford within the next couple of weeks is to have another new industry.

Plans have been consummated whereby a leather goods factory, known as the Stratford Luggage Company and which will manufacture club bags and suit cases, etc., will commence operations almost immediately.

A lease has been secured on the premises formerly occupied by the Nichols Tailoring Company, over Dempsey Holmes Creamery on Erie Street, and the work of renovation is now being proceeded with.

The owner and manager of the new concern is Mr. I. Holman, of Kitchener. Mr. Holman has had many years' experience in the leather goods business and the new concern should prove a fine asset to Stratford.

Only a limited number of hands will be employed on the opening of the factory, but as business warrants the number will be increased.

A RAPID EXPANSION

A growth in two years from a production of ten cases a day to ten thousand pairs a day epitomizes the history of Hannahsons' Shoe Co., of Haverhill, Mass. This output is composed entirely of satins and white canvas shoes.

The increasing volume of business which has come to Hannahsons' from Canada has made it advisable for them to have resident sales representatives in the Dominion. Mr. A. E. Cloutier, 518 New Birks Bldg., Montreal, has recently been appointed sales representative in the Province of Quebec, and arrangements are being made for additional representatives in the remaining provinces. Their unusually efficient in-stock service has been no small factor in their rapid development and success.

AT THE HOTEL CLEVELAND.

While the life of a travelling man has been greatly improved since the old days when poor railroads, and even worse hotels made the life of the commercial traveller far from enviable, nevertheless few and far between are the hotels, even in this day of progress, where weary travellers find that certain homelike atmosphere, that quiet luxury at remarkable reasonable prices, that fills his heart with joy, his inner man with tasty food at attractive prices, and rests his tired body far away from the maddening noises of the city streets outside.

And yet it must be admitted most emphatically that such a hotel is the Hotel Cleveland, the headquarters for the shoe and leather trade in Cleveland, and the hotel whose fame is familiarly known from coast to coast.

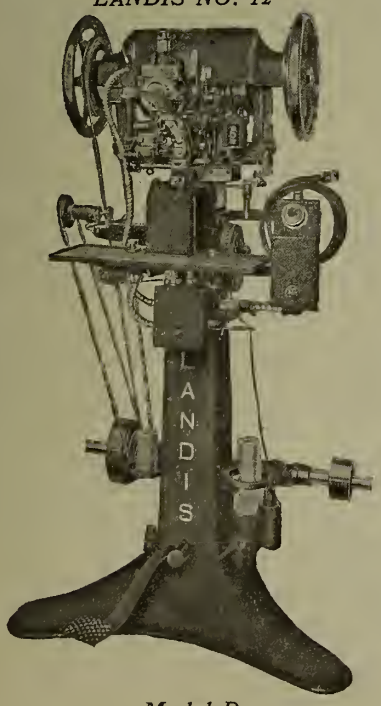
The Hotel Cleveland is known as the hotel where courtesy, and service to the guests surpasses every expectation, where this supreme service is rendered under singularly auspicious circumstances, where the atmosphere is homelike, where quiet refinement surrounds every movement made by the employees.

General Manager Buel is the "man behind the guns," and as it is an old true saying that the atmosphere in a hotel reflects the character of the man running it, certainly the pleasing impression the Hotel Cleveland makes on every guest is a direct compliment to the genial general manager.

ALSO IN GREAT BRITAIN.

While most of the factories in the boot-producing centres are now running full time, the situation, says the London Shoe and Leather Record, is not entirely satisfactory. For, although the fairly substantial orders in hand will provide employment for some weeks to come, the commitments for delivery for the spring trade are below the average for the season. Many of the principal wholesale buyers are reported to be operating with less freedom than usual, the reason suggested being that they are in doubt as to the future of values. If this view of their attitude is correct, it is rather difficult to understand. For there is nothing in the outlook to warrant the expectation that prices of boots and shoes will recede. Labour costs are fixed, and there is little probability that leather values will become easier during the next few months. Yet we hear that the most important buyers of footwear appear unwilling to provide for their requirements in the near future, although it is understood that stocks in the warehouses are smaller than a year ago. That each week will bring a greater activity in the producing centres is fairly certain. But the position at the moment is somewhat disappointing, as business has not developed to the extent that was expected with the turn of the year.

LANDIS NO. 12



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St., St. Louis, U. S. A.

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

SHOES GLOVES

SADDLERY

UPHOLSTERING

BAGS AND SUIT CASES

BOOKBINDING

FANCY AND

NOVELTY GOODS

SKIVERS

EMBOSSED LEATHERS

ETC., ETC.

Edwards & Edwards Limited

Head Office
27 Front Street East
Toronto

Tanneries
Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que

Thos. Rearden & Co. Ltd.

BROCKLEY LEATHER WORKS

LONDON, S.E.4, England

Telegraphic Address "Rearden" Brockley, London.

MANUFACTURERS OF FINEST ENGLISH CURRIED SHOE LEATHERS

Specialty

BOX & WILLOW SIDES

Also Specialists in

Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers

LIST OF PROPOSED STANDARD SIZES FOR SHIPPING CASES. (FOR BOOTS AND SHOES IN STANDARD SIZE CARTONS.)

Number	Length	Width	Depth	Weight of Fibre
10–15	21¼	20¼	13¼	65 lbs.
10–18	25½	20¼	13¼	65 lbs.
10–13	21¼	20¼	26½	90 lbs.
11–30	20 5/8	15¾	24¾	65 lbs.
12–15	23 1/8	23¼	13 3/8	65 lbs.
14–15	27¾	25	13 3/8	90 lbs.
15–6	25¾	14¼	17 3/8	40 lbs.
16–15	18 1/8	17¼	11 3/8	40 lbs.
16–30	18 1/8	17¼	22¾	65 lbs.
18–30	24¾	18 1/8	22¾	90 lbs.
20–30	16 7/8	15¾	19¾	40 lbs.
20–60	21	16 7/8	29 5/8	65 lbs.
22–15	18 1/8	17¼	9 7/8	40 lbs.
22–30	18 1/8	17¼	19¾	65 lbs.
24–30	19 3/8	18¾	22¾	65 lbs.
26–15	21	20 5/8	11 7/8	65 lbs.
26–30	21	20 5/8	23¾	90 lbs.
28–30	15 5/8	15 5/8	16 5/8	40 lbs.
28–60	20¾	15 5/8	25	65 lbs.
30–60	17¼	13 1/8	21	65 lbs.
30–120	21 5/8	21	21	65 lbs.
31–30	20 1/8	13 1/8	14	40 lbs.
31–60	26¼	20 1/8	14	65 lbs.
32–60	11 7/8	11 7/8	26	40 lbs.
32–120	19¾	14¼	26	65 lbs.
33–30	15 5/8	13 7/8	15	40 lbs.
33–60	18½	15 5/8	22½	65 lbs.

SPECIAL NOTE: The number of the size is a key to capacity. The figures to the left of the dash refer to the standard carton numbers, while the figures to the right of the dash give the numbers of pairs which can be packed. Thus, shipping case in No. 14-15 size would be for packing 15 pairs of shoes in cartons of size No. 14, which is the standard carton for high cut (8″ to 12″) boots. Similarly, shipping case 32–120 would take 120 pairs in cartons No. 32 size (for soft soles). The weights of fibre listed may seem in some cases to be greater than is required, but this is determined by the dimensions of the shipping case under official regulations.

An overheated fan in the drying loft was responsible for a fire in the tannery of H. B. Johnston & Co., Toronto. The damage which was not heavy was confined to the one floor, and did not affect the operation of the plant to any great extent.

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's,etc.,etc.,etc.Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription,including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send $3 to-day to

Periodical Posting Coy., Plymouth, England

CLASSIFIED ADVERTISEMENTS

SHOE SALESMAN, with 9 Years' Experience, desirous of a Position with Reliable Firm as Salesman or Manager, or will Travel for Wholesale House with Boots and Shoes or Shoe Findings, either in Ontario or Maritime Provinces. Best of References. Address Chas. Thompson, 143 Homewood Ave., Hamilton, Ont.

"TRAVELLERS WANTED."

STRONG LINE OF CHILDREN'S SHOES Open on Commission Basis for Manitoba and Eastern Saskatchewan. Applications must show full Experience and References. Apply, Box 80, Shoe and Leather Journal, 545 King St. West, Toronto.

TRAVELLER WANTED to Carry a Line of High Class Ontario Samples and McKays on Commission in New Brunswick, Nova Scotia and Prince Edward Island. No objection to Goodyear line being carried with them. Address, Box 79, Shoe and Leather Journal, Toronto.

SHOE TRAVELLER WANTED—For Eastern Ontario ground, Capable Man with a connection to commence at once, also Man for Maritime Provinces. Apply, D. R. Feetham, 55 Bay St., Toronto, Ont.

WANTED—Position as Clerk in Retail Shoe Store, 18 years with one firm. Best references, window trimmer and expert shoe fitter. Address, Stanley Robinson, Box 112, Gananoque, Ont.

SHOE TRAVELLER WANTED—For New Brunswick on Commission Basis. Manufacturers and Wholesalers, W. B. Hamilton Shoe Co., Toronto.

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

WANTED—A Good Line of Staples on Commission Basis for Toronto and Western Ontario. Good connection with the best accounts. Address, Box 72, Shoe and Leather Journal, 545 King St. W., Toronto.

AN ONTARIO STAPLE FACTORY is desirous of getting in Touch with a Thoroughly Experienced Shoe Traveller for Quebec Province only to sell to Wholesale and Large Retail Accounts. Commission Basis. Must come highly recommended and be thoroughly conversant with Quebec Accounts. Box 76, Shoe and Leather Journal, 545 King St. W., Toronto.

A SALESMAN Calling on the Shoe Trade in Maritime Provinces three times a year, now carrying a Line of Children's Shoes, is open for a Non-conflicting Line. Best of References. Now doing good business. Box 78, Shoe and Leather Journal, 545 King St. W., Toronto.

HIGH GRADE SHOE SALESMAN WANTED.—Preferably Yonge Street Experience. When replying give age, experience and salary expected. Box 77, Shoe and Leather Journal, 545 King St. W., Toronto.

SHOE REPAIRING BUSINESS FOR SALE—Old established. Up-to-date Machinery, the Best Appointed and Most Central Shoe Repairing Store in the City, Good Lease. Apply, Rapid Shoe Repairing Co., 107 James St. N., Hamilton.

WANTED—For British Columbia Territory on Commission Basis High Class Line Turn Sole Evening Slippers for Women, also Good Line Working Shoes, Men's in Welts and Standard Screw. Also Boys', Women's, and Children's, and any Good Line for Jobbing Trade. First Class Connection. Address, J. R. B., 307 Northwest Building, Vancouver.

SHOE STORE LOCATION—To anyone who is thinking of Starting in the Retail Shoe Business in Toronto, or moving to another location in the City, it will be to their advantage to communicate with A. W. Bird, 2076 Queen St. East, Toronto.

SALESMAN WANTED to Sell Greb Shoes in Manitoba, on Commission. Resident of Winnipeg preferred. Greb Shoe Company, Limited, Kitchener, Ont.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

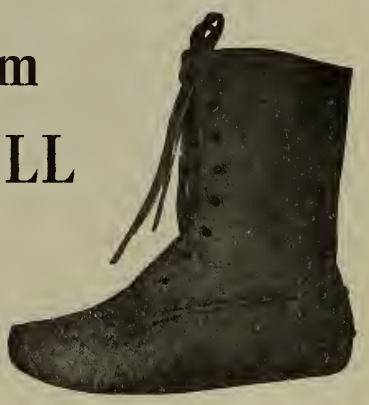
Clarke & Clarke Limited

General Offices & Works
Christie Street, Toronto

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

PERCY J. MILBURN, Agent
BRANCH WAREROOM
553 St. Valier Street, Quebec City
RICHARD FRERES, Agent

Show Them JOHN BULL Shoepacks



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

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

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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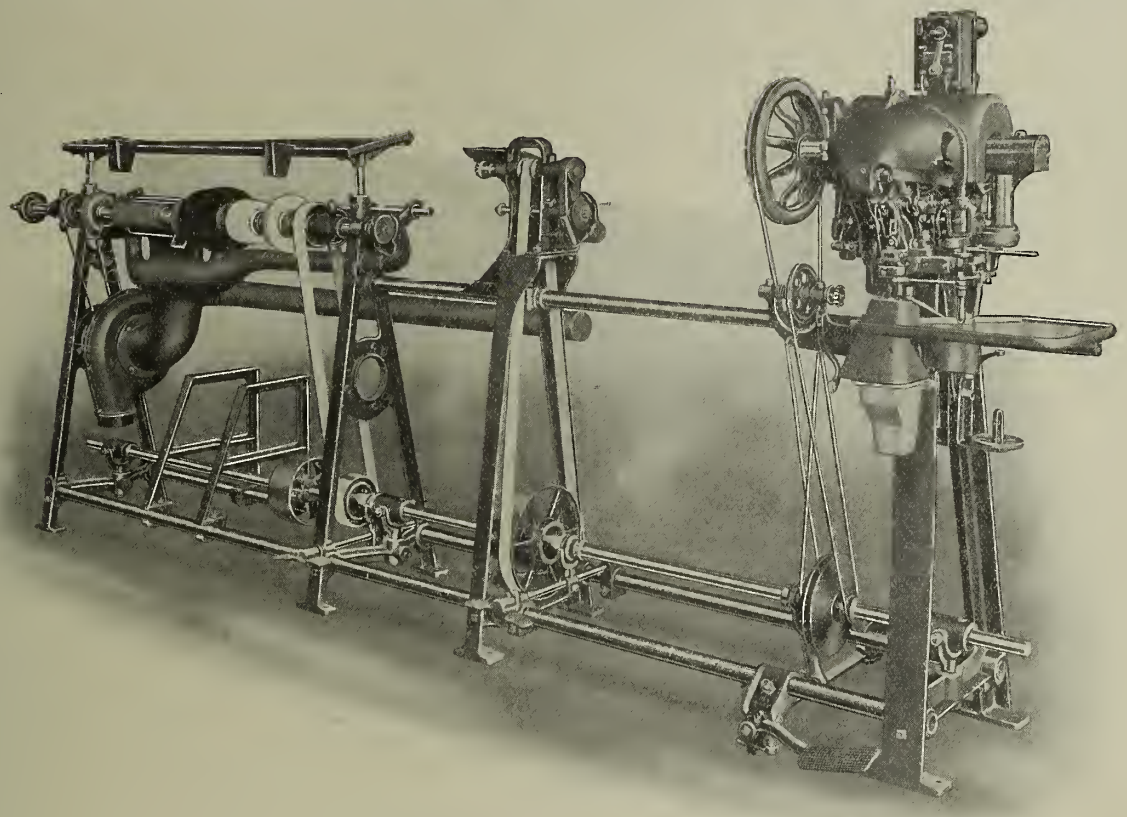
Successful
SHOE REPAIRERS
ENDORSE THE GOODYEAR WELT SYSTEM



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	KITCHENER	QUEBEC
90 Adelaide Street W.	88 Ontario Street, S.	28 Demers Street

Another New
Clark Bros.
Creation ——

One Strap Colonial Pump.
Made In ALL Leathers
And Combinations.

FOR SPRING

Clark Bros. Oxfords and Pumps will lead in Sales, because they offer the newest and best in Style, and they RETAIL AT

$5.00

CLARK BROS., Limited

St. Stephen *N. B.*

Toronto, February, 15th, 1923

Thirty-Sixth Year *Twice A Month*

THE SHOE & LEATHER JOURNAL

Featuring

Pushing the Battle

Substitutes
by Dr. Frank Crane

The Market Place

Scalawag Stores

Selling Ideas

Salesmanship Problems

Shoe Trade News

Acton Publishing Co Limited
Toronto Montreal

Established 1857

"THE WEAR IS THERE"

It's The Cost Per Pair That Counts

Sole leather is bought by the pound, but shoes are sold by the pair. What shoe manufacturers require is a leather that gives the maximum number of soles with the maximum amount of wear. The cost of sole leather must be judged, not by the price per pound, but by the number of soles that cut out of a given quantity. Breithaupt sole leather—in actual practice—has established itself for its wearing qualities, and is noted for its cutting economy.

Our Trent Valley Oak Tannage, in all sizes and grades of cut soles, can be supplied by

PROVINCIAL CUT SOLE CO.
311 Victoria Street, Kitchener, Ont.

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

PROOF

The proof of the Counter is in the quality of the shoe.

It is easy for any manufacturer to secure positive proof of the superiority of D. & P. FIBRE COUNTERS. You find it in

—— the APPEARANCE of the shoe
—— the FIT of the shoe
—— the LIFE of the shoe

and you are convinced of the value of this superiority to you when you note the SALES of the shoe.

In whatever line of shoemaking you are engaged, D. & P. High Standards of Countermaking will prove their worth in the improvement of your coming Season's lines.

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

AIRD & SON
REG.
AIRD & SON
MONTREAL
Shoemakers To The Wholesale Trade

Fashionable Browns and Reds

The pronouncement of the Styles Committee at Chicago as to fashionable shades of Browns and Reds are fully exemplified in

DAVIS COLORED CALF

DOMINION BROWN	NO. 601 BROWN
NUFORTEAN BROWN	NO. 404 BROWN
NO. 33 COCOA BROWN	GLAZED MAHOGANY
S. A. BROWN	NO. 700 RED

Samples of these Shades Gladly Furnished

We also call attention to our

BLACK DOMINION CALF

In Bright and Dull Finishes. The most Satisfactory and Economical Cutting Leather on the market. Soft and Glossy with a delightful finish.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

The Slush That Comes With Spring Thaws Sells

"GUTTA PERCHA" RUBBERS

Make the most of it with your local advertising and good, "pulling" window displays. Everybody dreads the thaws when the accumulation of winter's snows melts into miniature rivers and lakes. There is an established need for rubbers, in the Spring, particularly; your customers only need reminding.

Begin early to suggest this need by appropriate window displays at the earliest seasonable moment.

The merry tinkle of the cash register will be a sufficient reward. Have you all the sizes and styles?

Gutta Percha & Rubber,
LIMITED

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada

THE Oxford for Spring

If you have this Bell Oxford to show your patrons when they come to you for a dressy serviceable shoe for late Winter and Spring, you are able to meet all their wishes so completely that their buying is a CERTAINTY.

As a street shoe it possesses even more than that essential amount of neatness, due to the shapely last, medium heel and well-finished appearance, and being Bell-made it is a quality shoe through and through. Made in popular shades and in black.

Your Easter and Spring displays will draw volume business if Bell Lines are the featured attraction.

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

KINGSBURY

Canada's Pride

A Beautiful Combination Pattern From Kingsbury's "Sno-Wite" Line

Just as sure as the coming of Spring and Summer is the certainty of this shoe's popularity - with its comfort, durability and snappy style inviting wear during the out-of-door days.

A faultlessly made White Canvas Shoe, with a beautiful last and medium heel. One Strap, One Button, with Patent Toe, Strap and Quarter Overlay.

Style, quality and value in White Footwear as expressed in the "Sno-Wite" Line for the coming Season sets a standard unsurpassed in the Trade. Do not delay in seeing the array of original creations we have ready.

KINGSBURY FOOTWEAR CO.,
Limited
MONTREAL

DeLyte

KINGSBURY Sno-Wite SHOE

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE, CANADA

These Staples Lead All Over Canada

Spring Selling Will Call For

Yamaska Popular Shoes

There is nothing more important for the merchant in providing for Spring Trade than to see that he is well supplied with Yamaska Lines.

The hold which these shoes have upon public favor is the logical result of giving BETTER VALUE in good shoemaking plus popular trade-winning style.

Because Yamaska Shoe are supplied you direct from the makers you have the double advantage of buying with the utmost ECONOMY and the greatest CERTAINTY.

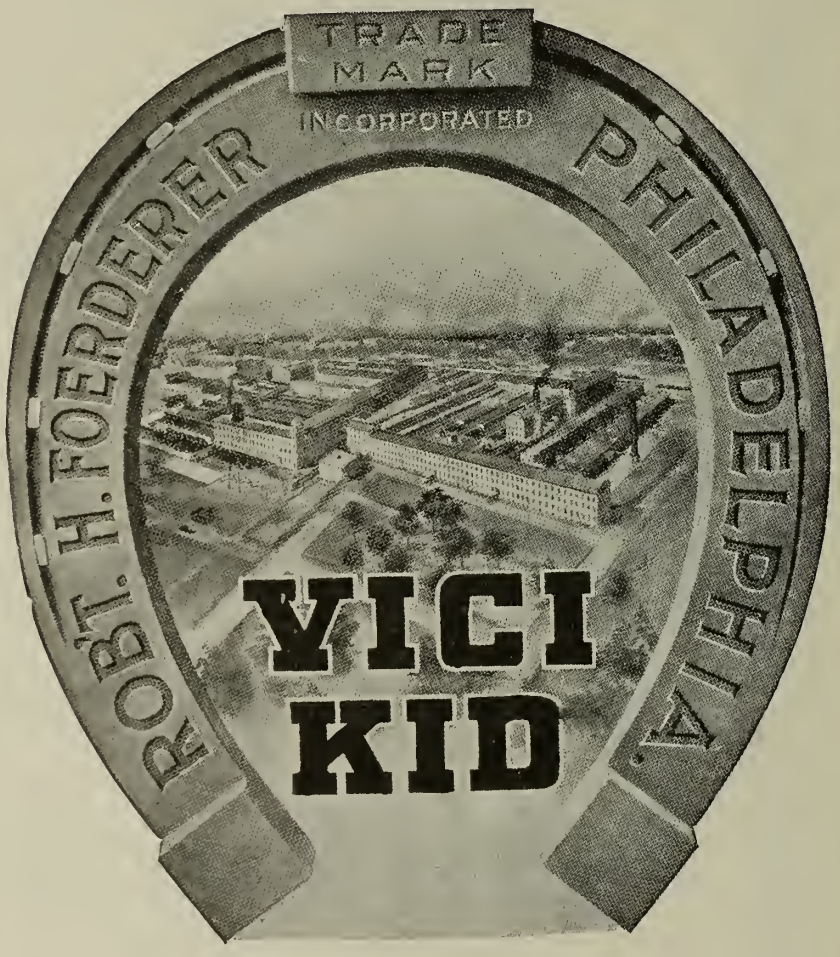
Order your needed lines for Spring NOW.

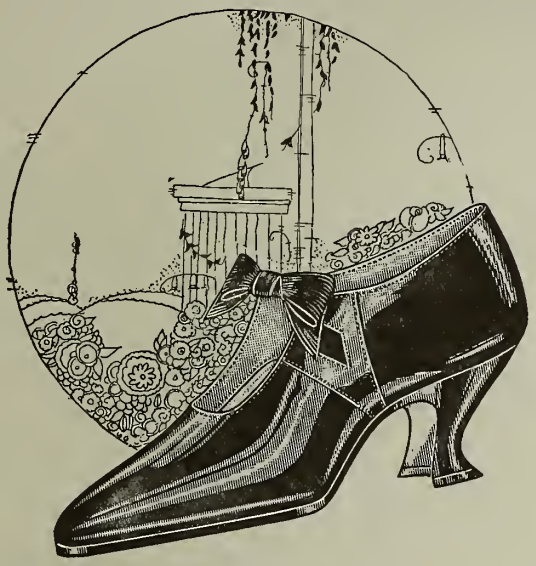
Yamaska Staples for Value!

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

ROBERT H. FOERDERER

PHILADELPHIA INCORPORATED PENN., U.S.A.





Black Beauty

Chrome Patent Sides

The designer of fine shoes works Black Beauty with the same ease and simplicity that the modeller uses with his clay. A better leather, tanned in a better way, giving better results—in fine shoes that stay sold.

The Robson Leather Company Limited
Oshawa, Canada

GLOBE

Pointers on "Pillow Welts"

Globe "Pillow Welt" and Baby Pillow Welt" Shoes SELL BETTER because with their exclusive features and better shoemaking they are

— MORE COMFORTABLE
— MORE HEALTHFUL
— MORE DURABLE
— MORE STYLISH
— PERFECT IN FITTING FEATURES

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

For a big Spring Trade in your Children's Department, feature the Globe Lines. A salesman will call 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

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.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited / 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.

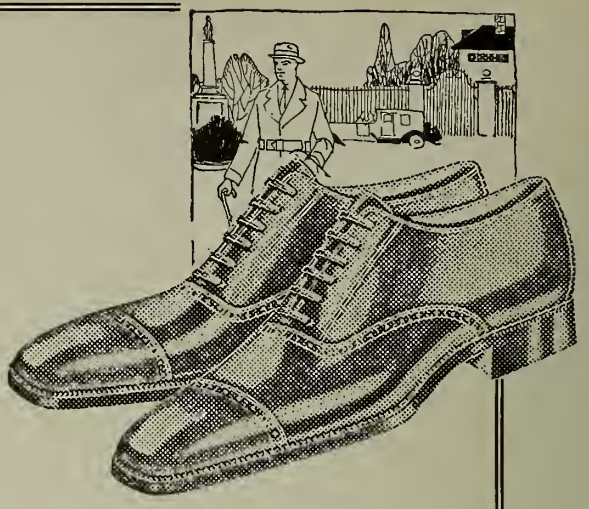
The Boy Scout and Girl Guide Emblems make Miner Rubbers a distinctive line that will be asked for by name.

The merchant placing for Miner Rubbers will have a big advantage.

Wait for our salesmen.

COLLIS CALF

For the Man Who Deals in Precaution



The manufacturer who buys Collis Calf for his shoe creations plays safe. Collis Calf is a full grained upper leather easily worked and economical in cutting. All the latest shades are included in the range. Collis Calf is noted for its clear finishes. Made in all weights and grades.

Samples Sent on Request

The Collis Leather Co., Ltd.

Aurora **Ontario**

Peterboro SHOE

No. 506

Leads Them All

No. 506 Smooth tan Mennonite, Plain Toe, Half Bellow Tongue, Standard Screw. Munson Army Last, Chrome Waterproof Bulldog Sole, Lock Stitch. No. 1. quality throughout. Our most popular boot. $3.90 F.O.B. Peterboro.

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. **Regina, Sask.**

Western Dealers may sort from our Regina Branch

La Duchesse

Women's Patent Oxford, Colored Nubuck Inlays: 1⅜ Heel, Goodyear Welt. Can also be supplied in any combination desired.

There is one point in particular in which Wholesalers are most emphatic in expressing their favor for La Duchesse Shoes, and that is that while they are correct in style and up-to-the-minute in every particular, they are never so extreme as to offer the slightest risk in handling them.

Its attractive last and pattern classifies this Oxford as one of the Season's most popular productions, and as with all La Duchesse Shoes moderate price assures certain sales.

"LaDuchesse" Shoe Co., Registered

MONTREAL, QUE.

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

Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so-forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.

The Cry Of "Wolf, Wolf" In The Shoe Trade!

So often has the cry come, that "this is the best shoe ever made", the shoe trade is rightfully dubious when they hear it.

A trade-name, no matter how well-known, carries no weight unless the goods back it up.

We have borne that in mind, and we have brought the trade-name "Astoria" to the front, not by loud cries of superiority, but by backing up the name with the best shoe money can buy.

Astoria has made itself known throughout the trade as a tailor-made, all-leather shoe, superior in every last.

Astoria is the shoe you can sell.

Scott - McHale, Limited

London - Canada

INDIAN PRODUCTS

Included in our well known productions are the following popular lines, all of which will win your approval as superior goods, with exceptional selling qualities.

Cowhide Moccasins
Special Buck Moccasins
Horse Hide Moccasins
Elk Moccasins
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Deer and Elk Mitts and Gloves
Horse Hide Mitts and Gloves
Boudoir Slippers
High Grade Indian Slippers
Also Specializing in Snowshoes

WESTERN OFFICE
Willis R. Miller,
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Vancouver, B. C.
and
Hammond Building,
Winnipeg, Man.

We recommend our New Comer
"SPECIAL BUCK"
which is really a high class moccasin

Originators of
"BIG CHIEF" BRAND
Slippers and Moccasins

Look for the name on the sole. All leading Jobbers carry our lines.

Attract EXTRA trade by featuring our Sporting and Novelty Lines.

BASTIEN BROTHERS

Indian Lorette Que.

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

No. 4381

No. 4381, Women's Patent Chrome 1-strap, 2-buttons, Grey Buck Collar, 9-8 Heel M.S. (*As illustrated*)
Price $3.00

No. 4382 Women's Patent Chrome 1-strap, 2-buttons, Grey Buck Quarter, 9-8 Heel M.S.
Price $2.90

These two novelties are quite the smartest we have seen this season. They're snappy—and in stock now for snappy buyers.

Here is an opportunity to boost your Spring Sales. We can ship these styles immediately (subject to prior sale) or you can order now for Spring delivery.

You'll want them for your Window Display—then you'll want more.

We suggest that you send us an order for an assortment of sizes for immediate shipment.

They'll sell themselves as soon as you show them.

Two Bargains

No. 4356, Women's all Patent Chrome, 1" strap, 2-button, Imitation Tip, 9/8 Heel, M.S. (Same last and heel as illustration.) **Price $2.60**

No. 4358, Women's all Patent Chrome, ¾" strap, 1-buckle, Imitation Tip, 9/8 Heel M.S. (Same last and heel as illustration) **Price $2.50**

The Miner Shoe Company, Limited

78 St. Peter St., - Montreal, Que

(*Selling Agents for Miner Rubber Company, Limited*)

Branch Stocks at Toronto, Ottawa, Quebec, Halifax

Men's Combination Chocolate Elk Blucher, Smoked Elk Trimming.

Start Now to Build Bigger Better Business

Serve with Sisman

Wholesale Only

The T. Sisman Shoe Company

Limited

Head Office, Aurora Branch, Newmarket

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Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

PUSHING THE BATTLE

ANYONE who imagines it is going to be easy this spring to keep up the volume of sales in shoes, not to say increase it, will be sadly disappointed. It is going to be a question of nerve, patience and infinite capacity for hard work.

That there are too many in the retail shoe trade is only too patent to those who take the most casual look over the field. In some of our cities and towns, the number of shoe stores has more than doubled in the past six or seven years and all of them are compelled to sell more shoes if they expect to continue in the game

Profits have been cut to the bone and the only way out is increased turnover. This means a strong steady pull in the next four months, and no stone of opportunity must be left unturned.

Business to-day in almost all lines is war, and some realize only too well that Sherman's immortal comment upon military warfare is demonstrated in the conflict for supremacy in trade.

Those who realize this are making preparations accordingly. They are leaving nothing to chance and guess work. They are planning the campaign for spring and summer thoughtfully and purposefully.

The campaign opens with Easter now less than six weeks ahead, which means that the initial battle will be on in a couple of weeks. The time for preparation is short.

The situation calls for vigorous initiative in both publicity and salesmanship. The question is one of selling more shoes and neither advertising nor prices will provide a solution in themselves. Advertising will have to be backed up by salesmanship of the highest order. It is up to the retailer to put snap and vim into his selling methods.

As a writer points out elsewhere, it is practically a proposition of selling at least two pairs of shoes instead of one this year, and the advertising and windows must be backed by a real effort to get the purchaser to exceed his expenditure estimates for shoes.

Men, for instance, are prone to buy a pair of shoes which most of them wear regularly until they fall apart. It will be necessary to bring home to them the fact that they should have a pair of black as well as brown shoes or a pair of dress shoes as well as oxfords. There is economy in duplicate footwear.

Women these days of grace, think nothing of having a wardrobe containing two or three choices of apparel or hats. It ought to be possible to induce some of them, at least, to buy a pair of shoes for each of the varied costumes they wear. It is worth trying.

The changes should be rung on the question of "health" and "style" in the advertising and in the windows until people realize that they should not skimp their shoes and spread themselves on clothing and headgear.

In the meantime, use the window to the fullest extent of its possibilities. Dress it twice a week if you have only done it weekly heretofore, and see that it has the drawing power that you like to see in your best advertisements.

Push the Battle to the Wall!

In The Market Place

BUSINESS throughout the country has been somewhat hampered during the past three or four weeks by a superabundance of real Canadian weather. The large snowfall has impeded business in country districts, and has been particularly hard on the lumbering industry, which has found it difficult to operate satisfactorily. This has been particularly true of the Maritimes which up to the middle of January were enjoying fairly good trade. Quebec and Ontario have also been affected, many of the large concerns having to curtail operations. In the towns and cities things have not been quite so bad as the snow has given employment to many who would otherwise have been out of work. In most lines of manufacturing there has been a fair amount of activity, but wholesalers report business as desultory on account of weather conditions and payments, as a consequence, somewhat unsatisfactory. It will take another month to clear the air and everybody seems to think that there will be a change for the better. In the meantime, there is a fair demand for staple products for this season of the year.

Wholesale Shoe Trade

Manufacturers confess to some disappointment as to sales for the past month, and although it is claimed that trade in the cities and larger towns has been fairly good, considering the weather, it might have been better. Nevertheless some manufacturers, especially those making staple novelties in women's shoes, report some good spring orders which might easily have been increased were it not for the uncertain financial conditions that at present make credits a more or less difficult proposition. Men's lines in the finer grades have also experienced a little more movement. Wholesalers report a little better demand for sorting goods following the January sales and stocktaking, but dealers seem to buy very carefully and will not anticipate to any extent their requirements even in staple lines. One disturbing feature during the past couple of weeks has been the number of large failures both with manufacturers and jobbers and the feeling that these stocks may be thrown upon the market has checked buying to some extent. The demand for overshoes and rubbers has been phenomenal, especially for snow excluders, and this of course, means increased quietness in other lines. Manufacturers are completing their spring orders and look forward to increased activity within the next three or four weeks.

Retail Shoe Trade

January sales were about on a par with the same month last year, although some dealers claim an advance in volume of from ten to fifteen per cent. The January sales were a failure as far as we are able to judge from reports received from retailers. This is probably owing to the fact that there were more concerns to unload and many of these of the mushroom type that have sprung up in all the large centres. Dealers say that people only seem to buy for immediate necessity. In the rural districts the farmers are holding back many of them not having disposed of their crops. They claim that prices of produce are practically down to the 1914 basis, and commodities they have to purchase are still from fifty to a hundred per cent. up. Payments as a consequence are very unsatisfactory and stores that sell only for cash report a very desultory trade. All seem hopeful with regard to the outlook for spring and claim they have placed from 75 to 100 per cent. of their orders for new goods. They say that the demand in women's shoes will be for patents and combinations of patents and greys and the high brown shoes and oxfords for men's.

Leather Conditions

Business has slackened up since the first of the month. Tanners report a fair business for January which seemed to promise a steady revival of interest. Within the past couple of weeks, however, the demand has fallen off considerably, especially in fine upper stock. The reason is probably that shoe manufacturers have been waiting to see which way the cat was going to jump with regard to further spring business. Leather men seem to think that the lull will only be temporary and are not trying to force the market which continues firm for all kinds of prime stock. With the raw market as it is tanners claim that they ought to get more than they are asking, but in the meantime, they are sitting tight. Sole stock has been selling a little better than upper for home consumption and there has been a fair export demand which prevents accumulations. Tanners are still following a very conservative policy in buying hides and skins and are keeping down their output to the barest necessity. Patent leather seems to be in good demand and promises well for the next few months to come.

Rubber Shoe Conditions

Certainly the current season has been an active one for the rubber shoe trade which has found it difficult to meet the demand in many lines. The furore that struck the women's trade for high buckle excluders commonly called "goloshes" has been a feature that was unexpected by both wholesalers and retailers. Notwithstanding the shortage in this line last season, dealers were afraid to order with the result that numerous sales were lost. The fact that the fashion of wearing them loose fell away this season is no doubt responsible for their larger use by women generally.

As the season approaches for placing orders there is a good deal of conjecture as to prices and discounts. These are as a rule guided by conditions on the other side of the line, and as there have been few radical changes in the American lists it is to be presumed that the Canadian will see little departure from last year. On the other hand manufacturers claimed last year that the five per cent. reduction was unwarranted in view of the previous ten per cent. drop. There has been some talk of dropping the five per cent. discount for early orders, but no doubt any advance made will be put on the list direct.

Hopeful for Spring

Almost all the shoe retailers to whom the Shoe and Leather Journal has directed enquires seem quite hopeful with regard to spring business, and are making preparations to meet the demand. They seem pleased that an effort is under way to stem the tide of unnecessary novelties, and express the determination to play safe on extravagant styles. They favor moderation in men's as well as women's lines, and seem to have their minds made up in regard to what is going to sell the most freely. The concensus of opinion in regard to men's lines seems to favor the plain high cut bal of medium tone in tan and red, and taboo the lighter shades. Oxfords in moderation follow. In women's lines single straps come first and oxfords second with a sprinkling of two, three and cross straps. Cutouts and inlays, they claim, will sell well. Patents and greys will run strong both plain and combinations, but fancy stuff of the outre variety will be looked at with askance. It promises to be a great season for sports shoes.

Substitutes

By Dr. Frank Crane

The pest of the business world is the Substitute.

A man spends many years and much money developing a product and when he has created a demand for it, along come the rascals with substitutes and undersell.

But merchants need not complain. The whole business of life is vitiated by substitutes.

Religion is undoubtedly a good thing, for the object of religion is to cause sin to cease. But the greatest enemy of religion is the substitute or false religion, which compounds with sins and shows us the way to go on with them and yet appease our conscience.

Education is valuable, for education is the training of our native faculties. But its greatest foe is substitute education, which consists in stuffing the mind with useless knowledge and cramping our natural abilities into conventional shapes.

Organization is one of the best means for getting things done. But the average organization is a substitute for doing anything. When a group of people feel the call of duty in any direction, civic, moral or charitable, they meet, make speeches, elect officers, select committees, and go home with a sense of having discharged their responsibilities.

Government is a good thing, but it ought to consist in serving the people. But most governments are composed of those who do not serve the people but live as parasites upon them.

Love is the greatest thing in the world and develops all that is best in us. But the substitutes for love, including lust and a desire to be flattered, are life's poisons and not life's food.

Joy is a good thing, but the empty pleasure of self-indulgence,the mere relaxation of diversion and the septic delights of cruelty, which are but substitutes for joy, are like the crackling of thorns under a pot.

Aristocracy is a good thing, for it means the ascendency of the superior virtues. But what is commonly called aristocracy is but a miserable substitute and snobbery.

Independence is a good thing. But self-will and stubbornness, which are its substitutes, are bad.

In fact, the principal effort of the devil is not devoted to a frontal attack upon the things which make life good and beautiful, but rather to an effort to induce us to adopt cheap and dangerous substitutes.

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EDITORIALETS

Pointed Paragraphs on Practical Problems

MAKE YOUR WINDOWS TALK

WINDOWS these days are not intended to give light to the store, as much as for the display of goods. The money put into them is really an investment in advertising and should be looked upon as such. Nevertheless you find retailers adopt the same loose, careless attitude towards their windows, that they do to some of their newspaper announcements. They do not give them a real chance to do their work. A speaker at the Montreal Shoe Retailers' Convention said that the best advertisement a shoe store could put up was a well dressed window. It tells, or should tell, the story of the store and its goods. The window has an important advantage over the newspaper advertisement in that it displays the actual goods. Now the goods may be all that could be desired and the price may be attractive but if the window does not by its appeal stop the passer by, it is about as valuable as an unread advertisement. Put pep as well as goods into your windows. Make them talk.

FASHIONABLE SHOES

LOOK at any up-to-date store window where women's fashionable garments are displayed and you will see on the mannequins shoes that are not only out of date as to style but quite out of correspondence with the costumes. As often as not, in fact, the said shoes will not have been given even a rub off with a cloth. It is also true that you will see ladies at social functions with shoes that are not in harmony either with the occasion or their apparel. This is in some measure due to the shoe retailer who too often leaves the choice of shoes to his customers without asking their purpose. In contradistinction to this, we noticed a large advertisement in one of the Toronto Dailies recently that had cuts and descriptions of the various kinds of shoes for women's wear which indicated minutely the purposes for which the shoes were to be used. Three or four illustrations of ladies in street, evening and sport costumes displayed appropriate shoes just as prominently as the gowns, hats or wraps.

RETAILER MUST FIGHT

IN an address recently delivered at Washington, Roger Babson referred to the fact that government had gone to a great deal of pains and expense to help the producer to get efficiency in his plant, but that comparatively little had been done to help the distributor with public and private research. He said that the way to fight the chain store was to adopt the improvements suggested by their systems. He said:

"Now we are on the very eve of a general business improvement, but the retailer must get in a better mental attitude to capitalize this opportunity. He should be going into it like a fighting cock, but instead his attitude is fearful and defensive. Our problem is to show him the facts and show him that we are on an upward side of the business cycle. A period of improvement is ahead in which he is certain to share if he will only seize the opportunity, adopt modern methods, render real service, co-operate with his competitors and invest his savings in the securities of the corporations with which he deals."

SELLING MORE SHOES

A shoe man who was at the Chicago Shoe Fair brought home a suggestion that he asks the Shoe and Leather Journal to pass on. He says:

"When the average customer goes into a retail store to get a pair of shoes, let the retailer make it a point to have him purchase two pairs instead of one. This will save new styles, as the man purchasing two pair of shoes, will carry that style longer than when buying one pair. This applies to ladies' shoes as well as men's. This will mean a saving all along the line. The only one to suffer will be the last-maker, but some one must always carry the dull end these days. The clerks would know the exact size required when two pair of shoes are bought at one sitting, thus cutting down expenses for the retailer. The same thing would apply to travellers. If the retailer bought more of one style, and cut down on the number of styles, it would save the great range of styles."

There is no doubt but that the retailer could by following a definite plan very largely curtail his stock. The first point made is a good one. With a little pressure a good many of those purchasing shoes could be induced to buy a pair of tans with the blacks or a pair of pumps with the oxfords.

GIVING SALES SERVICE

A series of statistics were prepared some time ago by a concern on the other side of the line, which showed that the largest factor in the loss of sales in a retail store to be poor service, and the largest item on the list was inattention to customers. This item outbalanced all others including poor goods. This should afford food for reflection to salesmen as well as dealers. Of what avail are good windows, smart store equipment and aggressive advertising if indifference awaits the customer when he comes into the store. Indifferent salesmen will do more harm to a store in a month than indifferent windows will accomplish in six. When a man shows the least sign of waning interest in the job of selling, he should be jacked up or kicked out. As a Montreal speaker tersely put it at the close of his address: "There is no advertisement like a satisfied customer."

WALK AND BE HEALTHY

THERE is no doubt that the automobile and the street car, particularly the latter, have wrought considerable injury to the shoe trade in lengthening the wear of shoes. They have also as consistently interfered with the health of those who neglect one of the prime essentials of a wholesome body—exercise. There is also unquestionably danger in both the automobile and street car especially in winter. The open "bus" and the crowded car have slain their thousands.

The shoe retailer should use these facts to the advantage of his business in his advertisements and window cards. The American Shoe Manufacturers' Association has adopted as a slogan "Walk and Be Healthy" and set forth in an attractive design it makes a good window card or heading for an advertisement. Practically everybody is subject to suggestion and there is not the least doubt that this one in connection with good substantial footwear would be effective.

Shoe Selling Service

Sizing the Customer and Sizing the Foot. Know Human Nature and Know Your Stock. Some Hints on Selling Shoes.

YOU may take it for granted that a customer comes to buy. Shopping is not as prevalent whether man or woman who enters a shoe store where shoes are concerned as with some other lines of apparel, although now and then you will meet people who will say that they are just "looking around."

The first thing to do with a customer who enters the store is to give him your attention and show him to a seat unless you are otherwise engaged. In the latter case leave the customer you are waiting upon for a second and invite the newcomer to sit down, explaining that you will be through in a few minutes. People like attention, and will wait twice as long without impatience if they get a word of recognition and a seat.

When at liberty, take a stool and sit down before the customer asking him to place his foot on the stool before you ask even what kind of a shoe he wants. It is a mistake to begin showing shoes to a customer standing or even sitting down. It promotes uncertainty and above all prevents the salesman making the sale a certainty.

When the foot is before you quietly remove the shoe and apply the size stick having the foot pressed down at the toe with your fingers so as to get the exact size. Get the customer's ideas about the kind of shoe he wants, whether high or low cut, the color, style, etc. Avoid commenting on the customer's foot excepting to note any irregularity such as corns, bunions or hammer toes, made necessary by your desire to give him a perfect fitting shoe. Don't discuss anything if you can help it but the kind and size of shoe he requires.

Bring a couple of sizes if you are not sure or two widths. Size up your customer, and decide whether he wants or needs an easy fitting shoe or something snug and neat. Don't talk too much. Let the customer talk and get an idea from this how best to serve him. The main thing is to get a shoe on his foot first.

Slip on the easy fitting one first, and find out if it is too large or comfortable for the purpose. Then try on the other. A good salesman ought to make a pretty close hit on size and width with the first fitting. If you have to fit on three or four shoes without getting a fit your customer may become uneasy or dissatisfied, thinking you do not know your business or are trying to work off a pair of ill fitting shoes on him.

When you have succeeded in getting a good fit lace up the shoe and ask him to stand on it or take a step or two in it. Let him see it before a mirror if necessary to satisfy him as to appearance as well as fit.

Now that you know what fits the customer you are in a position to discuss any other style of shoe he may want to see. If you know your stock as you ought to this ought not to be a difficult matter. But avoid if possible showing him many shoes. One of the things most to be avoided in showing goods of any kind and especially shoes is a multiplicity of styles. It almost always puzzles the customer and often ends in preventing a sale. If you have to show a customer more shoes put some of the others away and get the selection down to as narrow a choice as possible.

Do not be afraid to spend too much time in getting a proper fit at first. The customer may try on other shoes but is almost sure to come back to the one that is the most comfortable. Even the ladies want fit and style combined and the battle is half won when you get a shoe on a woman that fits her comfortably.

The salesman if he is up to his business will get a sufficient idea from the customer of the kind of shoe he wants and the price he expects to pay. From this it is comparatively easy to work to a shoe that will suit even though the price be a little higher than he intended to pay.

Sometimes a customer will fancy a shoe in the window and the salesman may know or find out that he has not the customer's size in stock. It is better to show him the next size and make the explanation than give him the impression that the shoe in the window is only a "stool pigeon."

If the size is not in stock the best thing is to show the customer the nearest thing to it that you may have, and failing this to state that you can order his size and have it in a few days. By having him previously sit down and have his foot measured you are in a position to know just what to order but if you choose you can fit him with another shoe to get the exact size and in the meantime, you may happen to suit him.

Often a customer wants a particular shoe more than ever if he finds it is not in stock, and it is a fine point of salesmanship to be able to fit him with something that will suit him quite as well, which ought to be possible in the average well conducted shoe store. It is up to the salesman to convince the customer that he is absolutely working in his interest and not merely to sell him a pair of shoes. Get this conviction in the mind of the man or woman you are waiting upon, and you will not only be able to sell him or her that particular pair of shoes but many others.

Consider the opinion of your customer and guard against pressing your own views as to the kind of shoe he should have. In any case seek to adapt yourself to his ideas, and if they are wrong try and correct them without thrusting your opinions down his throat. You are in the store to sell shoes. Nevertheless if you know a certain shoe will give him more satisfaction in the end, make available your knowledge to him in a respectful honest way. Customers dislike "gabby" and overconfident salesmen but ninety-nine out of a hundred will appreciate an honest effort to give satisfaction.

A customer will soon learn if a salesman is sincere and determined in his effort to give him service, and will soon detect what are known as tricks of the trade. There are two things that are fundamental to good salesmanship, honesty of purpose and a thorough knowledge of the business. Let a man or woman be convinced that you are straight and know your business and you will have no trouble in handling them.

Salesmanship Problems

TWO of the most interesting problems submitted in the last Shoe and Leather Journal examination were how to handle a customer who brought back goods after three weeks and wanted her money back, and what to do with a person who acts as though you were trying to put something over on him.

Some very interesting solutions were offered, and we have picked out some of the principal ones for consideration in this issue.

The Customer Who Wants Money Back

A short and direct answer to this is given thus:

"I would find out from the customer just why the goods were not satisfactory, and endeavour to change the goods to their satisfaction, which in case I failed after my every effort I would cheerfully refund the money, and ask them to kindly call again."

Another says:

"If the shoes are not satisfactory, and are in good condition, first, I would find out wherein the fault was. If damaged refund. If customer has changed her mind about the shoe try a due bill if that doesn't work, refund. Perhaps her financial condition compels her to get the money back. If you are grouchy about refunding, you are only chasing a customer away. If you refund cheerfully, the customer will think of you when buying shoes again."

Here is how one man puts it:

"In some stores a customer is allowed a great many privileges which another store would not permit. I find that a direct appeal to the customer's sense of fair play will usually result in their either taking something else, or retaining the original purchase. Before doing the above, I would first examine the goods, and if alright, I would explain to the customer all the features of the shoes, and try if possible to show them that the goods were indeed alright."

An answer that goes considerably into details says:

"See if the customer has reason for returning the goods. Listen sympathetically to what he has to say and examine the shoes to see if they bear him out. If he has good cause for complaint, make him feel how sorry you are that you sold him such goods, and explain how faults are sometimes hidden in the making and cannot be detected until the shoes are worn. Make him feel also how glad you are that he brought back the shoes, as your firm was building up its business (or had built up its business) by selling shoes of high value, and the firm could not afford to have dissatisfied customers. Offer to replace the shoes, but if the customer wants his money back give it to him cheerfully. But if the shoes show signs of unfair wear, point this out to the customer. For instance, if they have been watersoaked and dried too quickly, explain to him the effects of such handling and what he should have done. If he still unfairly insists on having a new pair, or money back, offer him a new pair at cost. If this won't satisfy him give in to his demands. Such a person unsatisfied can hurt your business in talking with his friends far more than the value of the pair of shoes."

Another candidate says:

"I would say to my customer that I was sorry that the goods were not satisfactory, but I would be pleased to exchange them for some other style of shoes that would be satisfactory. As we have a great variety of different styles of shoes to choose from, I would also say that we always stand ready to make an adjustment only we do not like to make any refunds if we can possibly suit our customers with any other goods. That would be satisfactory. If there were no shoes in the store to suit the customer then it is better to make a refund, so as to keep the customer's good opinion of the store. And one should always be pleasant even at such times, for I would hope to have better luck with the next customer."

This man's answer is to the point and well put:

"If shoes bought were on sale under advertising of no exchange, no refund, there certainly would be 'nothing doing' but if again they were sold in the ordinary way and shoes were still undamaged and in good condition, I most certainly would refund if that was the only course open, because it is my conviction that a cheerful refund of cash on reputable merchandise assures greater prestige for your store, its methods, its merchandise, and that you will create a better and more lasting impression by such a course as above mentioned than by arguing and refusing."

Handling The Suspicious Customer.

This man would be frank and open. He says:

"If I thought a customer had the idea that I was trying to 'put something over him' I would explain to him that it was our highest aim to have him a satisfied customer. I would tell him that in selling him this pair of shoes that I not only had this particular sale in mind but that we hoped it would result in many other sales, that we wanted him to be satisfied with his purchase, and to 'put anything over him' was the last thing in the world we would attempt to do. I would show him how foolish such action on our part would be."

Here is one who meets the customer on his own ground:

"Such a customer is afraid of his own ignorance. The salesman in showing him the different shoes should compare the leathers and point out the workmanship. In this respect, it would be well to bring out a low priced, a medium, and a high priced shoe. Compare them and explain why the cost is greater on the higher priced shoes, thus showing why the value to the customer is greater. However, it is wise to recommend the lower priced shoe, taken for granted that it has good value. This leaves a free choice to the customer, and he will not feel that he is forced into taking the high priced articles. It would also be wise to say that all of your shoes are guaranteed, and if not satisfactory, that you will be glad to exchange them, or to return their value."

This writer believes in a little "soft solder". He says:

"I would first of all try to gain customer's confidence, that I was telling him the truth about the article he was purchasing, and demonstrate the fact to prove to him I was not putting anything over him, to gain this customer's confidence by proving to him the truth is to make him or her a steady customer to the store."

Women's Imported Genuine Scotch Grain Brogue Oxford. Invictus Savoy Last.—Geo. A. Slater, Ltd.

Show Cards for March Selling

MARCH this year, is rather helpful in supplying advertising days, or days that can be used for special displaying and advertising. These are St. Patrick's and, as occasionally occurs, Good Friday. Easter will be on the first day of April. Of course St. Patrick's is not a public holiday but it has enough prominence to make it a good day to feature in window and store decorations and particularly in displaying goods. The many emblems used in connection with the day are a great help to the window trimmer, for these may be purchased in various forms, at little expense, at good stationers' stores. Among these emblems are shamrocks, pipes, plug hats, etc., all of which will make attractive and effective decorations.

For window trims very pretty crepe tissue paper is now obtainable on which are printed appropriate emblems that will be a great help to the window trimmer and store decorator.

New spring lines should be shown right now which will give evidence that you are well prepared to supply the needs of your customers when they come for their spring shoes. An attractive display of women's lines should be put into the window not later than the first of March. This can be taken out in a week and the St. Patrick's Day window put in. The latter decorations may remain till the 17th of the month which, this year, falls on a Saturday. It should be changed on Monday the 19th and a new display put in.

We show a number of cards that will give you suggestions for making the various displays you will have during the month. The $5.95 card is one that is suitable for good strong shoes; for the first of March sometimes has some rather severe weather in which good serviceable shoes are decidedly in place. This card will do for either a window of men's or women's shoes, and the price may be changed to suit the lines you are displaying. The small letters of this card should be in dark color, and the figures should have for the body some bright color like red or blue and may be outlined with yellow or black. The sample is done in red and outlined with black. These two colors are very strong and show well. The border is red or it may be in grey and give a good effect to the whole card.

The shamrock card is for a display of new goods. The leaves may be cut out of some green material and pasted on to the card and the lettering done after they are put on. This will enable you to outline them after being stuck on to the card. Paper or card or some kinds of cloth can be used and give good results. The lettering may be in dark green or black.

The "Men's Shoe" card can be worked up very attractively by making the egg in yellow or pink and putting a few patches of red and blue on from the rabbit's brush. The rabbit should be in some bright color preferably yellow with black spots on it. The small lettering should be done in black and the large in a color that will stand out against the color of the egg. Purple will be a good contrast for the large letters. The sample has the large letters striped with white. If preferred a piece of yellow card can be cut the shape of an egg and mounted on the white card. This will save the trouble of painting the egg.

The "Little Maiden" card is particularly attractive. Plenty of color can be used and the card will stand out prominently. If one desires, the hat and dress may be made of cloth and pasted on to the card. This will mean the dress will need to be puffed a little full so it will stand out from the card. The bonnet can be pasted flat on the card. The drawing can then be done around these two pieces. Use yellow for the bonnet and the flowers on it may be green and pink. The ribbons may be black or purple. The dress pink. The flower pot a dark brown and the flower should be in white and green. The lettering will show well if done in black. The border can be in a darker shade of pink than the dress or a bright yellow will also look well. It may be possible to secure from a calendar or magazine a suitable picture that may be adapted to this card in which case it will save considerable time in making the picture. The picture may then be touched up a little with the brush after it is stuck on to the card.

Scalawag Stores

Retailers and Manufacturers Discuss Important Question

NOBODY in the shoe trade grudges a fair share of business to the man who is doing his part to serve the community and who is trying to get a living in a legitimate fashion. But the man who enters the retail—or wholesale—shoe business to make a quick clean-up in whatever manner he can, not only disregards ordinary business ethics, but disrupts the trade, takes business from men who have made selling shoes their life work, and inevitably leaves somebody holding the bag when he disappears.

His case was handled without gloves by Mr.C. F. Rannard in his address before the recent convention, and in concluding his remarks on this subject, Mr. Rannard said that the "scalawag" as he called him, should be shown no mercy.

We have received opinions on how best to deal with the question from a number of leading manufacturers and retailers.

What Manufacturers Say

The general opinion among manufacturers is that if manufacturers and wholesalers would refuse to sell goods to concerns of doubtful reputation, the evil would soon be eliminated. But as one man says: "Credit is granted too freely by manufacturers, who know at least 90 per cent. of their customers, and who know those that are scalawags. Yet they still continue to seek their business."

An Ontario Manufacturer says:

"The only way to eliminate the temporary or 'scalawag' stores is for the retailers not to buy from the manufacturers or jobbers who sell these stores. If the retailers themselves would take this stand it will bring the manufacturers who are selling these 'scalawag' stores to time the quickest way I know of."

Another Ontario Manufacturer:

"The matter of temporary or 'scalawag' stores might be helped through some agreement among manufacturers as regards selling this type of retailers, but here again the human element would enter so much into the proposition, that someone or other who might be hungry for business, would be bound to take the chance on selling this kind of account, and it is very doubtful indeed if they can be put out of business in this way. As a rule we think that manufacturers are anxious to protect their regular customers, but there are always the few who will sell anybody, any place."

A Montreal Manufacturer says:

"To do away with 'scalawag' stores, the solution is in the hands of the manufacturers and the jobbers. These people will soon be out of business provided the above people made a point not to sell them, and they will soon have to come to that when they realize that their losses are heavier than their gains."

Another Eastern House says:

"We feel that the numerous 'scalawag' stores that interfere with legitimate trade are helped by the regular manufacturers and jobbers in giving them credit very often ridiculous in view of the past performances of the owners and to their present ways of doing business.

"The remedy is in the hands of the jobbers and manufacturers, who could stop some stores by adopting a firm policy of not selling them. Undoubtedly, credit has been too cheap, and we, probably like everybody else, should take our share of the blame. We may say, however, that since the past nine months, or a year we have made it a strict policy not to sell to such undesirable accounts, and we are now very satisfied that we did so."

An Ontario Manufacturer says:

"This matter has become decidedly serious to the trade, and manufacturers and wholesalers are undoubtedly to blame for the extent to which 'scalawag' stores, prevail at the present time. Why should any manufacturer or wholesaler hand out goods to people concerning whose finances they know practically nothing? We should suggest that every new account should be thoroughly investigated by The Canadian Credit Men's Trust Association, before any manufacturer or wholesaler, would grant credit. If a would-be merchant could not satisfy the Canadian Credit Men's Trust Association, as to his credit responsibility, then why in the name of heaven should any manufacturer or wholesaler, sell him goods?"

An Ontario Manufacturer says:

"We believe the first cause of this trouble is due to the legitimate trade themselves in not respecting their contracts for goods. It is perhaps hard to coincide a charge of this kind against what you term as legitimate trade but we find there is not much choice as far as business morale is concerned. We have before us to-day a cancellation for 80 pairs of shoes which were placed yesterday. No reason is given and in addition to this he sends a cancellation for another order which is packed now and ready for shipment. This man is a prominent retailer in a large city and would be classed as a legitimate dealer.

"Apart from this there is the question of unfair claims, unfair returns, which mean surplus goods turned back unexpectedly on the manufacturers which must be disposed of. In many cases they are made to order and consequently do not conform to regular stock so that when they are sold it must be at a discount. The temporary stores are the usual outlet for goods of this kind. We feel therefore that the legitimate stores are very largely to blame for the class of opposition which is spoiling business for themselves. If the day arrives in Canada when an order which is placed by a retailer can be considered as being one which will be shipped and paid for according to specifications it will eliminate in itself a lot of this trouble.

"The one other important feature in connection with this matter, of course, is the overproduction of boots in Canada. Boots which are made are bound to be sold. If they cannot be sold to regular dealers they will be placed with people who operate second hand stores or interested in other lines of goods, so that shoes constitute only a side line. Not having to make their living out of the shoes alone they are inclined to sell them at prices which affect the regular trade. This is a problem, however, which has got to go back to the people who furnish the machinery."

A Quebec Manufacturer says:

"Our suggestion as to the best means of eliminating the present evil of temporary or 'scalawag' stores would be for either the jobbing trade or the retail trade to adopt a more reasonable attitude towards factories in the matter of floor stock. These two questions seem to us to be linked together, and the solution of one will certainly carry with it the solution of the other. Whenever jobbers or retailers know that manufacturers have floor goods on hand they seem to think that the manufacturer will accept any price offered and they refuse to buy except at ridiculously low prices. For this reason the regular trade do not always get these goods because even though the manufacturer may not, in the ordinary course of business, sell to the so called 'scalawag' or temporary stores, it is often the case that rather than accept such an unfair offer on

Archgrip
"Grips the Arch"

"Lends the foot in grace,
Holds the arch in place."

9617—Kid Lace Oxford, W. C., Last 57, Archgrip Shank $5.65

A. B. C. D. Widths, Sizes 3 to 9

IN-STOCK

TERMS NET 30 DAYS.

Blachford Shoe Manufacturing Company Limited
MAKERS OF
Onyx — Archgrip — Georgina
SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST
Toronto

floor stock he would prefer to take a chance on getting paid a fair price for such goods from a temporary dealer. It may possibly be that in the end he does not get his money, but it is safe to say that if the regular trade would be disposed to offer not necessarily high prices, but fair prices for floor stock, there would be very little left for the temporary dealer to do business with as he cannot afford to buy regular goods."

Retail Opinions

The solution from the standpoint of the retailer is quite parallel to that laid out by most of the manufacturers—namely, concerted action and fair play. As one retailer puts it, the whole question revolves around two words "personal selfishness." The cause at the root of the matter, is the desire to get more business than exists.

A Toronto Dealer says:

"Temporary stores should be made pay a license larger than they are asked to pay at the present time. 'Scalawag' stores should not be allowed to buy goods from either the wholesaler or the manufacturer. If the wholesalers and the manufacturers are strongly organized, they should be able to handle this class of merchant, as they only interfere with the merchants that are paying them 100 cents on the dollar. For their own protection I think it is time they were taking some active steps in the matter.

"The merchants that are doing the most damage at the present time are the ones that buy new goods for $4.65 and $4.75 and sell them for $4.95 and in a few months make an assignment and get a settlement with considerable time to pay it. If the manufacturers and wholesalers want to help to get the shoe business back to normal, then they will have to change their methods with this class, or there never will be co-operation between the different branches of the trade."

Another Toronto Man says:

"I can see no way, except to endeavor to get the Provincial Laws to read that a man must pay a certain tax before he can do any retail business. I believe that in the State of Illinois, and possibly throughout United States, there is a fine of five thousand dollars for any person retailing without the proper license and this matter could only be taken up in a large way and at the proper source. I believe that our Association will be able to do something towards this matter in the ensuing year."

A Maritime Dealer:

"An Act of Parliament, providing a law entailing necessity that all advertising, either newspaper, show window or word of mouth, be strictly truthful and any mis-representation in any manner punishable with a heavy fine will go farther to put this type of fakir in his proper light before the public and eliminate his danger to legitimate trade than any thing else."

A Montreal Retailer says:

"The elimination of the so called 'scalawag' stores, I believe, rests entirely with the manufacturers. The selling of the stores by the various factories naturally reacts to themselves. If the factories would help educate the legitimate dealer, do not believe that it would be necessary for them to consider or sell this type of store. With the source of supply gradually being eliminated, this type of store would have a struggle to exist."

A Western Ontario Dealer says:

"'Scalawag' stores should not be permitted in the trade and should not be sold to, by any self respecting wholesaler or manufacturer. Other than this I can see no way of dealing with them. If a manufacturer or wholesaler wants to sell to 'scalawag' stores, self respecting merchants should not trade with him and he will soon discontinue his plans and policy so that in a short time there will be no other shops other than legitimate ones."

Another Leading Dealer says:

"By temporary stores I take it you mean those stores that are rented for two or three months to run off an old or bankrupt stock.

"I would say the only safe way to do would be to petition the Legislature to enact a law whereby a man could conduct business upon or in the premises which he is assessed for and to place a transient trader's license upon any outsider so high that it would be next to impossible for him to operate. (Somewhat like a circus pays)

"The 'scalawag' stores, those having no fixed principle in doing business and doing it at the expense of their creditors and the legitimate shoe dealer, I say at the first intimation they should be squelched.

"By the way, who are they? Foreigners. And the way they get away with it is bewildering to the man who has always played the game.

"Think of it! Twenty months' extension and then a settlement at 65c. on the dollar and that not cash. And during the extension period selling 75 to 90% of the stock at cost. Why, it is only encouraging otherwise honest men to become crooks.

"Why can't the wholesalers and manufacturers see this?"

A Toronto Retailer says:

"The Resolution put forth at the National Convention of July 1921 also again sent forward at the January Convention of 1923, should assist in covering this condition. Resolution as follows:—

"That all places of business be compelled to display prominently on premises or otherwise the name of proprietor conducting such business. This I fancy, in a way, should help, as naturally one's individual pride and honor of name is in a greater degree at stake and less liable to be abused from the standpoint of fake sales, questionable fires and doubtful failures, etc."

An Ottawa Man says:

"Buy from such firms only as do not sell such stores."

A Western Ontario Dealer:

"Have all members of the Association agree not to buy goods from any manufacturers or wholesalers who sell these stores."

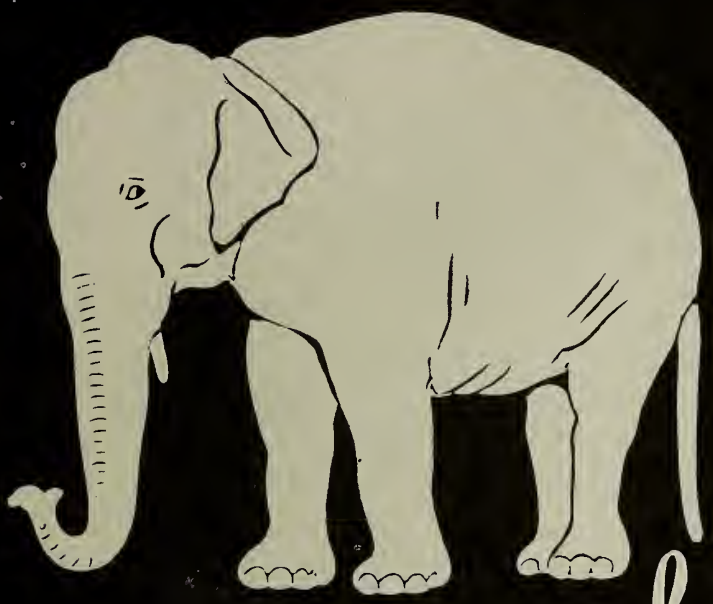
A Hamilton Man says:

"To eliminate the fly-by-night stores, a clearing house should be organized by the manufacturer and wholesaler alike, and when illegitimate failures were apparent, to see that the stocks were not sold back to them, or by some friend for them at the rate of so much on the dollar, but to have this stock referred to this clearing house and sold through same to legitimate merchants. By this you will avoid the continuance of merchants, whose intentions are shady."

A Maritime House says:

"Something certainly should be done to stop the present evil of 'scalawag' stores, as these certainly interfere with legitimate trade, and have more or less demoralized business conditions. If floor stocks of the manufacturers were disposed of among creditable retailers it would not dislocate the regular trade, as these dealers would endeavor to get regular prices instead of cutting into everybody else's business with such stock."

The shoe business conducted by Thomas and Wilde, of Ingersoll, Ontario, has been purchased by Jno. Agnew, Limited, who have taken possession. The latter firm now operate fourteen retail stores throughout Western Ontario.



Don't have any of these on your shelves

MORAL:—*Eliminate this by buying seasonable novelties and staple shoes in small quantities from a reputable IN-STOCK House as trade demands.*

WATCH FOR OUR REPRESENTATIVE OR SEND FOR SAMPLES.

CANADIAN SHOES LTD.

TORONTO

What They Think of It

IN answer to an enquiry sent out to the manufacturers who were at the recent Shoe Trades' Congress replies have been received from quite a number, a few of which we quote herewith. The concensus of opinion seems to be that the gathering was a little early for both manufacturer and dealer. Two or three weeks later would enable the dealer to complete his stock-taking, get things with his special sales campaign, and put him in a better position to buy.

From all accounts from $250,000.00 to $500,000.00 worth of goods were sold which, of course, does not begin to pay for the trouble and expense to which manufacturers were put in connection with the displays and entertainment. One manufacturer claims, however, that one order alone taken at Montreal paid him for the whole show.

The general impression seems to be that the affair from a conference standpoint was the best yet held in Canada, although some of the letters seem to be pessimistic with regard to the results accomplished in the direction of better co-operation between wholesaler and retailer. As might be naturally anticipated, the endeavor to combine business with pleasure and conferences with sales militated to some extent against attendance at the various meetings, and this should be guarded against in future by having the sample rooms closed during the business sessions of the Convention.

Some of the Opinions

A Montreal manufacturer says: "In our opinion this Shoe Trade Congress has been different to other conventions, and we believe that everybody is satisfied as the Executive Committee wanted this year to combine business with pleasure, and as far as we are concerned, we have booked for about $5,000.00 of new business and prospects for three times as much when the travellers will call on people who visited our sample room."

Men's Cordo Calf Oxford. Scarlet Sole and Upper Stitching. Rakish Young Men's Model on the new Invictus Live Wire Last. Geo. A. Slater, Ltd.

An Ontario manufacturer writes: "We have the feeling that the Shoe Trade Congress recently held in Montreal, was a distinct benefit to the whole industry—there was real meat and timely suggestions in all of the addresses—and we believe all was of real worth to those who attended. From what we might gather from the many who visited our show room, dealers are more settled in their opinions of what to buy, and while there was a decided interest in our range of small tongue one strap colonial pumps and a tendency to purchase in grey suede and patent leather combinations, the real strength of the buying was in brown calf oxfords, sport oxfords, and one strap and two strap two button solid and combination effects, all carrying from 8/8 to 13/8 heels. We can add that we are very much gratified with the results from our show room, and greatly pleased with the general comments on our line."

Another Ontario manufacturer speaking of styles and their possibilities as developed at Chicago and Montreal says: "Our firm featured oxfords for growing girls believing from observations made at the Chicago Fair that one style of Colonial tongue, one strap oxfords in patent, also the one and two strap as well as the plain bal oxfords will be in demand. The feeling on the part of both the retailers and the manufacturers that anything extreme in style was more detrimental than valuable to the trade, led us to believe that these three styles in different leathers would about cover the majority of the demands and would not mean a marked change in style in a very short time which would mean the leaving of extreme styles high and dry on the retailers' shelves or in the manufacturers' or wholesalers' stocks. We were very much impressed by the sane conclusion, which almost all the attendants at the Convention seemed to have arrived at, which was to the effect that the extreme styles especially in women's shoes was causing the greatest amount of the havoc."

An Ontario maker of men's shoes says: "We found that there was no interest shown in fancy lines. We had a number of new samples made up in fancy contrast stitching, but the majority of the retailers who visited us were talking plainer shoes. Perforations will be practically dead, and this will apply to the toe cap medallion, which has been so much in vogue for some time. We believe that extra rows of stitching on the upper will take the place of the perforation and in fact a large proportion of our shoes for Spring are made up this way. Oxfords, of course, for Spring will have the call, with a slightly larger number of tans being sold than black. The square toe type of young men's lasts, which has been sold so heavily for Spring, will no doubt continue in popularity, but there seemed to be interest shown in a type of last between this style and the French toe straight last, which has been in vogue also for the last two years. There will also be call for a medium wide toe with plenty of toe room.

An enthusiastic exhibitor at Montreal writes expressing his satisfaction with the show and its results. Commenting upon the lines shown, and the best sellers at and since the affair he says: "In the short time our travellers have been out since we have found that patent and grey one strap and patent and grey sport oxfords are the big sellers."

Jiggs

"There'll be somethin' doin', Dinty, when Maggie hears that Marsh's hev called two of their new shoes after me an' you."

Dinty

"Maybe they'll be after namin' wan of their wimmen's shoes after herself sure, an' they'll dodge the rollin' pin."

—*Apologies to Geo. McManus*

A New Marsh Line

Those who saw our display at Montreal said it was up to the minute. But those who have seen our new lines "JIGGS" and "DINTY" say we have surpassed ourselves.

Don't Get Caught in the Spring Rush

ORDER NOW

THE WM. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

SOLD BY ALL LEADING JOBBERS FOR THEIR BEST GRADE SHOE

PERMANENT SAMPLE ROOM

ROOM N QUEEN'S HOTEL TORONTO

Make Use Of The
In-Stock Department For

Chums
REGISTERED

Shoes For Boys And Girls
Genuine Goodyear Welts and Stitchdown Welts

In the growing girls' sizes, 2½ to 7. There are especially attractive additional lines on a new natural foot form last. You will be much interested in the seasonable oxfords in plain bal., straps, two-tones and colonial tongue.

MADE IN CANADA BY

Prompt Deliveries

Charles A. AHRENS Limited
KITCHENER, ONTARIO

Order Now

MEN'S SPATS
Will Be In
GREAT DEMAND THIS SPRING

How is your Stock?

Now is the time to order!

Ask our salesmen to show you our range.

L. H. Packard & Co., Limited
15 St. Antoine St., - - - - - - - Montreal

The MARYON Shoe

Volume Spring Trade For Wholesalers

The surest way for Wholesalers to put VOLUME into Spring Trade is to feature Maryon Shoes.

The newest ideas in footwear fashion are shown in Maryon Styles—in a wide selection including popular Strap effects, Button or Buckle, and attractive creations in Colonial and Tongue Models—all outstanding for good shoemaking and good value.

Our range of Turn Slippers is well known throughout the Trade as a sales leader

Your Spring needs in popular priced style shoes are ready for you in the Maryon Line.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q

RUBBER ASSOCIATION OF CANADA

THE third annual meeting of the Rubber Association of Canada was held in Montreal on February 14th., concluding with the annual banquet.

Mr. W.A. Eden, of the Canadian Consolidated Rubber Co., President of the Association, was in the chair, The officers for 1923 were announced as follows:—

President, C. N. Candee, Toronto; Vice-President, William Miner, Montreal; Treasurer, John Westren, Toronto; Assistant Treasurer, J. O'Mara, Toronto; General Manager, A. B. Hannay.

At the annual banquet the leading speakers were Hon. George P. Graham, Minister of Militia; Rev. Canon Shatford, and Mr. W. O. Rutherford, Vice-President of the Rubber Association of America.

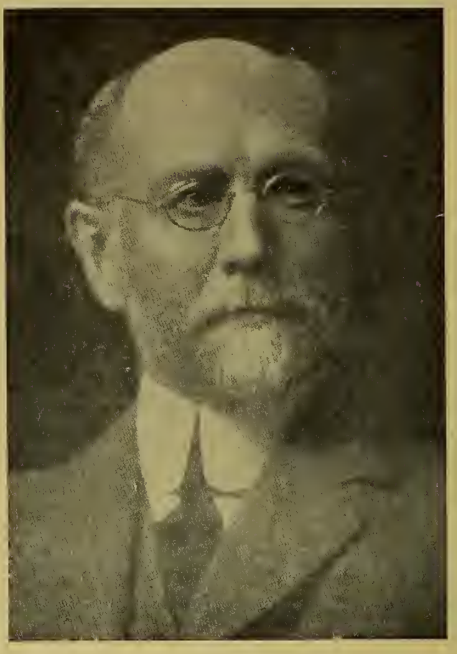
Hon. Geo. P. Graham said in part:—

"Rubber is everlasting, it seems; something like the Canada Banking Act. When it wants you it stretches out nicely, when you want it, it closes up. We need rubber at all times, from the baby's nipple to the old man's goloshes. Its greatest achievement is found when aided by air.

"During the war, we spent the money we made like drunken sailors. We all did, the farmers as well. Had we but had foresight we should not be facing the difficulties we are to-day. Not that I am pessimistic. Compared to other countries, we are better off than any in the world. But we must learn to construct our brains on optimistic lines, organize our minds so that we undertake our work with confidence. The battle is more than half won then.

"It depends on the people, as much as on the country we live in, whether we shall gain and keep prosperity. We may talk until doomsday of our great natural resources; but what is the use if we do not work to develop them. If we worked as hard as our forefathers did we should be considering ourselves as slaves. They had no 300-acre farms ready to be tickled by the plough, but forests and wilderness to clear for us. These hardships have made North America what it is to-day.

"Straighten up, stop whining, don't run around the corner to dodge your obligations and troubles, but face them squarely."



Mr. C. N. Candee, President.

Mid Winter Means Big Trade In Samson Sporting Shoes

To make your Mid-Winter sales show full volume it is essential that you cater to the valuable sporting shoe trade by featuring Samson Hockey Shoes, Ski Boots, etc. Samson-made Sport Shoes are recognized everywhere as the last word in improved features and good shoemaking.

SAMSON STAPLE LINES, WITH THEIR UNSURPASSED VALUES, ASSURE BIG TURNOVER FOR SPRING TRADE.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Canadian Impression of Soviet Russia

By J. A. Beaudry.

(Continued from last issue)

I have brought back numerous newspaper articles, clippings and literature of all sorts in which one finds the speeches of the members of the interim government. They are appeals to the people in favour of their government, the capitalist government, and there do we find the other aspect of the question. We are shown how bitter was the struggle, and to what tension these men's minds had reached. Do not fear gentlemen, I will not read them to-night, but I assure you that this mass of data is highly interesting.

This new Sovietic gospel; "All power to the Soviets as spread abroad by the bolshevists through millions of booklets, newspapers and publications of all sorts. In November 1917, the bolsheviki decided to quit the Duma and to go out of Petrograd in order to form a government in opposition to the provisional government of Kerensky. They received almost immediately the support of the soviet of workers, of the soviet of peasants and of the soviet of soldiers. Within ten days they were able to form an army of volunteers to besiege Petrograd and to capture and execute the members of the provisional government with the exception of those who were able to escape from the country.

Then they immediately proceeded to put in operation the first item of their political programme: they proposed peace to the enemy, and sent orders to the army accordingly. Making peace with the enemy was the easiest part of their programme. They formed local committees in order to superintend the division of the land amongst the peasants. The third item, of course—the confiscation of property—met with a great deal of opposition from those who were then the owners. It was the beginning of the civil war. When a country is at war with any of its neighbors, this generally has an immediate result; to strengthen various internal organizations, that is to say; the different groups set aside their petty differences to serve the nation as a whole, and to prevent invasion; but on the other hand, when a country starts a civil war, its immediate effect is inner, nternal destruction.

This was the case in Russia. And for three years up to the month of December 1920, the Red Army on one side, fostering the political programme of the bolsheviki government, confiscating (for the account of the nation), the land, the industries and the natural resources of Russia, fought savagely against the white army representing the capitalists and the owners of land and industries. In this struggle, all those who were opposed to the communistic slogan: "All power to the Soviet of workers, peasants and soldiers" were executed without mercy as being the opponents and adversaries of the government then in power. During this conflict, many millions of men, who, previous to 1917, were the captains of industry, the business men of the country, the pride of Russia, lost their wealth and their life with the exception of a lucky few who succeeded in slipping over the border line. This revolution of November 1917 was not a political revolution, but it was essential an economical revolution, a change of regime from the capitalistic regime to collectivism and nationalization.

The opinion may be expressed that, had the Allies not insisted (through their various embassies at the time of the revolution of March 1917) upon Russia carrying on the war to a finish, which it could not do on account of the lack of railroad transportation facilities, it is likely that the provisional government of Kerensky would have been able to remain upon the seats of power and thereby avoid the coming into power of the bolsheviki.

You will remember that the civil war lasted until December 1920. As long as the soldiers of the Red Army were in the field, they were foraging in the district where they happened to be, but in January and the following months of 1921, the Red Army began to be concentrated in large cities, and principally in Moscow and in Petrograd. Previous to the war, the cities and towns of Russia, on account of the lack of railroad transportation facilities, had to keep in reserve a supply of wheat for two years ahead at least so as to permit the railways to haul in the food for the cities at such time as was most convenient to them. But, since the war, these reserves were of course depleted, and therefore, when the army had to be concentrated in the capital and in some of the other large cities, the question of food supply for the army was immediately a most pressing one.

It is a matter of policy with the bolshevik government in the matter of food that the Red Army comes first, that the workingmen are taken care of second,

Sample Room of Bastien Bros. at the Montreal Convention.

and that the public at large comes last. Therefore, in January, February, March and April 1921 the bolshevik government had to find a supply of wheat in a hurry. The government knew that there were quantities of wheat in Siberia and in other districts of Russia, but again the question of transportation was paramount.

The Siberian railroads were practically out of commission and wheat could not be brought from that district within six months. The Red Army could not remain hungry any length of time. The Volga Valley was therefore the only district where the government could obtain any supply of wheat in a hurry. Because the railroad which ran through that district had not suffered so much during the war and during the revolution. Orders were then given to confiscate the wheat in that region, and a population of some twenty million inhabitants were left practically unprovided for. It is to be noted as well that the wheat thus confiscated and taken away from that region, was the wheat reserve intended for seeding purposes.

Having pointed out one of the principal causes of the existence of the famine, I am not expected, I am sure, to dwell upon the results that it has carried with it; the description of these scenes of misery, as related in the press, is still undoubtedly graven in your mind. Let us try to forget such tragic scenes.

I am now about to analyze the second of the two impressions, which I mentioned a few minutes ago. The Russian soul is a mass of sophisms and paradox. It is consequently very apt to lead astray whoever endeavors to penetrate it. The Russian is like a clever fencer and his thrusts are difficult to avoid. I am told that it was considered quite improper to mention an axe in King Henry's Palace. It was also somewhat dangerous to discuss capitalistic doctrines in Moscow. You understand, Gentlemen, that we were in a country where human life weighed very little. You will also remember that the British government was not recognized officially in Russia, and consequently, that there was no British embassy in the City of Moscow.

The United States, France, Belgium and Italy were not recognized either, and consequently, they had no official representatives.

We had come to Russia at our own risks, knowing full well that if anything happened to us, we could count upon ourselves, and our personal resources, in such case would have been of little, or no avail. However, our conversations taught us that the bolshevist propaganda had reached very deeply into the mind of the working man, the peasant and the soldier. When we tried, with the greatest care, to discuss the subject of their hope of financing their country without capitalists, they immediately and with great vigor, would start to discuss the respective merits of the European and American capitalistic system.

Whether, with peasants, workmen or soldiers, we were asked: "Is it true that in America, the vaunted home of liberty, the capitalist, during election time, buys the working man's vote? If so, how can the working man obtain from the public authorities the rights and privileges which he claims?" Or again, "Is it true that in a free country like yours, it is possible for a small group of citizens to control the public utilities, and even an entire city or the whole of an industry, and to exploit them to their sole personal benefit?" I must confess that a positive "no" would be difficult in such a case. Most of these men are thoroughly familiar with the political mechanism of our continent, they have lived in America and they have mixed very closely with the working men. They have, even, in some cases, been the leaders of workers' unions.

This is why they would conclude triumphantly: "How then, do you explain that, in so free a country the people do not rise as we have done? Here, in Russia such things could not have happened, even under the Tsars." And should we press our point, the traditional slavonic irony would come to the rescue, and they would say: "Doubtless, you have in America, a very distinguished, learned and intelligent capitalistic class, but does it not control your legislature and your courts of justice? We, of course, do not claim to know your country, but bear with your scepticism"—and they would add: "You, Americans, have ridiculed us and found it highly amusing that we should have tolerated an autocratic government to rule us for centuries. Coming from that land of freedom, such a calamity is beyond your understanding, but have you ever thought that the Tsars were not the only tyrants in this world? We have made this discovery, and in March 1917, we got rid of the Imperial power, we also, in November of the same year, threw overboard the selfish capitalists who endeavored to control our very destinies." "We have no more Tsars, no more capitalists, we are now searching for an ideal government and we have found it in the logic of modern communism."

Modern communism, as practised to-day in Russia, is nothing more than what we used to call, some years ago, collecticism and nationalization. The Russian nation owns the entire territory, all the land, all the public utilities, the railroads, the banks, the insurance system, the mines and natural resources, the buildings—in a word, Russia is a vast national estate. The government adminstrates all this wealth and is responsible for this adminstration to the communistic party, the only one which exists at present.

The Soviet government is nothing, more nor less, than an organized, partial, autocratic minority, controlling the unorganized masses through sheer strength of its Red Army. This form of government is liable to continue for a long time for the communistic party believes that the Russian people, generally speaking, is not sufficiently educated to pass judgment on the respective merits of communism and capitalism and consequently, that it would be dangerous to put the question before the people.

Doubtless you wonder how long this r.gime will last. I am not a prophet, nor the son of a prophet, but I believe that it can be overthrown n two ways, only: through the agency of the external powers or through the Russian people itself. In the first case it does not seem possible that the other nations should be prone to send an army of occupation to Russia. To all appearances, they are not giving a thought to this matter. My answer, in the second case, will take the form of a question. Politically speaking, how could it be possible to this section of the Russian people, which does not belong to the communistic party, to organize an opposition, in other words, a counter-revolution sufficiently powerful to overthrow the present government, with its Red Army as maintained to-day.

Economically speaking, Russia is divided in two distinct classes: The peasants and the workmen. They form about 80% peasants and 20% workmen. In Russia, as elsewhere, the solitary life of the peasant is more or less affected by the form of government. Instead of working for a rich landlord, he now has from the government a concession, that is to say, the right to exploit a certain plat, during a certain period. The income derived from the land, his farming implements, his cattle, his rolling-stock belong to him. The only modification, in his economic standing, is that he cannot be the owner with the attached privilege of donation before, or at his death. He is only a temporary holder. But this idea of a temporary possession has not, as

yet, penetrated his consciousness. It is his land, and he uses it, and consequently, he believes that any removal of himself from that land is an impossibility.

Russia, for the last five years, has been practically isolated from the rest of the world. She must be self-supporting. Would it be possible for three farmers to produce enough food for themselves, and one town dweller besides? I have just said that 80% farmers, and 20% town dwellers is the ratio of the population. So there can be no doubt in this matter, particularly, if we remember that before the war, agricultural produce constituted 75% of the Russian exports. All in all, there seems to be no doubt that Russia can be self-supporting and her present government can continue, with perhaps some changes as to form, but none as to the principles of its organization.

We must also consider another factor. Everybody knows that under the Tsars, the persecutions were mainly aimed at the Jews. These are the very political victims who started the organizing movement of the democratic-socialist-labour party, and they were helped by other Russian subjects who were opposed to the century old autocratic system. The result was, that, in November 1917, when the bolshevists came to power, that is also at the time of the second revolution, many of the leaders were of Jewish lineage, and this is the explanation of the jewish majority which now controls the present government of Russia. It is a short step from this statement to understand the unspeakable lack of sympathy shown by the Soviet government when the Russian nation writhed in the throes of famine, for indeed, the dormant hatred between Russian and Jew is, and has been, unparalled in history.

You may also ask me why and how the Soviet government ignored so completely the religious feeling of the population, this most respectable common prerogative. I had the luck of taking a snapshot of the Red Army surrounding the church of the Holy Saviour before they seized its treasures, and the next day, the Russian press announced that these little expeditions to the various churches had netted the government, in two days, five hundred million gold rubles. But, one is so far from everybody in that unfortunate country that it is difficult to lay down any rule, or express surprise of any sort. Russia is a land where the impossible has come to the realm of things possible.

A new economic era is dawning upon the world. There are two banners flying: one, representing the individualist and capitalistic system: the other, representing the collectivist and communistic regime. Before long, we, in America, and all other nations also, will be called upon to choose between one or the other. Even now, amongst business men, a most illogical attitude can be noticed and the experiment can easily be made by any of you. Ask a few of your friends if they are in favor of bolshevism and communism. A categorical "no" will be the answer. Now, ask the same persons if they are in favor of nationalizing certain public utilities, and most of them will answe in the affirmative. This is the dangerous point. Very few would be in favor of an immediate bolshevist government, but unconsciously, 5, 10, and 25% of them are in favor of a bolshevistic and communistic programme. I repeat to you, gentlemen, if we wish to hold on to our present prosperity, we must, before all, exercise our God-given power of logic. As for me, I declare that I am 100% individualist.

McDOWELL & LINCOLN LIMITED
FORMERLY
INTERNATIONAL SUPPLY CO.
EST 1915 SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES INC. 1923

On account of the continued growth of our business we find it advisable to change the form of our organization from a Partnership to a Corporation. From February 1st, 1923, we will operate as McDowell & Lincoln Limited.

The management and policy will continue the same. The original partners, H. N. Lincoln and H. O. McDowell will hold all but a small amount of stock, balance being distributed amongst employees. They will continue to direct the policies of the business along the lines they have always followed.

From a small beginning in 1915 our business has increased steadily which clearly indicates that our methods have the approval of Canadian Shoe Manufacturers. We have endeavored to handle only Goods of the highest Grade from reliableManufacturers. The goods we sell are doubly guaranteed, by the Manufacturer and by us. Coupling the Best Goods with Fair Prices,Fair Dealings and Real Service,we have a combination that can't be beat.

Ourorganization is composed of young men who know their business and who are sufficiently interested to give intelligent attention to their work.

We thank you for past favors and hope our pleasant relations will continue for a long time.

McDOWELL & LINCOLN LIMITED MONTREAL KITCHENER QUEBEC
SERVES YOU RIGHT

McDOWELL & LINCOLN
LIMITED
formerly
INTERNATIONAL SUPPLY CO.

Main Office
154 Notre Dame St., W. - - - - Montreal

Branches
Kitchener, Ont. Quebec

Established 1915

WHAT you want when you want it is the satisfaction of acquaintance with VAN SCHAACK. Complete stocks at Chicago and Boston.

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

VAN SCHAACK BROS
CHEMICAL WORKS
CHICAGO, ILL.
BOSTON · CLEVELAND · CINCINNATI · DETROIT

THE
FINEST ENGLISH
CURRIED SHOE
LEATHERS

Every good quality which upholds the tradition of English Leather Manufacture is maintained in our products

Ask us about our specialties

BOX & WILLOW SIDES

Belt and Suspender Leathers, Case and Bag Leathers and Account Book Leathers

THOS. REARDEN & Co., LTD.
BROCKLEY LEATHER WORKS
LONDON, S. E. 4. ENGLAND

Telegrams: Rearden, Brockley, London

FREIGHT CLASSIFICATION.

Following resolutions passed by all branches of the shoe trade, a strong delegation waited on the Freight Classification Committee at Montreal on January 17th. A comprehensive memorandum was submitted by the deputation opposing the proposed increase in freight rates on shoes shipped in anything but wooden boxes with metal strapping.

After emphasizing the changes in conditions since the increased rate was first contemplated, and the difficulties through which the shoe trade has been passing, the memorandum indicated that the present time was most inopportune for any action which would tend to increase the consumer cost of commodities. It enumerated the reasons for the adoption of the fibre case, and some of its advantages.

The deputation also protested against the proposed increase in carload minimum on boots and shoes from 20,000 to 24,000 pounds,and against the proposed change in respect of nested cartons. They also supplied copies of their proposed standards of measurements for cartons, and asked that some changes be made in present classifications to bring in some of the larger sizes necessary. Summarized, their representations were as follows:—

1. We protest against the proposal to increase the rating on boots and shoes, except in strapped wooden boxes, as unwarranted by pilferage claims or by the record of shipments in fibre board cases or unstrapped wooden boxes, and as certain to add to the difficulties of the boot and shoe manufacturing industry and the shoe trade generally, at the present time.

2. We ask for a continuance of the special commodity rate to Vancouver on both l.c.l. and carload shipments.

3. We urge that the carload minimum on boots and shoes, for third class rating, be continued at not more than 20,000 pounds.

4. We ask for a special classification with a carload minimum of not more than 16,000 pounds, third class on felt footwear, with the privilege of making mixed carload shipments under a third class rating, but subject to a carload minimum of not more than 20,000 pounds.

5. We protest against the proposed new classification of cartons, inasmuch as it would involve an increase from 1½ to D-1 rate, l.c.l., on almost all shipments of cartons to shoe manufacturers, and suggest a slight revision, which would be of assistance to the shoe industry, and which would offer definite encouragement of the effort to standardize cartons and fibre shipping cases. In making the above requests, we are applying only for maintenance of the present conditions relative to freight shipments of boots and shoes, except that we ask for a reduction from 20,000 to 16,000 pounds in the minimum weight for carload shipments, third class of felt footwear, because it is physically impossible to load the present minimum of light felts, and for a slight revision of the classification in respect of cartons (paper boxes.)

A CORRECTION

In our issue of February 1st a correction should be made in the advertisement of Canadian Shoes Ltd., whereby the last paragraph should read:—

"Buy little and often from a reputable 'In-stock' House carrying a complete range of seasonable novelties and staple shoes."

THE MERCHANTS' CODE OF ETHICS.

Principles Endorsed by the N.S.R.A. at Chicago as a Permanent Platform.

No. 1—That our vocation is a worthy one, affording us a distinct opportunity to serve society.

No. 2—That the exchange of our goods and service and our ideas for profit are legitimate and ethical provided all parties in the exchange are benefited thereby and no deception is practised.

No. 3—That our business dealings, ambitions and relations shall cause us to take into consideration our highest duties as members of society.

No. 4—That our best endeavors shall be to elevate the standards of the vocation in which we are engaged, and so conduct our affairs that others in our vocation shall find it wise, profitable and conducive to happiness to emulate our example.

No. 5—That our business shall be conducted in such a manner as to give a perfect service, and when in doubt to give added service beyond the strict measure of doubt or obligation.

No. 6—That we shall consider no personal success legitimate or ethical which is secured by taking unfair advantage of certain opportunities in the social order that are absolutely denied to others.

No. 7—That our employees shall be paid wages consistent with living conditions and services rendered, and given every opportunity of advancement.

No. 8—That to all our customers be quoted the same prices. That price reductions be passed promptly to the public. That we make no misrepresentations of goods in any manner, in our advertising, or allow our salespeople to do so.

No. 9—That truth, honesty and courtesy shall be observed with all factories and houses of whom we buy.

No. 10—That we shall strive to increase the efficiency of the craft by the exchange of ideas and business methods, not to make or allow our employees to make false or disparaging remarks or circulate harmful rumors respecting a competitor's product, prices, business or personal standing.

No. 11—That we shall assist the government whenever possible in our line, or otherwise, and participate in all worthy movements for the public welfare for which our special training or experience qualifies us.

PROSPEROUS WESTERN CONCERN

In an account given by the Vancouver Sun of the development of the J. Leckie Co., Limited, a historical sketch appears. Eighteen years ago their factory was a small building at the corner of Granville and Dunsmuir Streets, their output being about thirty-five pairs a day of heavy boots. The demand grew for the product, and in 1909 the new building was completed. In 1914 an addition 33 x 143 was erected, the two buildings comprising their present plant. Mr. J. A. Thurston who has been in charge of the factory from the beginning is an old Toronto boy, who went to Vancouver thirty-one years ago. Speaking of recent developments, Mr. Thurston says:

"Our output increased steadily until the market slump and war-time reaction period of 1920-1921. At this period our production slackened as the buying and selling markets passed through a period of readjustment.

Largest Manufacturers in the World of Black Glazed Kid

Surpass Kid

Surpass Leather Co.

FACTORY Philadelphia, Pa.
FACTORY Gloversville, N.Y.

SALES OFFICES
New York Philadelphia
Cincinnati Chicago St. Louis London
SURPASS LEATHER CORPORATION, Boston, Mass.
BOOTH & COMPANY (London) Ltd., London, Eng.

Cabinette
Wooden Heels
for
Ladies' Shoes

+ + +

Manufactured by
CANADA CABINETTE HEELS
Limited
2732-2736 St. Hubert St., Montreal, Canada
Calumet 1959

Morton Double Bottom Flange Tubes for Lasts

Made in all sizes straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.

Pat. Feb. 29,'70
Pat. Sept. 14,'15
13 Bay St., Brockton, Mass.
Pat. Feb. 26,'05
Pat. Sept. 14,'17

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.

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

"But (with a certain air of pride) the year 1922 has been the best ever." He lifted from his desk a small loose-leaf book containing the proof. Up to December 1922 "Leckie" product eclipsed the year 1921 by over 44,000 pairs of boots and shoes.

"Right now we have enough orders on hand to keep the factory busy until spring."

Mr. Thurston attributes the success of the Leckie product to the fact that nothing but the best leather is used. The firm, of which the heads are W. H. and R. J. Leckie, has its own tannery, which supplies most of its requirements in raw material. For the past two or three years the Leckie Co. has been making some finer grades of shoes and they expect to extend their trade to Eastern territory in the near future. The staff including the tannery numbers about 150 hands.

THE CLASSIC BALL

A large number of guests enjoyed the hospitality of the Getty and Scott Benefit Society at their fourteenth annual ball recently held in the armory at Galt, and which proved a happy event. The armory was attractively decorated with flags, bunting and balloons, the lights being shaded in red, making a pretty effect, while the orchestra stand was a bower of palms, ferns, azalias and primroses. An eight piece orchestra rendered a delightful programme and at midnight supper was served. A "moon" was installed in the centre of the hall and cast a pleasing glow in the "moon waltzes" and in one of the after supper dances. A number of guests were present from Guelph, Kitchener, Hespeler, Preston, Brantford and Hamilton, in addition to the large number of Galtonians. The committee in charge of the event was, Hon. Pres., F. S. Scott and J. J. McHale; Hon. Vice-Pres., F. A. Scott; Pres., A. Rhodes; Vice-Pres., L. Maddock; Treasurer, J. McCash; Secretary, J. Dandeno; Executive Members, J. Webber, J. Sheppard, J. Murray, J. Walker, E. Vrooman, M. Blain and D. Murray.

THE INEVITABLE HAPPENED

In the case of Jas. Barter, of London, Ont., shoe merchant, who assigned last August, the authorized trustee moved to set aside a chattel mortgage given to one of the creditors as fraudulent. Judgment was delivered last month by Justice Fisher at Toronto who in summing up the case said, "The inevitable happened" This short sermon delivered from the bench hits the nail on the head. The retail shoe trade is full of just such inevitableness.

Four years ago Barter was a prosperous farmer and had been reeve and assessor of the Township of London. He decided to go into mercantile life and sold his farm, realizing $8,000, which he invested in a boot and shoe business in London. Then the inevitable happened. On August 16th, 1922, Barter assigned for the benefit of his creditors.

On June 17th, preceding the assignment, Barter had given a chattel mortage for $3,000 to Dupont & Frere, of Montreal, in the hope of securing further credit from them and of being able to retrieve his position. F. W. Raymond, authorized trustee, disputed the validity of this mortage. Justice Fisher, after the trial of an issue, determined that there was no element of fraud in the manner in which the mortgage was obtained and that it does not constitute a fraudulent preference over the other creditors.

As a result, Dupont & Frere are held to be protected to the extent of the chattel mortage, and the unsecured creditors are out of luck, as the total sum realized by the trustee from the sale of assets was only $3,-132.43.

ASSOCIATION ACTIVITIES
MARITIME WHOLESALERS MEET.

The Annual Meeting of the Maritime Wholesale Shoe Association was held at the Halifax Hotel, Halifax, February 6th., 1923. Mr. S. Roy Weaver, Manager of the National Shoe Wholesalers' Association addressed the meeting and reviewed the work of the National Association during the past year, and outlined work for the coming year. Part of his address was devoted to explaining the new Credit Service developed by the National Association. He pointed out that since the Armistice there had been approximately forty-five shoe manufacturing firms who had failed, as well as about thirty wholesale houses, and that several hundred retail shoe stores had failed or been obliged to compromise with their creditors or discontinue business because of unsatisfactory results, or had been forced into financial re-organization. Figures indicated that the weeding out process in the shoe trade has gone farther than in most other lines of business, and that consequently the shoe trade is closer to stable conditions. Although the process of readjustment had involved no small amount of hardship it was a process that had to be faced, and the shoe trade was on a sounder basis to-day than it was a year ago.

The meeting adopted a resolution approving the activities of the National Shoe Wholesalers' Association and expressing confidence in the Manager, Mr. Weaver.

Mr. C. S. Sutherland, of the Amherst Boot & Shoe Co., Limited, occupied the chair, and among those present were: Col. A. E. Massie, St. John; Walter Stewart, St. John; Eric Spinney, Yarmouth; Mr. Kodner, Halifax; Mr. Hunter, Halifax; Mr. Doig, Halifax; Mr. R. F. Hayes, St. John and Mr. J. W. Priest of Pictou.

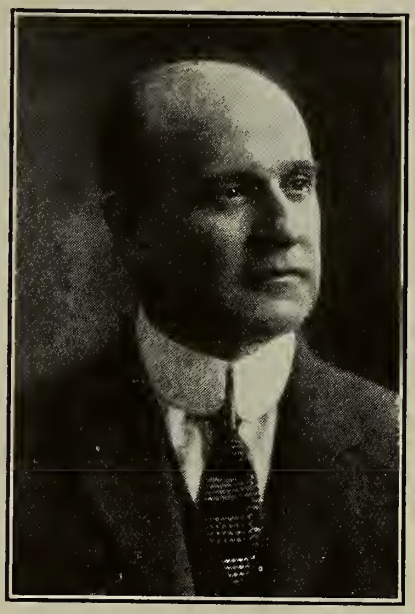
WESTERN PROVINCE INTERESTED IN TECHNICAL EDUCATION

The Manager of the Shoe Manufacturers' Association of Canada has received a communication from the Director of Technical Education for the Province of Manitoba stating that it is proposed to teach boys from the eighth grade on about various industries and industrial processes, and asking for information which could be used in this connection. Mr. Weaver has replied to the letter, promising the co-operation of the Association, and full information with regard to the boot and shoe industry has been forwarded to Winnipeg.

CREDIT SERVICE DEVELOPED UNDER NAME OF "SHOE TRADE CREDIT BUREAU".

The Shoe Trade Credit Bureau, which has been organized and will be operated under the joint auspices and direction of The Shoe Manufacturers' Association of Canada and The National Shoe Wholesalers' Association of Canada is intended to protect the interests of the deserving retailers as well as those of the manufacturers and wholesalers. By producing information upon which the suppliers can form an intelligent judgment as to whether or not an account is deserving of credit, the new service should afford very real protection to the better element in the trade against unfair competition from irresponsible traders.

At the commencement of this new activity it is opportune to appeal to the better class of merchants throughout the Dominion for their co-operation. It is no reflection to be asked for a financial statement. If the new service is to realize to the fullest extent the aims of the two associations most directly concerned, it is important that retailers supply the information requested. If the responsible merchants are not willing to co-operate with their suppliers in a business proposition of this kind, they cannot expect protection against accounts which victimize their supply houses and unfairly cut into the business of the legitimate accounts.



Mr. L. P. Deslongchamps

Taking an active part and interest in the Shoe Manufacturers' Association of Canada, Mr. L. P. Deslongchamps was elected first Vice-President at the last convention. With a keen mind, a broad vision of the shoe business and of business in general, Mr. Deslongchamps should bring to the councils of the association many valuable contributions.

Mr. Deslongchamps was born in 1878, and educated at Joliette Seminary, and graduated in science from Laval University. In 1896 he started a general store in St. Jean de Matha, but sold it out to establish an exclusive shoe store in Joliette, in 1900.

He was called by the late Chas. E. Slater to represent the Slater Shoe Co., Ltd., in Quebec, and later opened their retail stores in Paris and London. In 1906 he sold his store in Joliette, and seeing the wider field for his activities devoted all his time to the Slater Shoe Co., Ltd. In 1909 he was elected to the board of directors of that company, of which he is now Vice-President.

Among the members of the shoe trade he is recognized also as a speaker of a high order, as a keen student of financial and credit conditions, and an authority, among other things, on the Bankruptcy Act.

PERTH SHOE "AT HOME"

The second annual "At Home" of the Perth Shoe Co., Ltd., was a gratifying success, and needless to say, the employees and their friends were there en masse, numbering upwards of three hundred.

The firm spared no expense to make the evening an enjoyable one, and their efforts resulted in a "rip roaring" good time. Prizes were given for the euchre and for various of the dances, and a prize cake made specially for the occasion was awarded the holder of the lucky number.

During the evening a vote of thanks was tendered the firm for this opportunity of making merry together, which was heartily endorsed by all present.

J. A. McLAREN COMPANY LIMITED

THE IMPERIAL SHOE REG'D

Now For White Goods

Spring is on its way! With it will come the regular heavy demand for

Speed King Tennis Shoes and Sport Shoes

the leading and speediest selling line before the trade.

We have complete stocks of all the latest styles in White Canvas Strap Shoes and Oxfords. This range is particularly strong in Patent Leather Trimmed Shoes, now so much in vogue. The dealer who places his order now is sure of well stocked shelves for spring selling.

For Fall and Winter 1923-24

Our salesmen are now showing a very complete line of reasonably priced Hockey boots for next winter's trade. Men's fine leather Slippers in Everetts and Romeos. Black and Chocolate leather slippers are also included in their samples. These lines are worthy of your closest inspection.

Assorting Orders *for Prompt Delivery*

Moccasins

There is still time to sell moccasins for outside work and all sporting occasions. A full range on hand.

"Superior" Felts

All sizes and all styles can be shipped at once. Are you running short on this line?

Hockey Boots

The demand for Hockey Boots for men, women and children is still strong. Can you still supply it?

Oil Tan Shoepacks

Real values! This line is noted for its wearing qualities, durable, reliable and easily sold.

Independent Rubbers

The thaws will soon be here. Independent Rubbers will sell like hot cakes. There is an Independent style for every man, woman and child, and size for every foot.

Orders Filled as Specified---Prompt Deliveries

J. A. McLaren Company Limited

30 FRONT STREET, W. -:- TORONTO

Among The Shoe Men.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. J. E. Des Roche, of the Geo. A. Slater, Ltd., Montreal, has a sample room at the King Edward Hotel.

Mr. Peter Doig, of Aird & Son, Montreal, was a recent visitor to Toronto.

The Huron Old Boys' Association, of which Mr. J. A. McLaren, of the J. A. McLaren Co., Ltd., Toronto, is President, held a successful at-home in the Oddfellows' Temple, College St., Toronto, on Friday evening of last week. Among the guests who enjoyed a delightful programme of dancing, cards and music, were Mr. and Mrs. J. A. McLaren; Mr. and Mrs. Hugh White and Mr. Hugh White Jr. Mr. Peter Doig, of Aird and Son, Montreal, was the guest of Mr. McLaren.

Mr. J. E. Knott and Mr. F. Lashbrook, of Getty & Scott, Ltd., had sample rooms at the King Edward Hotel during their recent Toronto visit.

Fire recently gutted the third floor of the building occupied by the H. B. Johnston Tannery Company, of Toronto, entailing a loss of $15,000, partially covered by insurance.

A few days past saw the 46th anniversary of Mr. Richard E. LeSueur's shoe business on North Front Street, Sarnia. With one other exception, Mr. Le Sueur has been in business longer than any other merchant in the city.

Messrs. W. S. and P. M. Robins have opened a shoe store on Charlotte Street, St. Catharines, next to the King Edward Hotel.

The Boot and Shoe Store of Messrs. Garber and Son, of Midland, was recently destroyed by fire. No insurance was carried.

The death occurred recently, at Combermere, Ont., of Mr. Francis X. Stafford, in his 78th year. Mr. Stafford was a well known shoe traveller and merchant in the Ottawa and Montreal districts.

Mr. and Mrs. F. S. Scott entertained a number of friends at the annual ball of the Getty and Scott Benefit Society recently, when their guests included Mayor and Mrs. John A. McIrvine, Ald. and Mrs. James E. Gardiner, Mr. and Mrs. Wardlaw Vair, Dr. and Mrs. J. R. Beaven, Mr. and Mrs. Alex. Porter, Mr. and Mrs. Marsh Preston, Col. and Mrs. A. J. Windell and Miss Jean Windell.

The excellent markmanship of Mr. Jules Payan, of Duclos & Payan, Montreal, was again demonstrated at the weekly shoot of the Grand Trunk Riverside Gun Club on Saturday afternoon, Feb., 10th., when Jules was the only one of the twenty-six marksmen to get into the "A" Class, making the enviable record of forty-nine birds out of fifty.

The death occurred on Feb., 7th., at his home 4444 Sherbrooke St., West Montreal, of Mr. J. A. Roston, a man long identified with the retail shoe trade in Montreal. Until recently Mr. Roston conducted the business of Roston's Shoe, Limited, 200 St. Catherine St., West, and news of his death will be learned with regret by his many friends in the trade.

Mr. J. E. Warrington and Mr. John Sheehy, of the John Ritchie Co., Limited, Quebec City, were recent visitors to Montreal on business.

Mr. J. J. Keating, of the United Last Co., Limited, Montreal, spent a few days in Toronto recently in the business interests of his firm.

Mr. P. A. Doig, General Sales Manager, of the Tetrault Shoe Mfg., Co., Limited, has been in Toronto and vicinity lately on business.

Messrs. Charbonneau and Deguise, Montreal, are busy making alterations to their premises. These alterations, when completed, will allow them about 22,000 square feet extra floor space. They intend installing latest machinery so as to take care of their increased business.

Mr. A. L. Dupont, of Dupont & Frere, Aird Ave., Montreal, is leaving shortly on an extended trip to Florida, Havana and other points. He will be absent from Montreal about six or seven weeks, and it is Mr. Dupont's intention to so arrange his trip to spend Easter week in Atlantic City. His friends join in hoping that Mr. Dupont will return to Montreal greatly benefited by his trip abroad.

The shoe store of Mr. J. O. Guidry, of Campbellton, N. B., was recently destroyed by fire.

The representatives of Robt. Ralston & Co., Ltd., Hamilton, are calling on the trade in their respective territories with a complete line of 1923 samples of spats, gaiters, slippers, boudoir and Ralston polishes, shoe store supplies and findings. W. (Bob) Robinson, Winnipeg to Coast; Harry Dubin and Frank Munholland, Ontario; K. C. McFadden, Toronto and district; J. C. Stevenson, Hamilton and district.

Mr. Montie Jenner, generally known as "Slim" who for the past three years has worked the territory from Kingston to Toronto and north for the J. A. Johnston Co., of Brockville, has severed his connection with that firm and is covering Kingston to Montreal for the Miner Shoe and Rubber Co., Ottawa Branch.

The many friends of Mr. Jas. A. Scott, of Quebec, will be sorry to learn that he has been seriously ill with pleuro-pneumonia. We understand he is progressing satisfactorily, though still confined to his home.

Mr. and Mrs. C. E. Fice have gone to Florida for a few weeks to escape the rigors of the present old fashioned winter.

Mr. Geo. Saunders' Boot and Shoe Store, of Stouffville, suffered damage to the extent of $1,500 during the fire of February 9th.

Mr. Wm. Robertson, of Brockville, has purchased the Robinson boot and shoe store in Gananoque, Ont.

Fire caused by an overheated stove, burnt out the shoe repair shops occupied by Mr. H. Miller and Mr. A. Butler. Mr. E. H. Culledge is part owner of the building.

John Marlow & Sons, Ltd., of Northampton, Eng., Makers of fine shoes for men and women have appointed J. F. Bentley, of 77 Victoria St., Toronto, their Canadian representative on all territory East of Winnipeg. Their well known lines of "Tru-Phit" for ladies, and their "Marvik", a waterproof boot for men and their "Waukeezie" men's fine shoes will be made on lasts suitable for the Canadian trade. A full line of samples are now being shown by Mr. Bentley.

The banquet of the Toronto Shoe Repair Association, planned for February 14th at the King Edward Hotel, has been postponed until March 7th owing to the now prevailing amount of sickness.

By winning their games last Thursday night at Ravina Rink, Toronto, A. R. Clarke and C.P.R. became favorites for the play-off honors of the T. and Y. Industrial hockey group. Clarke's beat Canadian National Express 2 to 1. They were exceptional hockey games, with Ravina Rink packed to the doors.

Louis H. Jefferies, of Brock Street, Whitby, says that business has been very good, but is quiet just now. He looks for good business again in the spring. He has already installed a model 40 American Finisher and is considering the installation of a sole-stitcher.

Mr. A. G. Barbery

Mr. A. G. Barbery, who for several years represented Waterbury and Rising in the Maritime Provinces, has severed his connection with that firm, and has joined the selling force of the Talbot Shoe Co., Ltd., St. Thomas. Mr. Barbery is a young man of ambition, of whom great things are expected in the future.

The shoe store of Mr. S. M. Cohen, of Montreal, recently suffered a fire loss.

Mr. J. A. Pelletier's shoe store in Montreal was recently damaged by fire.

The shoe business of Messrs. Saune & Frere, Montreal, has been registered.

The Laurentian Shoe Co., of Montreal, has been registered.

Seeks Damages. A woman in Parkersburg, Virginia, is suing an American shoe manufacturer for $5,000 through injury resulting to her toes from the explosion of one of her shoes, which she claims had a celluloid box in the toe, instead of leather. She had her foot close to an open gas fire, and the end of the shoe exploded, damaging her toes.

Discontinue Wholesale Business. Waterbury and Rising, Limited, of St. John, N.B., have announced their retirement from the wholesale shoe business, and are clearing out the balance of their stock through their three retail stores in St. John.

J. B. Wilson, of Hagersville, had damage to his stock of about $300.00 done last month through the bursting of a soft water tank in the third floor of the building in which his store is situated.

Mr. D. J. Tallant

Mr. D. J. Tallant is covering Eastern Ontario and Montreal City for the Nursery Shoe Co., Ltd., St. Thomas. A district he knows very well owing to previous experience on the same territory. Mr. Tallant is residing in London, Ont., where he also holds a responsible position as Chairman of the London Housing Commission.

CANADIAN MADE SHOE COLORS

A new made-in-Canada line of Shoe Colors, the "Venetian" is being marketed by Shoe Store Specialties, Ltd., Toronto. It is claimed that Venetian Shoe Colors possess a delightful color charm, giving a rich waterproof and durable finish, that drys quickly. The colors are not dyes but surface colors, that may be applied one color over another, shoes colored gold or blue to-day may be transformed to silver or any other color or shade desired to-morrow. They flow smoothly, and are easy to apply.

BRANDON SHOES

"Following the Chicago Style Show we are now working on some new styles, and when we get through with them, we think they will be the snappiest line shown in the Dominion.

"The season we are now working on has been very busy, and we have enough orders on hand now to keep us going until after our new samples are out and returns come in for immediate business.

"The outlook for this year is much better than last year. We are quite satisfied that when the spring opens up, with these new samples business will be far ahead of last spring.

"Our travellers will be out with their new samples during the early part of March.

"From the quality of the Brandon Shoe that has been made for our customers, and the many satisfied customers we have, we are laying our plans for large business next season."

The Brandon Shoe Co., Ltd.

ESTABLISHED 1863
THE KING BROTHERS COMPANY, LIMITED, WHITBY, O NT
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEA THERS
OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

The Shoe Repair Man

Better Times Coming

Quiet Spell Should be Followed by Better Business.

SPEAK respectfully of the dead, is the answer to a recent question as to how business was. February is generally a quiet month in business, and particularly with the shoe repairer. But for the past few weeks trade in many localities has pretty well flattened out, and conditions have been, to say the least, discouraging. There is magic in the words "the turn of the year", to the extent that people look for an immediate change, in one direction or the other, though why any particular date should have a beneficial or detrimental effect on business is difficult to understand. But with the turn from 1922 into 1923 nothing startling happened until we ran into a slump in February, that in some quarters has been very serious. It is of little use to speculate as to the reason for trade disappearing. It is not a case of competition, for nobody is getting additional trade. The real winter weather undoubtedly has had something to do with it. But on the other hand, lines such as whitewear and ladies' clothing, which are not covered by rubbers or overshoes, have experienced the same flattening out.

The nearest we can come to it is to characterize it as one of those recurrent periods during which the consumer tightens up his purse-strings and refuses to be tempted. If that is true, then the only solution is to keep digging, to be ready when, as is inevitable, the public are again prepared, or forced, to spend money for necessities.

In a matter of a few weeks warm sunshine and rains will be flooding the streets, overshoes must be discarded, and worn shoes repaired to withstand the wetness and to keep feet off the sidewalk. Beneath talk of quietness in nearly all lines of business can be felt an under-current of optimism which will make itself felt more and more as winter gives way to spring.

If a quiet period does not do anything else it allows plenty of time for thought and planning for the future. There is time for cleaning up the shop, repairing and cleaning machines, in addition to laying out circulars, advertisements, blotters, letters, that will be useful when trade warrants expenditure of the money. Certain types of advertising, personal solicitation, telephone calls can be called into service at the moment to get business that otherwise would not come in.

For when trade gets brisker, and repair shops are busy again the routine of handling the work as it comes in tends to take up so much time that other activities are set to one side, or taken care of in such a hurry that they lose much of their effectiveness.

Therefore, while business is quiet, in spite of every effort made to improve it, the repairman who is in business to stay is not sitting idly waiting for customers. He is capitalizing the dull season by planning for the coming spring and summer. For year in and year out, there is going to be a certain amount of shoe repair work passing, and the man who is on the job will get his share—and perhaps part of the other fellow's.

IDEAS FOR REPAIRERS.

The following three tips for repairers from Shoe Repair Service are timely and useful.

On Nassau Street, New York, is Klein's shoe repair shop. Nassau is a very narrow street, with a very narrow sidewalk. The street is so narrow, in fact, that during the noon rush vehicles are not permitted. Klein works three men in his window, under very strong light. In his window is displayed a sign: "Do not blockade the sidewalk." And the sidewalk is always blockaded by men who like to see other men work.

The customer who enters a shoe repair shop usually goes out only half sold. When a customer tosses a pair of shoes upon your counter and says "Half sole, please," why not call his attention to the need of a heel lining? If the heels are slightly worn, why not call his attention to them and suggest a new pair? Why not examine the insole, and if it is in bad condition suggest a new one. Suggest new laces. If you have not been doing it in the past you can increase your business volume 50 per cent. right in your own shop by this method of salesmanship.

George Weber, President of the Peoria, Ill., Re-

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Il

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

Turn Into Money

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

R. G. Dun & Co., 38 King St. W.
TORONTO

The Collection Service, which has been proved most satisfactory by all users of it, is

OVER 70 YEARS' RECORD OF EFFICIENCY

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's,etc.,etc.,etc.Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription,including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send $3 to-day to

Periodical Posting Coy., Plymouth, England

pairmen's Association, owns a shop near a grade school. One day he displayed a window card with a misspelled word. It proved a good advertising stunt. Dozens of children detected the error. They opened the door and said, "Oh, Mister Shoemaker, there is a word spelled wrong in your advertisement." And those same kids went home and told their parents about it. It was good advertising, and now Mr. Weber makes it a point to misspell at least one word in every card he puts out.

ANNUAL BANQUET OF TORONTO REPAIRERS

The Toronto Shoe Repairers' Association have postponed their annual banquet, and latest advices are that it will be held on March 7th, at the King Edward Hotel. A number of out of town visitors are expected, and the committee are determined to make this year's banquet the best ever.

COMMUNITY ADVERTISING

That the idea of co-operative advertising is taking hold is evidenced by the frequent instances that come to one's attention in this country as well as in the United States. The idea and the method may vary, but the principle back of all the campaigns is the same, viz., that what is too expensive for one becomes quite feasible when handled by an association or group. One of the recent examples is the campaign of a number of the shoe repairers in St. Paul, in which they feature the much discussed three-grade system. Their copy carries an appeal to the public to have shoes repaired rather than throw them away, and goes on to describe the characteristics of the three-grade plan, followed by details as to prices, and a list of the shops where the work can be obtained.

CHANGE IN NAME OF WELL KNOWN SHOE MANUFACTURERS' SUPPLY HOUSE.

The executive of the firm formerly known as The International Supply Co., Limited, have found it advisable owing to growth of trade and the desire to give their increased patronage the best possible service, to make certain changes in the form of their organization, and instead of operating a partnership company will hereafter conduct a limited corporation under the name of McDowell & Lincoln Limited. This change is in form of organization only, the personnel of the executive and the policy of management remain the same. The firm as heretofore will be under the personal direction of Mr. H. O. McDowell and Mr. H. N. Lincoln whose policies in conducting the affairs of the company and in giving reliable service and quality goods in shoe manufacturers' supplies have won for them a wide patronage and high standing in the trade, ever since the establishing of their business in 1915. Assisted by a staff of young and progressive men experienced in their work, the management are confident of continuing the prestige of their firm under the new name of McDowell & Lincoln Limited.

The National Shoe Wholesalers' Association is working on a plan to obtain lower fire insurance for its members.

Due to the increase in the price of pulp, the prices of cardboard cartons and fibreboard shipping cases have been advanced 10%.

CLASSIFIED ADVERTISEMENTS

SHOE SALESMAN, with 9 Years' Experience, desirous of a Position with Reliable Firm as Salesman or Manager, or will Travel for Wholesale House with Boots and Shoes or Shoe Findings, either in Ontario or Maritime Provinces. Best of References. Address Chas. Thompson, 143 Homewood Ave., Hamilton, Ont.

"TRAVELLERS WANTED."

STRONG LINE OF CHILDREN'S SHOES Open on Commission Basis for Manitoba and Eastern Saskatchewan. Applications must show full Experience and References. Apply, Box 80, Shoe and Leather Journal, 545 King St. West, Toronto.

TRAVELLER WANTED to Carry a Line of High Class Ontario Samples and McKays on Commission in New Brunswick, Nova Scotia and Prince Edward Island. No objection to Goodyear line being carried with them. Address, Box 79, Shoe and Leather Journal, Toronto.

WANTED—Position as Clerk in Retail Shoe Store, 18 years with one firm. Best references, window trimmer and expert shoe fitter. Address, Stanley Robinson, Box 112, Gananoque, Ont.

SHOE TRAVELLER WANTED—For New Brunswick on Commission Basis. Manufacturers and Wholesalers, W. B. Hamilton Shoe Co., Toronto.

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

AN ONTARIO STAPLE FACTORY is desirous of getting in Touch with a Thoroughly Experienced Shoe Traveller for Quebec Province only to sell to Wholesale and Large Retail Accounts. Commission Basis. Must come highly recommended and be thoroughly conversant with Quebec Accounts. Box 76, Shoe and Leather Journal, 545 King St. W., Toronto.

A SALESMAN Calling on the Shoe Trade in Maritime Provinces three times a year, now carrying a Line of Children's Shoes, is open for a Non-conflicting Line. Best of References. Now doing good business. Box 78, Shoe and Leather Journal, 545 King St. W., Toronto.

HIGH GRADE SHOE SALESMAN WANTED.—Preferably Yonge Street Experience. When replying give age, experience and salary expected. Box 77, Shoe and Leather Journal, 545 King St. W., Toronto.

SHOE REPAIRING BUSINESS FOR SALE—Old established. Up-to-date Machinery, the Best Appointed and Most Central Shoe Repairing Store in the City, Good Lease. Apply, Rapid Shoe Repairing Co., 107 James St. N., Hamilton.

WANTED—For British Columbia Territory on Commission Basis High Class Line Turn Sole Evening Slippers for Women, also Good Line Working Shoes, Men's in Welts and Standard Screw. Also Boys', Women's, and Children's, and any Good Line for Jobbing Trade. First Class Connection. Address, J. R. B., 307 Northwest Building, Vancouver.

SHOE STORE LOCATION—To anyone who is thinking of Starting in the Retail Shoe Business in Toronto, or moving to another location in the City, it will be to their advantage to communicate with A. W. Bird, 2076 Queen St. East, Toronto.

SALESMAN WANTED to Sell Greb Shoes in Manitoba, on Commission. Resident of Winnipeg preferred. Greb Shoe Company, Limited, Kitchener, Ont.

WANTED—Traveller covering Western Canada to carry well known lines of English footwear, gaiters and leggings, commission basis. Apply Box 86, Shoe and Leather, 545 King St. W., Toronto, Ont.

FOR SALE—Small shoe factory and repair shop. Goodyear stitching machine, full plant of machinery, lasts, patterns, full equipment. Wholesale references given. Good lease. $2,500.00 worth double. Joseph S. Fry, 514 Yonge Street, Toronto, Ont.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

Clarke & Clarke Limited

General Offices & Works
Christie Street, Toronto

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

PERCY J. MILBURN, Agent
BRANCH WAREROOM
553 St. Valier Street, Quebec City
RICHARD FRERES, Agent

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

WANTED—Young, experienced shoe traveller with connection seeks good line for Western Ontario. What have you? Box 82, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced salesman to carry men's and women's fine welts in Ontario. Apply, Box 83, The Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SHOE MAN—wants position as shoe store or Department Manager or road position. Experienced. Real business getter. Would consider buying small shoe business which small capital would handle. Apply, Box 84, Shoe and Leather Journal, 545 King St. W., Toronto.

TWO EXPERIENCED TRAVELLERS wanted to handle English shoes of Quality. Eastern and Western Canada. Good opportunity for right men. Box 85, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

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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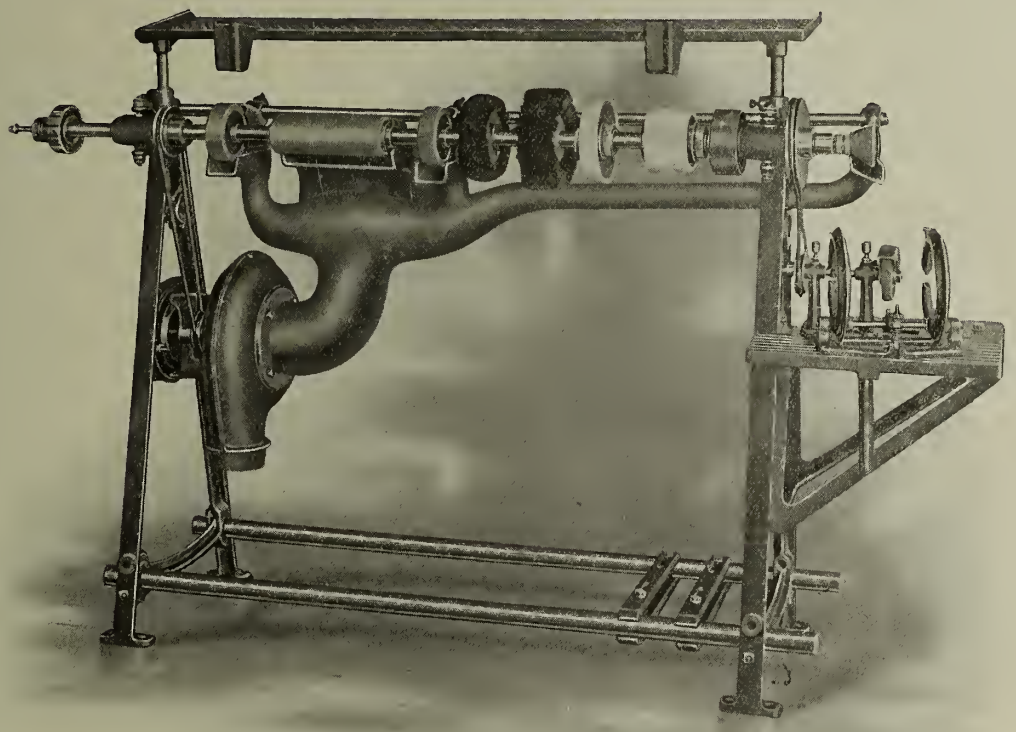
SMALL MACHINES
THAT ARE
BIG SAVERS OF LABOR



SHOWING OUR 6 FT. REPAIR OUTFIT MODEL P. WITH SKATE SHARPENING MACHINE ATTACHED
—Built in our Montreal Factory.

OUTFITS FOR EVERY SIZE BUSINESS

6 ft. to 22 ft. or larger

STYLES FOR EVERY REQUIREMENT--CASH OR EASY TERMS

It's no longer a Question of Can you Afford Machinery in the Shoe Repairing Business--But Can you Afford to do WITHOUT

Write for our latest Catalogue and Prices.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY
MONTREAL

TORONTO	KITCHENER	QUEBEC
90 Adelaide Street W.	88 Ontario Street, S.	28 Demers Street

Clarke's Patent---

A shoe is as good as the leather used

Largest Producers of Patent Leather in the British Empire

Offices in all parts of the World

A. R. Clarke & Company, Limited

Montreal Toronto Quebec

Toronto, March, 1st, 1923

Thirty-Sixth Year *Twice A Month*

THE SHOE & LEATHER JOURNAL

Featuring

The New Rubber Season.

Felt Goods.

Limiting Shoe Styles.

Easter Advertising.

Window Display Methods.

Stray Shots from Solomon.

The Market Place.

Acton Publishing Co Limited
Toronto Montreal

Established 1857

"THE WEAR TRENT VALLEY OAK IS THERE"

TRENT VALLEY OAK

The name Trent Valley Oak as applied to Sole Leather is inseparably associated with Highest Quality and Longest Wear.

This Tannage is to be found on Canada's best shoes.

Our Trent Valley Oak Tannage, in all sizes and grades of cut soles, can be supplied by

PROVINCIAL CUT SOLE CO.
311 Victoria Street, Kitchener, Ont.

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

STRENGTH
Has Made Them Famous

An ideal combination of carefully prepared material, expert methods of manufacture and perfect shaping,——that is D. & P. FIBRE COUNTERS.

They are the Counters of QUALITY and ECONOMY that help manufacturers to produce THE VALUE SHOE everwhere in demand to-day.

Every D. & P. user is getting results that prove the superiority of D. & P. COUNTERS for every kind of footwear.

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

AIRD & SON
REG.
AIRD & SON
MONTREAL
Shoemakers To The Wholesale Trade

Popular Priced Shoes

The demand for attractive and reliable shoes for both men and women for spring wear at popular prices, is fully met in

Davis Boarded Veals

In Three Colors

The unmistakable quality that is denoted by the finish and texture, pleases the buying public, and at the same time, meets popular views as to prices.

Every shoe manufacturer should have these lines in his samples. They afford splendid cutting gains.

Samples and cuttings gladly furnished.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

"GUTTA PERCHA"

RUBBER FOOTWEAR

Spring Opening March 5th

A representative will soon call on you. He has many interesting things to show you concerning the "Gutta Percha" line. There are many important new additions and many improvements in the old lines.

We suggest that a little time spent in looking over the samples carefully will prove a good investment and pay you well. An order placed with any of our distributors will receive prompt and careful attention.

Gutta Percha & Rubber, Limited

Head Offices and Factories, Toronto

Branches

Halifax
St. John
Montreal
Ottawa
Toronto
Hamilton
London
Fort William
Winnipeg
Regina
Saskatoon
Calgary
Edmonton
Lethbridge
Vancouver
Victoria

Distributors

W. B. Hamilton Shoe Co., Ltd.	Toronto, Ont.
Geo. E. Boulter	Toronto, Ont.
Pomer, Winberg & Co.	Toronto, Ont.
John McPherson Co., Limited	Hamilton, Ont.
Sterling Bros., Limited	London, Ont.
Federal Shoe Co.	Ottawa, Ont.
F. E. Smith	Guelph, Ont.
Northern Canada Supply Co., Limited	Cobalt, Ont.
Bignell & Knox	Montreal, Que.
Canada Shoe	Montreal, Que.
La Maison Girouard, Limitée	Quebec, Que.
J. H. Larochelle & Fils, Limitée	Quebec, Que.
T. L. Parkman & Co.	Montague, P.E.I.
J. W. Boyer & Co.	Victoria, N.B.
Dowling Shoe Co.	Brandon, Man.
Great West Saddlery Co., Limited	Winnipeg, Man.
Archie McKillop	Calgary, Alta.
Damer, Lumsden Co.	Vancouver, B.C.

The Stamp of Sterling Quality

marks this Bell Oxford, impressing the customer with the positive assurance that beneath an attractive appearance there is the substantial shoemaking by which style is retained while wear service is prolonged.

Among the leaders in Spring sales this shoe will be found well to the front, admirably suited to the needs of the Season.

The many other Spring Specials in the Bell Line can also be used right now to wonderful advantage in making your displays irresistible in their appeal.

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

GLOBE

Pillow Welts Preferred

In Globe "Pillow Welt" and "Baby Pillow Welt" Shoes the Pillow Welt idea results in such longer wearing, better fitting shoes that they become PERMANENTLY preferred by children and parents everywhere.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

Because no other shoes possess this feature, no other shoes produce the same volume of sales.

Have a Globe Salesman visit you now and aid you in completing your lines for Spring.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE, CANADA.

These Staples Lead All Over Canada

Baiting
The Hooks of Trade

Value as represented in Yamaska Brand Shoes is the bait that catches the shoe trade in all localities at all times.

In creating extra trade for Spring, they provide the dealer with exactly what is needed to meet the demands of the majority of people for attractive shoes, at a reasonable price, that can be absolutely depended upon for good shoemaking.

Invest in these lines now, direct from the maker, and certain profitable turnover will result.

Yamaska Staples for Value!

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

THE ARCH PRESERVER SHOE

The better trade follows the better merchandise. It is profitable to gain the one by having the other. In Arch Preservers, that large mass of prosperous men find shoes that keep their feet properly dressed and free from undue strain which comes as a result of taxing the muscles beyond normal endurance.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good"

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

An Arch Preserver selling franchise is worth having. A large number of smart retailers have been building up a strong trade in this shoe.

"You can sell it for its style; it will resell itself on its comfort."

"Keeps Good Feet Good"

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

The "Arch Preserver" Shoe Name and Trade-Marks are the Exclusive Property of the Trustees "for Arch Preserver" Shoe Patents and Trade-Marks.

ABOUT fifteen years ago there was placed upon the market a certain shoe with features calculated to be of special value in the treatment of advanced cases of weak, or flat-foot trouble.

The shoe mentioned became generally known as an **"arch support"** or "arch prop" shoe—also as a "corrective" shoe.

As soon as it began to show signs of success from a merchandising point of view, the market was flooded with all sorts of cheap imitations and substitutes. Each manufacturer copied some one outstanding, **visible** feature of the original shoe. None copied all of the features. Also, no one copied any of the really valuable and essential features.

But every one called his shoe an "arch prop" or "arch support" shoe. For about ten years every out-of-the-ordinary type of shoe was called by the above names by every man and woman connected with the shoe business.

* * *

When the "Arch **Preserver**" Shoe was offered to the shoe trade and the public, it was carefully explained that the **revolutionary** features of the shoe —the radical changes in last modeling, the **steel bridge** construction, and the scientific system for fitting—were all based upon the discovery of deficiencies and discrepancies in previous modeling and shoe making methods and shoe fitting practices, all of which latter were responsible for practically every form of foot trouble, especially those troubles affecting the various aches of the feet.

The primary object of the "Arch **Preserver**" shoe was to **preserve** feet —to **prevent** the development of foot troubles—especially to eliminate the foot-strain which eventually resulted in broken arches and flat-feet.

The whole story of the "Arch **Preserver**" Shoe is embodied in this claim: **A Shoe modeled and constructed and fitted as all shoes should have been from the beginning of shoe-making.**

The name "Arch **Preserver**" was given to the shoe for the sole purpose of conveying to the trade and public the one important fact that it was, as the name implies, a **preventative** shoe and not a **corrective** shoe, nor a "prop" or "support" shoe.

Every Shoe Dealer in the United States should carefully study the decision of the Court of Common Pleas of Allegheny County, Pa.— The use of the name "Arch Preserver," orally or in any printed form, for the purpose of selling or advertising any type of leather or rubber footwear which does not bear the "Arch Preserver" shoe trade-mark makes the shoe dealer liable to Severe Fines and Penalties.

Patented Bottom Design Men's Arch Preserver Shoe

Made Exclusively by E. T. Wright & Co. Inc. Rockland, Mass.

Patented Bottom Design Women's Arch Preserver Shoe

Made Exclusively by Selby Shoe Co. Portsmouth, Ohio

Because of its success, commercially, the **"Arch Preserver"** Shoe has become the most imitated patented article in the world. The imitation of the shoe, however, is confined entirely to certain non-essential outward appearances which were designed solely to enable the public to recognize the **genuine "Arch Preserver"** Shoe.

These imitations are made on the same old lasts with practically the same old construction, and are fitted by the same old guesswork methods which have been responsible for practically every foot trouble in the world.

The only logical conclusion regarding the sudden appearance on the market of the horde of imitations, is that the makers and retail handlers of these imitations hope to deceive the public into purchasing **their** shoes in the belief that they are getting the **"Arch Preserver"** Shoe or a shoe possessing the same patented features of last modeling and shoe construction.

Some of these imitation shoes were given names as nearly as possible to the name "Arch **Preserver**"; others employed trade-mark designs as nearly like the "Arch **Preserver**" Shoe Trade-Mark as they felt the law would permit.

In almost every instance—no matter what name was stamped on the shoe —both the salesmen for the makers and the salesmen in the retail stores **called** the imitation shoes **arch preservers**; or it was claimed that they were "Just the same"; or were "similar to," or "had the same features," etc., as the genuine patented "Arch **Preserver**" Shoe.

And on the other hand, the success of the "Arch **Preserver**" Shoe soon caused a remarkable revolution in the language used in most of the retail shoe stores of the country. Almost every store in the land had one or more of the old types of shoes which were **called** "arch prop" or "arch support" shoes; they also had numerous "arch prop" devices. But suddenly almost every person connected with the retail shoe business appeared to forget the old, time-honored trade terms— "prop" and "support"—and all of their special types of shoes and their devices became **"Arch Preservers."**

The **"Arch Preserver"** Shoe has become an outstanding commercial success because it deserved to be a success. It is saving millions of dollars annually to the wearers of the shoes; it is increasing their productive and earning efficiency to the value of many more millions of dollars; it is eliminating an amount of suffering which is beyond human calculation.

Long and extensive use of the "Arch **Preserver**" Shoe name and trade-mark, together with registration at the Patent Office at Washington, as well as under the trade-mark registration laws of the various states, encouraged the Trustees for Arch Preserver Shoe Patents to believe that legal and moral rights to the exclusive use in trade of the words "Arch **Preserver**" had been established.

To determine our rights, a Suit in Equity was started against the Carter Shoe Co., of Pittsburgh, Pa. Many complaints had been received from persons in Pittsburgh which indicated that a number of prominent stores were selling shoes claiming them to be "arch preservers," but which the purchasers found upon trial and inspection were not the genuine **"Arch Preserver"** Shoe which they supposed they were buying.

Members of our shopping organization were sent into Pittsburgh. The reports of unfair trade practices in various stores were confirmed. The salespeople and department managers in the store of the Carter Shoe Co., 215-217 Smithfield Street were found to be the most persistent and vicious in their methods of deceiving the public by making unfair use of our registered name—"Arch Preserver" both **orally** and in written form on sales checks, etc.

Soon after the bill of complaint against the Carter Shoe Co. was filed, their attorney, having examined the evidence in the case and finding it conclusive beyond question, asked the privilege of confessing judgment for his clients. This was agreed to, and in due course the decree of the Court was handed down.

Omitting the **Findings of Fact** and **Conclusions of Law,** which covered nine legal cap typewritten pages, we offer for the benefit of the retail shoe dealers of the United States that part of this important document which comes under the heading of **Order of Court.**

No. 2136 OCTOBER TERM, 1922

in the
COURT OF COMMON PLEAS
of Allegheny County, Pa.

Sitting in Equity

Between
CHARLES H. BROWN, et al, Plaintiffs
and
MORRIS S. PERELSTINE, et al, Defendants

Bill of Complaint

To Morris S. Perelstine and Samuel Supowitz, doing business as the Carter Shoe Company, the within named defendants:

You are hereby notified and required within fifteen (15) days after service hereof on you, to cause an appearance to be entered for you in the Court of Common Pleas of Allegheny County, Pa., and to file your answer within thirty (30) days to the within Bill of Complaint of Charles H. Brown, Mark W. Selby and James A. Munroe, Trustees of the "Arch Preserver" Shoe Patents and Trade Marks, and Berenice Brown, the within named plaintiffs and to observe what the said Court shall direct.

You are also notified that if you fail to comply with the above directions by not entering an appearance in the Prothonotary's office within fifteen (15) days, and by not filing your answer within thirty (30) days, you will be liable to have the bill taken pro confesso, and a decree made against you in your absence.

Witness my hand at Pittsburg, Pa., this..... day of August, A.D. 1922.

SHOEMAKER & KNOELL,
Solicitors for Plaintiffs,

ORDER OF COURT

And now, to wit, January 2nd, 1923, this cause came on to be heard, and it appearing to the Court that the plaintiffs in the above case had filed their Bill, praying an injunction preliminary to be made permanent on final hearing, restraining defendants from selling or offering, exposing or advertising for sale as and for the "Arch Preserver" Brand or under the "Arch Preserver" name or any name or imitation thereof, any men's, women's, misses', boys' and children's leather and rubber footwear of any description whatsoever, other than the genuine "Arch Preserver" leather and rubber footwear made by the above plaintiffs or their licensees, and from the using either ORALLY or in filling orders or in any other manner whatsoever, the name "Arch Preserver" or any similar name or any combination of words wherein the words "Arch Preserver," or any likeness thereof, shall be used to designate or identify any goods, except such as are manufactured by or under the Trade-Mark of said plaintiffs and their assignors, and that defendants be ordered and decreed to pay to complainants the sum of $1,200.00, being $200.00 for each of the six sales herein complained of and the additional sum of $200.00 for each additional sale made by defendants, where the name "Arch Preserver" was used selling shoes, rubbers and like footwear to the public or where any other shoes, etc., were sold with the representation that it was "Arch Preserver" shoes or articles or where "Arch Preserver" shoes or footwear were demanded and articles of some other make delivered in making the sale, and for other relief as therein more specifically prayed, and it further appearing to the Court that the time for filing answers by the defendants had elapsed, and no answers having been filed, judgment was regularly entered Pro Confesso, and that on the 2nd day of January, 1923, Findings of Fact and Conclusions of Law were found by the Court on due consideration thereof, it is ordered, adjudged and decreed as follows:

1. That Defendants, their officers, agents and employees be perpetually enjoined and restrained from selling or offering, exposing or advertising for sale as and for the "Arch Preserver" brand or under the "Arch Preserver" name or any name or imitation thereof, any men's, women's, misses', boys' and children's leather and rubber footwear of any description whatsoever, other than the genuine "Arch Preserver" leather and rubber footwear made by the above plaintiffs or their licensees, and from the using either ORALLY or in filling orders or in any other manner whatsoever, the name "Arch Preserver" or any similar name or any combination of words, wherein the words "Arch Preserver" or any likeness thereof, shall be used to designate or identify any goods, except such as are manufactured by or under the Trade-Mark of complainants and their agents.

2. That defendants be ordered and decreed to pay to complainants the sum or $1,200.00, being $200.00 for each of the six sales complained of in said Bill; and

3. That defendants be directed to pay the cost of these proceedings.

BY THE COURT.
S.

We, Solicitors for Plaintiffs and Defendants, do hereby consent that the foregoing Order be made and do waive exceptions to Findings of Fact and Conclusions of Law.

A. C. STEIN,
Solicitor for Defendants.

SHOEMAKER & KNOELL,
Solicitors for Plaintiffs.

Filed January 2, 1923

From the Record,
(Signed) JOHN VOGT,
Prothonotary

(Seal)
Court of Common Pleas of Allegheny County, Pa.

A Timely Warning to Every Shoe Dealer —No.2

In a previous advertisement we suggested to shoe dealers the advisability of demanding from the makers of shoes carrying a **bottom design** in near resemblance to the patented bottom design of the "Arch **Preserver**" Shoe a written and signed contract guaranteeing the dealer from loss in connection with any suits which may be brought by the undersigned for protection of rights under the "Arch **Preserver**" Shoe Patents.

We believe that a dealer who exposes for sale—by window display, printed advertisements, or otherwise—an "Arch" shoe having a bottom design in close resemblance to the patented bottom design of the "Arch **Preserver**" Shoe is subject to prosecution either for infringement or for unfair trade practices, or both. It is the purpose of the undersigned to do every reasonable thing to protect the public from deception and defend the rights conferred under the "Arch **Preserver**" Shoe Patents and Trade Marks.

Trustees For

Arch Preserver Shoe

Patents

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE

Mark W. Selby for THE SELBY SHOE CO.

James A. Munroe for E. T. WRIGHT & CO., Inc.

Chas. Henry Brown for THE LICENSOR

No. 15 Ash Street, FLUSHING, L. I., N.Y.

There's a Reason

and a good one too, for the continual selling success of Amherst Shoes. For over 50 years these reliable shoes have held first place in quality of workmanship, service to the consumer and sales for the dealer.

AMHERST
SOLID SHOES AND Reliable Staples

are manufactured along scientific lines on the latest and most approved lasts. Only high grade materials are used, a feature that assures long wear and excellent fitting qualities.

Your order to our Amherst, Halifax, or Regina branch is sure of thorough attention and prompt delivery.

Amherst Boot & Shoe Co., Limited

Amherst --- Halifax --- Regina

Independent Rubbers

SIMCOE

ELMIRA

HERO

will again impress the rubber footwear trade with these leading characteristics:-

QUALITY

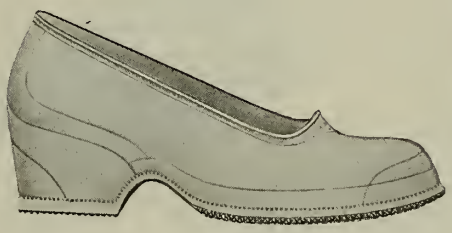
To make goods that will wear has always been considered much more important with us than quantity production.

STYLE

Our entire range of footwear has been carefully revised. You will quickly note that we are showing this year many new lines and lasts.

SERVICE

The class of Shoe Wholesalers distributing Independent Rubbers will assure to the Retailer the utmost in prompt and efficient service and every consideration in his rubber footwear problems.



SNOWFLAKE

THREE IN ONE

SERVICE

Independent Rubbers for Fit and Wear

Independent Rubber Company, Limited

Merritton - - - - Ontario

Distribution from coast to coast through Shoe Wholesalers only.

Kewpie Kewps for Kiddies

A Flexible Cushion Sole Shoe for Children

(Process fully protected by Patent)

Infants' Chrome Sole Button, made in sizes 2-5 and in all leathers.

Infants' 2-5 Sizes made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

Designed for Growing Feet---

Kewpie Kewps for Kiddies have been designed to best aid the foot health and comfort of the child. Lots of space for growing feet. It is made on a welt process with our Patent Cushion Sole absolutely flexible. During the life of the shoe, the cushion never loses its position. Kewpie Kewps are past the experimental stages and are now well established in the market. Many keen buyers now recognize the merits of this construction and have permanently installed Kewpie Cushions in their stocks. Write for illustrated price list of our in-stock line.

The Eclipse Line

Turns and McKays
For Growing Girls, Youths, Misses and Children.

A high grade line at a reasonable price. Eclipse Shoes are well known for their wearing qualities and easy, comfortable fitting. A big seller.

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)

W. B. Hamilton Shoe Co., Limited

15 & 17 Front St., East *Toronto*

The New "MODEL SHOE" is undoubtedly the best value in Women's Goodyear Welts made in Canada to-day. Look them over again and you will agree with our statement.

Model SHOE

Established 1846

W. B. Hamilton Shoe Co. Limited.

TORONTO.

Model SHOE

W. B. Hamilton Shoe Co., Limited

15 & 17 Front St., East *Toronto*

Largest distributors of GUTTA PERCHA RUBBERS in Canada. Our Salesman will call with Hockey Bals; Lumbermen's Sox; Felts of all kinds, Boudoirs, etc.--be sure to see him, he can interest you.

W. B. Hamilton Shoe Co. Limited.

TORONTO.

D. D. Hawthorne & Co.

Toronto - Ontario

ARE NOW AND HAVE BEEN

THE LARGEST DISTRIBUTORS

for

The Northern Rubber Company, Ltd. - Guelph, Ont.

producing the following well-known lines:—

Partridge Nimble Step Tennis Footwear.

Partridge *Pressure Cure* Fall & Winter Rubbers.

We carry a large assorted stock all through the year for prompt shipment.

Special 1923 Feature--
Pressure Cure for Partridge Rubbers.

We are sure our salesmen can convince you that you will be money in pocket by giving us your orders.

Another line that we specialize:—

The Hawthorne Leather Top Rubbers.

These have been proven the best made. Special features and qualities that secure new business. Be sure to see our salesmen before buying Leather Top Rubbers. We are the originators of this line. They are better for the consumer and increase your sales.

FALL PLACING SEASON WILL OPEN MARCH 5th.

Our salesman will call on you early. *It will pay you to wait for him.*

IF PRICES GO DOWN WE PROTECT YOU—IF THEY GO UP YOU ARE COVERED. YOU HAVE NOTHING TO LOSE AND EVERYTHING TO GAIN.

The lines are the best made and right up-to-the-minute.
Our service is excellent and our prices are lowest.

What More Can We Offer To Solicit Your Business?

D. D. HAWTHORNE & COMPANY

Toronto - Ontario

Distributors Of Everything In Footwear

REFINEMENT

Continued cultivation throughout years of experience has developed Black Beauty Chrome Patent Sides to a high degree of refinement. A leather may be tanned and still be coarse or hard to work. To be used with the exact fitness that produces fine shoes, it must have an expression of its own—hence Black Beauty.

The Robson Leather Co., Ltd.

Tanners and Curriers

OSHAWA CANADA

THE ROBSON LEATHER CO. LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

La Duchesse

If you are to make a successful appeal for the Spring and Summer Trade in Style Footwear you will want the fashionable, moderately priced La Duchesse Lines in your stock, and among them this One Strap Colonial will be particularly essential.

The decidedly worth while advantages derived by Wholesalers in featuring La Duchesse Shoes are proven by the fact that however keen the competition they remain the leading line of the leading Houses.

"LaDuchesse" Shoe Co., Registered

MONTREAL, QUE.

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

Ralston's Polishes

A Page of Summer Business Builders that Speak for Themselves

Above line comes in Brown, Tan and Oxblood

Slippers

Have you placed your order for Fall Deliveries on our Felt Boudoir Slippers in all colors, roll top, plain ribbon trimming? Also Juliets, hard and soft soles.

Spats

The spats and overgaiters for men, women and children that we are showing for Fall are real values. The kind that hold the trade. Order now.

Complete Range of Shoe Findings

ROBT. RALSTON & CO., Limited

HAMILTON -:- ONTARIO

Women's One Strap, One Button Shoe, Grey Suede, Patent Overlay on Vamp, 16/8 Covered Louis Heel.

The Season's Leaders

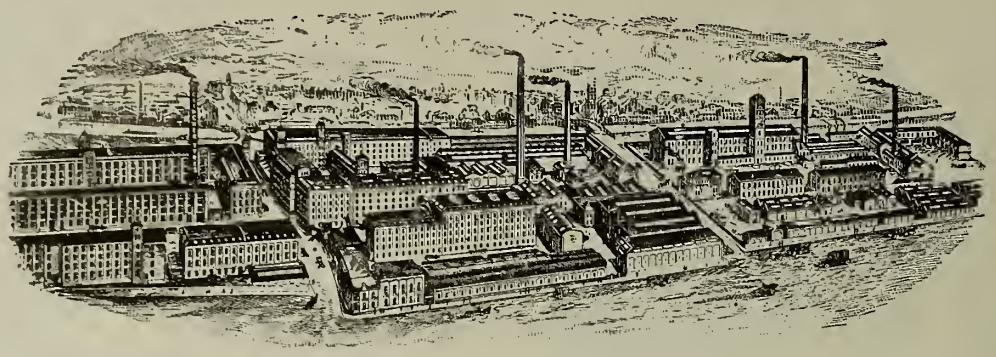
Popular style as represented in this model is originated only through special effort to give dealers such attractive creations that trade in fashionable footwear can be won with utmost certainty, and with the greatest possible number of sales.

This is one of our many styles featured for Spring, all of which possess points of unusual distinction in appearance, and in addition are notable for their high standard of shoemaking and their splendid value,—the shoes that set the record for popularity.

Inspect Our Complete Lines And Choose Your Season's Special Offerings Early.

DUFRESNE & LOCKE, LIMITED

MONTREAL QUE.



The Largest Rubber Factory in The British Empire

Ready to serve its Canadian Customers with a range of Rubbers and Overshoes to meet the requirements of the most exacting retailer from Coast to Coast.

Quality Rubbers

This Trade Mark on the sole of a rubber is your guarantee of quality.

NORTH BRITISH RUBBER Co. Ltd. · 5 M · EDINBURGH ·

For over fifty years we have manufactured Rubbers for *The Peoples of the World.*

Dreadnought Duck

The Farmer's Friend. Real Para Rubber and real Duck used in their make-up.

Distributed exclusively through jobbers located in Quebec, Montreal, Toronto and Winnipeg

The North British Rubber Co., Ltd.

43 Colborne Street

Toronto Ontario

Factories, Edinburgh, Scotland

Greater Values Than Expected!

No. S812 $3.15

S812 Black Satin One Strap, Tongue effect, Brocade Quarter, Imitation turn, 14/8 Half Spanish heel, widths B to D, code "Joey" **$3.15**

S878 Same as above except all Satin Brocade Overlay Panel and Tongue, Genuine turn, 14/8 Full Spanish heel, widths A to D, code "Mary" **$3.75**

Send for Hannahsons News—It's Valuable

No. S576 $1.85

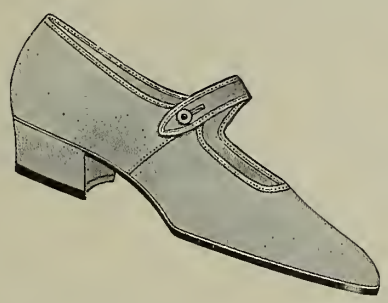
S576 White Canvas One Strap, Patent checker board trimmed, Imitation turn, 12/8 Cuban heel, widths B to D, code "Erato" **$1.85**

No. S848 $3.85

S848 Black Satin Colonial, Brocaded Quarter, genuine turn, 14/8 Full Spanish heel, widths A to D, code "Bunny".... **$3.85**

HANNAHSONS

A Canadian customer recently wrote us: "Your shoes are better values than we expected for the money." This is gratifying. It is one important reason for HANNAHSONS unusual growth. Take any HANNAHSONS shoe illustrated—compare it with other lines—and you will agree that it represents a larger profit opportunity.



No. S560 $1.60

S560 White Canvas One Strap, imitation turn, 9/8 Military heel, widths B to D, code "Dandy" **$1.60**

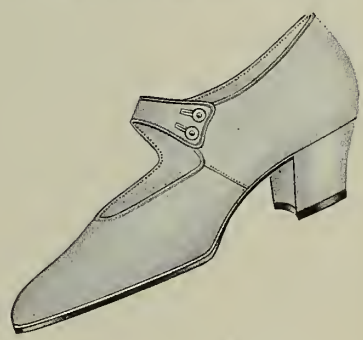
No. S876 $3.50

S876 Black Satin Brocade Overlay Panel and Tongue Pump, Genuine turn, 14/8 Full Spanish heel, widths A to D, code "Sally" **$3.50**

S874 Same as above except 16/8 Full Louis heel, code "Irene" **$3.50**

S808 Same as above except imitation turn, 14/8 half Spanish heel, widths B to D, code "Alice" **$3.00**

A card to us will bring a Hannahsons salesman to you



No. S365 $1.60

S365 White Canvas Two Button One Strap, 12/8 Cuban heel, imitation turn, widths B to D, code "Grace" **$1.60**

No. S786 $3.10

S786 Black Satin Wide One Strap, 9/8 Flapper Heel, rhinestone button, genuine turn, leather lined, widths, B to D, code "Clover" **$3.10**

S776 As above except imitation turn, code "Edna" **$2.75**

S742 As above except black drill lined, plain button and circular vamp, code "Inda" **$2.15**

IN STOCK

HANNAHSONS SHOE CO.

HAVERHILL, MASS., U. S. A.

Fabric Footwear Manufacturers

IN STYLE

CANADIAN REPRESENTATIVES *E. A. Cloutier, 518 New Birks Bldg., Montreal, P.Q.*
V. A. Pearsall, 11 Fern Ave., Toronto, Ont.

LIFE-BUOY

SUPERIOR QUALITY
RUBBER FOOTWEAR

If there is anything you require in **RUBBER FOOTWEAR** *let our nearest Branch supply you.*

Try out "Life-Buoys" during your Spring sorting demand and you cannot help but decide in their favor when considering the placing of your order for 1923 Fall delivery.

SEE THE LIFE-BUOY RANGE OF SAMPLES BEFORE PLACING

COMPARE THE MATERIALS, WEARING QUALITY, CONSTRUCTION AND LASTS

TAKE INTO CONSIDERATION THE QUICK AND EFFICIENT SORTING SERVICE

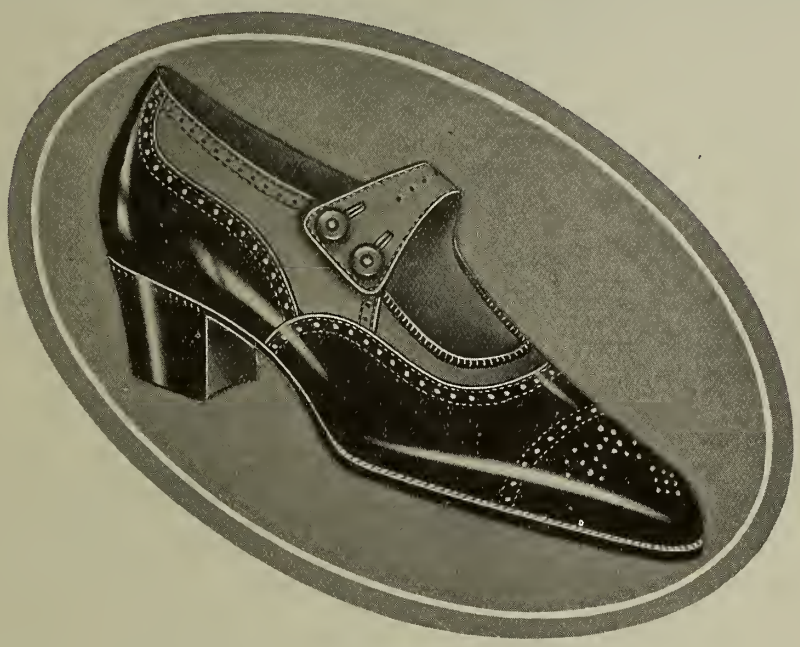
We will appreciate your kind orders and do our best to satisfy you with superior quality goods and prompt deliveries.

THE KAUFMAN RUBBER CO., LIMITED
KITCHENER ONTARIO

Branches Warehouses at:-

TORONTO — 230 Bay St.
LONDON — 342 Richmond St.
OTTAWA — 282 Wellington St.
MONTREAL — 137 McGill St.

PERTH



No. 6017

IN STOCK

This popular strap in patent and grey suede is one of our best selling styles. It will be in big demand for Easter and Spring and we would suggest protection by buying now.

Same style in brown calf and grey suede. No. 6015

$4.60
Net 30 April 1.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

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H. B. McGEE,
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THE LAST WORD
STYLE QUALITY
UNITED
SERVICE

Where Accuracy MUST Be Secured

In Last-Making absolute accuracy must be obtained at all costs. Without it perfect fit is impossible.

Only long experience and endless effort produces such accuracy, and the United Last Company's carefully selected staff of experts have so mastered their art that every one of their productions is a masterpiece of last-making, perfect in measurement and proportion, to the smallest detail.

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Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION
RUBBER
SYSTEM
AND ASSOCIATED COMPANIES

Mr. Shoe Retailer:-

Do you believe in National Advertising?

National Advertising is like placing an extra sales clerk in your store—with this difference, the advertiser pays the salary.

We do not consider the sale of our Dominion Rubber Footwear and Fleet Foot Shoes to you completed until we have assisted you to sell the goods.

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MORAL: Help those who help you to sell your goods.

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No. 3134-Light Self Acting Over.

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These models are typical of the superior productions in Rubber Footwear that still keep COLUMBUS RUBBERS in the lead for Style, Fitting Features and Wearing Quality.

In our 1923-24 Lines Columbus Quality sets its highest standard. It is the dealer's assurance of big volume Rubber Trade and completely satisfied customers.

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Montreal, Que., Ottawa, Ont., Toronto, Ont., Winnipeg, Man., Calgary, Alta.

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To the Shoe Trade, of the opening of a

New Columbus Rubber Branch Warehouse

At

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carrying a complete stock of

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LAWRENCE LEATHERS

It's the absolute reliability of Lawrence Leathers that makes them so satisfying to shoe manufacturers and retailers, a constantly increasing number of whom are learning to insure receiving the latest and best things in leathers *by keeping in touch with A. C. Lawrence Leather Company.*

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CALFSKIN
SHEEPSKIN
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Write for Samples

VICI Kid is now being advertised in the SATURDAY EVENING POST and the LITERARY DIGEST. The combined circulation of these magazines in Canada is 85,000 copies. On an average, at least three people read each copy. Therefore, a quarter of a million Canadian people will read VICI Kid messages regularly. They will want shoes of VICI Kid. They will buy shoes of VICI Kid.

Sell shoes of VICI Kid *because* they sell

Since Robert H. Foerderer revolutionized methods of leather tanning and introduced VICI Kid to the shoe world this famous leather has met with ever-increasing popularity.

VICI Kid commands instant attention through its beauty to the eye in lustre, color and finish. It gives lasting shoe satistion through its blending of firmness and pliancy—a combination of ease and support to the foot found in no other leather.

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No other leather combines ALL the advantages of VICI Kid.

ROBERT H. FOERDERER, Inc.

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VICI kid

THERE IS ONLY ONE VICI KID - - - THERE NEVER HAS BEEN ANY OTHER.

Archgrip
"Grips the Arch"

9617—Kid Lace Oxford, W.C., Last 57, $5.65

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Before you buy a shoe, you want to know whether it will sell, and whether it will be profitable—to you. Any arguments that may be urged in favor of any shoe are futile unless they help you answer one or both of those questions.

Archgrip shoes answer a definite and growing demand for scientifically designed shoes that fit the foot, give comfort, and, at the same time, beauty. They help you materially in your service to your customers.

Archgrip shoes represent the best in materials and shoemaking. They will keep their shape and appearance. They will wear. They are Blachford quality.

Archgrip shoes are designed to be steady sellers. You don't have to sacrifice them every few months as unseasonable. They build up your net profits by cutting down your mark-downs.

Archgrip shoes are carried in stock at the factory so you can size up on short notice. That means that you can carry a lower stock and at the same time get a quicker turnover, and in rapid turnover to-day lies your profit.

Archgrip shoes bring repeat orders. Satisfaction and comfort create satisfied customers who will not only come back to your store, but will advertise your service.

We have prepared some interesting and attractive window cards and electros to help you sell Archgrip shoes. A postcard to us brings them to you.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Following The Crowd

WHEN you see a business that is a pronounced success you can put it down that luck has had the least to do with it. There may be genius but it is the sort of genius that someone has called an infinite capacity for hard work.

An industrial captain who has "done things" in his particular line was recently complimented upon his successful handling of big propositions. With a twinkle in his eye he said "If you knew the brain sweat involved in some of them you would know that it is not merely a nimble mind that evolves satisfactory solutions of difficult problems.

Too many people are content to follow the crowd. They leave too many of their problems to work themselves out or be solved by the action of friends or competitors. The result is that they tag along at the tail end of the procession.

It is the same in the commercial race as in the physical. The man who wins is the one who is prepared to forswear ease and get down to hard, honest toil with both brain and hands, and the man of mediocre talents if he puts the full amount in the job will distance his nimble-minded, ease-loving competitor every time.

In the retail shoe trade there are as abundant opportunities as ever for the man who is willing to put every ounce of brains, energy and purpose into the game. Competition is keener than ever it was, but that is all the more reason for forsaking the beaten track and picking out a course that points to a definite goal.

One of the greatest needs of the merchant these days, is a clear cut vision of the possibilities of the business and a careful analysis of all the factors that enter into the achievement of steady and permanent success.

The man who does not know his business and especially the one who has not constantly before him information as to how his business is moving is at a serious disadvantage. Following the ignorant crowd is dangerous and never more so than at the present time.

The retail merchant should know the goods he is selling, and how they are moving. He should know the profitable selling lines and the shelf warmers that keep down turnover and eat up profits.

He should know whether he is not selling all the goods he should and should also know whether his cost of selling is out of proportion to his volume of business.

All this is not only possible, but necessary to scientific retailing, which is the only kind that leads to real success.

In The Market Place

Retail Conditions

WHILE the continued cold and snowy weather of February might be considered seasonable and likely to benefit the retail shoe trade throughout Canada, reports received from all over the country would seem to indicate that it is possible that there can be too much of a good thing. The Shoe and Leather Journal has had reports from the Maritimes, Quebec, Ontario, and the Western Provinces that would appear to show that retail business through February was very disappointing. One Ontario retailer in the eastern part of the province says: "The least said the better" and that about hits the nail on the head. Everybody seems to think that between snow, the "flu" and "goloshes," the leather shoe business has suffered very considerably, and all are hoping devoutly for a change in the weather and conditions generally to give business a fresh start. The few days of sunshine at the end of February made quite a difference and was evidence of what may be expected with a change in the weather.

Manufacturing Conditions

Manufacturers are for the most part working only from half to two thirds of their capacity. There may be one or two that are doing a little better, but not much. "This time last year," said one fine goods man, "We were working full time, while to-day we are only turning out two-thirds of our quota of shoes." Anyone can figure what the result must be. "Our overhead is the same, and we will have to sell shoes at a loss or prices must go up." There was a spurt of buying in January, but February has been most disappointing in every respect. Dealers will undoubtedly want shoes within the next few weeks and some of them will be up against it. The same report comes from the east where makers of staples are endeavouring to hold their organizations together in expectation of better business later. In spite of this fact, very few concessions are being offered for immediate delivery which goes to show that the market for materials remains firm in spite of the hand-to-mouth policy being followed by the shoe manufacturer. Everybody, however, seems to think that a change is coming soon, and that just as soon as the consumer demand quickens there will be a rush for supplies.

The Jobbing Trade

Careful enquiry amongst the wholesale houses reveals the fact that sorting trade has been extremely quiet. Retailers claim that the midwinter sales were not as successful this year as formerly, and they are not inclined to freshen up their stocks with new goods. There has been some sizing up but the enquiry has been principally for "jobs" to meet the competition of frenzied sales that have been the rule in most of the large centres. Some of the best retailers have been quietly filling in sizes and short lines, but this has not been been sufficient to meet travelling expenses or keep the warehouse staff busy. Payments have naturally been disappointing and the uncertainty of conditions has prevented wholesale houses putting much aggressiveness into their selling plans. Sales of rubber footwear both for present and future needs, have been somewhat better and everybody is hoping for better things all around as soon as spring opens up. Wholesalers admit that there is a spirit of optimism abroad that will respond to the first movement that a little bright spring weather will start.

Leather Conditions

Leather men as a consequence of the slackness amongst manufacturers are practically marking time. In some lines, if it were not for the export demand, trade would be almost dead. Manufacturers will not buy ahead. Those who usually anticipate their requirements at least three months in advance are buying both upper and sole leather only to meet their immediate and pressing needs. Calf and side leather are moving slowly, the only lines in which there is anything like activity is kid and patent, and these are feeling the particular stress of raw markets and increased demand, abroad more than in Canada, for fashionable women's shoes that call for these materials. Still a fair amount of business is being done, and in spite of the backwardness of manufacturers and the desire of tanners to keep their equipment moving, there is little talk of any easing of prices, especially for the best grades of stock. Tanners seem confident that the next three months will see a revived interest in all classes of shoe leather and are sitting tight.

General Business Situation

The prospects for general trade revival continue hopeful. The gradual lessening of unemployment, the fact that farmers who have been getting better prices for cattle and produce and will shortly be in the market for spring supplies, that there has been a quickening in the steel industry, and a decided tendency towards increased activity in building at all the important centres, all point to a break in the deadlock in buying that has characterized the past three or four months. The financial situation is also encouraging. The money market has eased off and the number of new industrial undertakings under way all would seem to indicate confidence in the immediate future. Business has been on an economical footing so long and buying has been so conservative that stocks are about as low as may be considered safe, so that it is fair to conclude that as soon as improved weather conditions set in there will be a steady demand for all classes of staple commodities. Payments are somewhat unsatisfactorily but not as bad as was predicted a month ago as possible.

Getting Ready for Business

The retail trade is expecting and preparing for a good spring business. That they are going to endeavour to get rid of present lines if possible in the spring rush is evident and to a certain extent praiseworthy. Many of them have stock on their shelves, especially in women's lines, which they thought three or four months ago might prove unsaleable. They are banking on the expectation that almost anything in the way of an attractive shoe will sell this spring. They are taking chances on this policy but will no doubt find that they have not enough new lines to carry of the old ones with the satisfaction they would like. No doubt there will be a sharp demand towards the close of the month for fillers and new goods. That there will be considerable disappointment owing to the fact that few manufacturers are prepared with in-stocks goods. It looks as though the lesson of the folly of waiting until the last moment for new goods, were going to be demonstrated again this season.

Stray Shots from Solomon

The man who must be a big toad in the puddle or he won't play in it is invariably a little pollywag, whose room is better than his company. Much harm is done many a good cause by the little tadpoles, whose exaggerated ideas of their own importance led them to stir up strife. The world is impartial in its judgment, and the man who fills his sphere will find it expand as he occupies it. There is no need for swelling yourself up, and seeking to impress people with your size. They know how much gas is beneath your bloated mental corporation. "Do you see that consequential looking fellow fussing about the platform," said a gentleman the other day in a meeting. "If you stuck a pin into him he would collapse." There are plenty like him, not even bull paddies, but swelled tadpoles. Fill your place, however humble, and you will have the respect of the world, and best of all your own. When the "books" are made up in the "great day" there will be a revelation that will transcend all the history or fiction ever written. We shall then know the names of the men or perchance the women who held the ropes that night in Damascus, "when Paul of Tarsus was let down in a basket by the wall" and given to a needy world. The unsung heroes of earth's mighty conflicts will shine forth with a glory the lustre of which will not be enhanced by human partiality or dimmed by earthly prejudice. Act well your part. Be content to "hold the ropes" if you cannot fill the basket. Push behind it if you cannot find a place to pull in front. Work if you cannot plan. Follow if you cannot lead. Take your place with the crowd if you cannot get on the platform.

ONLY TADPOLES

* * *

"Through idleness of the hands the house droppeth through." There is many a business that is being slowly swamped by small leaks. There is too little regard amongst employees for the flying minutes, the proper use of which means much in a year to the establishment. Ten minutes wasted by a half a dozen hands in a store means a whole hour a day, three working days in a month, and thirty-nine days in a year. But this amount of time and more is frequently squandered in the most wanton manner, not only by employees but employers themselves. People who would faint at the thought of stealing money seem to have little compunction about pilfering time. The man who gives light weight or short measure, is pilloried as a scoundrel, but the fellow who holds back his time may teach a Sunday-School class, or be president of an Endeavor Society, and think the two things compatible. The "greater than Solomon" said "Render unto Caesar the things that are Caesar's." A man owes it to himself, as well as the firm who pays his salary, to give full measure in time and attention to the business in hand; anything short of that is fraud. Put that down. The business man who idles away opportunities for making money or improving his prospects, is on no higher plane than the clerk who does not earn his salary. He may say he is his own "boss," but that does not release him from his responsibility to his creditors and family. The man who is truly his own boss will prove it by exercising the same authority over himself that a judicious employer does over his help. See that you earn your salary old fellow, just as much as the clerks. Idle hands around a business these days will soon result in leaks. Down in the West Indies the shiftless negroes are accustomed to piously attribute all their troubles from the failure of the banana crop to a dripping roof to "Gor-a-Mighty." There are lots of lazy, slovenly business men who blame everybody but themselves for misfortune that is as certain to follow neglect as colic green apples.

WATCH THE LEAKS

* * *

There are men who would rather work a day than think a minute; and they live up to their convictions. It is mostly because of this the poor are "always with us." You have only to see the way some people go about their work to understand why they never make any headway. The man who uses his head will come out ahead, whether his business be handling a shovel or managing a bank. Brains win every time, and Providence exercises no partiality in their bestowment. The trouble is not that people are without brains, but that they do not use what they have. Some people imagine that they have to go to school or attend a university to get brains, but they forget that if a man has no brains education will only make the greater fool of him. It takes brains to shovel a ton of coal into a cellar in a quick, clean, satisfactory way, quite as much as it does to engineer a railroad. The thinker will accomplish more in a month than the plodder will in a year, if he add to his thinking industry. The wise man says "Much study is a weariness of the flesh" and it is through fear of this weariness that so many of us just amble along and trust to luck to bring things out on the right side. Let us weary the flesh a little this year. Do more studying and less floundering.

JUST THINK

EDITORIALETS

Pointed Paragraphs on Practical Problems

PROBLEMS OF THE TRADE.

CONDITIONS were never quite as they are today in the shoe industry and few retailers realize the problems that meet manufacturers at every turn, and make it difficult to keep down shoe costs. The epidemic of styles has certainly prevented manufacturers getting back to a normal basis more than anything else. In cutting shoes alone it has seriously hampered output and disarranged former schedules. Then there has been the additional cost of lasts, patterns and selling.

The leather situation has also been a source of perplexity and cost. Owing to the fact that tanners have been operating conservatively it has been impossible to get selections in certain classes of upper stock and also in sole leather. Heavier grades have been in demand and not enough to go around, and prices have naturally stiffened in these lines.

Patent and other lines of fancy leather have been in such active demand that special selections have soared and even then manufacturers have had to take what they could get. And so it goes. It is practically hopeless to stabilize prices when it is impossible as formerly to contract ahead for a season's supply of materials. For this state of affairs the complete change in methods of retail buying is largely responsible.

ADVERTISING AS AN INVESTMENT.

THE time when advertising could be regarded as a mere expense like freight, insurance or even selling, has passed. The intelligent advertiser looks on his appropriation as an investment and handles it just as he buys his goods.

While direct results are always to be desired and sought, there is "good will" to be considered in all real advertising. An advertisement that simply sells goods and does not promote the prestige of the store is of doubtful value. The late John Wannamaker was possessed of this idea and for many years insisted upon personally supervising and often directing the advertising policy of his immense concern. He was fond of saying "A misplaced light on shore has led to many a shipwreck. It is equally fatal to the storekeeper if his advertising chief handles a light that misleads." With this in view the medium is as important as the advertisement itself. If advertising is an investment it should be placed where its effect not only with regard to sales but influence should be the very best. Circulation is not everything. The class of paper and the people it reaches should be paramount. If you want prestige as well as permanent trade, place your advertising where it will reach the people whose business you want.

BACK ADVERTISING BY SERVICE.

IT is the fault of some retailers that they do not get the results they should out of their advertising. People see the advertisement, enter the store and often encounter either ignorance or indifference on the part of the clerks who may not have seen the announcement. There is nothing quite so disconcerting as to enter a store in quest of an advertised article and have to inform the salesman or clerk that the establishment has been inviting people to call and purchase. Every advertisement should be discussed with those who are supposed to sell the goods, and their co-operation enlisted in the endeavour to make the announcement effective. Get enthusiasm into the clerks and they will meet customers with a spirit that will back up your advertising to the limit.

In many of the best retail establishments the advertisement writer goes over the lines to be advertised with the salesmen every day, and gets their views in advance as to the points to be emphasized in the advertisement and in the selling talk.

MAKING THE MOST OF EASTER.

THE danger with most people who mean well in life is that they awaken too late for realizing the best results of their efforts. To be forehanded is more than half the battle in business. Know what you are going to do far enough in advance to give yourself a chance to accomplish what you desire. It is the beginning in most battles that counts. Great generals have been those who planned their battles long before they met the enemy.

Easter is now so near that there will not be time for much preparation. There is, however, still an opportunity to do something that will make it tell in business results. Put what brains and brawn you can in the effort before it is entirely too late.

If you have not time to do anything more see to it that your advertising and windows do their utmost to bring you a fair share of Easter business.

DON'T GROUSE, SMILE.

AMONGST the business maxims of John Wannamaker, the prince of retail merchants, was one he was most particular to impress upon his salespeople. It ran like this: "There are knights of politeness and princes of sunshine. Smiles are roses along the way."

It pays to smile. Grousing never gets a man anywhere. It is particularly fatal when allowed to crop up with customers and will demoralize a sales force when indulged in by the head of a business establishment. A retail shoe store should be above everything else a place of smiles. When you find a spirit of antagonism amongst employees it may usually be traced back to a grouchy boss.

The successful merchant is the one who can not only smile himself, but get those around him to smile. There is nothing that will disarm a dissatisfied or grouchy customer more effectively than a genuine smile. There is, of course, a stereotyped smirk that is only skin deep and never deceives anyone. But a wholesome genial countenance will melt and disperse the meanest scowl that can come in the front door or lurk behind a fitting stool. Try the smile instead of the grouch.

Limiting Shoe Styles

Some Suggestions as to Curtailing Riot of Fashions in Shoes. Opinions of Retailers and Manufacturers.

EVERYBODY seems agreed that one of the prime evils in the shoe trade to-day is the multiplicity of styles and lines. It reacts upon manufacturer and retailer alike in a tremendously increased cost of production and selling. The manufacturer has found the investment in lasts and patterns mounting steadily upwards, and this with the increased cost of turning out half a dozen lines where one ought to do is maintaining a status that is making it difficult to get the industry back upon a more or less normal basis.

The retailer feels the effect of it in the rapidity with which his lines become obsolete and the difficulty in maintaining his stock in a position in which it will meet the regular demands of trade. There is no doubt in the world that the average retail shoe store throughout the country is carrying from a quarter to a half more stock than there is any need for, which not only means a larger investment, but all the worry of getting rid of lines that may be unsaleable in less than three months.

With a view to arriving at some practical understanding and possible solution of the problem, the Shoe and Leather Journal sent out some time ago a questionnaire to a number of retailers and shoe manufacturers asking for opinions and suggestions. At the Shoe Manufacturers' Convention in Montreal, Mr. A. Lecours proposed a remedy in the establishing of three placing dates during the year, January 1st, May 1st and September 1st, at which dates only new styles would be shown. The time was too limited for discussion and nothing practical was done, it being left for the Executive to take the matter up with the National Retailers' Association.

What They Think

Being asked what they thought of Mr. Lecours' idea and to offer what further suggestions they might deem desirable, we are in a position to quote at length opinions on both sides. Some manufacturers say that the scheme is not feasible, and that just so long as it is necessary to push for increased business, someone will make a bid by showing new stuff. In this contention, they are supported by some prominent retailers, especially those who are selling fancy lines and who say that the remedy lies more or less in careful stock handling, and a determination to increase the turnover. It is, they claim, after all a matter of buying and selling. Some agree that the seasonal idea is good, but do not agree with the dates for showing new goods. One shoe manufacturer sends us a clipping from an American publication dealing with the problem as related particularly to women's shoes. The writer says that only one out of ten women will be found to be extravagant in regard to her shoe equipment and the mistake made by shoe manufacturers is in getting after this one woman instead of the nine normal purchasers. He thinks there is business to be had and profits to be made regularly out of normal stuff even in fine goods, both men's and women's.

The Retailers' Viewpoint

A retailer from the far West says: "We want more co-operation in styles from all parties. Confining styles to these dates or as near as possible would be good. Let us stabilize things a little for profits' sake." Another from the extreme East says: "The idea is good and we do not see why new styles September 1st, January 1st and May 1st, would not be best for all. This style changing craze will break us if we don't kill it soon."

An Ontario dealer writes: "The plan suggested by the speaker in Montreal; as to featuring new ideas at seasonable periods of the year is undoubtedly a most practical one. It is indeed gratifying that manufacturer, wholesaler, traveler and retailer alike have come to realize that the style situation has become bugaboo to the trade in general, and a child groping in the dark is as near a simile as could be applied to the average merchant when selecting styles in the last few seasons."

A prominent New Brunswick retailer says: "We think the craze of new styles is diminishing to some extent, and we intend to handle more staple lines each season as far as possible, keeping away from the fads with which the people have been carried away during the past year or two. Styles certainly should not change during the month of February. The January Fairs have too much bearing on the Spring styles instead of the Fall styles. Any Style Shows for Fall should be held in April or May, and Style Shows for Spring in October or November. Styles should not be changed any more than twice a year at the most."

A Western Ontario shoe man says: "We favour the dates named, and not any more often. Would suggest that when the shoe convention is held should hold a special meeting with a merchant from each city represented. Put the style samples before them, select the leaders and have manufacturers advertise lines picked, discarding the others when on sample trips."

A Toronto dealer says the suggestion looks good to him, but another of the same place says the evil will cure itself. As to seasons, he says he cannot see that it matters so long as the times are fixed."

A retailer in a border city in Ontario writes: "I do not think it would be possible to set a date for new styles to come out any more than it would be possible to set a date for a man to invent new ideas. There is a very old saying, older than the most of us, that there is a fool born every minute. Just as long as there is there will be new styles and it is impossible for any one other than a prophet to hit the right thing every time. What suits one part of the country doesn't interest another. For instance a boot that sold very well here this season I am told did not sell to any extent in any other part of Canada. This would exemplify the situation."

A prominent Montreal retailer who knows the style game says: "Do not believe the new patterns or styles can be controlled so that they will only be shown September 1st, January 1st and May 1st. Believe the merchants themselves, must develop a workable plan that will cover their own situation. First, I would suggest that a merchant analyze and secure a clear picture of his business. Believe the average store can operate and still render a style service on the basis of 70% staple and 30% style. The store that is catering to style demands exclusively, must control the number of lines and operate at a very fast turn-over pace to secure a net profit. Believe it is up to each merchant to develop his own staple numbers, and through a gradual growth will eliminate lines or styles that would ordinarily be short lived."

A Nova Scotia retailer who has been many years in the business puts it thus: "The suggestion to have three seasons only when new styles should be introduced, September 1st, January 1st and May 1st, does not go far enough. These are at present about the periods

which new styles are sprung by manufacturers. To limit the multiplicity of styles, a style committee of three retailers and three manufacturers, all members of the Shoe Retailers' and Manufacturers' Associations of Canada should at certain set times, have placed before them for approval all new prospective styles and which should have their approval before the retailer is asked to buy them indiscriminately."

A Toronto retailer of wide experience and a large business in high class staple lines as well as men's and women's fancy shoes says: "With reference to curtailing of styles, I believe that this is an impossibility unless the creators of these styles, who are really the New York people, will take a hand to stop them. I do not believe it possible that a Canadian Committee can have any weight on the merchants or manufacturers as long as the originators in the States or Paris continue their detrimental work."

Another Toronto retailer doing a high class trade writes: "New styles coming out three times a year would be better I think, than having them coming out four times and sometimes more. One of the best methods for curtailing multiplicity of styles, is to confine your buying to a small number of houses."

The Manufacturers' Side

Notwithstanding the fact that the suggestion came from the manufacturers' side of the house, very few of the latter seem to think the scheme feasible.

One of the largest Quebec houses says: "As far as curtailing the multiplicity of styles is concerned, we do not see any remedy for this except a general improvement in business conditions. Under present conditions the retailer will not buy unless something new is offered him, and no doubt the manufacturer is at fault in offering too many choices so that the retailer is confused and unable to judge what will be sure sellers. But it seems to us impossible to eliminate this multiplicity of styles until factories are sold ahead and will be able to take a firmer stand on the question of adopting new styles, and the retailer will be able to concentrate as well on more staple lines."

A Montreal shoe manufacturer of prominence writes:

"It is disastrous to make so many styles and every manufacturer should cut them, at least by half. The suggestion made that new styles should come out only on September, January and May 1st., is worth trying, and we believe that it would be a step in the right direction."

An Ontario shoe manufacturer thinks something should and ought to be done. He says: "We believe that styles can be controlled to a very great extent by close co-operation between manufacturer, wholesaler and retailer. Our opinion is that a joint committee from these three sections of the trade, could deal very effectively with this perplexing problem. New styles could be submitted to this joint committee by any manufacturer, wholesaler or retailer. This committee could then pass upon the style, and if found suitable to the trade in general, could be adopted. This could be done well in advance of the season for sampling, and our idea would be to bring out new styles not more than three times, preferably, twice a year. The retail trade could be advised well in advance of any new models that would be forthcoming, so that they would have the opportunity of unloading any lines that would likely be displaced by the new models adopted. No doubt many objections could be raised to this method of dealing with the matter, but the ultimate result would, we believe, be a great saving in dollars and cents, as well as any anxiety and forced sales, etc."

An Ontario maker of men's shoes thinks that "men's shoes have been fairly stabilized as regards styles, and we hardly need touch on this question. It is doubtful if the idea of having new styles come out only on September 1st, January 1st and May 1st, could be worked out to advantage, either in men's or women's styles. It might be a very good thing for the trade if it could be done, particularly in women's shoes, but where competition is so keen to-day, and with everyone looking for all the business they can get, it is doubtful if manufacturers would agree to any such suggestion."

Another maker of men's lines has this to say: "I believe that September and May are the only times it is necessary to bring out new styles or lasts. The curse of the shoe business at the present time is the multiplicity of styles, which absolutely upsets the retailer and has a tendency to stop him buying his requirements at the proper season which would keep the manufacturer with an even production."

One of the attractive new lines offered by the Perth Shoe Co., Ltd.

The New Rubber Season

Business off to a Fresh Start. New Lists Sent Out. Advance of about 10 per cent. Discounts and Terms Same

THE rubber shoe season is on again and travellers for the various companies are covering the country placing orders for next fall and winter's supplies. The start on March 5th is made under more auspicious conditions than usual as far as rubber stocks are concerned, as the unusually inclement weather of the past two months have had the effect of clearing up stocks with both wholesaler and retailer.

The New List

On account of recent advances in raw rubber, linings and other materials, there have been changes in the list prices for the current season that amount to in the neighborhood of ten per cent. all around with the exception of jersey cloth lines. The recent sharp advance in the raw rubber market brought plantation rubber from about thirteen cents in a little over two months to thirty nine, and as already stated there have been substantial increases of costs, in other departments. The feeling, when the ten per cent. reduction took place in the fall of 1921, was that it was unwarranted by conditions and manufacturers claimed that they were placed at a considerable disadvantage later. Nevertheless the discount for early orders was added in March of last year on account of the difficulty in getting business placed. The winter was an unfortunate one for the rubber trade, and business dragged on through the year with the result that very little money if any was made by any of the concerns.

The trade claim that business is now on a more normal basis for nobody expected raw rubber to remain in the condition it has been for a considerable period past. It was bound to go up and it is safe to say that the market is going to strengthen still further. The boom in the rubber tire business has added to the tendency in this direction, and with anything like normal business in this and mechanical lines, there will be no chance of an easier market. This is the attitude of manufacturers who point to the fact that the American trade has seen and acted upon the situation. An advance has also been necessary in canvas goods and tennis and sporting goods were advanced two weeks ago to about five per cent. on former prices.

The New Goods

There are not many changes noticeable in the new samples, although some additional touches have been given to the best sellers. A noticeable feature is the increase in the lines of women's high buckle overshoes, which sold so well this year. Everybody seemed afraid of this class of goods last year. The fact that it appeared to be the peculiar property of the "flapper" made regular buyers rather afraid of it. This year, however, everybody seems to have fallen for the high overshoe,

The Byng Boot
Canadian Consolidated Rubber Co. Ltd.

and as the fashion of wearing it fastened up has superceded the fad of leaving it unbuckled, the mode has taken with those who wear it for the use for which it was intended, to keep the feet warm. It was difficult this season to get enough of these goods at times, and it is morally certain that there will be a big demand for

The Strap-Way Line---Gutta Percha & Rubber Ltd.

the coming season. At all events manufacturers seem to be preparing for it.

The "flapper" has taken to the short boot of which quite a few have been worn this winter. The Russian idea with the fur at the top has been varied and this style of boot will be found next season in different de-

Miner Rubber Co., Ltd., featuring "Boy Scout" and "Girl Guide"

signs. On the other side of the line, it has taken better than over here, but it is safe to say that next winter will see an increased demand, especially amongst those

"Sedan" Carriage Boot
Ames Holden McCready, Ltd.

who formerly affected the flopping overshoe. It would seem that in New York and a number of other centres the short rubber boot in a modified form has taken

"Eden"
Canadian Consolidated Rubber Co., Ltd.

fairly well with other classes than those who are looking for something outré, and quite a number have been sold to those who want something that is easily put on and off.

Overshoes Back in Favor

It is the general belief that the overshoe for women has come back to stay. There was a time when the high buttoned variety was a regular seller all over the country. It was made both plain and with fancy work

"Spanish"
Columbus Rubber Co., Ltd.

on the front and the latter seemed to have a large demand. It would not be a matter of surprise to find that this ornamentation may be revived. It is also a question whether there will not be a larger sale this coming season for men's arctics and snow excluders as a good many have been sold during the current winter. Men have begun to find that they are convenient for wearing with oxfords and preferable to spats, especially

"Greyhound"
Miner Rubber Co., Ltd.

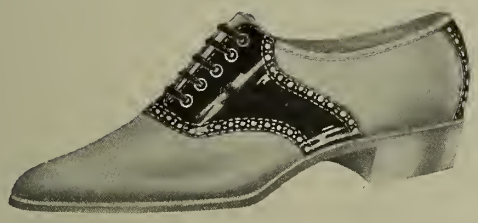
during heavy snowy weather. Altogether it looks as though overshoes were on for a period of growing popularity.

Crepe Sole Shoes

There have been some attempts to introduce the crepe sole shoe in canvas lines, at present popular in England in both leather and canvas goods for golfing,

"Beck"
Canadian Consolidated Rubber Co., Ltd.

but the rubber trade has not so far taken hold of the idea. It is claimed that it is difficult to secure a satisfactory joint by cementing on account of the vulcanization of the regular rubber sole, and that better results are obtained by stitching on the crepe sole, which of course, is a proposition for which the rubber factory as a rule is not prepared. Just the same, there is going to be a demand on this side for a sole of this type



"Pinafore"
Ames Holden McCready, Ltd.

on account of its suitability for use in sporting shoes. Already some leather shoe manufacturers are considering its possibilities.

Retail Rubber Shoe Conditions

We are practically at the end of the possibilities for rubber footwear from a retail standpoint this season. Stocks are pretty well cleaned up and retailers are averse to ordering more than what meets their immediate necessities. The snow has been a great blessing to the shoe trade which has been passing through

"Louise"
Columbus Rubber Co., Ltd.

a period of woeful lassitude. From now on only the lighter lines of rubber shoes will be required as the next month will practically see the disappearance of the snow. One thing that has militated to some considerable extent against retail business in the heavier lines such as lumbermen's goods, has been the heavy snowfall early in the year in certain districts, which has in some cases stopped operations and in many others, interfered with getting supplies into the camps. A few of these goods will be carried over but mostly by jobbers.

Watching the Weather

Weather bulletins are available to everybody and are issued far enough ahead to allow the retailer to prepare for a rush demand for rubber shoes. Some

"Turcot"
Columbus Rubber Co., Ltd.

of the large establishments, such as departmental stores, for instance, have adopted the policy of planning ahead for rubber business. Naturally, they keep a good tab on their stocks and when stormy weather is promised by the weather man they prepare accordingly by getting in touch with their sources of supply. The aver-

"Allenby"
Independent Rubber Co., Ltd.

age shoe dealer leaves too much to chance and usually finds the rubber shoe stock all shot to pieces when the rush comes. Of course, if he is some distance from a jobber, it is somewhat different from the man who has

Independent Rubber Co., Ltd.

only to call up his jobber. Nevertheless, it is usually possible to telephone or wire in for supplies to complete stock a day or two ahead. Jobbers say that rainy days bring an avalanche of orders, many of which are impossible to fill in time.

Do Your Windows Pay?

Are they Revenue Producers? Is it possible to know if Windows Draw? Are they the Merchant's best Advertisement?

A LARGE departmental store in Philadelphia has gone to an immense amount of trouble in making a thorough study of the relative importance of the five senses, sight, sound, smell, touch and taste with a view of establishing their relation to retail business. After a study of the reactions of several thousand customers, it was found that 87% will buy from the attractiveness of sight, including goods on display in the windows, show cases or on counters. The other senses they found attracted in the following proportions: 7% by sound, 3½% by smell, 1½% by touch and 1% by taste. Here is quite a homily for the retail merchant on the question of the efficient displaying of his goods.

Its Bearing Upon the Store

At once it will be understood how important the question is of the general effect of the store upon possible customers. First impressions are lasting ones and it is hard to overcome the handicap of a poor looking front or a badly arranged shop. An elaborate modern store front may be, temporarily at least, out of the question, but that is no reason why an effort should not be made to make the most of existing circumstances. With the fact in view that the window is meant to attract custom, begin to put it in shape to do its work as effectively as possible. Giving it a coat of paint is an easy matter, but choosing the right color or colors is quite another proposition. The latter should be in keeping with the character of the store as well as such as will distinguish it easily from the other shops about it. Flashy cheap looking effects may do as much harm as a run-down front itself. If you are not artistic in your tastes, get suggestions for exterior decorations from those who may be in a position to help. There are a dozen ways of decorating a store front so that it will be attractive, dignified and suggestive of the business within. Have the name where it will be seen, but have the goods so arranged and so displayed that they will tell their story to everybody who passes by—so that "he may read that runneth."

An Ordinary Show Window

It must pay to put in the elaborate fronts that some stores have adopted or the money would not be spent on them. If you can afford it, it might be well to remodel your window or windows, but at least you should be able to make some improvement on it. If your door is flush or nearly so with the street, it ought not to cost much to deepen your windows a little and give more chance for displaying the goods by setting the entrance back to a level with the rear of the window. The next thing with regard to the window is the background and floor. The custom of having a fixed background of mirrors or hardwood paneling and curtains saves a lot of changing and, in the end, expense, but it often leads to what must be avoided always in a show window, sameness or monotony. Some dealers and especially salesmen use the fact that a lot of money has been spent in permanent fittings and fixtures as an excuse for indifference and laziness. Even with an expensive front and window accessories the establishment must put enough "pep" into its window displays to keep them working. It does not matter how elaborate the surroundings are the store must talk of its goods or a good investment is wasted.

How To Get Results

Visualize the effect you wish to obtain in the way of selling those you talk to in your advertisements and those who merely pass your store, making everything bend towards a definite purpose. You can easily design a more or less permanent floor for your window or a background for same if you give the serious attention to the subject that you do to other important matters of good merchandising. You can have a polished

Windows of Neill Shoe Co., Brantford, Ont.

hardwood floor at a comparatively low cost which you can either leave bare or vary with occasional changes either in draperies or beaver board. As to backgrounds, some dealers have half a dozen changes made up with building board, and other accessoiies which they can alternate using mirrors, plants and other accessories. The object of this article is not to give instructions on window trimming, but to impress upon the dealer that he has at his disposal a space much more valuable than a whole page in the local paper, because he can place before his customers the actual goods to challenge their consideration. It is up to him to so use this means at his disposal for trade building as to get the most out of it. Every person who passes the store is a potential buyer. The question is how to get him interested in what you have to sell.

As to Showing Goods

With the average high class or novelty store the dressing of a window is a comparatively simple affair although some serious mistakes are made in displays of this class. Usually comparatively few lines are used and these can easily be picked out. Nevertheless, it too often happens that those selected are not the real goods the dealer wants to sell most. Up to a certain point novelties serve a good purpose in attracting attention, but the highest achievement of a window is to sell regular goods. There should always therefore, be an effort to connect the mind of the spectator with his needs and not merely dazzle him or her with a showing of bizarre footwear.

With the ordinary dealer who has to depend upon the steady sale of everyday lines, the window problem is a little more difficult. While there should be enough of the novel in the window to attract attention, there should be a sufficient display of regular lines to form at least a suggestion to the prospective purchaser. There are two extremes in displaying footwear that should be avoided, sparseness and crowding, and of the two the latter is perhaps the more dangerous. Many retailers make the same mistake with their windows that they do with their advertisements. They crowd so much into them that nothing stands out to focus attention. The wise plan in both is to allow for breathing space. Have something in the window that you feel sure ought to attract attention, and then work in enough other suggestions to catch the eye of those who may not be interested in your chefs d'oeuvre.

What About Tickets?

Well a show window like an advertisement these days should give the fullest possible information. What is the use of elaborating your displays, moving heaven and earth to get people to look at your goods and then have them turn away without any idea as to their cost? It may be well occasionally to have a few fancy lines in the window without price tickets, but even that policy is questionable. Business to-day is conducted in the open and people are afraid of a store that is not willing to put prices on its goods. Good attractive show cards and neat price tickets are now practically a necessity.

A Dangerous Practice

Another thing to be avoided is placing shoes in the window that do not represent stock in the store. The old custom of purchasing special display shoes for this purpose is played out. It does not pay the dealer to have a prospect pick out a line in the window only to discover that the store is out of the size. It arouses suspicion and promotes antagonism. The window like the advertisement should be designed to sell goods in hand, and not to cajole customers into the store for the purpose of selling him goods he had not thought of buying. One of the most serious mistakes is for a retailer or clerk to refuse to take goods out of the window. It always creates a bad impression.

The windows should be kept clean, bright, well lit and above all, fresh—the fresher the better. The sum of the whole matter is this: Use your windows to tell the people what you have to sell. Have them attractive, but have them truthful. If they are failing to draw, as windows ought to, sit down with your staff and consider what ought to be done. The fault does not rest with the window so much as you, unless your store be placed where your efforts are wasted for lack of those to see them. The window is costing you so much per day whether you use it wisely or not. It is your duty to see that it produces a proper revenue.

ADDITION TO PLANT.

The Columbus Rubber Co., of Montreal, Limited, will shortly begin the erection of a three storey extension to their plant, which will allow them over 20 000 square feet more space. This new addition will be used for manufacturing and warehouse purposes.

Christmas Display in Wigget's Shoe Store, Sherbrooke, Que.

Suggestions For Easter Trims

Getting out of Ruts. Thinking Out Ahead. Elaborations Not Always Effective. Simplicity and Forcefulness the Thing.

EASTER is the one time in the year when special attention should be given to trimming the show window. It is the beginning of Spring, and it is associated with the greatest festival of the Christian Church. The various means used to celebrate the occasion by people themselves lend themselves naturally to the work of making both store and window unusually attractive. There are the sacred and secular aspects to be considered and the first thing to be decided is whether the one or the other is to be given prominence.

The Religious Idea

If this side of Easter is to be used in connection with window service both the window and goods must have distractive treatment. For instance such ideas for backgrounds will at once be suggested as "Gates Ajar", "The Cross and Rising Sun," "Angels" and so forth which all call for the quiet but vibrant note that must not be vulgarized by either surroundings or goods. But a good window may be designed with this side of Easter in view with ordinary materials in colors suited to the occasion such as purple, white and gold. With words on the background such as "A Happy Easter". A plain shirred white or mauve background with border of contrasting color will make up nicely and a good floral display will do the rest.

The Secular Idea

Chickens, ducks, rabbits are all associated with Easter, particularly in the minds of children, and one who can interest them can always count on catching the eye and thought of their elders. The easter egg is also a favorite in window decoration and can either be used in the natural state or made up and colored if necessary for use in backgrounds or corners. A nice background for an Easter window may be made of lattice work in white with a space in the centre running diagonally the shape of a large egg. Into this aperture could be inserted a beaver board egg either white, colored or decorated or attached suitably with ribbons. A nest in the corner of the window will heighten the effect and the lattice work can be interwoven with artificial flowers. Plants may be used such as Spirea, Easter Lilies, etc.

A Practical Suggestion

We give on this page a couple of illustrations suggesting treatment entirely different from each other for an Easter window. In the one case is a background in which Easter eggs and Easter lilies figure. The entire back is plaited in white, light green or lavender tarletan according to your color scheme for the window. The border at the top is made with a wide board covered flat with gold foil paper on which is a frieze of colored eggs made of egg shaped cardboard or heavy paper. The colors must be light in shade, as delicate as possible, the edge of the board being finished with white moulding or plaster beading. At one side is a panel of very light green art denim. The frame of the panel should be of wood covered flat with white felt. A cross or spray of artificial violets may be put in the upper part of the panel, the lower part being filled in with tall stalks of artificial Easter lilies. Some Easter lilies may be used back of the panel as shown to break the severeness of the border.

The Barn Yard Window

We also append a sketch of a window such as would delight children anywhere. Life always attracts and Easter and chickens seem to work well together. Have as a background an irregular fence as shown made of boards. If the latter are new, have them stained a dark green or brown so as to look old. If you prefer it, use a flat muslin background and paint it to represent a fence. The window may then be divided in half by a wire screen or one third only may be used for the barn yard. Get an old stump for one corner and build a hutch with a nest in the other. A small tree if it can be procured will have a good effect at the back. If a real live setting hen and a rooster can be secured, the thing will be complete, but it will be more so if the hen has a brood of chicks. Have the floor littered with straw to a fair depth and have a poultry drinking fountain, feed-box, etc., in the foreground. The balance of the window may be used for displaying goods and with these may be interspersed Easter eggs, rabbits and anything else that may add interest. A real live window that will be the talk of the town is possible if the details be carried out carefully. This is only a suggestion and is possible of being improved upon almost without limit. Rabbits could be used instead of chickens to good advantage, and the layout could be arranged accordingly.

There are dead ones but we don't handle them

Moral:
The skeleton of good business is built up on a frame work of buying seasonable novelties and staple shoes ECONOMICALLY, from a reputable IN-STOCK House.

Specialty Wholesalers, Men's, Women's, Children's Shoes

Canadian Shoes Ltd.

"The House With a Policy"

Toronto

Great West "Coldproof" Felts

For Men
Women and
Children, Both
Indoor and
Outdoor Wear

Made From Our Own Felt

Specially manufactured machinery produces our own felt—a felt warmer and longer wearing than other makes. From this material Great West "Coldproof" Felts are manufactured.

From the making of the felt to the finishing of the shoe, our expert methods allow only the highest grade of material and skilful 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.

Place your order now for Great West "Coldproof" Felts for your next Season's requirements. Handled by all good jobbers. If your jobber cannot supply you write us for the address of a jobber who can.

The Great West Felt Co. Limited

Elmira, Ontario

The Felt Goods Trade

Business looking up. Heavy weather stimulated trade.

RETAIL trade this winter in felt goods has taken on slightly increased activity on account of the heavy winter weather. Dealers who ordered sparingly last season have regretted this fact frequently during the past two months, especially with regard to staple lines which have been in fairly good demand since before Christmas. Country trade has been particularly good in some quarters, and in many cases dealers have had to substitute rubber lines when they could not meet the call for felts. During the past month sorting trade has shown considerable improvement, and as stocks in the hands of manufacturers and jobbers have been light it has been difficult to secure styles and sizes. However, conditions have been much better during the past couple of weeks, and the outlook is promising.

The New Season

The felt companies have been out with their new season's samples for a couple of months and report conditions much more satisfactory so far than they were last year. The fact that stocks have been pretty well cleaned up is responsible to a considerable extent for the change in attitude of the retail trade. Christmas trade was good this year in fancy lines which seemed to sell better than ever and this with the general clearing up of staples has made it easier to get retailers to talk business. The slight advance in prices amounting to about five per cent. all around in last year's quotations, has not seemed to hinder ordering so far although naturally dealers are averse to increasing their costs. Manufacturers however, realize that last year's business was on an altogether unsatisfactory basis, and with the enhancement of costs in various directions they say that a stronger advance than that asked was necessary to put business on a sound basis. On some lines the advance has been less than the amount stated while in other it has been larger.

The Fine Good Trade

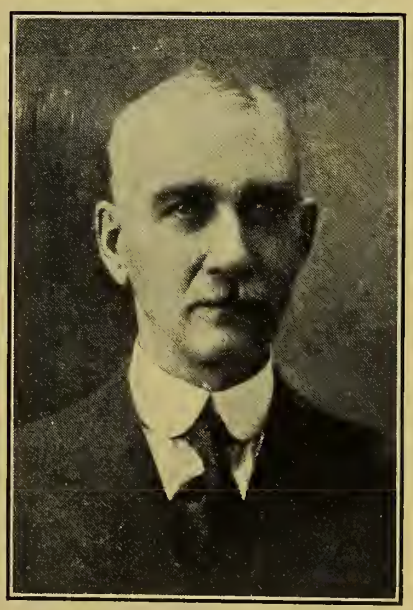
Competition has made it difficult to get adequate prices on some of the fancy lines of felt footwear. This competition has come largely, of course, from imported lines, although the centering of this trade in certain directions has made price cutting a prominent feature in the business. Makers of first class goods, however, are determined not to do business at a loss and are endeavoring to get customers to see that in felts as well as other lines quality cannot be had on such competitive prices as have been quoted by some. In felt goods there is a more general tendency towards the use of leather soles than has been the case in the past and this has brought up costs to a certain extent. Soft soled goods do not seem to be as popular as they were but still a good many seem to be shown in the samples. Some of the manufacturers have changed their lines in order to get away from the close competition that has been the rule for several seasons, and with good results. Certainly this season's samples are about the best yet shown to the trade.

Quality Counts.

In felt goods perhaps more than any other line of footwear, quality counts. The felt must be there to stand the requirements of Canadian wear and weather. It is a poor policy for the sake of a few cents to buy inferior materials. The workmanship is also an important consideration in both staple and fine lines. The nature of the material and the uses to which the goods are put, call for the utmost care in manufacture and finish. Our Canadian factories are to be congratulated upon the marked improvement in the character of the goods they are turning out, which will compare favourably with the same product of any country in the world. The fact that the trade is so limited and spread over so much territory has been a serious handicap, but improved methods of production and a thorough knowledge of Canadian requirements in this particular class of goods is enabling home trade to gradually attain a prestige that will ensure an ever growing share of the trade in felt boots and shoes.

Good Time to Buy

Just now seems to be a good time to buy almost any class of manufactured commodity for prices do not seem to promise any easing off in the near future. Raw materials seem to be down to a sound basis. Both felt and leather are more likely to go up than otherwise. Linings and other findings are feeling the effects of recuperation from low prices, and the slightest acceleration of demand is likely to stiffen the market. The merchant who buys either leather, felt or rubber footwear to-day may feel reasonably safe as to the future for while prices may be said to be fairly easy, the general feeling is that within a few months there may be a decided change in the situation. At all events it would seem to be a wise policy to purchase a fair proportion of the requirements of next season in this particular line



Mr. J. A. Taylor of Petrolia, who has been in the retail shoe business since 1890, has taken the Shoe and Leather Journal from the very commencement. He writes to us congratulating the Journal upon its years of service to the trade. We are always glad to hear from our old subscribers, and we reciprocate by wishing Mr. Taylor continued health and prosperity.

W'os. Black "Pointex", Satin Vamp, Plain Black Satin Quarter, 15/8 Covered LouisHeel. Made in different Combinations.

Another New McCaughan Model

FOOTWEAR of VOGUE
MODERATELY PRICED

The minute you see this shoe and note its snappy appearance and exceptional value you will pronounce it a sure seller for Spring and Summer. It is another proof of our ability to produce, through specialization, shoes that will win out anywhere when compared for style and popular price. Take advantage of them for Spring.

J. A. McCAUGHAN & SON

681-689 Champlain St. Montreal

SAMSON

Sporting Shoes

The Shoes the Champions wear--
and the shoes that all who skate, ski, play hockey, football, baseball, etc. prefer, because their improved features and quality shoemaking mean perfect fit and maximum wear--always.

SAMSON STAPLE LINES, WITH THEIR UNSURPASSED VALUES, ASSURE BIG TURNOVER FOR SPRING TRADE.

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

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Easter Window Cards

A Few Ideas For The Retailer's Benefit

By The Advertising Service Department

Many shoemen would write their own cards if they only knew what to say. Many clerks could produce better dressed windows if they had more cards at their disposal. Cases have been known where clerks with the ability to write cards have found themselves stumped through lack of short and snappy catch sentences. To meet these needs and to help the retailer to get a little more life in his Easter windows we would suggest the following slogans. The choice of paper, ink and color combination is left to the designer's choice.

Spring is Here,
Put Spring in Your Feet.

Smart Shapes
Snappy Styles

Easter Footgear
For Man, Matron and Maid.

Stylish Models to
Match the Spring Costume.

Are You Properly Shod
For Easter?

Latest Ideas in
Dainty Easter Foot Toggery.

New Shapes, New Styles,
Everything New for Easter.

Smart Suggestions in
Spring Shoes.

Spring Novelties that Please
the Eye and Fit the Foot.

Latest Expressions
of Spring Styles in Shoes.

Easter Brightness You are
only as Smart as Your Feet.

Match Your Easter
Costume with Shoes.

Do You Want
Shoe Comfort?

Health Helps Wealth
Good Shoes Help Health

Ask the Man
Who Owns a Pair

A Price to Suit
Every Purse.

Easter Suggestions for Every

Timely Ideas, which help to

By the Advertising Service Department

Blotter Suggestion

The above design is rather a new twist on an old idea. It gets away from the conventional square cut blotter and would catch the eye. If you are looking for something different, try it, the art work and cut would not cost a great amount.

Easter!

Here is a dignified advertisement, that should pull business. Use a nice cut and display the price. Tie your selling talk to the importance of well shod feet for Easter. Use a light border and above all things keep to one type face, if your printer can do it.

Cover Design

You can appeal to the better class trade through style and vanity, more so than price. If you publish a house organ, this design is suggested as an attractive and reserved cover. When advertising style goods to your prospects,don't use cover designs, type faces and selling talk suitable for heavy staples. The picture of a lumber camp won't sell dancing shoes to women, while very often a delicate picture that stirs her imagination, will.

Branch of Your Advertising.

Please Your Customers and Pull Sales

By the Advertising Service Department

Easter Thoughts

Please the kiddies and you please the parents. When parents bring children to your store find out from them their wishes on their own shoe problems. You will probably pick up a suggestion or two that will lead to future sales.

Sky-High

With this heading talk Easter dress, style, quality, price and the pleasure and comfort the shoe illustrated will give the wearer. This idea could be used as a circular or newspaper advertisement.

From Paris

A style advertisement quoting the three centres of style creation. Women have no higher authority than these places; what comes from there is accepted and worn. You boost your latest style creations in this manner. Use only high grade cuts, light type faces and a suggestion of illustration.

Peterboro Shoe

Prompt Shipments from Peterboro or Regina

No. 560 smooth tan Mennonite, Plain Toe, Half Bellow Tongue, Standard Screw, Munson Army Last, Chrome Waterproof Bulldog Sole, Lock Stitch, Welted Back. F.O.B. Peterboro $3.25

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. **Regina, Sask.**

Western Dealers may sort from our Regina Branch

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

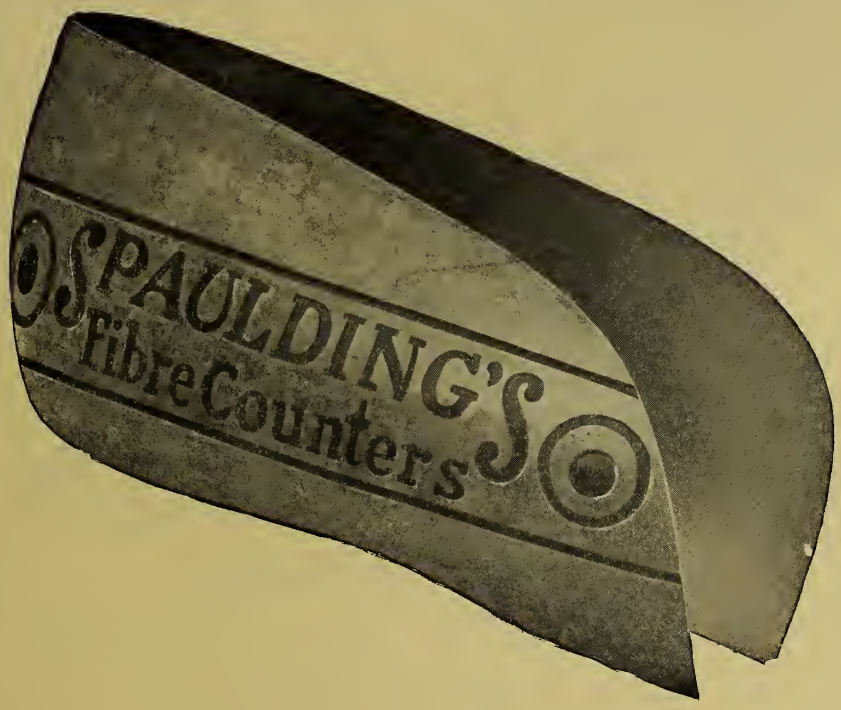
We Solicit Your Enquiries for Leather that has Stood the Test of Time

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



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

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

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

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

Everything
In McKays
except Men's
Stock Always On Hand
See our lines and be convinced that they are Trade Winners

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

LECLERC LINES LEAD in Value, Popular Style And Wear

The growing popularity of our lines is evidence of their superior value and attractiveness, backed up by good shoemaking. Satisfied dealers everywhere are meeting the keenest demands of the time with these moderately priced well made shoes.

A COMPLETE LINE
OF McKAYS & STANDARD
SCREW FOR MEN,
BOYS, YOUTHS AND GENTS

SEE OUR SAMPLES
NOW AND MAKE A
SELECTION FOR
SPRING TRADE

LECLERC FRÈRES
96 Montmartre St. Quebec

Notes from American Centres

BUSINESS on this side of the line has not been any better during the past month than it should. The January and February sales in spite of huge advertising and unwonted effort have not been as successful as was hoped for by dealers early in the winter. In the East the unusual snow fall drove business into rubbers and overshoes. There was a flurry for a week or so, when the weather abated, but on the whole February has been a month of watchful waiting. Conditions are however, brightening to some extent, and in localities where the weather has not been so unpropitious there has been a break in the clouds.

Boston Bits

New England has had an old fashioned winter and shoe men say that those who like it are welcome to it. There was a short period when the shops and windows took on a spring like appearance, but another spell of winter put an effective damper on enthusiasm. Trade has been slow and immediate business has dropped off considerably, so manufacturers and wholesalers report. There has been some selling nevertheless, for March 1st delivery. The best sellers at present seem to be greys and patents. Grey suede seems to lead although combinations of suede and patent are in good demand. One prominent shoe concern here recently displayed an entire window of greys. Strap patterns lead although there is some call for patent oxfords with cutouts and inlays.

New York Notes

Business is light but comparatively steady. Wholesalers are endeavouring to force sales of surplus stocks and are selling at close prices. In women's lines grey ooze plain and in combinations with patent are selling for early delivery. Sport goods are moving well, the demand for two tone effects being quite noticeable. Retailers report a good demand for black satin and patent, and cutout oxfords seem to meet with popular favour on the part of women. In men's lines, business seems to be better than in women's. Sport models look promising and oxfords already show a tendency towards increased popularity.

Philadelphia Paragraphs

Business is reported as only fair although business generally speaking is claimed to be ahead of this time last year. There has been a decided improvement in the past week or so, and all that is needed here is a few days of real bright weather to start things moving. Men's shoes have been selling passably well and women's lines have begun to show signs of activity. There has been a sharp advance recently in raw materials affecting the higher grades of women's shoes, and this is being reflected in wholesale shoe prices quoted recently. Dealers are hoping they will be able to get into spring business without the disturbing factor of increased costs.

Chicago Chat

Wholesalers report orders coming in fairly well for spring with a noticeable accentuation in the past week. Retail business, however, has been disappointing, notwithstanding the fact that Chicago has escaped pretty well the avalanche of snow that has hindered trade in many Western centres. There is a better feeling noticeable, however, and a little more enquiry for new goods. Dress and semi-dress shoes are moving and suedes in greys with black satins and patents are beginning to open up. One bar pumps seem to be coming strong, some of them being in striking design. Greys seem to have the stage in straps and promise to run strong as soon as good weather opens up.

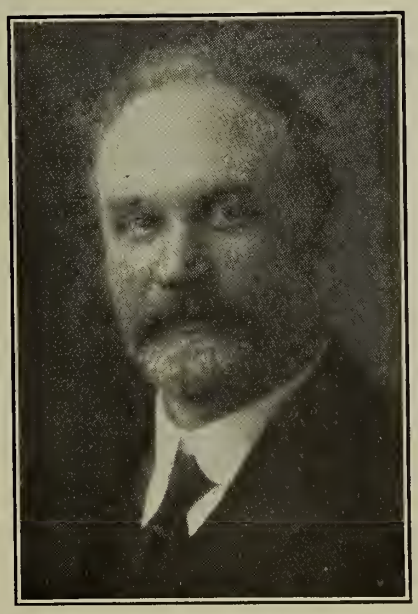
St. Louis Symptoms

The factories here seem all to be busy, some of them claiming the orders taken in Chicago at the Fair will keep them going well through March. There also seems to be a fairly good business in staple lines, merchants in the West and South West particularly seeming anxious to complete their stocks for spring business, which starts a little earlier than farther north.

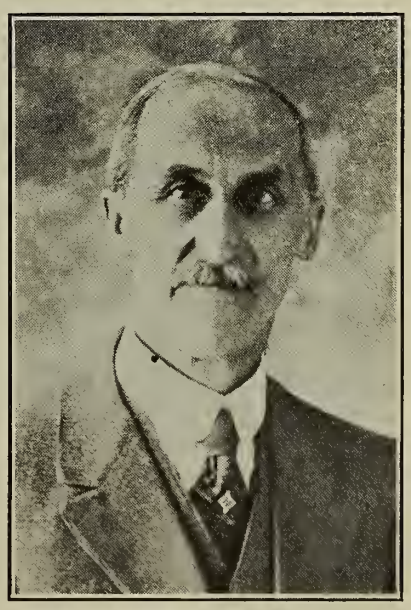
BOYS OF THE "OLD BRIGADE"

Retailers who have been on duty for years in business and still in the game. Have taken Shoe & Leather Journal from its establishment in 1888.

Chas. E. Blachford
H. & C. Blachford, Toronto



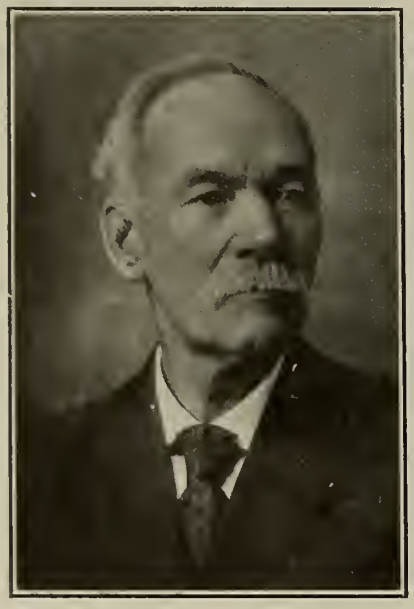
James Maynard
Victoria, B. C.



John Maw
John Maw & Son, Ormstown, Que.

OF THE OLD BRIGADE

When the Shoe and Leather Journal was established in 1888, the firm of Louis Coté and Bros., of St. Hyacinthe, Que., was amongst the first advertisers. A little later Mr. Louis Coté, one of the best known and most respected members of the trade, who was an inventor of shoe appliances as well as a shoe manufacturer of high standing retired and the two brothers, J. A. and Magloire continued the business. From that day until the present time this firm, which is now one of



the oldest in the country, has been represented in the Shoe and Leather Journal. They have consistently turned out a product that has given them unchanging supremacy in their particular line. Conservative but aggressive they have continued to supply goods that are considered the real bread and butter of the shoe industry. We are fortunate in being able to reproduce herewith the first photograph of Mr. J. A. Coté that has ever appeared and are sure that the trade will wish him and those associated with him in the Coté business continued health and prosperity.

MR. J. E. PARE JOINS GOSSELIN SHOE COMPANY LIMITED.

Mr. J. E. Pare, formerly of Dupont & Frere, Montreal, and previously connected with other well known shoe manufacturing concerns, has become associated as Managing Director with the Gosselin Shoe Co., Limited, of Quebec, of which Mr. Nap. Bedard, one of Quebec City's young and enterprising capitalists, is President. Mr. Pare, in addition to his duties as Managing Director, will look after the selling end of the business as well, and it will be part of his policy to give particular attention to the wholesale trade. The firm will make a full line of Boys', Youths', and Gents' High Class McKays and a line of specialties in Women's Medium Class McKays.

Mr. Pare is an old Quebecer, and for over thirty years has been connected with the shoe and leather industry of the Dominion, his headquarters during the past fifteen years being located in Montreal. Through his long and thorough experience he has gained complete knowledge of the shoe trade as well as of shoe manufacturing, and this, together with his

proven abilities as an executive, give him every advantage in directing the affairs of this recently reorganized company.

Mr. J. H. Vigneault, who for the past six years, has looked after the interests of The Dominion Rubber System Ltd., Montreal, will now represent Mr. Geo. E. Boulter, of Toronto, for the Province of Quebec, with the samples of the John McPherson Co. Ltd., Hamilton, the Newport Shoe Co. Ltd., Toronto, and the Gutta Percha Rubber Co. Ltd., of Toronto.

Mr. Vigneault has been in the shoe business for the last 18 years; he is also a partner in the firm of Daoust & Vigneault, retail merchants, of 675 St. Catherine St. East, Montreal.

Mr. Vigneault will have a permanent sample room in La Patrie Bldg., 120 St. Catherine St. East, Montreal.

AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

Messrs. L. LeClair and Son, shoe retailers, of Farnham, Quebec, are going out of business.

Mr. Frank M. Smith, formerly with the Greb Shoe Co., is now covering Western Ontario for the Bauer Shoe Co., Kitchener.

Mr. Griff. Clarke

The many friends of Mr. "Griff" Clarke will be glad to hear that he has recovered from his recent attack of pneumonia.

Mr. T. A. Lebeau, formerly with Nault and Lacroix, Sherbrooke, Quebec, is now in business for himself at 249 King St. West.

Our news editor will insist on associating Mr. Peter Doig with Aird & Son, when he knows quite well it's the Tetrault Shoe Mfg. Co. Although Mr. Doig has great respect for Aird's, we don't believe he has forsaken his Tetrault love.

Mr. J. R. Yorke, of the Yale Shoe Store, Moose Jaw, recently attended the Masonic Convention at Toronto.

Mr. W. G. Tapp, of Coulters-Johnson Limited, Port Arthur, has been visiting Montreal and Toronto, during the past week.

Mr. Charles A. Blachford, of the Blachford Shoe Mfg. Co., Limited, Toronto, spent several days in Montreal recently.

Mr. Harvey McKean, of the Blachford Shoe Mfg. Co., Limited, Toronto, is in Montreal calling on the trade.

Mr. Leslie Porter, of Porter and Robins, Yarmouth, N.S., has been spending the past several months in the Sanitorium. He has been improving steadily, but we regret to say that the last reports were not so favorable.

We understand that a most enjoyable party took place in the west end of Toronto, made up by a number of the jovial members of the shoe fraternity and their wives. We understand that after having a considerable snowshoe walk, they returned and spent an enjoyable evening up to 4 o'clock Sunday morning. We would like to know where they got their refreshments. Ask Arthur Bell, he may know.

Mr. Joseph Daoust, of Daoust Lalonde and Co., Limited, has been elected first vice-president of the Montreal Chamber of Commerce.

Mr. T. S. Fetterly has opened a shoe store in Lethbridge, Alta.

Albert Carey, of the Carey Shoe Co., bought the entire wholesale stock of the Davies Footwear Co. which recently assigned, for $199,630.90 from Butler and Co., trade auctioneers, at rate of 67½ cents on the dollar. This is said to be the largest quantity of merchandise ever sold in one lot in Canada.

Over one hundred and fifty people sat down to the H. H. Crosby Company's banquet, held in Coronation Hall, Hebron, N.S., recently. Speeches by members of the Executive were plentiful, but dancing for those who wanted it proved popular.

The opening of a new Miner Rubber Co. Limited branch at 190 King Street, London, Ontario, will allow them to give a complete service to Western Ontario dealers in both leather and rubber shoes. Their new warehouse when fitted up will give ample room to carry a large variety of shoes and a complete stock of rubber requirements. Mr. S. Bryant has been

placed in charge of this branch, under the Toronto office. "Stanley" as Mr. Bryant is best known to Western Ontario dealers has had a long and varied experience in the shoe business. For the past ten years he has been with Coates, Burns and Wanless, of London, Ontario. The following salesmen will co-operate with "Stan", Messrs. H. A. Westlake, G. A. Hand, F. H. Jennings.

Mr. H. S. Crosby, President of the H. H. Crosby Co. Hebron, N.S., has returned to Halifax.

We understand that Mr. David S. Crosby has recently purchased an interest in the H. H. Crosby Co. of Hebron, N.S.

The Ryan Devlin Shoe Store in the Clarendon Block, on Portage Avenue, Winnipeg, suffered a $50,000.00 fire loss recently.

Mr. Ed. Somers, sales manager of the Eagle Shoe Co., Limited, Montreal, is at present calling on the trade in Ontario. His many friends in that Province recognize in him the genial Ed. minus his straw hat, which some accuse him of wearing beyond the regulation season. He reports business getting better and is looking forward to a much improved condition of trade by early Summer.

Mr. George Saunders, of Newmarket, recently lost his boot and shoe store and repair shop by fire. No insurance was carried.

The Lloyd-Rose Shoe Store on Roncesvalles Ave., Toronto, recently suffered fire damage to the extent of $4,400.00.

The J. P. Cook Co., shoe store, in London, in charge of Mr. Phillip Cook, Jr., recently staged a successful 60th anniversary sale.

Mr. T. N. Campbell, for over forty years secretary of the Amherst Boot and Shoe Co., Amherst, N.S., has retired.

Mr. Wm. Chamberlain, of the Newport Shoe Co., Toronto, who has been laid up with the "flu" for the past two weeks, is getting along fine and is expected back at the office shortly.

Mr. Geo. E. Fortin, who is well known in the shoe trade of Eastern Canada, and who was recently elected vice-president of the Quebec Division of the Shoe Travellers' Association, has become associated with the Hurlbut Company Ltd., of Preston. He will represent them in Quebec, with headquarters at Montreal.

On account of the continued ill health of his wife, J. Gregory Hoye, President of the Provincial Cut Soles, is compelled to give up business here and return with her to their former home, at Boston, Mass. E. B. Page, the other member of the firm has acquired Mr. Hoy's interests in the business and will carry on with the same vigor that has characterized the management since its inception.

Mr. N. Collins, of the Slater Shoe Co., Montreal, has a sample room at the Queen's Hotel, Toronto.

The two very popular representatives of the Kaufman Rubber Co., Kitchener, Mr. J. C. Bryant and Mr. Len. Hutchison, are shortly starting on their spring hike. "Jimmie" will cover eastern Ontario and "Hutch" will do the Toronto to Kingston run.

Mr. W. E. Woelfle, of the Woelfle Shoe Co., Kitchener, is spending a pleasant holiday in California accompanied by his wife.

Mr. H. D. Dobson, Winnipeg, manager of the Kaufman Rubber Co. Limited, was a recent visitor to Toronto.

Ill health has sent Mr. Clayton Corson, of the Corson Shoe Co., Toronto, to Atlantic City for a short holiday.

Fire recently damaged the factory of the Adams Shoe Co., Penetang, to a considerable extent.

Mr. James Bonthion, well known shoe traveller, died at his residence in Toronto recently at the age of 76.

ONTARIO TRAVELLERS MEET.

The executive of the Ontario Division of the National Shoe and Leather Travellers' Association was held recently. A report was made on the meeting of the Eastern Section in Montreal. The general meeting of the Ontario Division was postponed subject to the call of the executive. Meanwhile members at the time of the last annual meeting remain in good standing without further dues until the next general meeting.

Considerable complaint having been made by travellers as to hotel rates, Messrs. McFee, Settle and McKean were appointed a committee to deal with several matters, but particularly hotel rates, and to get in touch with the Commercial Travellers' Association of Canada.

RUBBER CATALOGUES.

With the opening of the fall placing season have appeared the annual catalogues of the various manufacturers of rubbers.

Ames Holden McCready Ltd., have issued a "Buying Guide," which covers both leather and rubber shoes. It is probably the most comprehensive publication of its kind that has ever been issued in Canada. Comprising 120 pages and heavy cover, it will be very useful for reference.

Columbus Rubber Co. Limited, of Montreal, have issued their rubber catalogue of over fifty pages covering heavy goods, rubbers and overshoes. This is in two colors on fine stock and gives a broad view of the Columbus line.

"Footprints" is the name of the 1923 catalogue of "Dominion" Rubber Footwear, issued by the Dominion Rubber System. In this handy catalogue are shown the boots, lumbermen's goods, overshoes and rubbers for the fall season.

Minor Rubber Co. Ltd., have issued their annual catalogue calendar, with some improvements and innovations. On each page is an illustration of a scene in which the shoes are used. Illustrations are also shown of the various types of shoes on which the rubbers shown will fit, so that by reference to the catalogue the dealer knows the proper last to use. They also feature window posters and displays for "Boy Scout" rubbers. In addition they issue a handy pocket catalogue to supplement the calendar, which covers their full line of rubber shoes and clothing.

Gutta Percha & Rubber, Limited, have changed the shape of their catalogue, issuing a forty-eight page book, seven inches by ten and one half, which opens with the longer dimension at top and bottom. This gives possibly a better opportunity for display of cuts than the old form. The line shown covers croquets, footholds, excluders, imitation fur-top lines, gum boots, lumbermen's in white, gray, and red, leather-tops, and their special line of strap-way leather tops.

Independent Rubber Co. Ltd., of Merritton, have issued their usual high class catalogue comprising forty-eight pages with embossed cover in brown, blue, and black. The goods shown are divided into boots, lumbermen, leather tops, cloth shoes, and fine shoes. Made to order styles are shown separately. The line has been carefully revised and many new lines and lasts are shown.

SELL SATISFACTION

by using Kendex Insoles

1. They eliminate burning & stinging of the feet.
2. They conform readily to the feet, and thereby eliminate callouses.
3. They never harden or crack; remain always flexible.
4. They are nonconductors; warm in winter; cool in summer.

Kendex once worn—always worn

KENWORTHY BROS. OF CANADA, LIMITED

St. John, Que. Montreal Office, 224 Lemoine St.

REG. IN KENDEX CANADA

Remember "The feeling of the feet is reflected in the face." Wear Kendex

PACKARD'S

Goodyear Welt Shoes

For Spring and Summer Wear

Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 4. No Heel
5 to 7½. Spring Heel

We are prepared to ship

IMMEDIATELY

from stock---all lines in Children's, Misses' and Youths' sizes.

NO WAITING

Rush Orders Our Specialty

L. H. Packard & Co., Limited, Montreal

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

Hydro City Solid Leather Shoes
Solid Wear in every Pair

The honest values of Hydro City Shoes are surpassed by no other line. Solid leather —nothing else—goes into the manufacture of these shoes and their long wear and comfort makes selling easy. To the critical buyer who demands these qualities, Hydro City Shoes stand for real service and satisfaction.

The popularity of our line is nowhere more established than in the West, where merchants are cashing in on its reputation. Increase your sales and profits with Hydro City Shoes. They should have a place on your shelves.

Hydro City Shoe Manufacturers Limited
Kitchener Ontario

HAS GROWN WITH THE YEARS

The late James Robson, of Oshawa, who established the Robson leather business in 1865, was the active personal head of the concern when the Shoe and Leather Journal came into being thirty-five years ago, and even at that time the Robson product was favorably known, not only in Canada, but abroad. On the death of Mr. Jas. Robson in 1907, the management devolved upon the two sons Charles and Frank W., and, although at that time the business had developed from ordinary dimensions to one of the foremost industries of the country, it took on still greater strides, patent leather having been added to their already popular lines of side leather.

Since the recent death of Mr. Frank W. Robson, the responsibility of this immense plant has fallen largely upon the shoulders of Mr. Charles Robson who has always conducted the practical end of the business. He has been ably assisted, however, by Mr. G. M. Jacobs, who has practically taken over the work of the late Mr. Frank W. Robson. Mr. Charles Robson or "Charlie" as he is known from one end of the shoe industry to the other, has had the advantage of growing up with the business which he entered when a mere lad. There is no man in the Canadian leather business who is more familiar with all its phases to-day than Mr. Robson.

It is a far cry from the little one horse bark mill tannery of 1865 to the present magnificent plant which contains the most modern equipment and employs the most up-to-date principles and methods. A glance at the acompanying illustration will visualize the tremendous achievements realized by steady unremitting attention to the essentials of high class leather production and the indomitable energy which has brought such results from comparatively small beginnings.

ARTIFICIAL LEATHER IN MONTREAL.

Considerable comment has been caused by a case in the Montreal courts wherein one Philias Bell is charged with obtaining fraudulently $100,000 by claiming to be able to make artificial leather. Various experts and leather men called in have testified as to their belief that the materials exhibited as artificial leather were real leather. Attempts to check up the process of the inventor were unsuccessful to the extent that witnesses believed it was another case of the "hand is quicker than the eye."

Tanners and shoemakers are all interested in the possibility of producing a real substitute for real leather, as such a product would have an important effect on business. To date, however, the best method found is to raise cattle or other animals and let nature take its course.

Meanwhile the quest for these products goes on and there are still people who will sink money in such ventures, as well as for inventions involving perpetual motion, and wild-cat oil propositions. Easy come, easy go.

Chas. Robson

Robson Leather Works, Oshawa, Ont.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

KANGAROO

We are headquarters for all Finishes, Grades and Kinds.

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

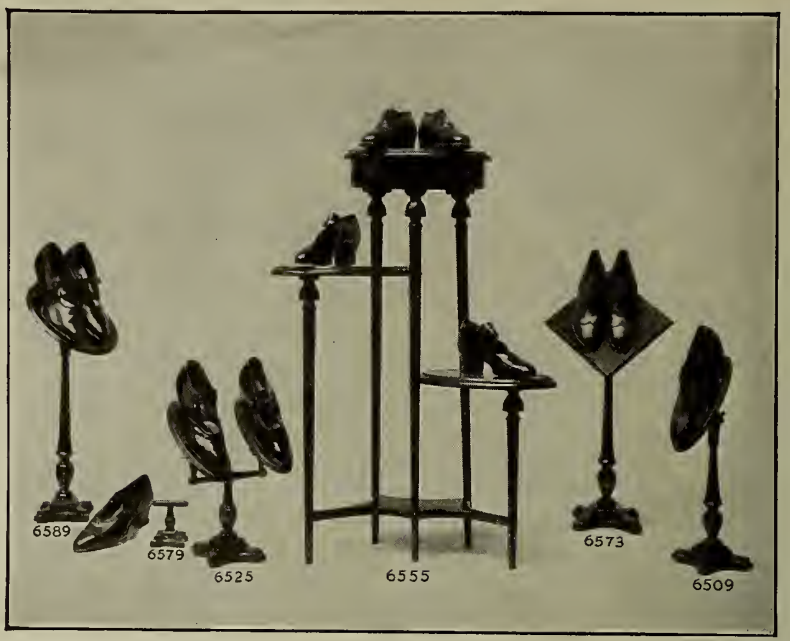
Branch: 54 South Street, BOSTON, MASS.

Display Fixtures

That Sell Shoes

Shoes thrown carelessly into a window will not get the attention of the buying public. Observe the windows of the successful retailers, and you will find the shoes laid out individually or in pairs on attractive fixtures in such a way that the eye of the passerby is caught and his attention held. An attention compelling window demands Dale Shoe Display Fixtures—the fixtures that sell shoes.

Write for Catalogue Now!



Dale Wax Figure Company, Limited

Canada's Leading Display Fixture House

Toronto - - Canada

MONTREAL
P. R. Munro
520 New Birks Bldg.

WINNIPEG
O'Brien Allan & Co.
Phoenix Block

VANCOUVER
E. R. Ballert & Son
Mercantile Bldg.

Felt Cosy Slippers

Felt soft sole cosy slippers all colors, plain and ribbon trimmed. With or without pompoms, spring or rubber heels. Order now.

Strap Slippers

Padded soft sole strap slipper, in felt or patent Daisy and suede quarter and patent combination or all daisy or suede. Spring or rubber heels.

Jobbing Trade a Specialty, Close Prices

B & M. SHOE & SLIPPER CO., Ltd.

126-128 GARDEN AVE. - TORONTO.

Do you sell

Kiwi is made in seven shades, Patent Leather, Black Tan, Light Tan, Tan and OxBlood, Stain Polish. Wholesale price on application.

Kiwi, that long established line of high quality shoe polish. Many dealers sell a tin of Kiwi with every pair of shoes. Why not you?

CANADIAN AGENTS

J. W. Price & Co.

Lombard Bldg. Toronto, Ont.

Anglo British Corporation, Ltd.

Mercantile Bldg. Vancouver, B.C.

MANUFACTURED BY

THE "KIWI" POLISH CO.PTY. LTD. FINCHLEY, LONDON, N.3.

COLUMBUS RUBBER CO. OPEN TORONTO WAREHOUSE.

The Columbus Rubber Co., of Montreal, have opened a warehouse in Toronto for the convenience of their Ontario trade. The warehouse is located in the Cuthbertson Bldg., at 284 Yonge St., in the heart

of the city, and will be in charge of Mr. Fred McIntosh. Mr. McIntosh is well known to the shoe trade of Ontario, His early training was received with John Agnew Co., of Brantford, while recently he has been with the Dominion Rubber System in London and Brantford.

VANCOUVER NOTES.

The coast cities and towns have been visited during the last few weeks with severe wintery weather with several days of intense cold, accompanied by a strong wind. A heavy fall of snow followed which disorganized traffic and business in general for several days, and completely stopping the sale of leather footwear and the repairing trade. On the other hand, rubber boots and shoes had a tremendous sale and jobbers' stocks were almost completely exhausted in some lines, especially ladies' rubber boots. Stocks were rushed in by express from Edmonton and Calgary.

We are pleased to learn that the Nugget Shoe Company are taking means to put a stop to the departmental stores and the grocery trade selling the Nugget polishes at less than 15 cents per tin. For years it has been a hardship upon the shoe trade to successfully compete.

Mr. B. Kesner's tender for the J. W. Kitley stock was accepted by the Credit Men's Association at 61 cents on the dollar.

Tenders are also being asked by the Credit Men's Association for the stock and fixtures of P. Webb, Granville Street.

Mr. W. Reeves has taken over the stand of Mr. Lindstrom on Seymour Street. Mr. Reeves is a native of the county town of Middlesex, England.

Mr. J. Smith (Jim—You know me Al) who is a member of the staff of the B.C. Leather and Findings Co., and is a player in the Burnaby Base Ball team which had a very successful season in 1922, in win-

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

SHOES GLOVES
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BOOKBINDING
FANCY AND
NOVELTY GOODS
SKIVERS
EMBOSSED LEATHERS
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NEW CASTLE N.C.K. KID TRADE MARK REG. U.S. PAT. OFF.

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.

ning two cups and other trophies, was the recipient of a gold stick pin, presented by the President of the Club at a smoking concert. This was also a special token from his admirers from Vancouver.

Mr. C. Sims, who recently came to this city from Salmon Arm, has issued a real live circular, not very large in size, but to the point, and which must be a real business puller. He starts out by stating: "Our Motto—By Service We Prosper" and then goes on to say in a few well chosen words that he naturally is anxious to prosper and desirous of giving his customers the best possible service, mentioning his quality of goods, methods and small profits, finishing by saying he will do his best to merit their future business. On the reverse side, he gives a full line of all the goods he keeps in stock. Mr. Sims is certainly to be congratulated on his efforts put forward.

Mr. T. A. Ball, who was manager of the shoe department of Woodward's departmental store, has taken over the stock and store of H. D. Rae on Hastings St. E. Mr. Rae has gone south for the benefit of his health.

Mr. W. Theobald has returned from a holiday trip extending over six weeks having visited relations and friends in San Francisco and other cities in California.

Mr. R. B. Francis, of the B. C. Leather and Findings Company is spending a vacation in California.

Mr. H. Lutes, Lonsdale Rd., North Vancouver, has been elected President of the north shore Kiwanis Club.

Mr. R. C. McDonald, Columbia St., New Westminster, has been again elected as a Councillor of the Coquetland Municipality.

Mr. Randall and Mr. Foot, both of Winnipeg, have taken over the stand of Mr. J. W. Nevill, on Georgia Street. Mr. J. W. Nevill has bought the machinery and stand of the late Mr. J. Moorey on 4th Avenue.

Mr. W. Sprule, who was for several years with Messrs. Storey and Campbell, has severed his connection with that firm to take up similar duties with another local firm.

Mr. F. Sprule, brother of the above, is again back in business after a spell of sickness and operation for appendicitis.

Mr. G. H. Featherston, long connected with the retail shoe trade of Montreal, died on Feb. 16th., at his late residence, 657 St. Catherine St. West, Montreal. The late Mr. Featherston, who was sixty-five years of age, was born at Lacolle, Que. He came to Montreal thirty-five years ago and began in business at the corner of St. Catherine and Victoria Streets. For the past twenty-five years he conducted his store at 659 St. Catherine St. West, acquiring an enviable reputation as a man of integrity in business affairs, respected by a wide circle of friends. He is survived by his wife, one son and three daughters.

NEW WHOLESALE FOOTWEAR HOUSE IN QUEBEC CITY.

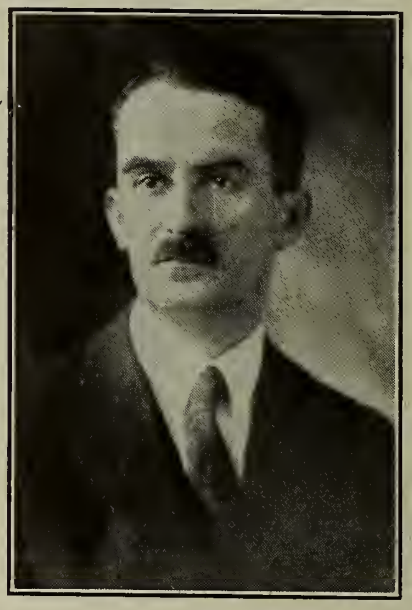
A new wholesale firm has started business in Quebec City under the name of the Quebec Shoe & Rubber Co., Limited.

This firm will replace the jobbing house of Dubois & Dubois, and will be under the management of Mr. Wilfrid Dubois, who is very well known to the trade.

NEW CANADIAN MANAGER FOR J. EINSTEIN LIMITED.

Mr. G. Ernest Borner is now Canadian director of J. Einstein Ltd., of 152 Notre Dame St. West, Montreal, the well known manufacturers of shoe fabrics.

Mr. Borner, formerly represented, in New York, C. F. Bally & Co., of Schoenenwerd, Switzerland, who are the largest shoe manufacturers in Europe, having plants in Switzerland and in France.



Mr. Borner is a thorough shoe man, having had experience in all the departments of manufacture and has for many years been buyer of all shoe materials. Due to former connections he has also had an opportunity to come in contact with the largest and most important shoe manufacturers in Brooklyn and New York. With these varied associations in the trade making his knowledge of the industry very complete, Canadian shoe manufacturers can look to receiving most satisfactory attention from Mr. Borner in their dealings with J. Einstein, Ltd.

NORTH BRITISH RUBBERS.

During the war and to some extent since, the North British Rubber Co. Limited, of Edinburgh, the largest rubber manufacturers of the British Empire, had to curtail its Canadian output to a considerable extent to meet its governmental and local obligations. This well known concern having made important additions to its premises and equipment is once more in a position to meet the demand in Canada for its well known product, and is announcing this fact elsewhere in this issue. Mr. E. L. Kingsley, the Canadian manager, claims their goods are not only fully up to the high standard of this world known establishment, but meets in many important respects the demand of the Canadian trade for goods that have the fullest and highest quality of rubber in their make up as well as the merit of design and finish that have always characterized the product of this concern.

The Shoe Repair Man

Call for Co-operation

The following letter to the repair trade over the signature of Secretary Walt. Stevens, of the Ontario Federation of Shoemakers and Repairers, outlines some of the plans and ideals of the organization:—

Brother Craftsmen:—

I think a few lines concerning the doings of the Federation Councillors will help to cheer you all. We are now nearly over the depressed season. It has been very bad, I know, but let us look up to the bright future, and get Dr. Coue's slogan going "Every day in Every way business is getting better and better." Try it every one of you.

Now back to where I started to tell you about ourselves. We are going to send circulars to every repair man in the province, quite a large undertaking but with the kind and generous help of the several manufacturers and jobbers we are able to get a complete mailing list, over fifteen hundred names. The plan is to send you all a friendly letter, asking every man in the Province to kindly send in ONE DOLLAR, application for membership to "Ontario Federation Shoemakers and Repairers". Just think what it will mean to us all. It is impossible to quote here the many advantages it will give us, but you fellows are all able to picture the future of a great organization.

The convention will be of benefit to everybody, both our patrons and ourselves. Your dollar is going to do wonders. Did you ever stop to think what a great convention costs? And our next one is to be one of the greatest. We are quite sure you all will come across with the little greenback. We will send you a receipt for same and want you to come and see just where your dollar goes. Then you will not be sorry. If you do not receive one of these letters in a reasonable length of time (you know it is quite possible to miss someone in such a big undertaking) just send a dollar, tell us it is for application for Membership and an acknowledgement will be sent you with our many thanks. That is the outline of our biggest doings, to date.

Now there is the advertising in our programme which we hope all the trade will be interested in. We expect to send every man in the Province a copy, all his own, so those who are absolutely unable to attend will have an idea of what is going on July 25-26, but we want every one to come and SEE for himself. Seeing is believing and believe me, I want to SEE you all because I BELIEVE in you all.

Some of you fellows from a distance, did you ever look up "Brantford" on the Map of Ontario? Quite centrally located and within a fair distance from everybody. Come from the East and find ideas from the West, or vice versa. Every fellow gets a square deal.

The Banquet, Oh Boy, something different. Well it wouldn't be right to tell it all here at once, but you won't be a darn bit sorry after you have partaken of the festive board and enjoyed the entertainment.

Now don't forget, look for the forms and send in your dollar as soon as possible. We are underway now and by all appearances have clear sailing ahead of us.

Let us hear from ANYONE with ideas for our future. Hoping to see everybody at the Convention, I am,

Yours sincerely,
(Sgd.) Walt. Stevens,
Sec.-Treas., O.F.S. & R.

AND HERE IS THE LETTER THAT WAS BROADCASTED.

Dear Sir:—

Because you are interested in the advancement of your business you will welcome the opportunity to assist in making possible still further improvements.

This can be done if all engaged in our business throughout the Province of Ontario will associate themselves with their organization:—The Ontario Federation of Shoemakers and Repairers.

Such a membership would give the organization something substantial to work on.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Il

The membership fee suggested is one dollar per year. This amount is so small that it is fully expected that every man in the business will hustle along this amount.

This will also mean we will have a most helpful convention during July.

Send along your membership fee now and in the meantime prepare for the convention—that is, plan to attend and bring constructive suggestions with you.

Yours very sincerely,
THE ONTARIO FEDERATION OF SHOE-MAKERS AND REPAIRERS.
Walter Stevens, Secretary-Treasurer. W. S. Pettit, President.

BRANTFORD NEWS NOTES.

On Tuesday evening, Feb. 13, the Brantford Association, wives and sweethearts were the guests of the Hamilton Association. The evening was spent in cards, music, dancing and a sumptuous luncheon, which was heartily partaken of by every one present. Good old Brantford "romped" home with the two big prizes, Mrs. J. Smith, winning the ladies' first, and our Federation President, Mr. W. S. Pettit, put in the count for the gent's first. Congratulations must certainly be extended to our neighbour brethern for the creditable manner in which the evening was handled. The boys and girls returned home at a late hour, every one feeling happy and contented and looking forward to a return visit from our genial Brethren of the Ambitious City.

Our New President, Mr. Sid Rogers says he is no Orator, so look out for him. If he does not talk much, we can rest assured he will give a good account of himself in some other way.

During the very depressing time which we have been experiencing it is indeed gratifying to see our membership holding its own. Everybody is game and staying to the finish.

All the boys are looking forward to the Convention here July 25-26, expecting to meet, One Thousand New Faces of fellow craftsmen, hungry for advancement of our trade. We will be all running in high gear and promise a most excellent and profitable holiday for you all.

HAMILTON REPAIRERS' ASSOCIATION.

On Tuesday, Feb. 13., the Hamilton Association held a ladies' night.

Some fifty members, friends and ladies were present including a goodly number with their wives from Brantford.

The affair commenced about 8.30 p.m. with an address of welcome from Mr. Grayson, the President, after which euchre was indulged in for upwards of an hour, eight tables being occupied.

Then the company repaired to a well decorated, heavily laden table of refreshments to which all did ample justice. After a few short speeches from various members assembled around the festive board, dancing was in order, and many couples took the floor.

Miss Rogers, of Brantford, favored the company with several well rendered songs and Jimmy Jarvis led in the community singing.

The company broke up about eleven o'clock all expressing their appreciation of a jolly good evening.

The next meeting of the Hamilton Association was scheduled for Tuesday, Feb. 27th.

DOES QUALITY BRING SUCCESS?

We have "Quality" preached to us from every side as the cornerstone of business success. As evidence of a concrete case, the Australasian Leather Trades' Review instances the case of two competing repairers. Canadian repairmen may be interested in reading and commenting on the story which is as follows:—

Two repairers are opposite each other in the same Sydney street. One is a fairly old-established shop, the other is new to the region. Both are good Association members, both maintain the reasonable prices set down in the schedule, and both have thoroughly up-to-date shops with a "same day" service.

Theoretically, the new man should be struggling to get business, but practically the very reverse is the case. He has more business than he knows how to handle, and every week it increases.

More than one in the trade is puzzled; yet the reason for the new man's success is delightfully simple —leather!

The writer had shoes repaired at both shops, his identity unknown to either repairer. Both made excellent jobs, but whereas those repaired by the old established shop gave only fair wear, those repaired by the new shop wore as though they were soled with steel. By offering to bring into the city shoes for friends, the writer was able to submit welt, pump, and Blake sole jobs to each repairer—and in each case the leather used by the new man proved considerably the better from a wearing viewpoint than that used by the older established man.

Without a shadow of a doubt, the quality of the sole leather used by the new man is reponsible for his surprising success. Probably the other man pays as much for his leather, but, if so, he cannot exercise the same strict supervision as the new man over all the sole leather that comes into his shop.

The story has a moral, of course (all these stories have!), but it is sufficiently clear to need no stressing. These facts prove beyond contradiction the truth of what is often contemptuously referred to as "preaching" —the "preaching" that the finest quality material obtainable must inevitably bring business to the man who uses it. It is the direct reverse of price-cutting, and how much more satisfactory it is to all concerned!

N.S.R.A. NOTES.

Following the resolution passed at the Montreal Convention the executive have been working on the question of linking up with the Retail Merchants' Association. At the moment, however, they have nothing definite to report.

In the matter of insurance, the following letter has been sent by the Association:—

G. D. Finlayson, Esq.,
Superintendent of Insurance,
Ottawa, Canada.

Dear Sir:—

The delay in replying to your letter of January 31, addressed to S. Roy Weaver, Acting-Secretary of this Association, in Montreal, does not indicate any slackening of interest on the part of our members in regard to fire insurance rates, nor a disposition to accept without continued protest the increase which

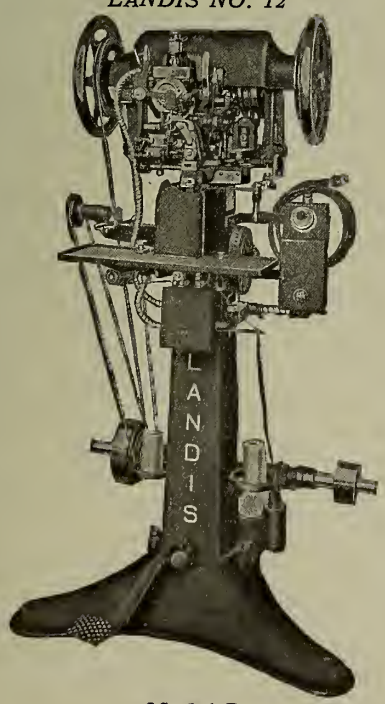
has been put into effect. While we recognize that there are difficulties in dealing with a matter of this kind on any other than an actual experience basis, surely we are not unreasonable in objecting to rates being based on experience during a period which is almost unprecedentedly abnormal. We emphatically deny the suggestion of the underwriters, as mentioned in your letter of December 27th, that the physical hazard involved in risks on retail shoe store stocks has been increased during recent years to an appreciable extent by any change in shoe manufacturing processes or in the character of materials used. Manufacturers and others to whom we have mentioned this explanation offered by the underwriters have assured us that the argument is totally invalid; if the underwriters' case is based on any such idea it is weak indeed. We are convinced that the heavier fire losses incurred since the business reaction have been due in large measure to moral hazard and, if this be admitted, such losses have been the direct result and penalty of acceptance of risks which were not of the very highest character. The underwriters have had the privilege of accepting or rejecting any risk offered and it is not reasonable that they should be permitted to saddle the honest merchants with a burden which does not properly belong to them. We do not know of any other business which has been able to escape to pass on to others, its share of losses resulting directly from a partial departure from sound business principles during the period of abnormal prosperity, or to recoup itself for such losses as the fire insurance companies now are being permitted to do.

We protest against this matter being dropped. We asked you last October for information as to how insurance rates on retail shoe store stocks in Canada compare with those in the United States but have not yet received such information. We believe that this is a matter which properly comes within the jurisdiction of the Superintendent of Insurance and we urge that you meet with the Underwriters and present our case as strongly as possible. The experience of the better class shoe stores does not justify the higher rates—of that we are satisfied and we are looking to you and counting on you to go into this matter fully and deeply and to obtain for us the relief to which we believe that we are entitled. We suggest that you take up this matter with the companies first in an informal way and, if they will not consent to withdraw the increase, at least in part, we are prepared to send a deputation to support the presentation of our case.

We do not altogether accept your statement that the injury is being done to straightforward dealers by the actions of the other kind. The injury is being done by the fire underwriters who in computing their loss experience include losses on stocks which ought never to have been insured, except as substandard risks, and thus penalize the honest merchants.

We are hoping that relief can be obtained for us by peaceful negotiations, but if it is not obtainable in that way we are prepared to carry the matter further and, if necessary to ask the Government to appoint a Commission to investigate whether or not the increase is justified.

LANDIS NO. 12



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LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

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THE FINEST ENGLISH CURRIED SHOE LEATHERS

Every good quality which upholds the tradition of English Leather Manufacture is maintained in our products

Ask us about our specialties

BOX & WILLOW SIDES

Belt and Suspender Leathers, Case and Bag Leathers and Account Book Leathers

THOS. REARDEN & Co., LTD.
BROCKLEY LEATHER WORKS
LONDON, S. E. 4. ENGLAND

Telegrams: Rearden, Brockley, London

Mr. Maurice Bastien, manager of Bastien Bros., Loretteville, P.Q., is leaving shortly on a business trip that will take in Peterborough, Toronto, Niagara Falls, Buffalo, Philadelphia, Atlantic City, Johnstown, New York and Montreal.

Mr. Harvey Graham, that well known representative of Snider's Creek, was in Quebec a short time ago and "indulged" in a curling bonspiel against Jack Dunbar, of Quebec, and Jack Duggan, of Montreal. The winner has not as yet been decided on.

A new shoe store has been opened in Hamilton under the name of the Wentworth Shoe Store, corner King and Wentworth Streets.

CLASSIFIED ADVERTISEMENTS

SHOE SALESMAN, with 9 Years' Experience, desirous of a Position with Reliable Firm as Salesman or Manager, or will Travel for Wholesale House with Boots and Shoes or Shoe Findings, either in Ontario or Maritime Provinces. Best of References. Address Chas. Thompson, 143 Homewood Ave., Hamilton, Ont.

"TRAVELLERS WANTED."

STRONG LINE OF CHILDREN'S SHOES Open on Commission Basis for Manitoba and Eastern Saskatchewan. Applications must show full Experience and References. Apply, Box 80, Shoe and Leather Journal, 545 King St. West, Toronto.

FOR SALE.—Up-to-date Shoe Repair. Well Equipped and Doing Good Business. Write for particulars and reason of sale to S. C. Couch, Box 74, Nelson, B.C.

SALESMAN WANTED to Sell as Side Line in Prairie Provinces, Medium McKay Shoes for Growing Girls, Misses, Children, Infants, Boys, Youths, and Gents. Dominion Shoe Limited, 2300 Chabot St., Montreal, Que.

YOUNG MAN, with experience of Dry Goods, and a knowledge of the Shoe Trade, Seeks Position of Trust, with High Class Shoe Manufacturing Firm or Retailer. Apply to Box 87, Shoe and Leather Journal, 545 King St. W.

POSITION WANTED.—Shoe Salesman desires position, Lifelong Experience, Capable of Managing Store or Dept., Window Trimmer, Card Writer, Best References, Box 42, Orillia.

SALES EXECUTIVE, of Exceptional Training, Business Experience and Selling Ability, Conversant with Shoe Trade throughout Canada, Desires Connection with Manufacturer looking for increased output. Would consider representing reliable manufacturer in Montreal and Eastern Canada, as connections on this territory would be valuable asset. Box 88, Shoe & Leather Journal, 545 King St. W., Toronto.

MARRIED, Reputable, Energetic Salesman Desirous of representing good firm with meritable line. Is acquainted with Boot and Shoe Manufacturers and Shoe Finding Jobbers in Montreal and Quebec. Can engage at once and produce results. A1 References and if required any amount of Bond Furnished. Reply Box No. 89, Shoe and Leather Journal, 510 Coristine Building, Montreal, Que.

WANTED Line of Shoes for Eastern Ontario. Salesman has number one connection in this territory and can furnish the best of references. Address Box 90, Shoe and Leather Journal, 545 King St. W., Toronto.

YOUNG MAN, with High-class Retail Shoe Experience wishes a good Line of Shoes or Shoe Findings for Ontario Territory. Box 91, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED, Jobbers to Handle New Up-to-date Line of High Grade Infants' Footwear, Soft Soles only at present, but have other Lines Developing, apply to The Baby Shoe Co., Belleville, Ont.

Shoe Salesman Wanted

For April 1st, by Toronto firm of shoe wholesalers, for Northern Ontario. Only man with experience and record of large sales on this ground need apply.

Box 92 SHOE & LEATHER JOURNAL
545 King St., W. Toronto

TRAVELLER WANTED to Carry a Line of High Class Ontario Samples and McKays on Commission in New Brunswick, Nova Scotia and Prince Edward Island. No objection to Goodyear line being carried with them. Address, Box 79, Shoe and Leather Journal, Toronto.

SHOE TRAVELLER WANTED—For New Brunswick on Commission Basis. Manufacturers and Wholesalers, W. B. Hamilton Shoe Co., Toronto.

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

SHOE REPAIRING BUSINESS FOR SALE—Old established. Up-to-date Machinery, the Best Appointed and Most Central Shoe Repairing Store in the City, Good Lease. Apply, Rapid Shoe Repairing Co., 107 James St. N., Hamilton.

WANTED—For British Columbia Territory on Commission Basis High Class Line Turn Sole Evening Slippers for Women, also Good Line Working Shoes, Men's in Welts and Standard Screw. Also Boys', Women's, and Children's, and any Good Line for Jobbing Trade. First Class Connection. Address, J. R. B., 307 Northwest Building, Vancouver.

SHOE STORE LOCATION—To anyone who is thinking of Starting in the Retail Shoe Business in Toronto, or moving to another location in the City, it will be to their advantage to communicate with A. W. Bird, 2076 Queen St. East, Toronto.

SALESMAN WANTED to Sell Greb Shoes in Manitoba, on Commission. Resident of Winnipeg preferred. Greb Shoe Company, Limited, Kitchener, Ont.

WANTED—Traveller covering Western Canada to carry well known lines of English footwear, gaiters and leggings, commission basis. Apply Box 86, Shoe and Leather, 545 King St. W., Toronto, Ont.

FOR SALE—Small shoe factory and repair shop. Goodyear stitching machine, full plant of machinery, lasts, patterns, full equipment. Wholesale references given. Good lease. $2,500.00 worth double. Joseph S. Fry, 514 Yonge Street, Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

WANTED—Young, experienced shoe traveller with connection seeks good line for Western Ontario. What have you? Box 82, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced salesman to carry men's and women's fine welts in Ontario. Apply, Box 83, The Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SHOE MAN—wants position as shoe store or Department Manager or road position. Experienced. Real business getter. Would consider buying small shoe business which small capital would handle. Apply, Box 84, Shoe and Leather Journal, 545 King St. W., Toronto.

TWO EXPERIENCED TRAVELLERS wanted to handle English shoes of Quality. Eastern and Western Canada. Good opportunity for right men. Box 85, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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

PERCY J. MILBURN, Agent
BRANCH WAREROOM
553 St. Valier Street, Quebec City
RICHARD FRERES, Agent

Show Them JOHN BULL Shoepacks

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

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

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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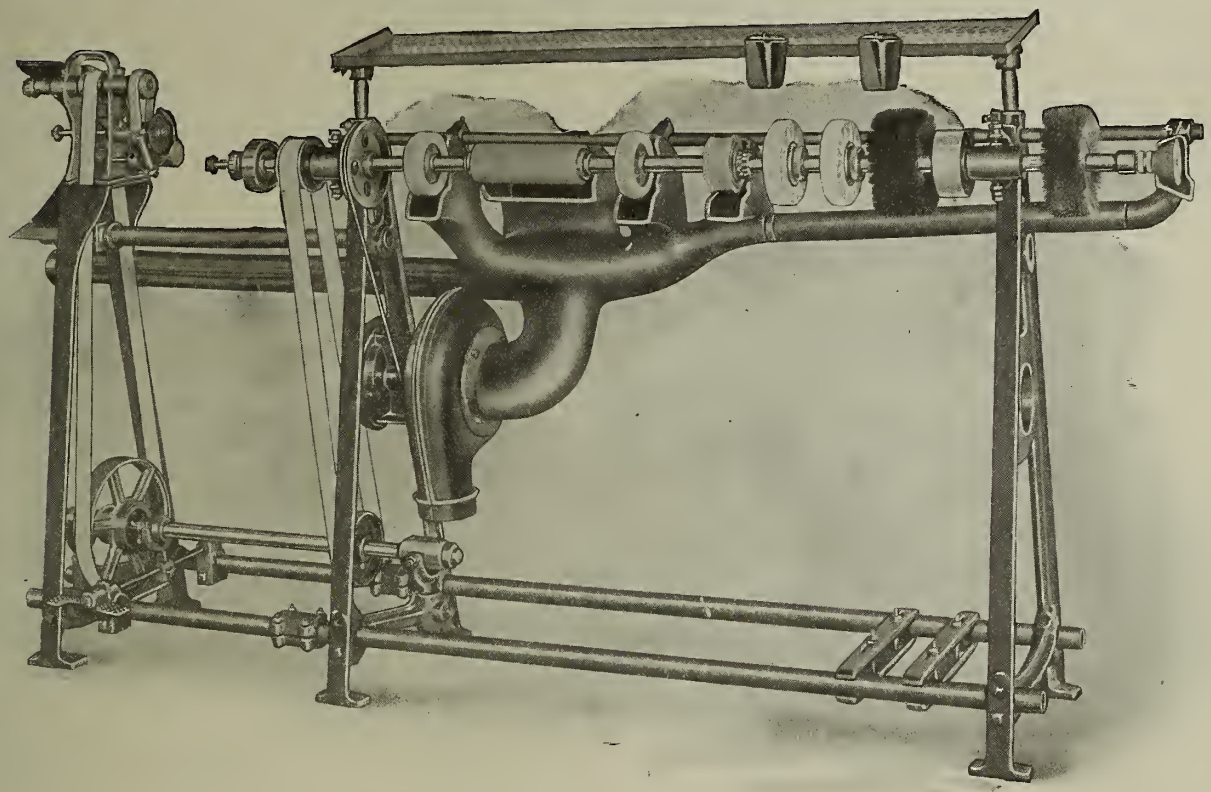
IN MODERN SHOE REPAIRING

Depends On Suitable Equipment



9½ ft. Outfit Model P.——A New Size Built in our Montreal Factory

WE BUILD OUTFITS FOR EVERY SIZE BUSINESS, IN A STYLE FOR EVERY NEED.

FROM SIMPLE FINISHING SHAFTS---TO LARGE COMPLETE OUTFITS

EMBODYING THE LATEST IMPROVMENTS AND LABOR SAVING FEATURES
DEPENDABLE UNITS THAT ATTRACT AND BUILD SOLID BUSINESS

INSTALLED ON TERMS THAT YOU **CAN** AFFORD

Write for our latest catalogue and prices TO-DAY.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY
MONTREAL

TORONTO	KITCHENER	QUEBEC
90 Adelaide, Street W.	88 Ontario Street, S.	28 Demers Street

One Strap Colonial Pump.
Made in all Leathers and
Combinations.

Correct Style

in Last and Pattern

For Spring

Sensational Value

Clark Bros. Oxfords and Pumps Retail at **$5.00**, *with full margin for the merchant.*

SEE THE COMPLETE LINE

CLARK BROS.

LIMITED

St. Stephen N.B.

THE THIRTY-SIXTH YEAR TORONTO March 15th, 1923

Shoe and Leather Journal

ACTON PUBLISHING COMPANY LIMITED
TORONTO MONTREAL

Established 1857

"THE WEAR TRENT VALLEY OAK IS THERE"

THE GREAT ESSENTIAL

In Good Sole Leather is Wear

TRENT VALLEY OAK

Is produced under conditions that fully ensure this

HIGHEST SOLE LEATHER QUALITY

In Ordering Your Shoes Specify Trent Valley Oak Sole.

Trent Valley Oak Cut Soles, in all sizes and grades can be supplied by

PROVINCIAL CUT SOLE CO.
311 Victoria Street, Kitchener, Ont.

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 Protector of Quality

These are the days when Quality in shoes must be carefully guarded, which accounts for the fact that leading manufacturers are taking no chances by using any counter but their favorite D. & P.

Every fine point of your shoemaking is protected by the strong, perfectly shaped D. & P. FIBRE COUNTERS. Makers of every type of shoe find in them the exact features to give their lines highest merit in appearance, fit and wear.

WHENEVER THERE IS A COUNTER NEED CONSULT D. & P. COUNTER SPECIALISTS.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
224 Lemoine Street
MONTREAL

REPRESENTATIVES
For Ontario:—E. R. Lewis, 45 Front St., East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec

Shoemakers To The Wholesale Trade

Dependable Profit Makers

These days profits depend largely on turnover. Both manufacturer and retailer are therefore interested in anything that means quick moving lines at fair profits.

Davis Boarded Veals

In Three Colors

Appeal to the shoe manufacturer on account of their splendid cutting gains. They interest also the shoe dealer because they make possible a high class shoe at a *moderate price*. Made in weights to suit both men's and women's shoes.

Samples and Cuttings Furnished on Application

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

"GUTTA PERCHA"

RUBBER FOOTWEAR

Now Is The Time To Consider Your Next Season's Requirements

We are booking orders now for the "Gutta Percha" line of Rubber Footwear. It will pay you to look over the samples carefully because there have been important new additions, and improvements have been made in the old models where possible.

A careful consideration now of your future requirements will settle the matter and take it off your mind. This will leave you free to concentrate on your current business.

Stocks Carried by leading Jobbers and Our Branches

Gutta Percha & Rubber, Limited

Head Offices and Factories, Toronto

Branches from Coast to Coast

Shape!

Snap!

Wear!

With the approach of Spring it is the first duty of every dealer to give closest attention to his stock of Men's Oxfords.

The Fashionable and the Practical are combined in this Bell Oxford. The attractive perforations and the fancy stitching make it a style pattern supreme, while the roomy last with its broadened toe and vamp is the source of unlimited comfort and satisfaction in fit.

Provide now for a showing of Bell Oxfords in your Spring displays and win the better patronage in Men's Shoes.

J. & T. BELL, LIMITED

Montreal, Quebec

Toronto Sample Rooms; Room 206 Stair Bldg.,No. 123 Bay Street
C. E. Fice, Representative

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

La Duchesse

Women's Patent Oxford, Colored Nubuck Inlays: 1⅜ Heel, Goodyear Welt. Can also be supplied in any combination desired.

An Oxford That Is Selling Fast

Oxfords will as usual dominate much of the Spring Footwear Trade. Dealers find in this La Duchesse Oxford the shoe for this purpose, because in addition to solving the all-important question of popular price, there is just enough fancy effect displayed in its attractive pattern to place it above the commonplace in Style.

Even those wholesalers who place greatest confidence in our lines have their expectations more than equalled by the specials in style and value we are offering for the coming Season.

"La Duchesse" Shoe Co., Registered

MONTREAL, QUE.

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

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE, CANADA.

These Staples Lead All Over Canada

Their Value SELLS Them

Trade in Yamaska Brand Shoes is noted for its STEADINESS because the secret of their sales is Value. While they have the attractive appearance that classifies them with shoes of popular style, it is the extra money's-worth in good shoemaking that makes so many people repeat buyers.

The Cote Policy of supplying direct to the dealer allows you largest possible margin plus absolute safety in your buying.

Be ready with Yamaska Lines to satisfy the Spring footwear needs of your customers.

Yamaska Staples for Value!

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

Stock No. 10 Russia Calf Oxford, Andover Last.
Stock No. 12 Gun Metal Calf Oxford, Andover Last.

C and D widths.

Price $4.75

Terms: Net 30 days.

For three pairs or less an extra charge of 15 cents per pair.

IN STOCK

Because of the increased demand for the Andover last, a snappy style for young men, we are carrying these two lines of oxfords *IN STOCK.*

They are really remarkable value, and quick sellers.

Prompt shipment of orders.

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

ARCH PRESERVER SHOE
TRADE MARK REG U.S.PAT OFF.

The Man's Shoe With A Real Chassis

The Yale Arch Preserver Last

A shoe with an unusual appeal to men—the real chassis.

A shoe that has genuine advantages for men—because of this chassis.

The Arch Preserver Shoe provides a correct walking base for the outer margin of the bottom of the foot, supports the foot where support is needed, yet bends freely at the ball, *the only place where the foot itself bends.*

You must be interested in the Arch Preserver Shoe—if you really want to secure the greatest amount of business from your community and hold it.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

Tie Your Store to this Advertising. You'll see the Arch Preserver Shoe advertised in The Saturday Evening Post, Century, Harper's, Scribner's, World's Work, Review of Reviews, Atlantic Monthly regularly all this year. Big space and interesting copy that will help you sell the shoe. Ask about the numerous dealer helps we offer to enable you to tie your store to this advertising—newspaper electros, booklets, folders, display cards, etc.

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.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited / 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.

A Distinction That Counts

Boys' and Girls' sizes of Miner's Plain and Storm Overs, Cloth Shoes and Tennis Shoes have Boy Scout or Girl Guide Emblems on the soles.

These Emblems mean the difference between "just Rubbers"

and

A distinctive, quick selling line that will be asked for by name.

SEE IT ON THE SOLE

MOVING

After April 1st, the Home of

ROBINSON SHOE HEADQUARTERS

Will be located at

29 VICTORIA SQUARE, MONTREAL

These new premises being better suited to our requirements and placing improved facilities at our command, the efficiency of Robinson Service will be a more important factor than ever in supplying the footwear needs of the trade.

Having completed the liquidation of our stock, we are now in a position to resume our regular supply service. It will be our policy to meet the biggest demand of the trade by specializing in

MEDIUM GRADE GOODYEAR WELTS for MEN
and McKAYS for WOMEN

As part of our service to the trade we will from time to time show illustrations of latest productions in footwear, such as we know can be featured with profit by our customers. WATCH FOR THESE TIMELY BULLETINS

GEORGE ROBINSON, LIMITED
Montreal.

GLOBE

The One And Only "Pillow Welt"

Because of our exclusive "Pillow Welt" feature, if you look anywhere but in the Globe Line you will not find Children's Shoes with the special comfort-giving qualities, the perfect fit and the durability that make Globe "Pillow Welt" and "Baby Pillow Welt" Shoes so popular.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

Your wisdom in featuring these shoes NOW will be proven by the increased trade your Children's Department will do during the Spring Season.

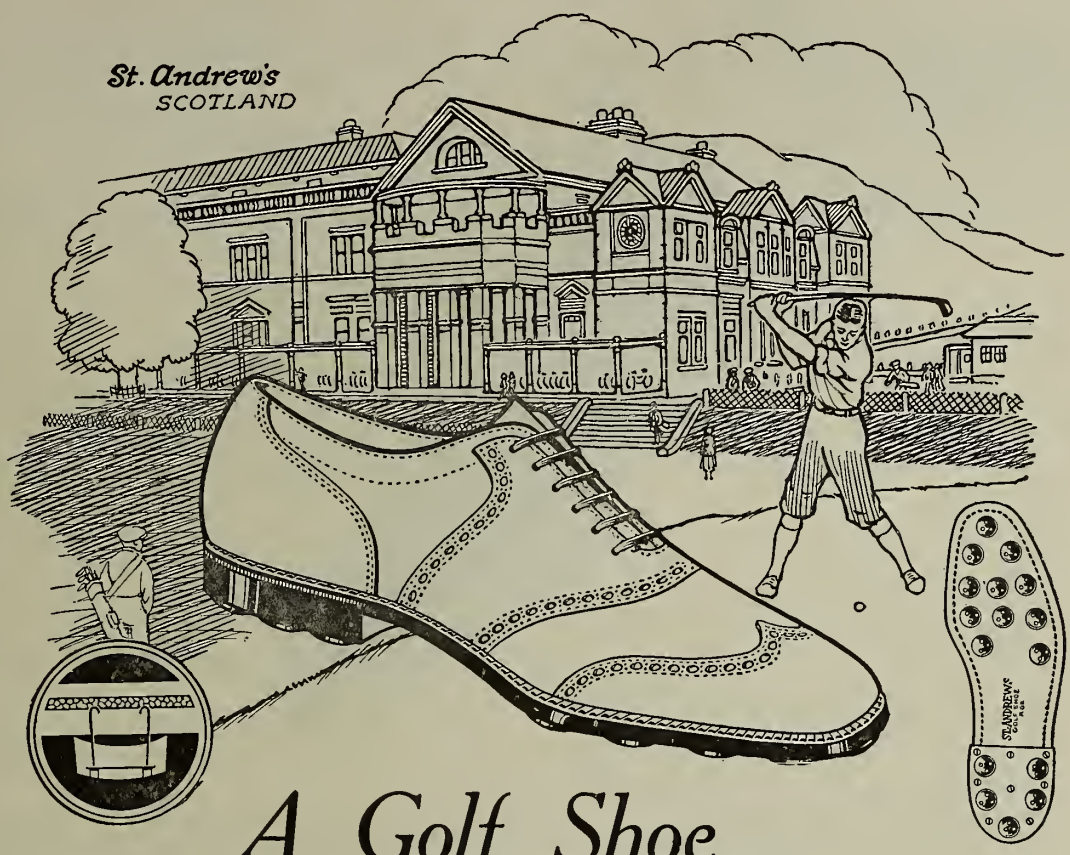
A Globe salesman will gladly call with the complete range whenever requested.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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



A Golf Shoe to be proud of

St. Andrews Golf Shoe was not made in a hurry.

For one year we tested and proved its every point of construction until now we can offer it as the most comfortable, most practical and most durable golf shoe you can sell. And also it has the added quality of good appearance.

Make it a prominent feature in your line. It is supported by an extensive advertising campaign which will compel demand among the kind of customers that mean most to you.

Write to secure the agency for your district

14 Points of excellence

Viscolized leather outer soles
Patent rubber studs
Welted heel and stitched "seat"
"Sani-Pore" inner sole
Outside counter pockets
Oak-tanned counters
Unlined—no painful wrinkles
Chrome-tanned uppers
One piece facings
Oak-tanned welts
Steel washer buried in studs
Studs riveted to outer sole only
Perfect Ventilation
Cork fillings

St. Andrews GOLF SHOES

Made expressly for Golfers by *The Tetrault Shoe Mfg. Co., Limited,*
Montreal

KINGSBURY

Canada's Pride

Another of Kingsbury's
Most Beautiful Patterns for Spring

There is unusual daintiness about this novel pattern that is the outcome of both clever designing and master shoemaking. As illustrated it is shown in as pleasing a combination of Patent and Grey Suede as could be imagined—with neat underlays on toe and vamp and fancy stitching on strap and quarter–but it is also made in other attractive combinations.

Those who demand refined style features in their footwear realize from creations like this that Kingsbury Footwear is made particularly for them.

KINGSBURY FOOTWEAR CO.,

Limited

MONTREAL

DeLyte

KINGSBURY Sno-Wite SHOE

Does It Pay YOU To Buy From THE FACTORY That Stocks The BEST SELLERS?

We have one answer that would consider a good argument in favor.

In buying 12 pairs of a line you may size it

3	3½	4	4½	5	5½	6	6½	7
1	1	1	2	2	2	1	1	1

or in 15 pairs to a line

2½	3	3½	4	4½	5	5½	6	6½	7	8
1	1	1	2	2	2	2	1	1	1	1

You need the small and large sizes for some customers. Our records of stock lines show that we make 15 pairs of size 5 to *one* pair size 2½, or *two* pairs size 3. Is your buying of sizes out of line? If you buy from us you can fill in every size whenever wanted, sell any quantity of any line, and end the season with a clean stock. This is only *one* argument,and we need *others* in our business, and are willing to pay you for them. Increased volume to us means reasonable prices to our customers.

ONE HUNDRED DOLLARS IN PRIZES

open to every merchant or clerk handling shoes, for the best reasons (not more than six) for buying from a *manufacturing stock shoe house* where popular lines are stocked for service to *you*.

1st. Prize—$50. 2nd. Prize—$25. 3rd. Prize—$10.

15 Prizes—$1.00 each

All answers to be mailed to our factory before April 1st.

JUDGES: Mr. R. T. Brymner, Manager, Canadian Bank of Commerce, London, Ont.

Mr. A. A. Langford, President, A. A. Langford Co., London, Ont.

Mr. E. Hayden, President, Hayden Press, London, Ont.

An impartial jury that will pass on all entries.

THE MURRAY SHOE COMPANY, LTD.

LONDON, ONTARIO

We carry a $70,000 stock of Men's and Women's *Fine* shoes on the floor for immediate shipment:

"Murray Made" shoes for Men; "Murray Maid" shoes for Women.

SPRING STOCK CATALOGUE SENT ON REQUEST.

?

Have You Any Stock For Spring

Dalaco
CANADA

There will be a revival of Shoe Selling this Spring ONLY for the dealer who does not let past conditions cause him to face the Season unprepared either as to volume or variety of his stock.

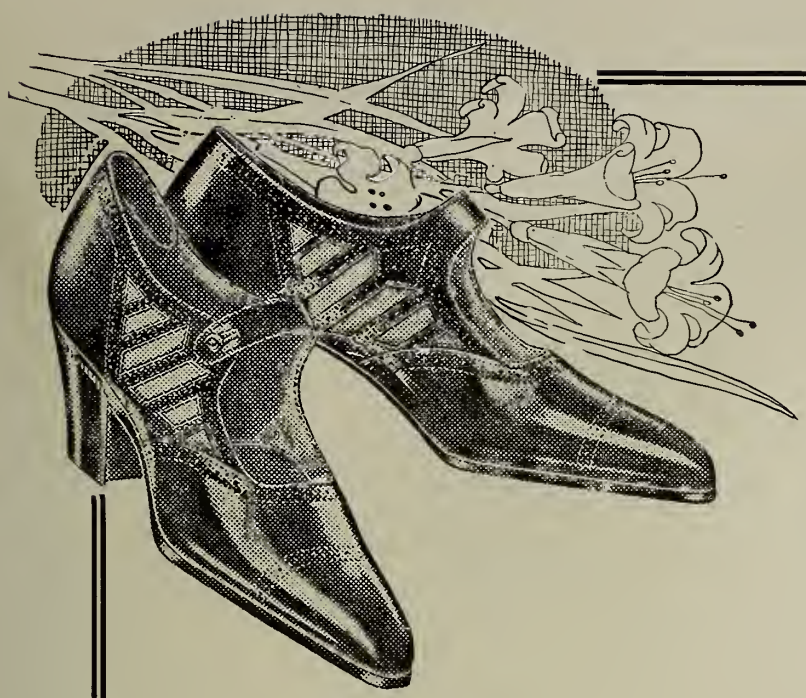
Only immediate ordering can save the situation if there is anything you lack. DALACO LINES FOR MEN AND WOMEN solve ALL problems of Style and Value in POPULAR SHOES FOR SPRING TRADE.

MEETING ALL YOUR DEMANDS WITH A COMPLETE IN-STOCK DEPARTMENT.

Daoust Lalonde & Co., Limited

Montreal Que.

BRANCH—The Metropolitan Shoe Co., 91 St. Paul St. East.



Black Beauty

Chrome Patent Sides

Patent Leather Shoes are still popular especially those made from Black Beauty. No other leather gives the same tone of distinction. Specify Black Beauty in your Patents this season.

The Robson Leather Company Limited
Oshawa, Canada

PERTH

No. 734

IN STOCK

This is a Louise one strap slipper, made in beige suede with patent trimmings, and is ready to ship now.

The three lines that we are featuring in this issue are the very latest spring styles, and should be in great demand.

$5.25

Net 30 April 15

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

W. S. PETTES,
Room 413, Windsor Hotel,
Montreal.

H. B. McGEE,
Room 706, King Edward Hotel,
Toronto.

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg.

PERTH

No. 139

IN STOCK

This three eyelet tongueless oxford is made with patent vamp and grey suede quarter, cut-outs backed with patent leather. The sale of this shoe has already been very heavy.

Will be ready for delivery the first week in April, and we would suggest you reserve a lot now to avoid possible disappointment.

$5.25
Net 30 April 15.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

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Room 706, King Edward Hotel,
Toronto

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg

PERTH

No. 743

IN STOCK

Dame Fashion has decreed grey suede and patent for early spring wear. This semi-colonial one strap in grey suede with patent trimmings, has already been a popular seller for spring trade.

Will be ready for delivery the first week in April, and we would suggest you reserve a lot now to avoid possible disappointment.

$5.25
Net 30 April 15.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

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Largest Manufacturers of Women's Welts Exclusively in Canada

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Toronto

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg.

Indian Products

Included in our well known productions are the following popular lines, all of which will win your approval as superior goods, with exceptional selling qualities.

Cowhide Moccasins
Special Buck Moccasins
Horse Hide Moccasins
Elk Moccasins
Jack Buck Moccasins
Deer and Elk Mitts and Gloves
Horse Hide Mitts and Gloves
Boudoir Slippers
High Grade Indian Slippers
Also Specializing in Snowshoes

We recommend our New Comer
"SPECIAL BUCK"
which is really a high class moccasin

Attract EXTRA trade by featuring our Sporting and Novelty Lines.

BIG CHIEF TRADE MARK BEST BY TEST REGISTERED

Originators of
"BIG CHIEF" BRAND
Slippers and Moccasins
Look for the name on the sole.
All leading Jobbers carry our line.

WESTERN OFFICE
Willis R. Miller,
318 Homer St.,
Vancouver, B. C.
and
Hammond Building,
Winnipeg, Man.

BASTIEN BROTHERS

Indian Lorette **Que.**

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland

CLEVELAND, OHIO.

Wholesalers---

Men's eleven inch smooth elk blucher with chocolate elk trimming. The ideal boot for heavy duty in rough weather.

Do You "Serve with Sisman"?

For outdoor life, on the farm, in the lumber camp, bush work, hunting trips, or anywhere in the open, there is no shoe quite so satisfactory as a Sisman staple.

Wholesale Only

The T. Sisman Shoe Company

Limited

Head Office, Aurora Branch, Newmarket

Vol. XXXVI. No. 6 Toronto, March 15th, 1923

Shoe and Leather Journal

Published Twice a Month

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JAMES ACTON, President
Montreal Office: 510 Coristine Building
Boston Office: 161 Summer Street

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

The Business Outlook

WHATEVER may have been the case with other departments or sections of trade and commerce in Canada, the shoe and leather industries have had little encouragement in the past three months to indulge in over optimism.

Tanner, manufacturer, wholesaler and retailer, have all been patiently marking time and often whistling to keep up their courage. For a while, towards the end of January, the horizon brightened to some extent, but gradually the sky settled down again to the same drab tints.

It is perhaps just as well that we have been experiencing a somewhat slower recuperation than seems to have been the case with our friends across the line, who are reported to be on the threshold of another period of commercial expansion.

As compared with a year ago prices in the United States as set forth in wholesale indexes have advanced from 25 to 30 points, which is an alarming increase, and only compares with the war period and that of 1919-20 which was followed by such disastrous reaction.

Reports seem to indicate largely increased activity not only in industrial operations but commerce generally, and in some lines there is a recurrence of the tendency which brought such fatal results three years ago, namely, the ordering of goods from several concerns in the fear of disappointment as to deliveries.

It seems perfectly safe to assume that as far as industrial and commercial expansion is concerned, Canada will feel the effects of any developments that take place across the line. We are always affected more or less by our neighbour's prosperity or adversity.

We are just now experiencing the quickening in basic industries that began over there some months ago, and there is no doubt that the coming summer will see a marked improvement in general business conditions throughout Canada.

It is to be hoped that a firm grip may be kept upon the situation and that the return to more desirable business conditions may not eventuate in price developments such as inevitably jeopardize all safe and permanent advancement. Let us make haste slowly.

In The Market Place

RETAIL business took on a start at the beginning of the month on account of the bit of sunshiny weather that almost cleared up the snow in Ontario in three or four days. It was the first good thaw since the coming of the winter, and it looked for a while like a real break that would usher in spring business. A snow storm, the worst in three months, followed almost immediately, and the snow was as deep as before the gentle process of elimination that marked the coming of March.

Business as a whole had not a chance to get a start although on some retail lines there was a welcome activity for a while. Notwithstanding all this, wholesalers speak hopefully both of present conditions and the immediate future. Business since the first of the year has not been so bad as it was prophesied in some quarters and payments have been, on the whole, a good deal better than seemed possible at the beginning of January.

In Ontario there is perhaps more activity than in Quebec or the Maritimes, as the weather conditions have not been so severe. Down East they are still struggling against the worst handicap that they have experienced in this respect for many years. Trains have been snowed in, and freight movement, as a consequence has been very disappointing.

Already, however, there are indications of a revival of interest particularly in construction and building operations, which promise considerably increased activity as soon as spring fully opens up. Improvement is also noted in other basic industries, such as steel, iron, cotton and many of the trades connected with them. Stocks are low, the market firm, and everybody seems confident of good business as soon as fine weather really sets in.

Retail Shoe Trade

There has been a little more doing so far in shoes, especially in women's lines. The millinery and similar openings have created interest that otherwise seemed impossible, and there has been a little more enquiry for spring shoes although there has been little incentive for their street use. The return of the snow has meant the return of the "golosh" to general use, which means of course that for the time being leather shoes are in the background. Nevertheless, some of the best stores say that they have been steadily, though quietly, selling new shoes. They say that the prevalence of forced sales has to some extent retarded the purchase of new up-to-date goods, but amongst the fashionable set there is a genuine spirit of expectation as to the new season's offerings in footgear which is manifest in enquiry.

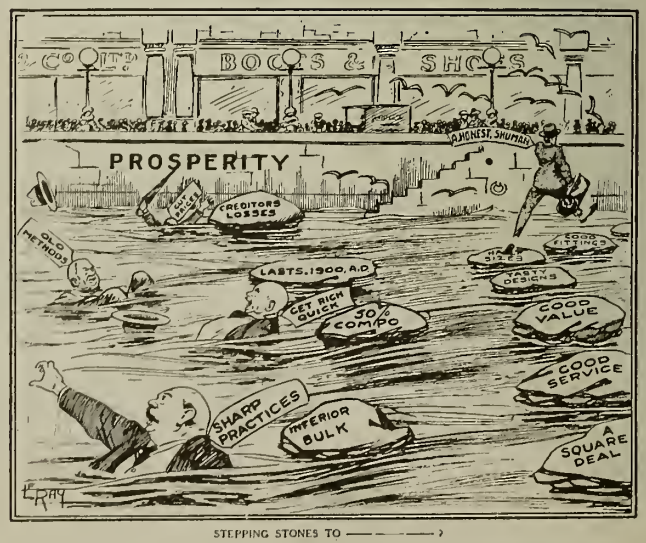
In men's lines there has not been much change in the past month. Everybody seems to be endeavouring to make the old shoes do, until the real fine weather arrives. There has really as yet been no weather when leather shoes could be comfortably worn without rubbers, and repair men as well as shoe retailers have been suffering as a result. A prominent west-end repair man stated the other day, that he has not made his rent during the past month. There are dozens of retailers who claim that men's trade during the past month has been a complete failure. There is every reason to expect, however, that with the clearing of the sidewalks, and a breath or two of spring in the air, there will be a good account given of men's shoe business in a couple of weeks. There is no reason why this should not be so, as conditions have improved naturally throughout the country in the past six weeks.

Shoe Manufacturers And Wholesalers

Manufacturers have been practically marking time and waiting for spring to open up. While some of the factories have been fairly well occupied, the majority have only been working to half capacity. This is particularly true of the East and those establishments that manufacture for jobbers. The latter complain that business has been too poor to warrant their anticipating their requirements beyond the most absolute necessities. They claim that sorting trade for the past month has been very poor and payments slow. They admit however, that the outlook is encouraging. Retailers have been buying rubber goods for next season's needs quite liberally and a goodly number of fresh orders for tennis and sporting goods are coming in. Regular lines of winter stuff in jobbers' hands will now have to be carried over, and the next few weeks will no doubt witness a healthy activity in saleable lines for early spring wear. It cannot come too soon.

Leather Conditions

There is very little change from last report. Manufacturers are only buying what they absolutely need. As a shoe manufacturer said the other day: "Until recently, it was quite possible to gauge requirements for at least three months ahead, to-day it is difficult to see thirty days beyond you in the shoe game. Upper leathers in the finer grades are all selling slowly for this time of the year, in calf as well as side stock. Manufacturers seem to want to get lines that will keep down the cost of their shoes to present levels at least, and with overhead expenses as they are, and reduced output, it is absolutely necessary to purchase less expensive stock. Between this and the general slowness of demand, tanners of both upper and sole have been compelled to find outlets abroad for their lines. It is reported that even France is getting a portion of Canadian made shoe leathers. There has been a little more enquiry from Great Britain of late, but not enough to build much hope upon.



STEPPING STONES TO ———— ›

The Good Executive

By Dr. Frank Crane

Here are ten qualifications of a good executive. He may need others, but here are ten.

An executive means one who gets things done. He does not do things himself. He knows how to make other people do them. The good executive earns a part of every man's salary under him. He is indispensable. You cannot afford to keep an executive at $50,000 a year when he is not making good. But you often keep on workers at $4.00 a day just because you are sorry for them.

1. Understanding. This means more than information or knowledge. It means not only seeing things, but seeing through them, not only perceiving situations, but grasping them, knowing not only the surface of things, but top, side and bottom.

2. Tact. Tact literally means touch. It means to solve things by handling them. Most of the practical problems of business are solved in the doing of them. System and rules have little value without tact, for the most important thing to know about a rule is when to break it.

3. Decision. Indecision is simply a bad habit. We are afraid to decide because we are not sure. But we can rarely or never be sure, and we get the habit of deciding by preponderance of probability. It is hard for an indecisive man to maintain discipline.

4. Justice, or fairness. We cannot help liking some people more than others. But our intelligence should be able to criticize our feelings and lead us always to do the fair thing.

5. Enthusiasm. This is the steam. The other qualities are parts of the steam engine. No matter how perfect the machinery, it will not go unless there is force in it. The good executive needs not only enough enthusiasm for himself, but plenty to spare for others.

6. Self-control. We cannot help being hurt or disappointed at times. But we can help showing it. Unless we have ourselves in hand we cannot keep other people in hand.

7. Imagination. This is the ability to "other" one's self, to understand and appreciate the other fellow's point of view. Without this we waste much energy.

Then follow three things to avoid.

8. Avoid egotism. Egotism is the sole quality in us that makes us disliked. It has probably spoiled more efficient men than any other trait. Don't be afraid to say, "I don't know," but learn something from everyone with whom you come in contact.

9. Avoid meddling. When you give a man a job to do, let him alone as much as possible. Always remember that the art of efficiency is knowing how to pick the right man to do a thing and then allowing him to do it in his own way.

10. Avoid prejudice. Be very suspicious of your convictions and principles that you think unchangeable. Keep your mind open. Be approachable. Above all, be human.

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EDITORIALETS

Pointed Paragraphs on Practical Problems

SELLING MORE SHOES

THE best way to sell more shoes is to sell one pair well. There is a lot more in selling a pair of shoes besides doing them up and taking the money. In the first place the shoes themselves should bring the customer back, not to complain but to buy more. This result can only be brought about by giving satisfaction. Sell the right shoes, see they fit the eye and pocket as well as the foot. Sell them right.

More customers come back to a shoe store because of the personal service than for the shoes themselves. Every time you sell a pair of shoes you are selling part of yourself. It is a good sign when people come into an establishment and ask for a certain salesman or saleswoman. A large retail shoe establishment has a young lady clerk whose personal following or connection is considerably over three hundred.

BEWARE THE FREAK

IN spite of the fact developed by recent style shows that the freak shoe was dead there will be efforts made to resurrect it. The craze for something "different" has been evidenced by the efforts of style artists to cash in on recent Egyptian explorations. We are as likely to have the "Tut" shoe as the Egyptian dress and headgear. There are always enough retailers as well as women to give fads like this a start. With the sandal back in the ring and the existing array of colonials, one strap, cross straps and so forth it ought to be possible to develop enough Egyptian style in the feet without wandering off into the fantastic and bizarre. At all events the retailer who lets his mind slip this spring on novelties will do some expensive sliding.

DO YOU SET THE EXAMPLE?

YOUR help are pretty much what you make them. They can be no more enthusiastic about your business than you are yourself. You are unconsciously directing their mental attitude towards customers and towards their duties every day. If you want to get the best out of them put your own best into the business of buying and selling shoes.

Give them a chance to grow. Encourage them to develop ideas and methods. Above all by your example teach them that real service is the foundation stone of business success and that there is nothing too small or too great to be cheerfully undertaken to give full expression to this idea of service. "As a man thinketh in his heart so is he" and as a man is in his own store so will those about him be.

GIVE AND TAKE.

THERE should be the utmost spirit of co-operation between a merchant and those from whom he buys his goods. There is nothing more senseless or fatal than the attitude taken by some retailers when a dispute arises with a manufacturer or wholesaler. The latter is in exactly the same relation to the retailer as the retailer is to his own customers. His business is to give satisfactory service. Success or failure depends upon retaining the goodwill of those to whom one sells. No seller who hopes to have a customer come back will treat him meanly or wrongly. This is fundamental. There are always two sides to every question and it is a matter of justice as well as decency to give the other fellow credit for the sincerity claimed for oneself.

HIGH COST OF SHOEMAKING.

ONE of the things that is running up the cost of shoes these days is ornamentation. Taking cut-outs in oxfords and similar effects in straps, the cost in the cutting room apart from the fitting room is simply enormous. It has been figured that these holes in the shoes cost from three quarters of a cent to a cent each and that does not touch the question of damage going through the factory.

It is the same with fancy stitching, beading and other gimcracks that have made their appearance in recent years in men's as well as women's lines. When one takes a look at the samples of a first class shoe manufacturing concern to-day and compares them with those of a few years ago, he no longer wonders why there is no money in the shoe game. It is all eaten up with frills.

MAN AND HIS SHOES

How much a man is like his shoes!
For instance: both a sole may lose;
Both have been tanned; both are made tight
By cobblers; both get left and right;
Both need a mate to be complete,
And both are made to go with feet.
With shoes the last is first: with man
The first shall be the last; and when
The shoes wear out they're mended new;
When men wear out they're men dead, too.
They both need healing, oft are sold,
And both in time turn all to mould.
They both are trod upon and both
Will tread on others, nothing loth.
Both have their ties, and both incline,
When polished, in the world to shine.
They both peg out. Now, would you choose
To be a man or be his shoes?

Sandal after the "Egyptian" mode.

Definite Planning For Business

Looking the Situation Over. Getting the Most Out of Possibilities. Brain Work and Energy Needed.

WHEN you are looking for the reasons for success or failure begin at the beginning. Take stock of yourself and find out if you have the essentials in personality and purpose that are the foundation of all real achievement. In other words do you know yourself, and do you know your business? On this depends what the showing will be at the end of any period of operation. Nine tenths of the men in the retail shoe business would probably not be able to give a valid reason for being where they are. In connection with a recent failure where a man left a successful farm to engage in selling shoes, the judge said the "inevitable" happened. He engaged in a game he knew nothing about and lost his stake.

Not Always Necessary

A technical knowledge of a business is not always necessary to success as has been frequently demonstrated by the achievements of those who have undertaken or been thrust into affairs with which they were unfamiliar at the start. But a business mind or a determination to apply good sound principles to its problems, are always the prime requisites in a calling that is so precarious as retailing. Too many just happen to have a little money, are looking for a change and they think that merchandising is about as easy a life as one can take up. Thus they get off to a bad start. But sermonizing is more or less unprofitable. The best advice to give a man in business to-day is to either put the best he has in the game or get out of it before he is compelled to seek other fields of endeavour.

Knowing the Business

This does not mean the understanding of the technical details of the goods a man is handling. Some shoemakers have made a bad fist of shoe retailing as others have of shoe manufacturing. A man should know shoes sufficiently to know what he is buying, for more than half the battle, as every successful man knows, is in knowing what to buy. But he may buy good shoes at a right price and still come a cropper in the shoe business. He must be able to buy shoes for the people he expects to sell to. To illustrate, a shoe merchant who knew all about shoes ran a store in a certain town, and saw that he was losing money. He bought his goods right, but the people did not buy them. He was one of those who sit down and think when they have a serious problem on their hands, and he not only thought but called in expert advice. It transpired that the store was at fault. It was not located properly. It catered for a rather good class of trade, but was in a poor district, and it was not otherwise fitted to draw trade. The shop was rather down at the heel in appearance and the store fittings and surroundings did not invite the best class of trade. He could not move immediately so he brightened up the store, shifted the stock into departments and began a vigorous campaign of advertising. The results were felt almost immediately, and by the time he was able to move to a better location he was on the way to success. This man had not sat down in the first place and thoroughly thought out the question of location and shoe appointments. Often the matter of location is a paramount one with a retail store. Go where the people are is a safe rule to follow.

A Question of Stock

It is quite as often a question of suitable or adequate stock. Buying, as has already been said, is not a matter of knowing shoe values and ordering carefully. It means a careful gauging of the particular requirements of the locality of the business which in an ordinary town is a man sized job. The best make mistakes and the man who buys well is the exception rather than the rule. It can be truthfully said that trouble mostly comes from buying too much rather than too little and this danger has been increased in the past few years by the multiplicity of lines shown by wholesalers and too often expected by purchasers. The man who can avoid this tendency successfully has mastered one of the great problems of retailing at the present time. A case in point came up recently that illustrates what may be done by careful management. A retailer failed in a certain town and the stock was purchased by another. The latter went carefully over the inventory and cleaned out everything in the way of deadwood at prices that quickly removed them from the shelves. He then set to work to re-organize his stock. He found his predecessor had been running about ten lines of women's shoes, running from six to ten dollars. He cut these lines down to five and did the same with others. He filled up completely on sizes and widths, and in six months was doing more business at better prices on little more than half the stock that had been formerly carried. Anyone can figure the results apart from any other changes made by the new proprietor. The great danger of the retail trade lies in carrying too many lines that are badly assorted.

What Do You Know?

This was a constant question with the late Timothy Eaton with his employees. A man should ask himself what he knows about his business. In the first place what do you know about your stock? How many times does it turn over in a year? Do you know what are your slow moving lines, not only those you could do without, but those you must carry to maintain your business in other lines? Unless you have this information how can you intelligently buy and how can you keep your stock from being choked up with goods that are adding to your expense of doing business? The game these days is to get your goods to turn over fast with as little increase in investment as possible.

Do you know your district and its needs? Are you carrying the goods most of the people in your locality want or will want or are you trying to force on them goods you think they ought to buy? Are you trying to run a high class trade where a medium or staple class should sell better, or vice versa? Do you realize the possibilities of your town or district? Have you ever figured that you ought to be able to sell goods within at least ten or fifteen miles of your store instead of that many blocks? How many new houses have gone up in your district in the past year? How many families have moved in or moved out? These are some of the many questions that vitally concern your business, and in the solution of which may be profit or loss.

What About the Store?

Are you getting the best out of your location? A case came up not long ago where a shoe store was two doors from a theatre and the windows were not illuminated at night. A change in the programme brought immediate results. Windows are designed and dressed to be seen. There are some people who put a lot of money into the construction of their show windows, and then neglect them. It does not call for much brains

(Continued on page 48)

The Handling of Floor Stocks

A Pressing Question Requiring Thoughtful Handling. A Problem Calling for Co-operation of Manufacturer and Dealer.

AT the recent convention of the National Shoe Retailers' Association of Canada, one of the subjects that came up for consideration was the handling of "floor stocks" left on manufacturers' hands, sometimes given the uneuphonious name of "jobs." Every manufacturer has more or less to deal with a situation over which he has little or no control. He finds at the end of the season, or sometimes between seasons, a collection of shoes on his shelves for which there has not been a sale in the regular way. Sometimes a part of these lines consists of over-production, sometimes lines that have not taken as well as expected, and often in the lot will be goods returned and travellers' samples, none of which can be got rid of at regular prices.

These goods have to be disposed of in some way and the manufacturer or jobber usually seeks the quickest and most satisfactory way to get rid of them. This, as a rule, is to some large buyer, who can pay the cash and who has the means of working them off through bargain sales. Of course, this is where the shoe pinches, so to speak, for when the "job" is unloaded upon a large city establishment, the buyer begins to make it interesting for the retailers of the immediate neighborhood.

The evil wrought is through the fact that the public does not know that these shoes are "jobs" and the impression is created that the ordinary retailer is demanding extraordinary margins on his regular lines. Added to this these shoes all take the place of regular sales in the long run, and the ordinary dealer feels the effect more or less in lessened sales.

The cry has often been raised, "Why not sell them to the regular trade in smaller quantities, if need be?" Well it is more easily said than done. In the first place, the average dealer finds it difficult enough to get rid of the oddments of his own stock, without adding to their volume. In the next place, the expense of selling and distributing would be considerable, and the manufacturer follows the line of least resistance. The goods are disposed of to a departmental store where people will buy anything at a price, or concerns having several outlets for the goods.

Here is a resolution, however, that was passed at the Convention and concerning which the Shoe and Leather Journal has gone to the trouble of asking both manufacturers and retailers their opinions:

WHEREAS incalculable embarrassment and loss to the legitimate retail trade results from the indiscriminate placing upon the market of Manufacturers' floor stocks, and so called samples or returns, and whereas this procedure seems to grow more menacing each year to the retail shoe trade of Canada,

RESOLVED that the Executive be instructed to confer with shoe manufacturers or others interested for the purpose of evolving some means for the elimination of this evil through the distribution of these goods through regular channels by means of clearing house of such other methods as may best accomplish the purpose.

What Prominent Manufacturers Say

A Montreal manufacturer prominent in the work of the Association is doubtful if a solution can be reached. He says:

"We don't believe that the exchange of clearing house could be worked out satisfactorily on account of the great distances between some country places and cities."

An Ontario manufacturer of wide experience takes the other viewpoint and says a solution such as that suggested is feasible. He writes: "The goods could be shipped into a central point, classified and sold in small or large blocks to legitimate retailers throughout the country. This plan would require the co-operation of the legitimate retail trade because it would be as much in their favor as in the manufacturers and wholesalers, in that they would not be forced to meet the unfair competition due to the sale of bankrupt stock in their own locality. We think it is high time that some move should be made along this line."

A Montreal manufacturer of staple lines of men's shoes says: "We feel that the manufacturers are partly responsible for the large amount of manufacturers' floor stocks. Many manufacturers when they are not very busy make a lot of shoes, expecting to sell them off at full prices, but when the time comes for them to turn these goods into money they have to sacrifice same at less then their regular prices. There is enough of the inevitable floor stocks that accumulate through wrongly made merchandise or cancelled orders without adding to these quantities by purposely making same. We do not believe however that the idea of a clearing house would be practicable."

A representative shoe manufacturer in Western Ontario says this: "The clearing house idea might be a good one if it could be worked out to satisfy all manufacturers. As a rule when the manufacturer has any accumulation of floor shoes on hand, and these accumulations usually result from returns from retailers or through cancellations, some of which are fair and some of which are unfair, he is usually anxious to turn them over as quickly as he can, taking his loss immediately and placing the shoes with some one from whom he is sure he will get his money and get it quickly. We presume that most firms offer these goods to their regular customers who might be in a position to handle them, and we doubt very much if manufacturers would want to put them through a clearing house."

A Toronto manufacturer goes thoughtfully into the subject, and this is the result: "The distribution of manufacturers' floor stocks is a question that calls for a good deal of thought. A clearing house controlled by leading manufacturers would be the proper method of distribution, as by this method a uniform price could be held. As it is the distribution of floor stock is unequal; some merchants who would be interested in a case or two at a time at a certain price have not an opportunity to purchase with the distributor who can buy in quantities. A clearing house with stock lists with a fair price on same would, in my opinion, be the proper outlet."

Several others have written in expressing the feeling that something ought to be done and favouring the clearing house idea, if it can be worked out satisfactorily.

Retailers' Opinions

The question is a vital one, as has been already stated, for the retailer, who has to meet the brunt of the struggle with low prices. The man who has all he possesses invested in a retail shoe store and stock, and who depends for a living upon fair prices for his goods, is constantly met with announcements of "manufacturers' stocks", "travellers' samples" and so forth offered at "wholesale prices." One dealer writes of a case of a shoe manufacturer who sold a lot of goods to a neigh-

bor and competitor in this way, without giving him a chance although he had been buying the firm's goods regularly for years. The result was, that he switched his account and says that he will not buy from those who do such things. Of course, this is one of the most effective ways of dealing with the matter from an individual retailer's standpoint, but it does not get anywhere with the problem as a whole.

There seems to be some uncertainty as to how a clearing house or exchange could be set up, but that is a mere matter of detail. If anything be done, it will have to be through the co-operation of the three associations backed by the travellers. At several of the large centres, arrangements could be made to turn in portions of stock of this kind, as well as bankrupt stocks and have them sold by tender or auction to the local retail trade or those near enough to be affected by the sale of such goods. The breaking up of the goods into lots, would have a good effect in any case, as preventing "wild catters" or other fakers from using the sale as a club on the legitimate trade.

What Some of Them Say

A "down easter" says: "By all means. At the present the few who live near or in the big centres get all the plums if any going, while the regular man who is home on the job only get the regular, picked goods at the top price. Give all hands a chance at cut price lines."

A Western Ontario retailer in one of our manufacturing cities is confident of the feasability of the plan. He writes: "The exchange of clearing house is a very good idea, and could be managed properly and successfully."

An Ottawa retailer thinks the plan is well worth trying, or at least, should be thoroughly discussed by a joint committee of shoe manufacturers, wholesalers and retailers. There are splendid possibilities in the idea.

A Toronto retailer of many years' standing and prominence in the trade, says: "The exchange or clearing house idea might be a good one, not only for the wholesaler, but likewise for the retailer. For naturally there will crop up from time to time lines seemingly hard to dispose of, whereas if gotten together into some clearing house, and started off in different channels, quite a different value seems to be put on them."

Another Toronto man in business for over a quarter of a century has this to say: "I believe it possible for the manufacturer to sell his floor stock differently to method they now adopt. I think their travellers could dispose of it to their regular trade, rather than have it dumped invariably on Toronto. We seem to be the goat for that. A list could be provided and if the same figures were given, or somewhat higher than is taken finally from the large departmental stores, the stocks would be distributed over a large area and no one would suffer thereby."

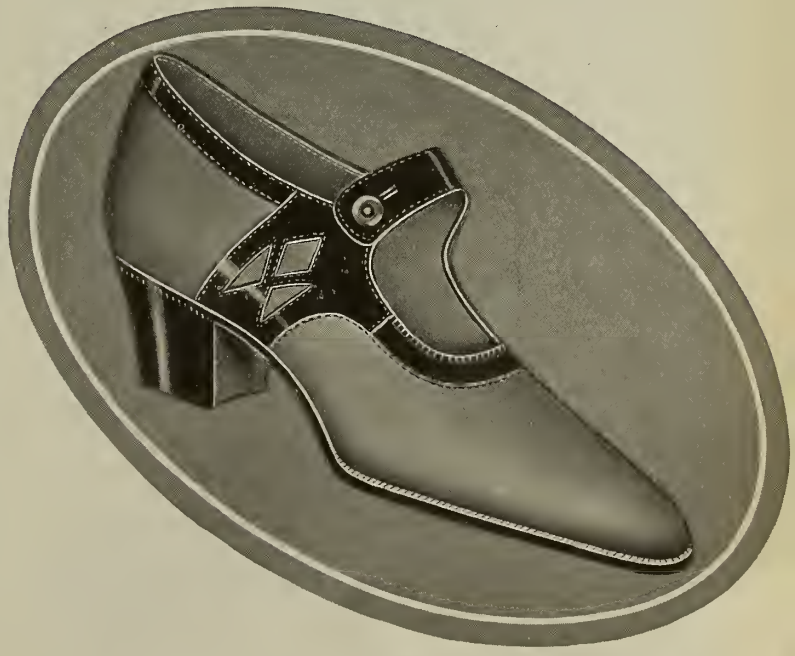
A prominent Western Ontario shoe man thinks the jobber should be the man to distribute such stocks. He writes: "It seems to me that this is what the wholesaler or jobber is in business for. It has been said that the wholesaler is the buffer between the retailer and manufacturer. If the manufacturer has a legitimate job of "floor stock" I am sure there are jobbers who would purchase them from him, they in their turn distribute them throughout the country, certainly at a profit so that the trade in no part would be disrupted at any one time."

A Montreal retailer who is regarded as one of the best heads in the business, is not sure of the remedy being exactly workable. He writes: "If retailers can be educated to buy consistently, and at frequent periods, their purchases running 70% to 80% staple styles, the manufacturer's problem would be greatly solved. Floor stocks accumulate, first due to the necessity of the factory to keep up production, and partly a style risk. Frankly, I do not believe that the clearing house idea could be worked. Believe there would be too many fingers in the pie. But if each factory was dealing with a healthy retail connection and if the factories themselves would accept their loss and put a fair price on their floor goods, it would enable the merchants to develop extra volume at various periods of the year."

An opinion from one of the busy centres of Nova Scotia is confident that the scheme is a good one, and can be worked. He says: "I am of the opinion that a central clearing house for manufacturers' floor stocks where the retailer might visit and where these over accumulations might be distributed more generally than at present, would seem to me to be a feasible and workable scheme."

One of the oldest establishments in Toronto, which city suffers perhaps more than any other from this kind of merchandising, writes as follows: "With reference to question No. 3, I feel that if it could be properly worked that a clearing house run under the proper management would be a great benefit to the shoe trade at large in disposing of bankruptcy stocks and out of date styles at a low figure without injuring the regular trade to any great extent. I cannot see any other way to prevent these stocks being sold as they are to-day, unless some party would make it a business to go around buying these stocks or disposing of them on commission, but I do feel that a clearing house is by all means the best idea."

Another Toronto retailer in business in the western part of the city, and who has suffered with others from the announcement of "manufacturers' stocks" says: "If the manufacturers, wholesalers and legitimate retailers were pulling together the way they should for betterment of all concerned, there would not be much floor stock for sale, and if there should be a small quantity, the only thing would be to have it sold by auction in small lots. Doing it in that way it would more likely be spread over the whole Dominion. I think the same should be done with bankrupt stocks."



A Natty Strap in Grey Suede and Patent, by Perth Shoe Co.

Simple System for Ordinary Store

Stock Keeping Methods Without Elaboration. How To Keep Tab on Buying and Selling. Arranging Store Stock.

THE common complaint with regard to stock-keeping systems advanced by dealers who have none, is that they are too complicated and require special expert assistance to give them proper effect. The fact of the matter is that the man who makes the excuse is either too indifferent or lazy to go into the matter. He adopts the policy of following the same old methods he and his father before him, kept up without attempting to find out whether he cannot do more justice to himself as well as his business by discovering better and more profitable ways. There is little use preaching to this kind of a man of the advantage there is in always just knowing where he is

50 Men's Box Calf Bals., G.W., L.S., Lon. Toe. "Thompson & Co."

596		5	5½	6	6½	7	7½	8	8½	9	9½	10	10½
COST $4.35	B	/	/	x/	x//	xx//	xxx/	xx///	xxx//	xx///	x///	x/	/
$4.50	C	x/	//	x//	xx/	xx//	xx///	xxx//	xx-//	xx//	x//	x/	x
	D	x/	xx/	x//	xx/	xx//	xx///	xxx//	xx///	xx//	x//	x/	

050½ Men's Box Calf Cong, G.W., S.S., Coin Toe, "Eastern Shoe Co."

695													
COST $3.45	C	/	//	///	///	///	////	/////	/////	////	///	//	/
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Figure No. 1

in regard to stock, sales, etc. He will tell you he carries all that in his head and will sometimes point out to you that he is still in business at the old stand while the newcomers with their fads and frills have passed on and out. Now there are some men who can carry all the details of their business in their heads and manage very well, but even the best are liable to mistakes. But what about those who are to follow? Is a man justified in running his business so that he cannot turn it over for a time at least to someone else or, should anything happen to him, pass it on to his subordinates?

Simple and Inexpensive System

A town retailer has given the Shoe and Leather Journal the particulars of a system which has been in use in his store for many years. He has elaborated it somewhat in recent years and has added a system of stock receiving accounts which gives him a check on the houses he buys from, their deliveries and the character of the goods, so that he can tell at once what goods he has on order and when to expect them. He has also adopted the loose leaf system for the stock records instead of the book as formerly. He claims, however that anything is better than nothing, and says that his old stock book was as efficient a record as anything he has had since.

He had a thousand page blank book made up as a stock record, using a page for a single stock number or several of a line. He ran his men's black boots from 1 to 149; men's tans 150 to 199; men's black oxfords 200 to 249; men's tan oxfords 250 to 299 and so on. Where there were slight variations or where there was a buttoned boot or congress, he used fractions. For instance 50 might be a man's calf bal, and if the same shoe was made with a slight variation he kept it on the same page and numbered it 50½.

His women's lines were run in the same way, and also the boys', youths', children's and so forth, so that it was easy to provide any clerk with a key to the stock. Everyone knew that from 1 to 350 were men's, and so on. This retailer while he did not departmentalize his store at first, does so now. From the very beginning, however, he has carefully laid out his stock so as to segregate the various departments.

How the Scheme Works

The stock book is ruled so as to have fourteen columns, and each page may contain from four to six stock numbers. At the head of each line is the stock number, a full description of the shoe, giving leather, style, toe, heel and the maker's name. The columns below contain first the cost and selling price, the next the widths, commencing with the narrowest at top and widest at bottom. The remaining twelve columns are for the various sizes received, in men's from say 5 to 10½. Supposing sixty pairs of the men's calf balmoral double sole are received running from C. to E. widths, they are distributed under the various sizes opposite to the widths. Thus if there are five of 7 C's there will be five strokes under size 7, and opposite to C, and so on with the balance.

When the sales are made, the counter check book contains the stock number, size and width as well as the price of the shoe, so that next day it is a simple matter for the cashier to list the figures in adding up the sales and mark off the sizes and widths in stock book by crossing those sold. If three pairs of sevens or four pairs of eights have been sold it can be seen at a glance and the merchant knows ahead of time when it is necessary to fill up with new sizes. The condition of his stock at the end of the week is before him, all he has to do is to take down his stock book and go over the

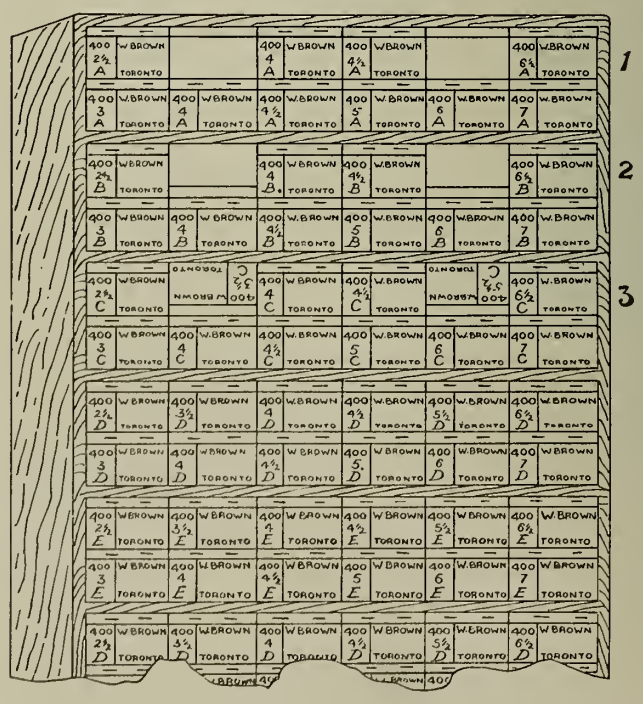


Figure No 2

lines. The merchant takes a physical inventory every three months to find out whether his stock lists are accurate and says there is hardly ever a variation of more than two or three pairs. Problems, such as goods on approval, returned and so forth, are easily adjusted to the system as this retailer says, and there is really no reason why a simple scheme like this should not work out.

Handling the Store Stock

This retailer says that cartons as supplied by manufacturers are so much more attractive to-day than they were formerly that for the ordinary store it may not be necessary to have one's own. Nevertheless, he prefers to have his establishment look as well as the best stores, and therefore uses his own design and has his shelving made accordingly. That has been the one great difficulty up to the present with shoe manufacturers' cartons. They are not uniform in size or appearance. He suggests, however, that the dealer who does not wish to go to the expense of special cartons have his own labels printed and pasted on the ends of the cartons as they are put in stock. He would devote a third of the space at the left side of this label to a description of the goods such as stock number, selling price, size and width, so plainly marked as to be easily distinguishable. The rest of the label may be devoted to the name and address of the shoe merchant. The effect of uniform labels may not be quite as striking as an original carton, but a lot of expense is saved and it is wonderful what the change will mean in sprucing up the appearance of the store. There is nothing looks worse than a lot of heterogeneous cartons in various states of repair gaping at customers from shelves.

Arranging the Stock

This dealer has now departmentalized his store, but as stated, it has always been so in outward appearance at least. He says he keeps his cheaper lines on the lower shelves, and the more expensive ones towards the top. In the various sections which are laid out for twelve pairs he has the narrower widths on top and the wider at the bottom with the sizes running from left to right. When a pair is sold the carton is returned to the shelf empty with the back or blank end out. If there is no reserve stock for the particular size, the carton blank end out is turned upside down, which is a signal to the stock department to get busy. If the shoes are taken out of the cartons at any time for window displays, the cartons are simply turned upside down with the label end still out. This merchant says there is no excuse for leaving cartons on the ledges. It is just as easy to replace those taken down for customers at the time as to leave half a dozen of them to be adjusted after the sale is concluded. He insists on all goods being marked on the linings with the stock number and price. He also stamps the date of sale on the inside of the shoe which he claims is handy in case of disputes as to the wear of shoes. Customers too often have strange obsessions with regard to the short time they have had them in possession and on their feet.

The Merchandise Account

The retailer volunteering the information regarding stock system says he has a merchandising account, on one side on which is entered the gross sales, and on the other the cost summarized each day at the office. This account reveals not only his turnover, but tells him how much gross profit his business shows at the end of any stated period. By entering against this gross profit his expense of doing business he can see his net profit at any time. He says that this is the only satisfactory way of doing business. His stock keeping methods enable him to keep his finger on the business pulse all the time. He knows how his stock is moving and has practically eliminated guess work in his store. The main stock is always in a healthy condition and he has been able to avoid doubtful and non-paying lines, if not gets rid of them altogether. He claims half a business man's troubles come from lack of clear understanding of what he is doing.

Some Striking American Novelties.

Profit in Findings' Department

Properly Handled may be a Source of Revenue. You Get Out of it What You Put Into It.

IF you look upon rubbers or findings in your store as a side line that must be endured, you will probably make no money out of either of these departments. Over and over again we have heard retail shoe merchants say: "I have never made any money out of the rubber shoe business," which means that they have never given it the same consideration as their regular lines of leather goods. In the same way, you will find dealers who carry dressings, laces, shoe trees and other supplies, because they are asked for them, but they look upon this class of trade as a necessary evil that must be endured because it cannot be cured. They carry a limited stock in various corners of the store, principally at the back, and if they are asked for a certain article, ten chances to one they are out of it or they dig it out from a back shelf and wipe the dust of months from it, before producing it before the customer. In recent years this kind of thing has not been so prevalent, but nevertheless there are dozens of stores where the proprietor will tell you that he carries a limited amount of findings just to accommodate his customers. He persists in the belief that the business is not one in itself that can be made a pleasure and profit to the store and its staff.

It Can Be Made Profitable

There are concerns that make handsome dividends on turning over findings, by which is meant all classes of footwear supplies, other than shoes. The success of these establishments is not due to any special cleverness in their ways of handling the business, but rather in the seriousness with which they regard and conduct the whole proposition.

"I was induced by a findings' house" said a well known retailer some time ago, "to visit a repair establishment in the east end of the city, where I would find what could be done by properly handling the line. After some delay I went and certainly my eyes were opened. I found that this repair man was making good money out of the handling of a moderate, well arranged stock. He claimed that the profits from this department not only paid the entire rent of his shop, but pretty well provided his own wages. I saw and heard enough to lead me to decide that I would give serious attention to the working up of a paying trade in this line in my own store. If a shoe repair establishment could accomplish what this man claimed he was doing, I did not see why a good shoe store in a lively district could not do more. I have proven already the wisdom of my argument."

Some of the Troubles

The initial obstacle is the mental attitude of the average dealer. Until you reach the conclusion that "findings" is a real department in your store and place it on the same basis that you do the other different departments, you will never get anywhere with it. It is a business proposition pure and simple which must be handled in the way you handle your buying and selling of shoes.

In the first place the stock must be carried. There is no use expecting to make money handling a few oddments of dressings, laces and the like, which you produce from back shelves or bottom drawers. A findings' stock at the most need not be a large proposition financially, a few hundred dollars will put in a complete equipment and from a hundred to two hundred dollars will provide a start. The same care in selection, however, must be exercised as in buying shoes. There are lines that would be as useless to one store as they might be valuable to others. The thing is to have as complete an assortment as possible suited to the particular needs of your establishment, and the rest is a matter of stock-keeping, sales pushing and frequent turnover. When you find a line slow as a selling proposition, study out the cause and if there be no remedy close it out. The basis for profitable business in findings is frequent steady turnover on moderate margins.

Lines Must Be Displayed

Waiting for people to ask for goods in this line is a bad policy. Findings are mostly after-thoughts. People come in for shoes, because they need them or because they have seen something that appeals to them either in the window or an advertisement. They seldom think of dressings, laces, brushes or foot appliances unless the suggestion is made either by seeing the goods or having their attention drawn to them by the salesman.

Hence the window show case and advertising space should be used constantly and especially during the spring season to bring home to possible buyers the need for the various articles that go with the constant use of footwear. The show window should always have a hint along this line, and there are many articles that lend themselves quite easily to the arrangement of a good shoe window, such as buckles, dressings, shoe trees and so forth.

But the great lack in regard to display is liable to be in the store itself. Many dealers feel that they need all their space for shoes and are loath to devote floor space to the display of findings. This, of course, means that their attitude on the whole question is at fault. It should not, however, be difficult to arrange for sufficient space for one or two show cases at the front of the store. Usually just inside the entrance there is room for a "silent salesman" and this gentleman will pay a good profit on his services if he be handled discreetly and well. One of the best displays we have seen was in a semicircular show case right at the front door.

Handling it Properly

What is everybody's business is nobody's in the end. It pays to give some individual in the store special charge over the findings' department although that person may still have other duties whether it be selling or otherwise. In one establishment we have seen, a young lady looks after the "findings" counter and at the same time handles orders for repair work, which she takes in, tickets and passes on to the repair department. The goods come back to her when finished, neatly parcelled and tagged for delivery. The repair work gives her a chance to ask customers if they need supplies of laces, dressings, etc., an opportunity which she fully uses. The other salespeople in the establishment are all expected to ask customers for their needs in findings and refer them to the young lady at the counter. In the case of foot appliances, the salesman handles the matter, although the young lady at the counter sells the hosiery which is in sliding drawers behind her with the exception of some of the heavier lines.

The concern claims it is making good money on its investment in findings, which it turns over as often as five or six times a year. In the ordinary lines the

(*Continued on page 38*)

Onyx—Archgrip—Georgina

"Grips the Arch"

SCOTCH BROGUE OXFORD
Made in
Glazed Calf and Brown Norwegian Calf. Nickel or Brass Eyelets. Flat Heel on Lasts 35-52-54.

STYLE and STABILITY

Where style is linked up with real shoemaking and dependable quality, shoe retailing is made safe.

Blachford quality is that happy combination of "pep" and stability that provides trade volume builders, and eliminates losses from unseasonable goods.

To Retail Profitably $7.00 to $10.00.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx—Archgrip—Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

What Would You Do?

Problems in Retailing from Recent Examination Papers. How to Handle Difficult Situations in Selling.

THE first question on the last semi-annual examination paper of the Shoe and Leather Journal on "Retail Salesmanship" seemed to develop considerable difference of opinion amongst the contestants. The question was: "What would you do if you are running an absolutely cash store, and a well known customer of good financial standing insists on having goods charged?"

Quite a number of the writers took the viewpoint that if it was an absolutely cash store there could not be any deviation from the rule and that the request must be politely, but firmly turned down. Others took the position that business is business and a rule should not be like a law of the Medes and Persians, unalterable. Rather than lose the customer, they would open a credit account. The objection to this is that if it were done once, it would probably be repeated, and if the bars were once down, the privilege would likely be extended to others. In this case it would no longer be an absolutely cash store. Various expedients were suggested such as sending the goods on approval, or holding a cash memo but this could not really meet this case as it was stated that the customer wished them charged.

Everyone who has started out to run a store on the cash principle has been up against this question from time to time. The late Timothy Eaton used to tell of the trouble he had along this line when he cut off the credit principle of doing business. He had even men from whom he bought goods, come to him and complain that clerks refused to give them credit. His usual brusque reply was to offer to lend them the money. This ordinarily settled the matter. Even his own family could not buy goods at the store on credit, and C.O.D. parcels would not be left at his own house without the cash.

Sticking to Their Guns

Here are some of the answers to the question taken from a few of the best of the papers submitted. One writer says: "I would tell customer that my prices were based on a cash basis, and that we do not have any charge accounts. Be firm. He who hesitates is lost." Another says: "Would certainly demand the cash from him. Would not consider I was running an absolutely cash store unless all customers were treated the same." Another writes: "I would explain that our store was run on a strictly cash basis, and that we could show no partiality, and endeavor to make him appreciate our position without causing him the least embarrassment." Still another says: "I would inform the customer that in order to be able to sell our goods for much less than if we had extra expenses to pay for keeping books, etc., we had adopted this principle. Would add that we feel we are giving more satisfaction to our customers by running our store on a strictly cash basis."

Policy of Expediency

Another writer explains his attitude at length thus: "Undoubtedly this is a delicate question to answer, as offence is easily given to the man or woman of means and whose word is par value with gold, if an accommodation by way of a short time credit be aske for and refused. Two things should be considered how ever—one, the amount of patronage obtainable through such an accommodation, eventually possible, and the question of moral effect on your patrons' support should the circumstance become raised among them. I think I would try to explain the awkward position it placed us in to grant the request, that cash in hand really means more than the mere 8% the bank requests for the use of their money, as I had to take advantage of every cash discount to make possible a working margin over operating costs, and would try persuadingly to induce him to issue a check if even post dated a short time, to cover the purchase. If "Cash Only" was the store plan I would politely but firmly refuse the accommodation asked for."

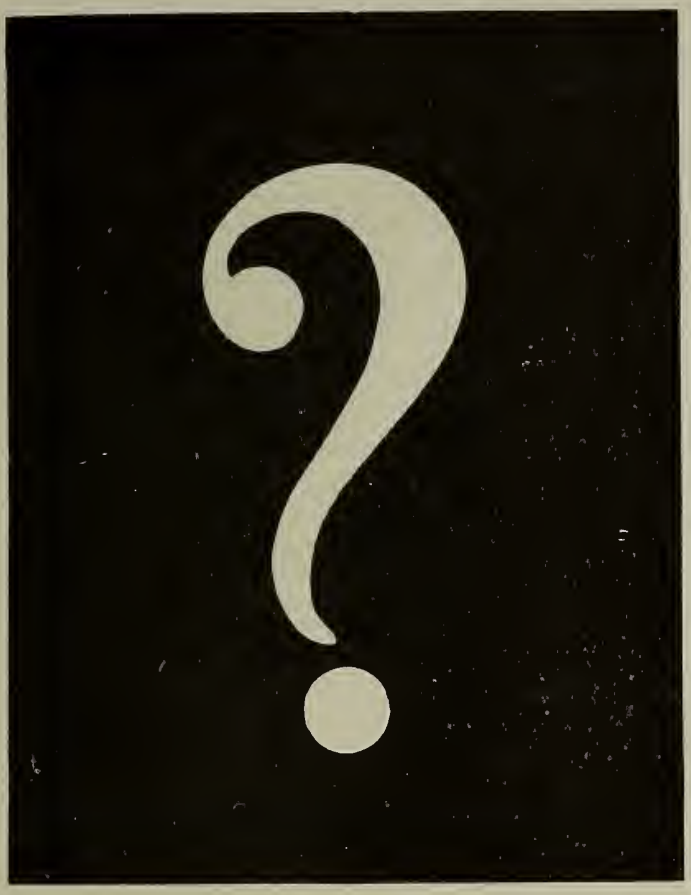
This man goes minutely into details in dealing with the issue. He says: "Some plan of higher prices for charge accounts should work towards changing such a customer's mind in regard to doing cash business. Explain to the customer that you can maintain the present prices on the shoes, only because of the cash down principle of selling, and tell him about a slightly higher charge which you make on charge accounts. Point out to him that he can get a discount for cash and that this would be more satisfactory to both of you. However, if he still persists in wanting his goods charged, allow him to do so. The extra charge will cover the cost of the extra time and effort involved. Many men like to keep charge accounts for the use of their families. Such trade is worth keeping even if a business rule must be sacrificed in doing so."

This writer who is a clerk tells what he would do, but puts the proposition up to the proprietor as follows: "A good deal depends on the circumstances and rules of the store. If I was a clerk in such an instance, I would refer this customer to the store manager or the proprietor. If either of the latter were absent I would explain to the customer that our rules were strictly cash and that being only an employee I was unable to make any discrimination. I would say I was sorry I could not grant his request, and hoped he could appreciate my position. As to the standpoint of the proprietor, I believe some exceptions can be made in a cash business. Surely it would do no harm to give credit to a customer such as you describe."

This writer suggests a compromise plan that might possibly avert the opening of an account, although it is a somewhat dangerous expedient: "I would explain our position and that we were doing a cash business. Yet a customer might come in not intending to buy goods, or for some other reason wants goods charged, and I would tide him over by putting goods on approval, and any good customer would, I think, be quite satisfied, and remit in a short time. They then would quite understand and would not insist on you opening an account."

Handling the Slow Customer

Every retailer or salesman has the experience now and then of trying to sell a customer who cannot make up his or her mind in the ordinary time it takes to get suited with a pair of shoes. This kind of customer becomes an acute problem when others come into the store to be waited upon. Some people are very touchy about attention and resent being left for any length of time, however short, while the salesman waits on someone else. Of course, it is stupid of the slow customer to expect the sun and moon to stand still while his wants, or often whims, are being attended to. The question what to do in such cases was involved in one of the questions on the examination paper.



There Is No Question!
that

"Every day in every way our business is getting better and better"
(*with apologies to Mr. Coue*)

because

The Trade realizes that buying seasonable novelties and staple shoes from a reputable IN-STOCK HOUSE affords them economic service and quick turnover.

Specialty Wholesalers
Men's, Women's, Children's Shoes

CANADIAN SHOES LIMITED

"The House with a Policy"
TORONTO

One writer deals with it in the following snappy way: "Attend to the other customers, always coming over to the slow one, who is not likely to be in any particular hurry." Another says: "I would try and give her all the attention possible, at the same time keeping the other customer interested in his footwear requirements, making all feel they were getting good service under the circumstances."

This is how a bright salesman puts the whole situation in a few words: "When I get in a position of this kind, I usually ask permission of the customer to give some little attention to the others. Quite often a customer will tell me to wait on another one, and if a salesman is active he can show shoes to three or four customers at the same time. If the salesman is pleasant with each customer, explaining to each one that he cannot give his undivided attention to each, and that he is sorry, why, in nearly every instance, the customers will appreciate the circumstances, and be patient. Always of course, give best and most attention to the first customer."

Politeness and Tact the Thing

The following answers culled from a number of the replies evidence the fact that politeness and tact are the essentials of handling several customers at the same time in the store. Care must be exercised to prevent any of the customers thinking that he or she is being slighted. We quote at random from the list:

"I would speak pleasantly to the two or three waiting ones, inquire the wants of each, and in case it is some small article needed that can be handed out in a moment I would excuse myself to No. 1. long enough to get it. If she required shoes fitted, I would ask her to be seated beside No. 1. pass along a shoe occasionally for inspection, with a few words on shoe styles, etc., being careful to keep No. 1. feeling that she has my first attention until she is through."

"I would first ask customers to be seated, and if they were in a hurry. If so, I would explain that I had a rather particular customer at present and ask if they would object to me having another salesman wait on them. If no objection, I would immediately introduce a salesman explain to him their requirements, and ask him to give them his best service, also that I had a hard customer to satisfy. This would show customers I was interested in their purchases, although not able to attend to their wants."

"If you are certain that the first customer will buy and all that he requires is the time to decide, begin to serve the next customer at the same time. Produce a goodly number of shoes for the inspection of the first customer, and while he is examining them find out what the second customer prefers. He being an average customer has an idea of the kind of shoe he wants and can be quickly satisfied. It will be necessary to leave the second customer while he is looking over the shoes shown him, to attend to the first customer, either to help him to decide, or if he has decided, to fit and be rid of him. The sale to the second customer, is well under way and can soon be completed. Then on to the next, and the delay is smoothed over."

"I would act very quickly, and quietly in showing her different styles of shoes and in order that she should not become too uncertain as to what shoes she should buy, I would put some of the shoes out of sight, and only leave her a few pairs that I would think would most likely please her. Then I would put all my best selling efforts into convincing her that the last pair of shoes I have shown her, would suit her exactly as to fit, style, wear, comfort, appearance, etc. If she should still like to have more time in which to decide, I would ask her if she would not mind looking over the shoes, while I see what the other customers want. I have noticed that customers who can't decide quickly have much more time than a customer who knows what she comes in for, and if a clerk knows her stock all the other customers can be served while the other customer is still thinking it over. When getting back to customer No. 1, I always say I hope I have not kept her waiting too long, and after I have sold her the shoes she might have taken in the first place without spending her time in our store more than was necessary, I never forget to thank her kindly for waiting."

"Granting that there are people who are very insistent upon an exclusive service and who demand much in variety and seem not to appreciate the fact that others were waiting, I would take every possible opportunity in any break of conversation to speak to these waiting, get them seated, and hand them some article I could get my hands on, if not really the merchandise customer happened to be after. I would in the extremity say to customer No. 1 that while I disliked to keep her waiting by dividing my service, still I really had to give others some consideration and would appreciate a departure from exclusive service under the circumstances. I would concentrate on lines showing as much as possible, and would eliminate bewilderment in choice by putting back into stock all I could after any hint were made as to their likeliness of suiting customer. I feel that sales people themselves are very largely to blame for this all too common occurrence and could by a keener and quicker conception of their customer and his individuality, coupled with a more thorough knowledge of the merchandise they were handling, concentrate into a much narrower range and still offer the customer ample and quite satisfactory choice."

PROFIT IN FINDINGS DEPARTMENT

(*Continued from page 34*)

profits are better than in shoes, while in specialties such as corrective appliances, they run up to over a hundred per cent. As this particular merchant said profits all depend upon the effort you put into this department.

The findings' counter can be made a help to regular trade in shoes if it be worked properly. Get people coming into the store for polishes, spats or other accessories and it will not be difficult to interest them in shoes. One prominent retailer says he always puts two or three striking novelty shoes in his show cases, just to attract attention. He says the idea works both ways. Those who see the shoes are given a suggestion as to shoe requirements, and ladies are particularly susceptible to influence along this line. Then those who look at the shoes will often see something they need in the way of articles such as laces, over-gaiters and so forth. The gist of the whole thing is to buy thoroughly but economically, display continually so that goods may be seen and sell the proposition first to your staff. In fact the latter proposition should come first for without enthusiasm on the part of yourself and your staff, you will not get far with this or any other proposition. One person in your establishment enthusiastically talking findings ought to be able to pay his own salary. With everybody pulling together success is certain.

From this standpoint alone a shoe store ought to put its findings' department on an efficiency basis. It ought to be a decided advantage to be able to supply a customer with accessories after selling him a pair of shoes. To send him to some repair shop or shoe shine establishment for laces or shoe polish is admitting the fact that you are not prepared to give efficient service in your store.

American Conditions And Outlook

Business Opening Up Slowly. Bad Weather Retards in East and Middle West. Western Outlook Good.

THE weather has played havoc with business in the Eastern States and business has been about on a par with what it has been in Canada. Too much snow and cold weather to get even a semblance of a start in spring business. But within the past ten days there has been a change for the better and buyers are in a better humor.

Present Style Indications

It looks like a good guess for black satins for Easter trade. These and patents seem to be looming up large although grey suede and patent leather pumps promise to be good sellers, and oxfords and single straps in patent with cutouts seem to be attracting considerable attention. The newer pumps have wider straps and are made with buckles rather than buttons. Combinations of patent colt and black suede are seen and also patent and dull black. Some of the cutouts seen have as many as nine holes on each side. There is nothing decidedly novel although there are attempts to introduce the "Egyptian" style into sandals. By the way, the sandal effect does not seem to go down and no doubt this Egyptian craze will help to give it a new lease of life.

Sports Shoes

The American trade is apparently anticipating a heavy business in sports shoes of all kinds. This year not only will full lines be found in men's and women's, but also in children's, in which some striking features have been developed. It is expected that sports trade will follow closely regular spring business, and that people will be inclined to adapt these styles to ordinary street wear very largely. This is the reason for the wide range in both men's and women's of combination effects in smoked elk, tan.

Low heels in women's sports are back strong although in some of the fancy lines, the French and Spanish heels will still be found. One of the surprises is the number of turns and McKays that are now rivaling welts in this line.

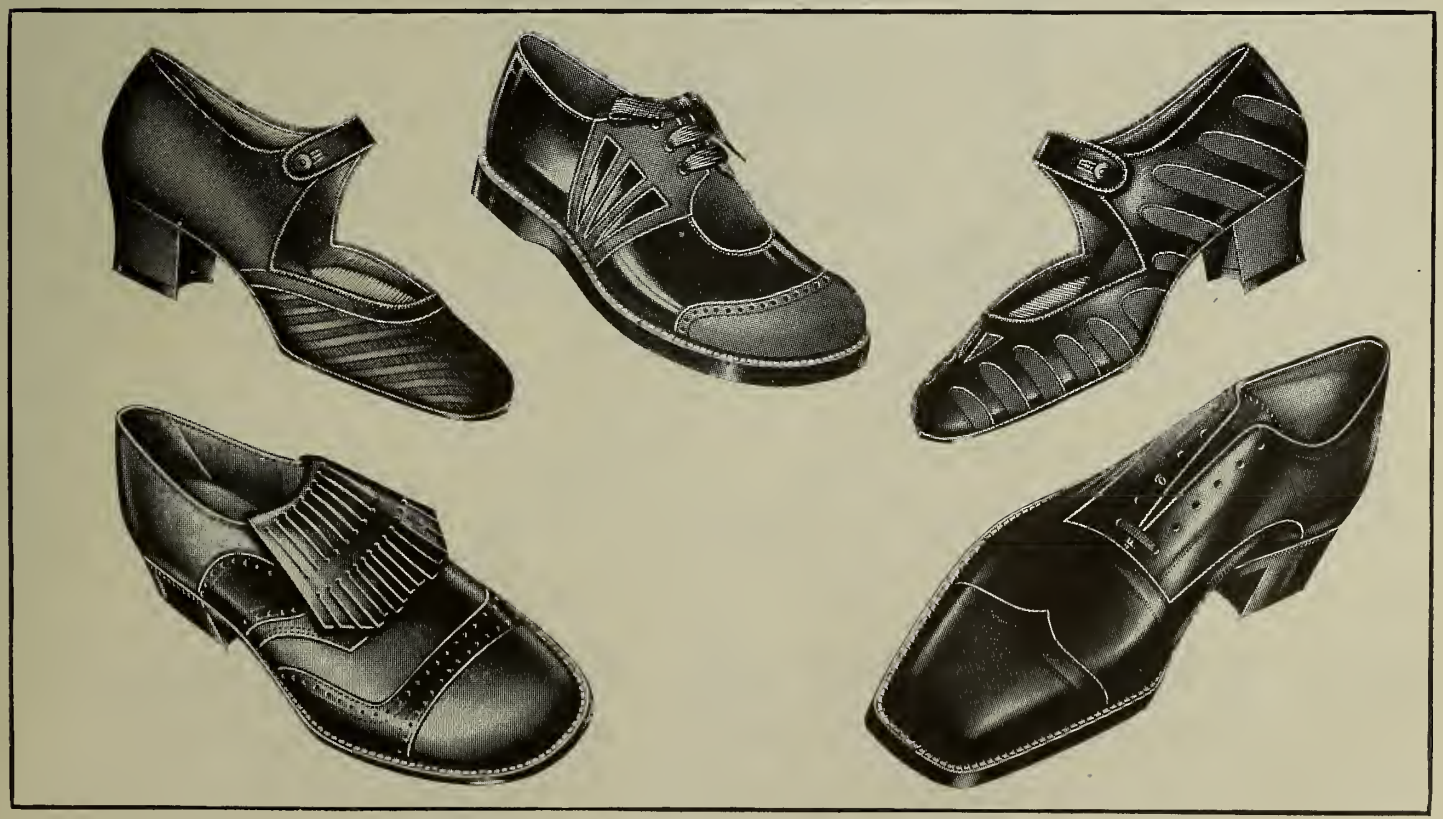
There is a wonderful profusion of colors, patterns and materials and combinations are rampant. The favorites for general use are smoked leathers in beige and wood browns, plain and in combinations. Smoke and tan saddle oxfords of the whole saddle type seem to be prime favorites. A very attractive shoe seen was of white buck in a Grecian sandal effect with inserted saddle neatly perforated.

Strap pumps with wider straps and buckle, some of them with the Scotch tongue, promise to be popular even for street wear. Some of the more elaborate styles in white canvas are trimmed in elk of various colors such as red, blue, green, etc. Some of the solid colors are also very striking and may take with the flapper trade.

Dealers seem to be banking on the low heel oxford for general use, and are seeking to obtain them in such combinations as will make them saleable for ordinary business wear as well as for outing purposes. Combinations of smoke leathers, tan calf and so forth seem to be in request.

Leather soles seem to be the most popular this year for sports shoes, although some rubber may be seen. The attempt to introduce the crepe sole cannot as yet be considered a striking success. The trade are going slow on the proposition. The uncertainty as to durability does not count so much as the problem of the outer sole being securely fastened to the shoe.

It looks as though spring business over there would glide almost imperceptibly from regular lines to sports. Nevertheless there is a large section of the trade that is pinning its faith to a good sensible season in men's lines as well as women's.



Some Faddish American Modes.

Announcing----

THEY REST THE NERVES

PIED PIPER

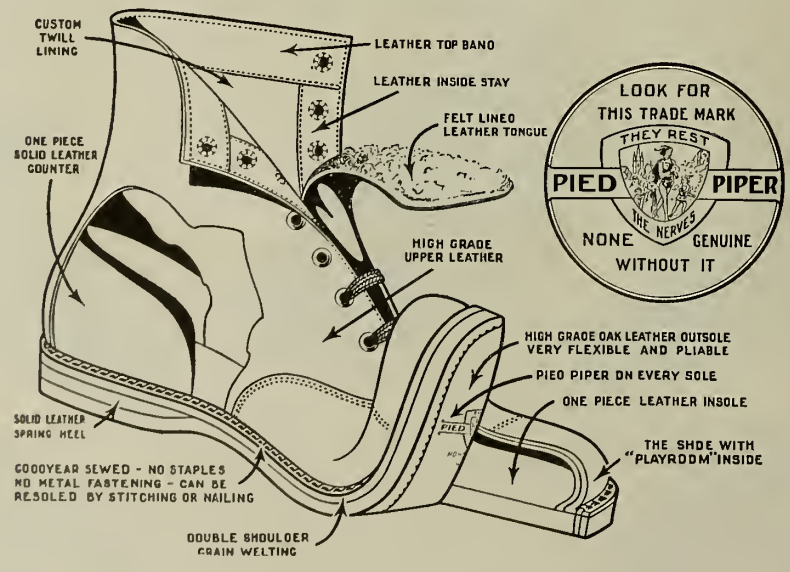
SHOES

the shoe with "Playroom" inside

We present Pied Piper Shoes to the trade in the full assurance that we are introducing a distinctly high class product. This assurance is substantiated by examination of the shoe itself. Inspection of samples will prove to you that Pied Piper shoes *are really wonderful shoes*.

Our salesmen are now on the road. But more interesting is the fact that our intensive Pied Piper advertising campaign is now under way also—paving the way with its sales-creating messages to the thousands of buyers who have been waiting for just such a shoe as Pied Piper.

SHOWING CONSTRUCTION OF PIED PIPER SHOES FOR CHILDREN



Chas. Tilley & Son, Limited

Exclusive Distributors for Ontario - - 90 Richmond St., W., Toronto

A Complete Range of Shoe Store Supplies

Tilley's Shoe Polishes, Dressings and Pastes maintain an even standard of quality. A standard that has held the favor of the trade and public for many years. The Tilley Range for Shoe Stores is complete, "There is a Tilley Dressing for every shoe in every season." Shoe stores handling Tilley products, know the meaning of satisfied customers. Do you?

Absolutely a waterproof polish and stain. Showcard in each box. $1.10 per doz.

Patent Leather Cream. A polish preservative for all enamel leathers. Black and white, two sizes, in opal jars—$1.50 and $2.25 per doz.

In Black, Tan, Brown, Mahogany and Ox Blood. Does not stain the hands. $1.10 per doz.

Most successful renovator for suede shoes, black and all new season's shades. $2.00 per doz.

Tilley's Shoe Dressing will soften and preserve the leather. Lengthens the life of the shoe. $1.25 per doz.

We will supply you with showcards and window display materials on request.

Tilley's Black Stain Dyoline will produce a permanent jet black on any colored leather. $1.75 per doz.

Made in Canada

Leather and Shoe Store Supplies

Chas. Tilley & Son, Limited

90 Richmond St. W. Toronto

POSSIBLY

You have noticed that Tom Jones' business has increased even in quiet times—Your business has slowed down. The reason is we are working with him—and he with us.

Starting May 20, 1923, a great mammoth GRIFFIN polish demonstration in

TORONTO, HAMILTON, LONDON, MONTREAL

in the principal shoe departments in each city, also a newspaper campaign mentioning the names of all the retail shoe dealers handling the famous high grade GRIFFIN line.

We have already secured Spring orders from 80% or more of the dealers in these cities and elsewhere, so Mr. Shoe Dealer, place your order at once, so your name will be on these ads. without charge, as a representative GRIFFIN agent in your town, village or city.

CANADIAN SHOES FINDINGS NOVELTY CO.

2 Trinity Square, Toronto **153 Peel Street, Montreal**

PACKARD'S

Goodyear Welt Shoes

For Spring and Summer Wear

We are prepared to ship

IMMEDIATELY

from stock---all lines in Children's, Misses', Youths' and Little Gents' sizes.

Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 5. No Heel
5 to 7½. Spring Heel

Goodyear Welt chrome soles

NO WAITING

Rush Orders Our Specialty

L. H. Packard & Co., Limited, Montreal

Shoe and Hosiery Fashions

As Seen by the Editor of "Vogue". Mrs. Alger Talks on Shoe Styles and Hosiery Fashions in Toronto.

IN connection with their Spring Opening, the Robert Simpson Co., of Toronto, brought Mrs. Alger, Editor of Vogue, all the way from New York to talk to Canadian women on Style. At her last lecture this is what she had to say about shoe and hosiery styles:

"Perhaps there is nothing more indicative of the attention to detail that has overtaken the mode in recent years than the emphasis placed on shoes and stockings—on suiting the model to the foot and to the time of day and the occasion, on making a good combination with the color of the frock, on matching or contrasting the shoes and stockings according to more or less fixed rules.

"Many of us, will not care to follow out this mode in all its refinements, but unless we realize the emphasis that custom has come to place on footwear we shall be sure to spoil the effect of our costume as a whole.

"Short skirts gave an impetus to this feeling for the importance of shoes and stockings, of course. But to-day, when we find that the correct skirt length varies from a permissible ten inches off the ground for the street—or a preferable six, New York seems to think—to a skirt that touches for wear in the evening, we discover at the same time that the diminished amount of shoe and stocking that we see doesn't by any means indicate a diminished importance. The little flick of blonde rosee above a silver slipper is just as much a witness to its wearer's chic as the whole eight inches of that chow color that so many New York women are wearing with their black patent leather street shoes, a color by the way, that makes us look as though we'd all changed legs with a lot of graceful South Sea Islanders.

"Black patent was and still is very good in New York, but it is by no means the newest tendency. There is an amazing variety. There are very few low heels even for country clothes, considering the unusual number we saw last year. There is a tendency, too, toward the rounded or at least the modified pointed toe. Combinations are frequent, either in two distinct colors or in two different kinds of leather in the same shoe. Cut-out patterns are seen on all sorts of different models. Simple pumps are good, but the exaggerated tongue has gone out. Some shoes show a definitely tongued outline, but this tongue is cut in one with the shoe itself. Where buckles are used they are apt to be self-colored. Arrangements of straps are often seen—three straps from each side, meeting in the middle—or one wide strap under which the foot slips.

Hosiery Fashions

"Stockings are at one in regard to sheerness—the sheerer the better. The openwork clock, too, is extremely good, although, of course, the majority of stockings will always be plain. As to color, that depends on shoes, though the beige and 'nude' shades lead in New York.

"With the lovely grey and beige costumes soon to be worn will go shoes not necessarily to the exact tone, but according with it, and stockings as sheer as possible of a slightly lighter shade. Many of these shoes combine two shades of the one color, or two leathers, a suede, perhaps, and a kid. Shoes that combine beige with one of the cocoa browns are a smart novelty. To match the brown in a purse or one of the new short, fat, twenty-inch-long umbrellas is a favorite Paris vogue.

"For those who wear navy blue this spring Mrs. Alger recommended conservative women to choose black shoes of kid, suede or patent and stockings in chow, nude or one of the beige shades. For those who like smart novelties there are black shoes touched with red, or the latest Paris fad is an all-red shoe in morocco leather with a buckle of itself. These shoes are also offered in green or tan. They are worn with sand or nude hosiery and will be particularly good for country wear. Colored shoes in other leathers are also promised.

"To have all one's accessories match—hat, purse, shoes, belt—if one is wearing a blue or black or white dress is a smart idea. All white is to be so good this summer that these bright notes in accessories are sure to be popular. But do not make the mistake of having too much color. If later on in the season we choose one of the brilliant printed crepes it is well to keep the accessories all in a same neutral shade.

Fancy Shoe Styles

"Warm weather will also see shoes of lizard skin (combined with black), also black and white combinations in canvas, suede or kid. Some of these show brogue tongues even when their heels are high. For active sport England has sent a shoe called the Peel's Oxford, in black and white or brown and white. It has a low heel, a novel form of lacing and little tassels of the black or brown leather on the ends of its laces. It is having immense vogue for golf in the Old Country. A shoe with a thick rubber sole was much used for golf in the south.

"For evening the colored slipper leads. Paris likes a sandal in candy pink or the lovely green so much used this year. Satin in colors is preferred in New York. Brown satin shoes were much worn in the south with dresses of all colors. Blonde rosee hosiery is almost universally used with these. Black satin pumps are, of course, always good. Velvet in brilliant colors is occasionally seen. Silver slippers are still in the mode, but gold pumps are a bit in eclipse. Shoes never exactly match the frock."

With the exception of the beige and grey shoes, Mrs. Alger did not mention shoes and stockings that match. Nor did she allude to black hosiery.

"These things are not being done to any extent," said Mrs. Alger, who added:

"Yet I would say a word here to the woman who is clear-sighted enough to recognize that she has bad ankles: Don't pay any attention to the mode: wear shoes and stockings that match. It is better not to expose a structural defect. Besides the greys and beiges, and, of course, the blacks for which you can find matching stockings, there are beautiful browns of the medium and darker shades. Above all, never make the mistake of wearing light shoes and stockings with a darker dress. This is your worst blunder."

BUSINESS BRIGHTENING UP

In discussing general business conditions, Mr. G. H. Ansley, of Perth Show Company says that while he was inclined to be somewhat pessimistic earlier in the year, business has looked up wonderfully during the past month or so, so much so that lately the factory had to run overtime, which the company regrets as an unnecessary expense for many of the orders might easily have been placed a little earlier. He says that retailers are beginning to realize a genuine shortage in bright saleable lines, and are beginning to show anxiety as to the filling of requirements in time for spring business.

The Shoeteria It's Here at Last

The serve yourself idea has invaded the shoe field, we have groceterias, cafeterias and now a shoeteria. The one in question is a branch of Bradley's Reliable Footwear, owned by Mr. Carson Bradley and is located on Eighth Avenue East, Calgary, under the management of Mr. "Pat" Rankine, a real Scotchman straight from Aberdeen. Mr. Rankine took over the management of this branch some two and a half years ago, and at that time inaugurated the self serve idea, which has had a successful development. In explaining the idea to the Shoe and Leather Journal, Mr. Rankine says in part: "The principal reason we had in adopting this name was to show all our odd lines to advantage and also to develop the better selling of our cheaper lines of shoes. For this purpose we laid out these lines in racks and tables, so our customers could see at a glance what specials we were showing and the sizes to suit them. We allow our customers free privilege of looking these over without pushing sales, but make it evident to them that these are merely introductory lines, and that we carry other lines in the regular way that might interest them. The idea of the Shoeteria, therefore, is really self serving as far as it goes, but we make it a strong point to introduce our regular lines when the idea does not work, and in most cases we have found it almost entirely successful. It is surprising how many of these odd lines we have cleared out and still more surprising how clean we have kept the stocks in both stores. This method shows how strong we are in regular lines, and how very short we are in bargain lots. Our principal store at 811-1st Street West, features a high grade stock of men's, ladies' and children's shoes showing only the most dependable makes of shoes in Canada. We take credit for adopting our plan of the self serving 'Shoeteria' to the shoe business."

Mr. Rankine finds that his customers prefer his free and easy way of looking around without being pestered by salesmen, and for their criticisms on the shoes displayed he can very easily decide what is wanted, and thereby supply it from the regular lines. These easy going display methods are backed by consumer advertising in the dailies, thereby keeping the name "Shoeteria" with its special bargains, before the public. To the best of our knowledge this is the first Canadian venture in a "Shoeteria." We wonder if it will take.

IDEAS FROM WINNIPEG.

"The financial situation is particularly tight in this part of the country. We do not know how people are paying their accounts as we do a strictly cash business.

"I think low shoes are going to sell strong. That the leathers will be patents, kid calf, suede, satin. Sport and semi-sport shoes will have trimmings of suede in grey and beige, patent, and self colors. Patent, I think, will sell strong, but I do not think it would be wise for any merchant to buy too heavy. As regards colors, I think they will be mostly in two tones, as black with grey or beige, brown with grey or beige. Some black and white, and combinations of grey and patent.

"As regards prices I find they are fairly set, their being as many downward tendencies, as advances. It seems to be the idea all along the line to cater to price, but of course make shoes that will wear. The high grade factories are making big efforts to produce shoes at lower prices than for many years.

"I think well conducted businesses will buy cautiously, study their own trade, what their customers demand in regard to prices, and what will sell best; that three quarters of a city store stock should be staple lines and that novelties should be bought carefully and wisely and sold out within the season as far as possible; that while the present condition of depression exists the consumer will give his first thought to price, but that as soon as conditions change it will be wise for the trade in general to put emphasis on quality. Because we all know after all that quality will give better satisfaction, and we feel that at the present time a lot of money is being thrown away by the general public because they seek price in preference to quality."

The Shoeteria, Eighth Ave., Calgary

Mr. Pat Rankine, Manager of the Shoeteria

Place of Color In Shoes

Speech made by Mr. J. Slater at the Annual Convention of The Textile Color Card Association.

IN looking over one of the evening papers the other day, I noticed on the Woman's page this thought: "The modern woman who appreciates the importance of expressing her individuality in every detail of the costume realizes the necessity of selecting her shoes with the utmost care. The world of fashion has decided at last that color, the most important element perhaps in feminine apparel, has a place in shoes as well as in gowns, accordingly the most striking note of the season is the wide range of unusual and charming colors—reds, oranges, rich plums, and the softer and more delicate shades of yellow, blue, lavender and rose." They haven't left many out.

Now what does color mean to the retailer of shoes? Of course we all think our business is the worst, but it means a problem to the shoe retailer which does not affect you. When color and style come in, it is a great problem to us shoe retailers. I admit that we have been over-styled regarding shoes for the last eighteen months or two years. Now we don't want to be over-colored.

Now I won't talk of men because they are out of the color situation. We keep them down to two or three colors, but the ladies, in demanding color, must realize that the shoe retailer may not possibly have just what the customer is demanding. I will tell you the reason. There is no business that deals with as many units as the shoe business.

Take a high grade store on Fifth Avenue. We have to carry between 65 and 85 pairs to carry one pair of a size of what may be demanded in the ordinary course of a day's business. That does not supply all the sizes. I was looking over the list a while ago of a certain retailer in St. Louis, and he carries two hundred pairs of shoes of a style and that only means one pair of a size. Of course that is extraordinary, but the ordinary store business makes it necessary to carry between 65 and 85 pairs.

Now if you take these numerous colors and multiply them by 65 or 75 pairs, you have a great amount of goods in stock which are not likely to be called for, and yet you may sell your whole stock in the first hour that you open up for business. With these colors, once you sell one pair, your whole stock is destroyed. That makes it very difficult for all these colors to be carried in stock even though the ladies demand them.

At a meeting of the Joint Color Committee representing the Allied Shoe & Leather Industries, held on February 1st, 1923, in co-operation with the Textile Color Card Association, for the selection of the 1923 Fall shoe colors, it was resolved that when color cards are sent out by the National Shoe Retailers' Association, the National Boot & Shoe Manufacturers' Association, the Tanners' Council, and the Traveling Men's Association, particular stress be laid on the mutual advantage to the Allied Shoe and Leather Industries in the United States of standard color names as shown on the official Color Cards issued by the Textile Color Card Association.

It was also resolved that in the future, when shoe and leather associations issue style programmes, where colors are mentioned, it would be well to use the names of these colors and show on the official color card the consensus of opinion of those present. The feeling was unanimous that we are now beginning to reach a point where the color card programme for the Spring and Winter seasons has now become crystallized to such an extent that it will serve the purpose for which it was intended in all branches of the industry.

Now these meetings have been of great advantage to the whole shoe trade. They were started with the retailers and then the manufacturers came in and then the hosiery people and the tanners. These meetings have been a source of mutual satisfaction and I might say of such benefit to each and everyone in the trade that they are sought after now, while in the beginning it was difficult to bring the men to the meetings. Now they are only waiting to be invited.

In adopting this resolution which I have just read, we are endeavoring that when the shoe retailer orders from the traveling salesman, particularly colors, that he use the words "Adopted by our Association", that he will match up with the tanner's number or the tanner's name, so that when we use say, for instance, Log Cabin, which is one of the names that we adopted at the last meeting, it will be immediately matched up with the leather made by some certain manufacturer. Now these tanners may use numbers, or they may use names, but when the order is written out the Color Card name will be used in conjunction with the other. We are doing that for this purpose: that we want the sales people of all the various stores to become familiar with the Color Card names and then when the customers hear the name, providing they want hosiery, they will have the shoe color name, and when they go to the hosiery counter or somewhere else they can say that they just bought shoes of this color, and want so-and-so to match it, or for contradistinction. We think that we are going to help the Color Card Association in in establishing their work and we trust that this will be followed out by the rest of the trade. The headquarters of the National Association are issuing a bulletin and will incorporate that in their message.

A telegram has just been received from the Secretary of the National Shoe Retailers' Association stating that the Canadian Retailers' Association would like to co-operate in promoting the Fall shoe colors to appear on the Fall Card and they would like to have the Color cards to supply their membership throughout Canada. This shows the great co-operation on the part of the retail shoe men all over the United States and Canada.

There is no doubt but that the work that has been started by your committee is going to be prolific and will bring down colors to a basis where they will not run riot or rampant as they did some years ago.

SHOE TRADE CREDIT BUREAU IN OPERATION.

The Credit Service inaugurated by the Shoe Manufacturers' Association of Canada and the Shoe Wholesalers' Association of Canada is proving even more successful than was anticipated, and splendid co-operation is being received from almost all of the manufacturers and wholesalers. Its services are available without added cost to the members of the Association.

With The Shoe Manufacturers

The attention of the Shoe Manufacturers' Association of Canada has been called to the apparent exhorbitant charges by certain trustees in handling the affairs of firms in bankruptcy. The Association has obtained legal advice in reference to one such case, and legal opinion is that the trustee's charges were excessive and larger than the amount to which such trustee was entitled under the Bankruptcy Law. The matter is now receiving further consideration, and it is possible an appeal will be made to the Bankruptcy Court to make a fair and equitable assignment of fees and to see that the legal rates are not exceeded. A copy of the trustee's statement also will be sent to the Minister of Justice as an example of some of the practices which are now prevalent. It is felt that this act will serve as a warning to other trustees to comply with the provisions of the Bankruptcy Act.

The Shoe Wholesalers' Association of Canada are at present making a renewed drive to get into its membership those firms which are not already in the Association. By becoming members of this progressive organization wholesalers share in the important improvements which it works in the trade and which would be impossible without such co-operation, and in addition they have the valuable services which the Association is able to extend.

Reports which have been received at the headquarters of the Shoe Manufacturers' and Shoe Wholesalers' Associations from various parts of the country seem to indicate that there will be a decided improvement in business this Spring. Retail stocks are very low, so far as seasonal good are concerned, and it is pointed out that buying has been far below normal for some months. Many women have worn their old shoes with goloshes. As soon as goloshes and rubbers can be discarded there is every prospect of a very decided increase in buying.

Stamps on Drafts

As intimated in a former issue a good deal of dissatisfaction exists in the shoe trade with regard to the stamping of drafts. The loss that is entailed in connection with returned and partially paid drafts amounts to a very considerable sum. Recently the Finance Minister has been memorialized in the matter as follows:

Draft Only

"The members of this Association are finding that stamp taxes on drafts which are not paid, or which are paid only in part, represent a considerable and irritating charge. In the present abnormal business situation, such amount is higher than it would be under more settled conditions, but we are sure that the double taxation involved never was intended by yourself, as Minister of Finance.

"Almost every business concern sends out drafts, many of which are for large amounts and require stamps running up into several dollars. Until accepted, such drafts are only worthless pieces of paper. In many instances they are returned because of some alleged error in the amount or for other reasons and new drafts have to be issued, with more stamps. Sometimes the drafts are paid in part only and new drafts to be issued for the balance, again with additional stamps. Not infrequently drafts are returned and the amount owing is paid in whole or part by cheque or it often happens that cheques and drafts cross in the mail, with the result that both buyer and seller have to pay stamp taxes in connection with the same transaction. The situation is unfair to both parties and operates to discourage the use of drafts in collecting accounts.

"We urge that you deal with this situation at the earliest possible opportunity and we submit two alternative suggestions:

"1. That stamps on a draft be not cancelled until the draft actually is paid, or, if the draft be only paid in part, that only sufficient stamps be cancelled to cover the amount paid on account.

"2. That the banks be authorized to accept without stamps drafts for collection and that, at the time the draft be paid in whole or part, the bank be required to affix stamps to the amount required for such payment and to charge the stamp tax to the drawer along with the bank's commission on collection.

NEW CASTLE N.C.K. KID
TRADE MARK REG. U.S. PAT. OFF.

New Castle Kid

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

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

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

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.
New York

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

The MARYON Shoe

Proven Positive Sellers

The experience of the best wholesalers can be taken as proof that Maryon Shoes always lead in sales because they link superior style with moderate price.

For Spring and Summer

A notable variety of attractive models, representing fashion's latest decrees in Strap Effects and Colonials—featuring popular patterns and pleasing combinations—with quality workmanship backing up their strong appeal in style and value.

Also offering a range of Turn Slippers, snappy and popular priced, which dealers everywhere pronounce a splendid seller.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q.

DEFINITE PLANNING FOR BUSINESS.

(*Continued from page 29*)

to understand the folly of such a course. As to the store, are you still jogging along with the same arrangements and equipment inside, the same methods of showing goods that you used five or ten years ago? Some times a change if it be only the moving of the furniture or fixtures will prove beneficial. But the changes should be in the line of progress. Is your stock so laid out that customers may be quickly and satisfactorily served? Get out and take a look at some other establishments now and then. It will help to keep you out of ruts. Then there are the clerks. Have you their complete co-operation? Do you talk over with them the problems of retailing? One large and prosperous retailer says he gets more results from a weekly conference of his employees than any one thing he has done in the way of methods. Once a week they get together and thoroughly discuss the different phases of retail salesmanship, stock keeping and so forth. He consults the staff with regard to the goods, what they should buy and how to push sales. It is little wonder that this co-operation is felt by everybody who enters the establishment and carries itself visibly into window displays, shop arrangement and advertising.

Planning Sales Ahead

The retailer referred to says he and the staff plan all their sales ahead and as he offers inducements for suggestions they have been able to develop some fine ideas. He not only watches ahead for important public events and regulates his selling plans accordingly, but they adopt selling stunts such as dollar sales, gift sales or anything else that offers a good opportunity for pushing trade. The clerks are encouraged to procure personal customers and they keep tab on the needs of their patrons. They have a system of letters by which the latter are informed when certain shipments come in that are suitable to their needs. In fact the store keeps a card index record of its principal customers giving their preferences in shoes, sizes and other information that may be valuable in letting them understand they are being looked after even when they do not enter the shop.

All these things demonstrate the fact that it is possible to put personality and purpose into business, and reap dividends. With all the talk about slow sales and narrow margins, there are those who are going right along at the job of business building.

SHOE TRADE ASSOCIATIONS TAKE UP QUESTION OF DRAFT TAX

Representations are being made to the Department of Finance jointly through the Shoe Manufacturers' Association of Canada and the Shoe Wholesalers' Association of Canada, asking that arrangements be made or instructions be given to the Banks not to cancel stamps on drafts until drafts are accepted. It is pointed out that in many cases drafts are returned, for alleged error in amounts or for other causes, or they may cross cheques in the mails, and a draft anyway is only a worthless piece of paper until it is accepted. This matter of cancelling stamps is an important one and steps should be taken at once to see that only stamps on accepted drafts are cancelled, as particularly under present conditions the tax on drafts represents a very considerable item of expense.

Sporting Shoe Headquarters

Dealers who sell Samson Sporting Shoes establish the reputation of their store as headquarters for superior footwear for Hockeyists, Skaters, Ski-ers, Football and Baseball Players, etc. The extra satisfaction derived from wearing these shoes, due to their improved features, means growing repeat sales.

Volume Trade In Staple Footwear

To secure the greatest number of sales in Staple Footwear for Spring and Summer, feature the Samson Lines. They SATISFY in good shoemaking and popular price.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Show Cards For April Selling

Use Bright Cards For Selling Spring Goods. Let Them Be Attractive and Colorful.

YOU will remember the quotation: "In Spring, the young man's fancy lightly turns to thoughts of love," which may be paraphrased very appropriately into a business term: "In Spring, the shoe retailer's fancy seriously turns to how he can sell his new lines that he has just placed on sale."

April should see every shoe dealer on his tip toes with new spring goods. They should carefully consider their displays and advertising and every detail about their business that will aid in the disposal of their new goods. If possible, they should not have any old stock on hand to interfere with the new goods. Of course it is next to impossible to have a store completely cleared of every pair of old stock, but what we mean is that there should not be enough on hand to make necessary a sale to clear these out when one should be giving every attention to new goods.

Use plenty of decorations in the way of artificial flowers and other things that will give a spring effect to the store and displays. Spend a little money in securing these things. Take a run to some nearby city and see how the large stores decorate for the spring selling season. We know you may not be able to go into it so elaborately, but there will be a normal proportionate amount that you may use that will bring excellent results. The one great thing that prevents the small merchant from doing more decorating than he does is his fear of expense. Mark well what we say, it is not the actual expense, but the FEAR of expense. Take one item alone. How many small stores use plush for decorating the bottom of their windows? Why do not more small stores use it? Ask any of them and they will likely chorus: "Look at the cost," when, in reality, plush is the cheapest thing one can use for the bottom of a window. The initial cost may be a little more, but its long life lessens its cost in addition to its richness giving a much better effect.

The same principle will apply to the use of show cards. A real attractive card will add greatly to the selling effect of a display. The samples shown herewith are designed to give assistance in preparing cards for your spring showing of new goods which should start early in April if not before.

The Smart Styles card is a simple but effective design that is very easy to do. The card is dark brown and the picture is cut out of a magazine and pasted on to the card and a black line border run around it. The ornamentation is done by hand in white and black and the lettering is also in white and black. This will be for a display of women's high grade shoes. The picture on the card in no way refers to shoes but it gives the card an attractive turn that will add much to the brightness of your display. A piece of paper should be pasted on to the back of the card to keep it from curling, which any card will do when a piece of paper or picture is pasted on one side only.

The slippers card is made in the same way as the card described above. The picture is cut out of a magazine and pasted on to the card. The picture is in colors and the card white, but the card may be some soft color that will harmonize with the colors in the picture. The border around the picture is plain black and made in panel effect. The lettering is not large which gives a very artistic effect to the card. It is done in black but may be done in blue or red although black will possibly suit best as it stands out strong and cannot be overlooked.

The Little Folk card is another picture cut out of a magazine. These pictures show how very simple it is to secure pictures from magazines that will adapt themselves to your needs in shoe displays. Not one of these pictures were shoe advertisement pictures, yet they lend themselves to shoe displays. The ribbed background of the kiddie card is done by hand and should be in a subdued color that will not swallow the picture. That is if the stripes are stronger than the picture the picture will be overbalanced and not show sufficiently. The lettering is in black and like the other cards is not large.

The Exclusive Spring Fashions card is drawn by hand but scenes of this nature are obtainable in magazines and may be worked as the other cards. The distant effect lends a certain charm to the design. The sky and water should be in a pale blue and the banks in brown and the trees in dark green, the lily leaves in green and the swan in white. The lettering will look well done in black for it will stand out very prominently.

These cards are 11 x 17 and 11 x 20, which is about the right size for the average window.

Make Use Of The
In-Stock Department For

Chums
REGISTERED

Shoes For Boys And Girls
Genuine Goodyear Welts and Stitchdown Welts.

In growing girls' sizes, 2½ to 7 there are especially attractive additional lines on a new natural foot form last. You will be much interested in the seasonable oxfords in plain bal., straps, two-tones and colonial tongue. *Write for complete catalogue.*

MADE IN CANADA BY

Charles A. AHRENS Limited
KITCHENER, ONTARIO

Prompt Deliveries

Order Now

Shoes Made of

COLLIS CALF

Please Customers

Shoes made of Collis Calf have a delightful dressy look that appeals to particular people. The clear finishes, brilliant and attractive colors, makes Collis Calf popular with manufacturers and whose good judgment is reflected by repeat orders from retailers and wholesalers. As a full grained, easily worked and economical cutting upper leather, Collis Calf is unsurpassed.

All the latest shades and delicate colorings as laid down by the Montreal and Chicago style shows, and the leading fashion centres are to be found in Collis Calf. The range is complete.

Made in all weights and grades.

Samples Sent on Request

The Collis Leather Co., Ltd.
Aurora Ontario

Selling Tactics That Fail

By a Retail Merchant

AFTER a man has been buying for twenty-seven years, he gets to be pretty hard-boiled, I'll admit. I suppose it's that way with me. Selling talks that used to get me going strong just seem to hit me and bound off, I find. But what I have to say here is in a somewhat different direction.

Every retailer has one put over on him from time to time. I'm no exception. I find, however, that I've come to a point where I can sense pretty readily the salesman who is trying to slip a spare ace up his sleeve. If I can show a few salesmen that sharp selling doesn't pay, I'll be satisfied. There are to-day certain kinds of selling tactics that always make me suspicious. Talking with a friend the other day, I found that we were pretty much of one mind on the subject. Maybe some sales managers and their men would be glad to be tipped off.

* * *

Every now and then a salesman comes in who talks in very low tones, looks around rather furtively as he talks, dilates his eyes, and lifts his eyebrows. You've met the type. I wonder how it ever gets represented among salesmen. Usually this man has a "confidential" line of talk. I'm always sure that the same "confidence" is being handed out to every other dealer he calls on.

I don't doubt but that some perfectly good fellows put on this particular manner with the idea of being impressive. Maybe they are. But it's a very doubtful sort of impression they make on me.

Straight business goes with a straight manner.

* * *

Another kind of selling that makes me suspicious is the kind that's overpolite. Some salesmen carry this so far that I lose respect for them as business men and feel that secretly they may be trying to do me and consider me an easy proposition.

For example, a young fellow the other day insisted on my hearing two men who came in after him before he had his turn. "Oh," he beamed, "I have plenty of time. See these gentlemen first." Of course that doesn't happen often, but it is frequent enough to deserve mention—particularly as I have discovered that such men are apt to have some weak spot in their proposition, and now I carefully look for it. Usually it's there, sure enough.

* * *

The salesman who doesn't want to make the dealer suspicious should beware of being too free with his promises of "putting it through special." I know that there are lots of dealers who are taken in by this sort of hokum, and even demand "special" packing, "special" shipment, "special" sizes, "special" discounts. But the wise old-timer remembers that the weakest houses are usually the longest on "special" promises. The big successful manufacturer doesn't need to tack all sorts of "specials" onto his goods; he knows how to make them saleable without such devices. When I buy, I buy merchandise, not "specials" and trimmings.

* * *

I sometimes wonder if manufacturers realize the lack of wisdom they show in ordering the salesman to cultivate every possible clerk in the stores where they call, I mean without first getting the proprietor's or buyer's permission. When I see salesmen handing out cigars to my clerks, or sending Christmas presents to them I'm apt to be both suspicious and sore. Briefly, here is why: I pay the clerks their salaries; it is my stock in general that they must push, and no salesman has any right to try to influence them before asking my consent. Further, I know that the cigars and Christmas presents, in the last analysis, get into the cost of the goods to me, and so long as that's the case I might as well hand the presents out myself and get the credit for the generosity.

* * *

Another type of salesman that makes me suspicious is the fellow who attempts to avoid selling in front of someone else. I admit that such selling isn't always comfortable to the road man, but I respectfully suggest that plain, honest selling shouldn't be hard even when some other salesman is listening in—provided, of course, that he represents a non-competitive house.

* * *

One sure sign of either a weak product or a weak salesman is the selling talk that makes an appeal to sympathy. Now, my heart goes out to the salesman who has a sick wife, but what right does that give him to sell me an extra-large order or merchandise that I can't readily dispose of? Also I hope he gets his much-needed raise, or wins the monthly prize—but at my expense? Oh, no. And yet these are fairly common selling approaches. These fellows, of course, don't last.

* * *

Sometimes I have had two salesmen for non-competitive lines work hand-in-glove on me. Bill sells shoes and (by agreement) recommends Jim's line of rubbers. Jim reciprocates. This is bound to be an artificial state of affairs and therefore weak and suspicious. Does Jim really know comparative values in Bill's field? Hardly. So his recommendation carries little or no weight. Same goes for Bill. I believe that manufacturers occasionally encourage or even arrange these unholy alliances. To me, they're silly and suggest the tactics of the frame-up man.

* * *

The fellow who's considering a change to a competitive house is often one of the funniest tacticians that the retailer has to deal with. With a childlike air of innocence he puts out feelers to see what you think of the other house's line. He listens very sympathetically to your reasons against his present employer's goods. In a dozen ways a smart retailer can spot the man who is contemplating a change, and, of course, you can't very well take him seriously when you see what's in mind.

* * *

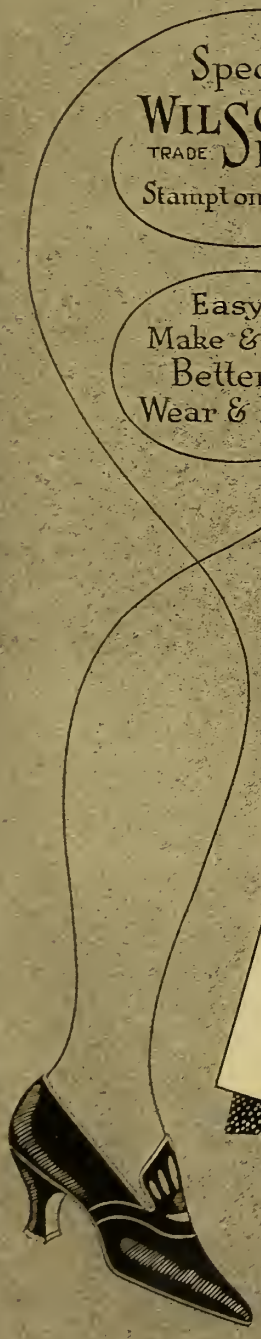
Here's an old game that is silly in more ways than one. The salesman tries to use some competitor's actions as a club. For instance, a chap the other day told me that my chief competitor was going to buy a big bill of his goods. The inference was that I should, too. Actually this was the result: first, I don't like to deal with salesmen who divulge plans of their customers; second, I didn't like being talked to as though I was a piker; third, I doubted whether there was any truth in the statement; fourth, since the competitor was also a friend and neighbor, and we were personally on the best of terms, I asked him if the story was true and found that the same salesman had given him the same story about me! Salesmen seem to think that "competitor" means "enemy," and overlook the fact that two merchants in the same town may often be warm friends.

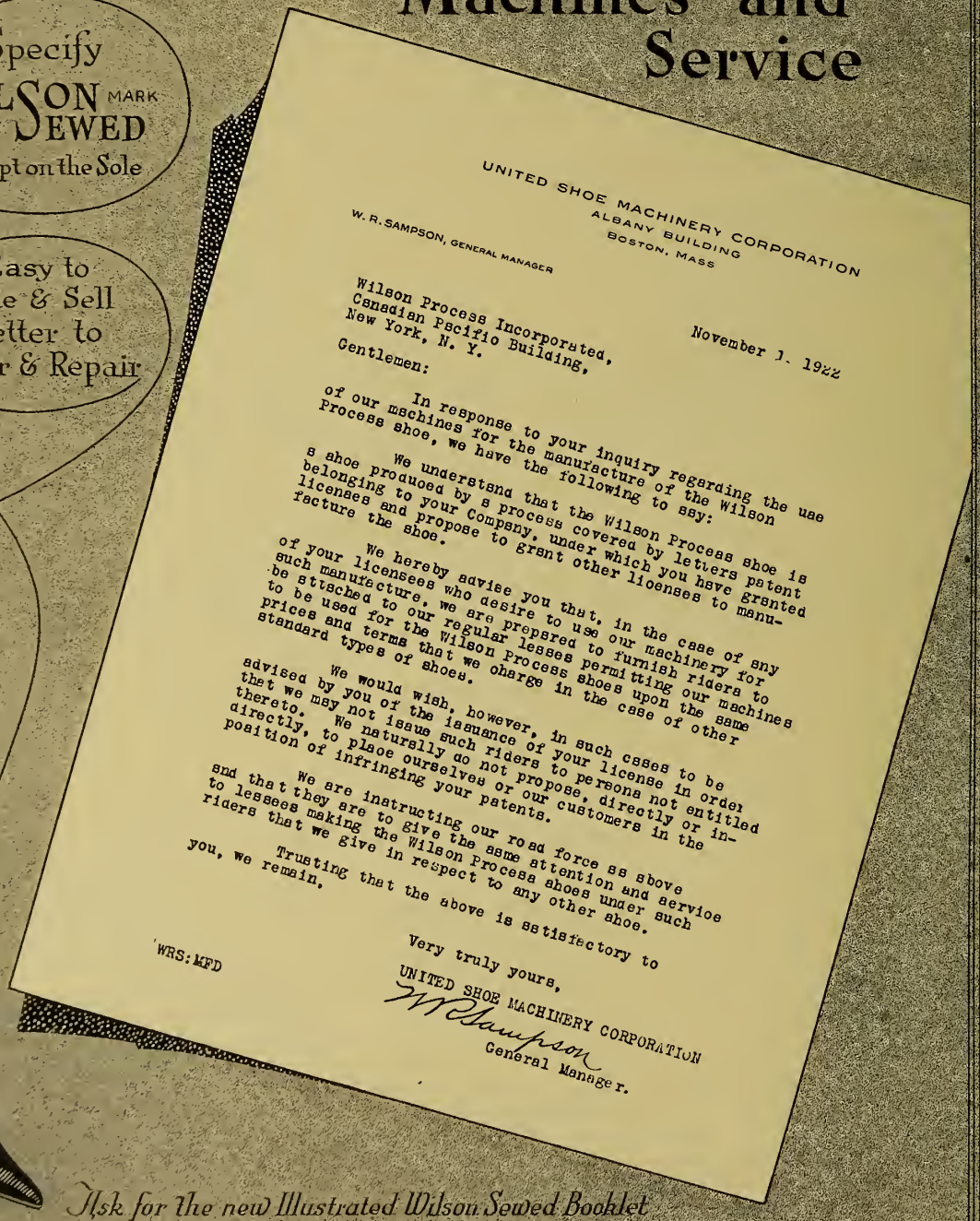
Printer'sInk Monthly.

Wilson Sewed Manufacturers are Guaranteed USMC Machines and Service

Specify WILSON SEWED TRADE MARK Stampt on the Sole

Easy to Make & Sell Better to Wear & Repair





UNITED SHOE MACHINERY CORPORATION
ALBANY BUILDING
BOSTON, MASS

W. R. SAMPSON, GENERAL MANAGER

November 1, 1922

Wilson Process Incorporated,
Canadian Pacific Building,
New York, N. Y.

Gentlemen:

In response to your inquiry regarding the use of our machines for the manufacture of the Wilson process shoe, we have the following to say:

We understand that the Wilson Process shoe is a shoe produced by a process covered by letters patent belonging to your Company, under which you have granted licenses and propose to grant other licenses to manufacture the shoe.

We hereby advise you that, in the case of any of your licensees who desire to use our machinery for such manufacture, we are prepared to furnish riders to be attached to our regular lesses permitting our machines to be used for the Wilson Process shoes upon the same prices and terms that we charge in the case of other standard types of shoes.

We would wish, however, in such cases to be advised by you of the issuance of your license in order that we may not issue such riders to persons not entitled thereto. We naturally do not propose, directly or indirectly, to place ourselves or our customers in the position of infringing your patents.

We are instructing our road force as above and that they are to give the same attention and service to lessees making the Wilson Process shoes under such riders that we give in respect to any other shoe.

Trusting that the above is satisfactory to you, we remain.

Very truly yours,
UNITED SHOE MACHINERY CORPORATION
W R Sampson
General Manager.

WRS:MFD

Ask for the new Illustrated Wilson Sewed Booklet

WILSON PROCESS INCORPORATED

Canadian Pacific Building City of New York

Some Useful Information

The shoeman is sometimes at a loss for correct information as to sources of material and trade terms. The Tanners' Council of the United States compiled the list which follows, and which has been handed to us by the Shoe Manufacturers' Association of Canada, with the authority of the President of that Association.

THE following is a list of the classes of hides and skins from which shoe leather is made:

Shoe Upper Leather

Except Patent	Patent
Cattle sides	Cattle sides
Goat and kid	Goat and kid
Calf and kip	Calf and kip
Sheep and lamb	Horse and colt
Horse and colt	
Cabretta	
Kangaroo	
Deer and elk	

Sole Leather

From all classes of heavy hides.

The following is a list of trade descriptions of leather used in the manufacture of boots and shoes alphabetically arranged:

Basil. A heavy bark tanned sheepskin, used for lining or insoles.

Boarded. Finished with a lined surface faintly indented or stamped into the leather.

Box calf. A proprietary name for calf leather finished with the grain side boarded or stamped with irregular rectangulary crossed lines.

Buck or Buckskin. This term is loosely used, and a great deal of so-called buckskin is suede finished calfskin or side leather or suede kid. By recent common usage, the term "buck" has come to be fully understood to mean the suede finished cowhide. The real buckskin leather is made from deerskins imported principally from Mexico and South America.

Buff. A split hide leather, coarser than "glove grain" but otherwise similar, used for medium or cheap grades of shoes, principally, men's. The term "buff" means to scour off the outer or grain side of leather.

Buffalo sole. The hide comes from the true Buffalo of Asia and the East Indies. This leather is made by hemlock tannage and is coarser and more porous than cowhide. Used for heavy nailed shoes.

Cabretta. The cabretta is a cross between a sheep and a goat and the leather partakes of the character of both. The leather is usually made in dull or "mat" finish and is used for tops of patent leather and other shoes. Some varieties of cabretta skins produce a good leather suitable for shoe vamps, although it is principally used for tops.

Calfskin. Skins of meat cattle of all kinds weighing up to fifteen pounds. Kips 15 to 25 pounds. All above 25 pounds are classed as hides. Calfskins vary greatly in quality even of same weight. These skins are graded according to standard methods, required by the trade.

Chrome Sole. In sole leather the full thickness of cattle hides is used. Chrome tanned sole leather is the strongest and lightest sole leather made.

Coltskin. This term is applied to split leather made from horsehide, as well as that made from what would be strictly considered a colt.

Colts are used for food in certain parts of Russia, just as veal calves are used in this country, and the skins are a staple article in Russian commerce. The leather is of firm, solid texture, and has been much used in recent years for patent leather.

Cordovan. This leather is made from horse butt (rear part of horsehide), and finished on the flesh side. A very close waterproof leather because of the impermeable shell in this part of the horsehide. It is expensive and is imitated in calf and cattle hides. The adjective is derived from the name of the Spanish City, Cordova, which had an ancient repute for the making of fine leather, either from goatskins or horsehides. The Spaniards had been for some centuries the world's best tanners.

Cowhide. Used to refer to cattle hides weighing from 25 pounds upward, green salted. When this class hide is used to make leather for shoe uppers, vamps and tops, it is cut in two pieces called sides.

Dull Calf or Kid. Leather having a smooth but full and unglazed finish.

Elkskin. A term applied usually to soft tanned calfskin, used in sporting and outing shoes.

Embossed Leather. Leather stamped or carved with various figures, geometrical and ornamental. A recent method of producing consisting of cutting away a background, leaving the pattern in relief.

Enamel. Leather with a shiny finish on the grain side as distinguished from "patent" leather which is usually finished on the flesh side, or the surface of a split leather.

French Calf. Genuine French Calf was formerly imported to this country in considerable quantity. It was a wax finished calf leather of firm quality and high grade.

Glazed Kid. The principal form in which tanned goatskins are finished for use as shoe leather, either black or tanned; in various colours. Glazed kid (goatskins) lends itself to dyeing in a great variety of delicate and beautiful colors for ladies' shoes.

Glazed or kid leather makes a superior product because of its compact texture and durability; its light, soft and pliable nature; its beautiful, glossy lustre and luxurious finish; its adaptability to coloring of more delicate shades. Shoes made from this leather are stylish, durable and comfortable, and fit the feet and ankles as the glove fits the hand.

Goatskins are imported into the United States from all parts of the world, and the leather made therefrom is exported to almost every nook and corner of the world.

Glove Grain. A light, soft-finished "split" leather, generally used for women's and children's shoes.

Gun Metal. A proprietary name for a fine grade, well finished calfskin, chrome tanned with dull or semi-bright surface.

Hemlock Sole. Tanned with hemlock bark liquor. A firmer leather than oak or union. Used for medium men's shoes and work shoes chiefly nailed work. Cheaper than oak and union.

Kangaroo. A fine, tough, close-fibred leather, made from imported kangaroo skins from Australia. "Kangaroo Calf" calfskin finished in imitation of genuine kangaroo.

Kip. A bovine hide or skin, weighing from 15 to 25 pounds, green salted.

Mat. Dull finished, with an unglazed surface.

Morocco. Originally a sumac-tanned goatskin leather, made in Morocco and stained red. It is still made there and elsewhere by that process, and used in bookbinding. This was the original significance of the term,

but it is applied to leather made in imitation of morocco, also applied in general to heavy goatskin of any vegetable tannage used for shoes, as well as to goatskin tanned by the chrome process.

Nubuck. A proprietary name for a white or cream colored buck leather, usually made from side leather (split).

Oak Sole. Tanned with liquor or extract of oak bark. This is the best bark-tanned sole leather. Used for men's fine shoes and more used by repairers than any other sole leather. Can be sewed or nailed.

Oak Tanned. Tanned with oak bark, the most common of vegetable tannage. This kind of tannage requires much more time than the newer methods which use mineral astringents, but the leather produced is superior for most purposes.

Oil Grain. A heavy, bark-tanned side leather, finished in oil with pebble surface on the grain side of the skin. A split is taken off the flesh side in order to reduce the leather to a thickness suitable for use in shoes. It was originally made, and is used still, for men's heavy working shoes.

Ooze Calf. A proprietary name given to velvet or suede-finished calfskin. Some processes produce a leather in which the grain is buffed off and the velvet finish put on the grain side. Suede strictly is a velvet or nap finish of the flesh side of the skin, and the grain being left on the other side, and thereby adding to the strength of the leather.

Patent Leather. Made from kid, calf and colt skins, as well as from horsehide and side leather finised with japan or varnish. The process is quite an intricate and detailed one.

Pebbled Goat. Tanned goatskins, finished on the grain side with a pebbled surface produced by passing it between rollers under pressure.

Retanned Sides. A side leather in combination of chrome and vegetable tannage to give it strength, softness, and resistance to barnyard acids. Boarded and brush colored on the grain. Stuffed with greases. For use in heavy work and farm shoes.

Russet. There is no particular need of retaining this work in the shoe trade. It means "tan-color" and nothing else, although it is often used when the word "Russia" is intended. It was originally used to refer to leather which was not blackened or otherwise colored, but was left in its natural tan color.

Russian Calf. A calfskin leather originally made in Russia, whence the name was taken. The leather is usually finished in tan or brown, although black Russia has been more used of late years. It is now an American product.

Satin Calf. A grain-leather split, dressed with oil and smooth finish. It is made from the skin of a mature animal, not of a calf.

Seal Grain. A split leather which has an artificial grain stamped upon it by passing it through steel rollers under pressure. The strict application of the term is to side leather made to imitate the natural grain of a tanned sealskin.

Sheepskin Leather. Is largely used for shoe linings. The skins of most variaties of domestic sheep are not strong enough to use for the outer part of the shoe. There are varieties, however, including some Asiatics, which make fairly tough leather which is sometimes used for the cheaper grades of women's or children's shoes. It is inferior to kid in firmness of texture and tends to scuff and tear.

Shrewsbury Calf. A proprietary name for a fine quality of oiled finish upper leather.

Side. One half of a tanned cowhide of any tannage or finish, the hide being cut down the back.

Side Leather. Cowhide, split to thickness adapting it for use for uppers of shoes or for other purposes. There is a great variety of finish possible, and considerable variety in quality. The usual method of finishing tanned cowhides includes cutting the hides in two down the back making two "sides" of it. The trade refers to a "side of sole leather", meaning half a cowhide finished whole, for soles or other use. The term "side leather" refers to cowhides as split, and includes the leathers more specially referred to as the various kinds of "grains" and "splits". Among these varieties are so—called "satin calf", "seal grain", "box calf", "buff", "glove grain", etc.

Skins. The leather trade use this term applied to the skins of small animals, such as goats, sheep, calves, colts, etc., as distinguished from the term "hides", this referring only to those skins from cattle, horses, etc. which are above 25 pounds in weight, green salted.

Smoked Elk Sides. A soft chrome tanned cow or steer hide for work or athletic shoes. Very strong and tough and stays soft. Hung in a smokehouse to give it color, imitating the Indian tannage. Called "Elk" because supposed to resemble Elkskin in appearance. Made in black and colors.

Snuffed Chrome Kid. Kips are coarser skins than veals or calves, due to an older or poorer fed animal, (grass fed). The grain if scratched or defective is snuffed off by holding grain side against an abrasive wheel. Sponged over with black dye and finished dull. Makes a durable shoe leather. Snuffed calf and sides are also common.

Sole leather. There are five principal methods of tanning, viz: "oak tanned" using an infusion of oak bark in which the hide is immersed some months; "hemlock tanned", using hemlock bark in a similar manner; "union tanned", partly oak and partly hemlock; "chrome tanned" using bichromate of potash and muriatic acid; and "mongrel tanned", using a mixture of various vegetable astringents, and put through by a quick process.

Sole leather made from green salted hides is the best. Texas furnishes the best hides for this purpose, with South America next. Imported dry hides are principally used for hemlock sole. Sole leather is also made from buffalo hides.

Split. Leather from split hides is finished in different treatments and that intended for shoe leather includes a number of varieties known to the trade as buff, satin calf, oil grain, glove grain, seal grain, etc. The split is naturally coarser in texture than leather made from calfskin or goatskin, being of a more open fibre, and it does not receive and retain a fine polish as calf or kid.

Suede. A method of finishing leather; or the itself. The word "suede" is French for "Swedish". The velvet finish is supposed to have originated in Sweden, and it was originally applied to kid and not to calfskin

Suede Calf. Strictly from very young calfskin, finished on the flesh side, used for ladies' shoes.

Union Sole. Tanned with a combination of hemlock and oak bark liquors or extracts. Not quite as firm as oak sole. Used for women's and the better grades for men's shoes.

Vici. A proprietary name for a brand of chrome-tanned glazed kid. The name has come to be generally but incorrectly used for all makes of chrome kid.

Wax Calf. A heavy calfskin leather with a wax finish. This is among the earliest and best methods of finishing calfskin leather.

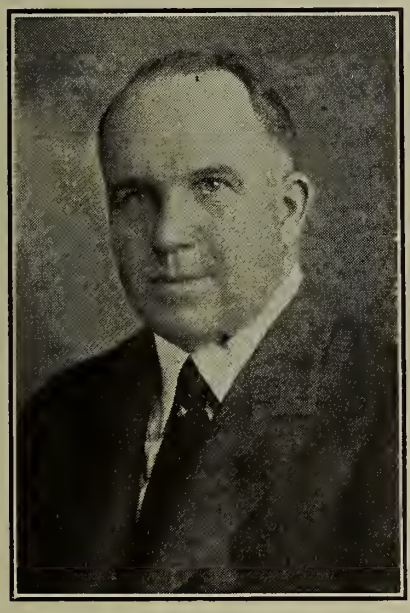
Willow Calf. A proprietary name for grained calfskin leather.

Among The Shoe Men

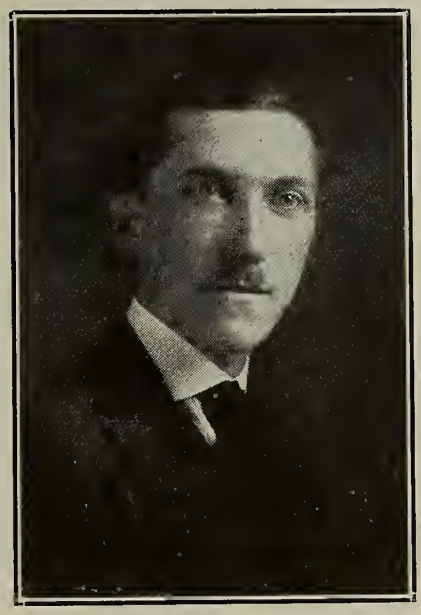
A new shoe store was opened recently called the K. and H. Boot Shop, 98 York St., Fredericton, N.B. Mr. Morris Cummings is the proprietor. They carry ladies' and men's high grade shoes, also novelty footwear.

Waterbury and Rising's branch shoe store on 677 Main Street, St. John, N.B., was damaged by fire a short time ago. The fire started on the third storey, probably from a defective flue.

Shoe stores in St. John report business very quiet at the present time. The public are waiting for spring weather to come. Mostly oxfords are selling now, say 50%, straps about 25%, pumps and boots 25%. In men's, oxfords mostly selling now. There was a big demand this winter for overshoes, in fact the demand was greater than the supply. They were mostly sold in black. Competition is very keen in the shoe game, many stores carrying other lines are also carrying boots and shoes, which does not give the exclusive shoe store a chance.



Mr. W. B. Fryer is the new representative for the Eagle Shoe Co., Limited, in Toronto and Eastern Ontario to Ottawa inclusive and North to Sault Ste Marie. Mr. Fryer is a thorough shoe man and well known and popular with the trade in all parts of Canada. In his permanent sample room, "H" Yonge St. Arcade, Toronto (Telephone Main 3960) is a complete stock of the Eagle Shoe Company's best sellers, which will always be carried for the convenience of the trade. A complete line of samples are on display at all times.



The many friends of Mr. Paul Lambert, purchasing manager and director of Alfred Lambert Inc., of Montreal, will be delighted to hear that he is shortly to marry Miss Aline Brunel, daughter of Mrs. J. E. Brunel, 532 Sherbrooke East, Montreal. It is expected that the happy couple will spend their honeymoon in the South.

Mr. R. F. Fletcher, of the T. Eaton Co., Limited, Toronto, spent some days recently in Montreal calling on the shoe trade.

Mr. Jules Payan, of Duclos & Payan, Montreal, has been spending some days lately in Quebec City in the interests of his firm.

Mr. H. F. Kenworthy, of Kenworthy Bros., Stoughton, Mass., was recently in Montreal on business.

McDowell & Lincoln, Limited are offering their usual service on a line new to them. This is E L. Millett & Co.'s Brush Method Patent Leather Repairer. The goods and method are being demonstrated by Miss Anna Willett, who, up to February 24th was forelady of repairing for Gregory & Reed, Lynn, Mass. Miss Willett has had a wide experience in repairing patent leather. She knows all the advantages and disadvantages of each method and she will follow the McDowell & Lincoln idea of advising each customer according to his needs. From February 27th until March 10th Miss Willett will be in the Ontario territory. From March 10th she will be at the Montreal and Quebec offices. Miss Willett is a prepossessing young lady, with an exceptional knowledge of her work. Incidentally, she speaks French fluently.

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

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
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REFINED FUSEL OIL

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CHEMICAL WORKS
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BOSTON · CLEVELAND · CINCINNATI · DETROIT

Arch Support Shanks

Our thoroughly equipped die department has made it possible for us to meet the tremendous demands for Arch Support Shanks.

Don't forget we manufacture dies in our own plant and can produce any special design of Shank you require from your pattern.

We also manufacture a full line of Leatherboard, Steel and Combination McKay, Turns and Welt Shanks.

Write for prices

The H.W. Steel Shank and Specialty Company - Limited
PRESTON ONTARIO

Arthur J. Machin who represents a number of English and European concerns in Canada, and who was burned out in the recent Lister fire, has opened an office 327 King St., East, Hamilton, Ont.

Mr. A. P. Hittl, of Kenworthy Bros., St. Johns, Que., has been calling on the shoe trade throughout Ontario.

Mr. H. O. McDowell, of McDowell, Lincoln, Limited, Montreal, formerly International Supply Company, was presented with a beautiful emblem ring by the staff of the Montreal office last Friday evening at his home in Montreal West. Mr. Louis Jason read the address and Mr. Wm. Cudney made the presentation. "Mack," while taken entirely by surprise made a very fitting reply. The balance of the evening was spent in music, etc., a dainty lunch being served later. Everyone present enjoying a very pleasant evening. "Mack" is very popular with his staff and all the trade.

Mr. Ed. R. Lewis, of Toronto, paid a short visit to Kitchener and Western Ontario in the interests of the trade recently.

Mr. Edward Armbrest, of the Lady Belle Shoe Co., called on the trade in Toronto recently.

Mr. W. J. Sisman, Jr., of the T. Sisman Shoe Co. Limited, of Aurora, was a recent visitor to Toronto.

The many friends of Mr. and Mrs. Mortimer L. Levy will be sorry to hear of the death of their baby daughter, Betty Enid, who died on March the 8th., at her father's home. Mr. Levy is a brother of Mr. Levy of the Canadian Shoe Findings Novelty Co., of Toronto.

Grover's Shoe Shop, 160 Bernard Ave., Montreal, was recently visited by thieves, who made off with some 400 pairs of high grade shoes, the best of the spring stock, valued at $2,200.00.

Mr. A. J. Gahagan, ex-mayor of Woodstock, Ontario, has sold his shoe business to Mr. Lou Ede, an experienced shoe man.

Mr. E. Wettlauffer, of the Chas. Ahrens Co., of Kitchener, is planning a Western trip to Vancouver.

Mr. Henderson, one time partner of the Wm. Shannon Co., Prince Albert, Sask., has bought the business. Mr. Henderson recently made a flying trip to Toronto and Montreal, calling on the trade.

Mr. R. I. Roadhouse, who covered the Maritime Provinces for Davies Footwear, is now doing Western Ontario for D. R. Feetham, of Toronto.

Mr. J. S. Johnson is now covering Eastern Ontario and the Ottawa Valley for the Chas. A. Ahrens Co. Limited, Kitchener.

The A. R. Clarke Co. hockey team has again captured the Goodyear and Austin trophies. They recently beat the C.P.R. by 4-1 at Ravina Rink, Toronto, winning the round by 7 to 2.

Mr. "Griff" Clark has returned from his pleasure trip to Atlantic City, greatly improved in health.

Mr. George W. Graham, Windsor, N.S., formerly with Robert Taylor Limited, is now covering the Valley and South Shore for the William Cook Shoe Co., of Moncton, N.B.

The E. T. Wright and Co., of Rockland, Mass., recently held a Convention to discuss the final plans for the National Campaign of advertising of the Arch Preserver Shoe, which is to commence this month in seven of the American consumer publications. All salesmen from the different sections of the States were called in. Messrs. J. A. Sullivan and E. R. Wright, of the Talbot Shoe Co., St. Thomas, were also there.

WHOLESALE HOUSE OF GEO. ROBINSON LIMITED, MOVING TO NEW HEADQUARTERS

George Robinson, Limited, Montreal, announce that about April 1st, they will remove from their present building on McGill St., to 29 Victoria Square. Since their reorganization, following the change from the firm of James Robinson, Limited, last Fall, the company have formulated plans for carrying on a most efficient wholesale distributing service, and the removal to the Victoria Square premises will give them headquarters ideally suited to their requirements. The business will continue under the personal direction of Mr. George Robinson, and it is the intention of the firm to devote special attention to medium grade Goodyear Welts for men and McKays for women, as well as various quick selling novelties.

NORFOLK SHOE COMPANY PLANNING A MOVE.

At a special meeting of the town council an agreement was entered into with the Norfolk Shoe Company, Limited, of Simcoe, to vote on a by-law the last of March under the following conditions:

The Norfolk Shoe Company, Limited, are desirous of removing their plant from Simcoe to Tillsonburg and ask that $2,500 be granted to apply on the purchase price of a site; exemption from taxes for ten years, except school taxes, and guarantee their bonds to the extent of $40,000. In return the company agree to erect a modern factory building, 100 by 40 feet, three storeys high, and equip it with machinery to turn out 1,000 pairs of shoes per day; to employ not less than 50 hands at the end of six months; 75 at the end of one year, and 100 hands at the end of two years.

They agree to give a first mortgage on real estate, machinery, etc., and would issue no bonds until the factory is completed. Mr. L. C. Vangeel, President, is also President of the Tillsonburg Shoe Company, Limited, who last year paid out over $200,000 in wages alone. The building in Simcoe is inadequate for expansion, and for this reason they are moving to Tillsonburg, if the by-law passes.

Mr. Vangeel also told the council that arrangements would have to be made to house at least 20 families of experienced help, who would move to town.

Fire caused some $800 damage to the stock and store of Mr. A. Bookman, of Ottawa, recently.

Mr. Clayton Corson, of the Corson Shoe Mfg. Co., of Toronto, has returned from his Atlantic City trip.

Mr. J. H. Page, Toronto, salesman for Maltese Cross Heels, is taking a trip to the Old Country for six weeks.

Mr. J. E. Warrington, of the John Ritchie Co., Limited, Quebec, President of the Shoe Manufacturers' Association of Canada, spent some time recently in Montreal.

The death of a prominent shoe manufacturer of Quebec City occurred on March 11th., when Mr. J. P. Legace, member of the firm of Lagace & Lepinay, passed away at Loretteville, P.Q. While the late Mr. Lagace had not enjoyed the best of health for some time, he was active until a short time previous to his death. His long connection with his well known firm gained for him many friends who will regard his death as the loss of a valued member of the trade.

McDOWELL & LINCOLN LIMITED
FORMERLY
INTERNATIONAL SUPPLY CO.
EST. 1915 SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES INC. 1923
Largest Shoe Factory Supply House In Canada
MAIN OFFICE:
154 NOTRE DAME ST. W.
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PATENT LEATHER

is having a big run, which means TROUBLE in the Packing Room if you are not prepared.

We have been appointed Canadian Agents for

E. L. MILLETT & CO.

MANUFACTURERS OF

BRUSH METHOD
PATENT LEATHER REPAIRER

The Factory has sent us an expert

DEMONSTRATOR

who has had experience in some of the largest and best American Factories.

This demonstrator is at your service, ready to show your operators how to use the Brush Method efficiently. If any other method is best for your work we will tell you so frankly.

If you are cutting Patent Leather get in touch with us at once.

We are arranging demonstrations to be made in the order in which requests are made.

McDOWELL & LINCOLN LIMITED MONTREAL KITCHENER QUEBEC
SERVES YOU RIGHT

McDOWELL & LINCOLN
LIMITED
formerly
INTERNATIONAL SUPPLY CO.

The Shoe Repair Man

Shoe Findings and The Repair Man

Business is There If You Want It. It's Up to You To Get It.

ABSOLUTE cleanliness and complete stocks are the entire secret of my success in selling shoe findings", said Mr. Horace Greig, of Danforth Avenue, Toronto, when interviewed by the Shoe and Leather Journal. Some six years ago, Mr. Greig started a repair business, and as he progressed, he added line after line of findings, until to-day he is doing a really fine paying business. By pure systematic concentration and common sense planning of buying and selling, he handles his stock in such a way that turnovers are rapid and often. The store is completely displayed with findings of every description. "I am never asked twice for an article", said Mr. Greig in explaining his stock, "and I even carry baby carriage straps and dog collars as side lines, which by continually displaying, I have no trouble to sell."

Mr. Greig believes that other repair men could do the same as he has done, if they would take the effort. Upon entering the store a person is struck with the orderly manner in which it is laid out, its clean machinery, counters and general air of tidiness. The window is cleaned as often as necessary, and the display in the window is changed three and four times a week, as also are the show cases inside. The window is so arranged and built up that it can be dressed in the minimum of time. The store is made pleasant and inviting to customers by the skilful arrangement of stock, all over the place. The impression on the customer when entering, is a store remarkably well stocked. But the interesting feature of this is the fact that the best part of the stock is composed of dummies. Down one half of the side wall hundreds and hundreds of rubber heel cartons are stored, but 90% of them are empty, the actual working stock being small. On the opposite wall shoe polish cartons are stored in the same way, but with best part of them empty. Stock is displayed in every nook and corner, anywhere where it will catch the customer's eye. The effect on the customer is pleasing,

The repair work is arranged to allow for efficient and prompt handling and in such a way as to leave Mr. Greig free to handle the findings' end. Every person who enters the store is a findings' prospect. Mr. Greig believing it no trouble to make suggestions over the counter.

By getting quick turnovers, Mr. Greig receives his profit, pays his bills promptly and takes advantage of all discounts. Mr. Greig's experiences prove business can be had by going after it, and that the man who never tried never won.

Dozens of shoe retailers as well as repair and findings' men have already profited by Mr. Greig's experience which he readily places at the disposal of all who ask him. He says the amount of money to be made depends upon the man, the time he is willing to give to it, and the service he gives his customers.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

REPAIR MEN TO APPROACH WHOLESALERS

Mr. E. A. Smallwood, who proposed the toast to the "Wholesale Trade" at the seventh annual banquet of the Toronto Shoe Repairers' Association, held in the Banquet Hall of the King Edward Hotel on March the 7th., suggested the idea of a delegation to visit the wholesale trade, to devise ways and means of eliminating that modern business pest—the price cutter. Messrs. Hy King, Bert Tilley, Charles Parsons and others of the tanning and wholesale trades acknowledged the toast with a few words. The entire evening was a success from first to last, and the enthusiasm that marked the proceedings was encouraging. The evening opened with an appetizing meal and a general sing-song under the leadership of Mr. Joe Williams. After the toast to the King, the President, Mr. J. W. Weir read his address to the gathering. Mr. S. Burnett, Treasurer of the Association, proposed to toast to "The Craft" which was responded to by visiting members of various Associations, namely Mr. W. S. Pettit, of Brantford, President of the Federation; Mr. W. Legg of St. Catharines; Mr. F. H. Revell of Hamilton, Past President of the Federation; Mr. Walt Stevens, Secretary of Federation and others.

The toast to the "Trade Press" was proposed by Mr. A. Butterworth in his usual hearty and jocular way, and was acknowledged in the customary manner. Mr. Williams staged a number of interesting songs between speeches, and generally helped to keep things moving. The seventy odd guests, comprising some fifty repairmen, and about twenty representatives of the wholesale and tanning trades, had a rip roaring time, judging by the popular expression of opinion. Let's hope the eighth is better still.

CO-OPERATIVE ADVERTISING WILL IT SAVE THE INDUSTRY?

So much has been said about methods of building business that the following, by Mr. Henry Warnecke, of Denver, in Shoe Repair Service, is of interest.

"We are confronted with a serious business depression, so-called. Why? Why is it that the volume of business has fallen from January 1, 1920, to January 1, 1923, to 65-70 per cent? True, we have a great deal of unemployment, but this should not have brought the business volume so low. There must be something that our industry has omitted. But what is it? It has been stated, time and again, that publicity and advertising does pay. I shall put a proviso to it, and that is, provided the right kind of advertising is employed. My experience in such matters has convinced me that the only kind of advertising to be employed under present conditions, as well as in future, is the co-operative plan. I was very much pleased, in picking up the stenographic report of the Boston Convention of the National Leather and Shoe Finders' Association, to note that President Albert J. Ehlers is recommending that plan, and subsequently emphasized it in his masterly address before the Tanners' Council. The idea is splendid and excellent. The scope and ramifications are tremendous. It will take all three units of our industry, working in harmony to the common end, to make the plan a success. The committee who has the matter in hand is, to my knowledge, made up of men of good executive ability and, no doubt, they will push it to the limit.

Each repairman is supposed to contribute $1 a year, which will bring a sum of $75,000. Now, gentlemen, this is not enough. It should be doubled, for it will take all of that to defray the expenses incurred for that propaganda. But how to collect it? There is the rub. Gentlemen, you should know, by your own experience, that a large number of the repairmen are not blessed with over-productive brains, and a great deal of vacant space in their upper storey will have to be filled, which will prove a big undertaking. But, nevertheless, where there is life, there is hope. And, as the old saying goes, where there is a will, there is a way. This may seem to some to be a very dark picture, and some may be inclined to believe that I have overdrawn it. It goes without saying that, without proper organization, the whole scheme will be a failure as far as the repairmen are concerned.

Co-operative advertising is the only means by which we may bring our industry up to where it ought to be. A slogan should appear in the daily press constantly. I would suggest the one adopted by the National Leather and Shoe Finders' Association: "Shoe Repairing Insures Health, Economy, Comfort." No names should be signed to it. I hear some of my repairmen friends say: "Oh, well, the price-cutter also will be benefited by it." Some super-pessimists will remark that advertising cannot bring results. Now, Mr. Repairman, I shall prove my case. When the world war broke out in 1914, business fell off and continued to be slow in '15 and '16. When it was almost certain our country would be involved, the Government of the United States commenced an advertising campaign, through the medium of the press, urging the public to have repair work done. All of you repairmen will remember the result. The volume of business increased as never before dreamed of. But the war ended; the Armistice was signed, and Uncle Sam quit advertising for us. From that time on, the volume of business gradually diminished to such an extent that the water is on our necks, and now it is a choice of sink or swim.

So much for my argument for co-operative advertising. Repairmen should flock to this organization and help to remedy the condition which is confronting us to-day. We, here in Denver, as well as the whole State of Colorado, have had ours hare of disappointments and troubles, but we are not discouraged. We had a conference with our local jobbers, discussing the merits of co-operating advertising. A strong committee was selected, who are working on the problem, and expect to put it over in a short time. I would suggest that local jobbers everywhere take up the matter with their local repairmen, start an advertising campaign and receive some immediate benefit from it. For I am afraid that before the national campaign is in full swing, many of us will be dead, financially speaking.'

Among the Shoe Repair Men

If you have some interesting items about a repair man in your town that might interest a brother worker elsewhere, send it along. Let's get the trade talking about themselves.

Repair men all over the country should read what Mr. Horace Greig, of Toronto, has done with shoe findings in conjunction with the repair game, and profit by his experiences. It's in this issue.

If the repair men turned out to their Association meetings as strong as they do to the banquets, things would hum.

Mr. W. C. Henderson, of Listowel, has opened an up-to-date repair shop opposite the Post Office

Mr. G. L. Cann is covering Halifax to the Sydney's for the William Cook Shoe Co., of Moncton, N.B. Mr. Cann was formerly with L. Higgins & Co., of Moncton.

SALES EXECUTIVE, of Exceptional Training, Business Experience and Selling Ability, Conversant with Shoe Trade throughout Canada, Desires Connection with Manufacturer looking for increased output. Would consider representing reliable manufacturer in Montreal and Eastern Canada, as connections on this territory would be valuable asset. Box 88, Shoe & Leather Journal, 545 King St. W., Toronto.

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's,etc.,etc.,etc.Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription,including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

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Thos. Rearden & Co. Ltd.

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MANUFACTURERS OF FINEST
ENGLISH CURRIED
SHOE LEATHERS
Specialty
BOX & WILLOW SIDES

Also Specialists in
Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers

TO REVOLUTIONIZE THE RUBBER INDUSTRY

PRACTICALLY from the introduction of rubber in the production of mechanical and other goods, the raw product has been imported from its sources in a "cured" state. In South America the process employed in this curing was latterly an improvement more or less on the "smudging" of the natives formerly employed. As the rubber sap or milk is gathered from the trees it is gradually rolled on sticks and turned over a smudge of uricuri nuts, and by this smoking is preserved for shipment. Anyone who has seen a large "chunk" of Para, or other South American or African rubber will have noticed the rings marking the layers of rubber as gathered and smoked in this way. Plantation rubber on the other hand is treated with chemicals to coagulate it and although lighter and cleaner in appearance than that gathered in the manner mentioned above is made into thick rough sheets something like very heavy leather.

When the raw rubber thus prepared is received at the rubber factory, it has to be put through a process of disintegration bringing it back as far as possible to its original state of plasticity. It is passed through rollers, crushed, washed and by the addition of chemicals prepared for amalgamation with fabrics or otherwise moulded into condition necessary for the use to which it is put. Really the preparation of the raw product is the most difficult part of the business, and involves the removal of impurities as well as the thorough kneading of the mass into a state in which it may be properly and adequately worked.

Word comes of two inventions that will practically revolutionize both the preparation of the raw product at the source of supply and the handling of it when it reaches the rubber mill. One invention announced involves a process for extracting from the latex or milk of the rubber tree, a rubber that promises to be superior in every way to the rubber hitherto obtainable. Instead of being coagulated at the plantations, the latex will be shipped in a liquid state to the refinery, where the extraction will be on a more scientific scale than formerly. It is said by those who have seen the new rubber, that in quality it far excels the old production. It is also said to have tensile strength and resistance to abrasion much beyond that produced by the old methods, as well as much greater uniformity.

But the greatest forward step in the shipment of the liquid rubber is the treatment of fabrics and cords with the "latex" while in this state. Hitherto it has been practically impossible to impregnate a piece of cloth or fabric of any kind with the composition prepared by ordinary methods in the rubber mill. In rubberizing a fabric, the aim has been to produce a real union between the rubber and the substance impregnated. Under the old system where incorporation was imperfect, deterioration set in and destruction followed rapidly after a certain point was reached. Threads whether alone or in woven or knitted fabrics when treated with the "latex" are so thoroughly saturated that the vulcanization process results in a thoroughly re-enforced substance that will last many times the period formerly possible. A microscopic examination of strands of thread subjected to the treatment revealed the fact that the entire substance to the very centre of the fibres even was rubberized.

A number of coagulation plants of the new type are either finished or in course of construction in the United States and the far East by the U.S. Rubber Co. which controls the patents, and there is no doubt that a few years will witness a complete transformation of the present methods of production in rubber factories.

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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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SURPASS LEATHER CORPORATION, Boston, Mass.
BOOTH & COMPANY (London) Ltd., London, Eng.

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.

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13 Bay St., Brockton, Mass.
Pat. Feb. 26,'05 Pat. Sept. 14,'17

Shoe Salesman Wanted

For April 1st, by Toronto firm of shoe wholesalers, for Northern Ontario. Only man with experience and record of large sales on this ground need apply.

Box 92 SHOE & LEATHER JOURNAL
545 King St., W. Toronto

CLASSIFIED ADVERTISEMENTS

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

FOR SALE.—Up-to-date Shoe Repair. Well Equipped and Doing Good Business. Write for particulars and reason of sale to S. C. Couch, Box 74, Nelson, B.C.

SALESMAN WANTED to Sell as Side Line in Prairie Provinces, Medium McKay Shoes for Growing Girls, Misses, Children, Infants, Boys, Youths, and Gents. Dominion Shoe Limited, 2300 Chabot St., Montreal, Que.

YOUNG MAN, with experience of Dry Goods, and a knowledge of the Shoe Trade, Seeks Position of Trust, with High Class Shoe Manufacturing Firm or Retailer. Apply to Box 87, Shoe and Leather Journal, 545 King St. W.

POSITION WANTED.—Shoe Salesman desires position, Lifelong Experience, Capable of Managing Store or Dept., Window Trimmer, Card Writer, Best References, Box 42, Orillia.

MARRIED, Reputable, Energetic Salesman Desirous of representing good firm with meritable line. Is acquainted with Boot and Shoe Manufacturers and Shoe Finding Jobbers in Montreal and Quebec. Can engage at once and produce results. A1 References and if required any amount of Bond Furnished. Reply Box No. 89, Shoe and Leather Journal, 510 Coristine Building, Montreal, Que.

WANTED Line of Shoes for Eastern Ontario. Salesman has number one connection in this territory and can furnish the best of references. Address Box 90, Shoe and Leather Journal, 545 King St. W., Toronto.

YOUNG MAN, with High-class Retail Shoe Experience wishes a good Line of Shoes or Shoe Findings for Ontario Territory. Box 91, Shoe and Leather Journal, 545 King St. W., Toronto.

EXPERIENCED SHOE TRAVELLER, now inside, seeks position on the road, preferably in the Maritime Provinces. I have had many years experience with well known shoe concerns, and would be glad to hear from any firm that could place me with a line of shoes. Replies to Box 95, Shoe and Leather Journal, 545 King St. W., Toronto.

FOR SALE—Shoe Business in good town in Waterloo County. Rent $37.00 per month. Stock $9,000, exceptionally clean. Turnover $20,000, splendid location. Apply Owner, Box 93, Shoe and Leather Journal, 545 King St. W., Toronto.

TRAVELLER, calling on the Wholesale Shoe Trade, is open for lines for Ontario on a commission basis. Twelve years' connection. Box 94, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED, Jobbers to Handle New Up-to-date Line of High Grade Infants' Footwear, Soft Soles only at present, but have other Lines Developing, apply to The Baby Shoe Co., Belleville, Ont.

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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"We deliver what you buy"

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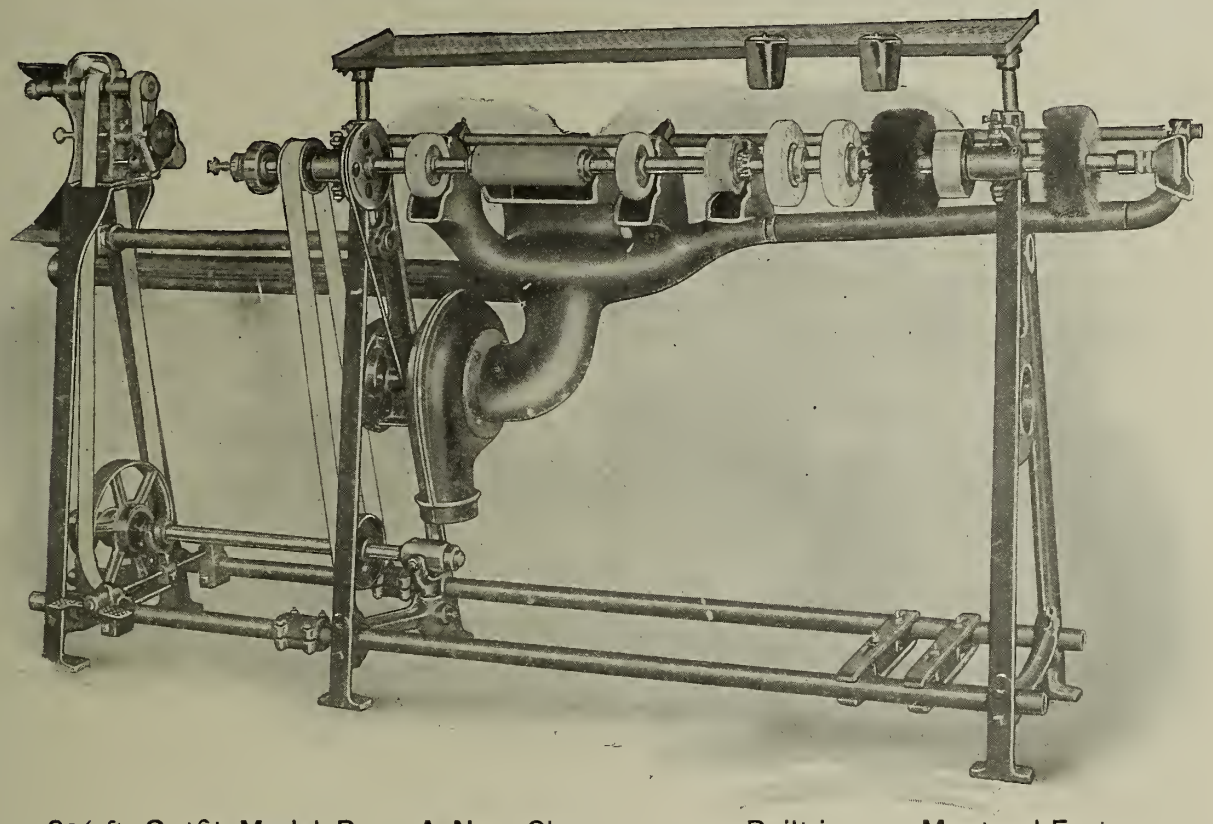

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TORONTO April 2nd, 1923

THE

Shoe and Leather Journal

ACTON PUBLISHING COMPANY LIMITED

TORONTO

MONTREAL

Established 1857

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Offers you a fertile field of sales and profit that has been proven by that soundest of tests—time. This well known, old established line is readily accepted by your customers, for they have long known it as almost synonymous with service and satisfaction. There is a certain dignity and prestige to the "Gutta Percha" line that is reflected to the retailer in a very practical way—immediate sales and assured future business!

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They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

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Here Is Something INTERESTING

No. 4512. Wos. Patent One Strap, Semi Colonial, Grey Buck Trimmings, Imitation Tip and Spray, 11/8 Heel, M.S. **Price $3.25**

Two Top Notch VALUES
Two Winning STYLES
FOR SPRING

IN STOCK
AT
ROBINSON'S

This shoe is made with a Kendex Insole, which is very Flexible—does not harden or crack, or burn or sting the feet. The McKay stitching sinks into the fleecy top of the insole instead of into the foot, making the shoe smooth inside, assuring absolute comfort. Guaranteed against squeaking.

No. 4507. Wos. Gun Metal Calf Oxford, 8 8 Half Rubber Heel. **Price $2.95**

No. 4508. Wos. Brown Calf Oxford, 8/8 Half Rubber Heel. **Price $2.95**

You cannot go wrong in adding these popular lines to your stock at once. We have them in stock, and our immediate delivery will place them in your store in time to create many extra Spring sales.

Write, Wire, or 'Phone

We will be glad to send sample pairs.

GEORGE ROBINSON, LIMITED
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Cushion Sole
Genuine Goodyear Welt

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Infants'---Children's---Misses' ---Growing Girls'

The Classic reputation for quality and durability is fully maintained in the shoes illustrated. A real true-foot-form shaped comfortable cushioned sole shoe for juveniles.

Every Classic Shoe is repairable, a fact that pleases customers.

Goodyear Welt construction.

Patent Bluc. Dull Top, Chrome Elk Sole, Cushion Insole. Sizes 2 to 4½—5 to 7½—8 to 10½.

Patent one strap, Chrome Elk Sole, Cushion Insole. Sizes 2 to 4½—5 to 7½—8 to 10½.

Sandal, Patent Leather, Chrome Elk Sole, Cushion Insole. Sizes 2 to 4½—5 to 7½—8 to 10½.

Patent Bluc. Oxford, Cushion Insole, Oak Leather Outsole. Sizes 5 to 7½—8 to 10½.

Getty & Scott Limited

Makers of Fine Shoes for Women & Children

Galt, Ontario

Slippers

Have you placed your order for Fall Deliveries on our Felt Boudoir Slippers in all colors, roll top, plain ribbon trimming? Also Juliets, hard and soft soles.

Spats

The spats and overgaiters for men, women and children that we are showing for Fall are real values. The kind that hold the trade. Order now.

Above line comes in Brown, Tan and Oxblood

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"A Dressing for every shoe"

Shoe styles this year contain a great variety of colors, color combination, and delicate materials in numerous hues. Every leather and every finish must have its own special dressing, if it is to be cleaned and protected satisfactorily. For the dealer with a complete line of Ralston's polishes, sales will be plentiful, because there is a Ralston dressing or polish for every shoe.

Robt. Ralston & Co., Limited

Hamilton Ontario

Complete Range of Shoe Findings

THE RITCHIE SHOE

IN STOCK NOW!

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Soft Toe
No. 09412 Code "Oasis"

Colored Calf two tone effect like No. 09412
No. 09413 Code "Ode"

Devon Bro. Calf Blu. Sport Oxford
Crepe Sole Crepe Heel
Last 7
Soft Toe
No. 09420 Code "Orb"

The above SPORT OXFORDS are carried "In Stock" in
30 pair lots, sizes 5½ to 9 and 6 to 10

THE JOHN RITCHIE COMPANY, LIMITED
QUEBEC

Still Going Strong

McCAUGHAN SHOES

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BIGGER AND BETTER THAN EVER

We have recently completed our new three storey building, and with our increased production of McCaughan Shoes, in Novelty and Staple Lines, the standards that have made our lines so popular will be still more worthy of your fullest confidence.

OUR NEW PATTERNS FEATURE THE FINEST CREATIONS IN SPRING STYLES, IN LATEST LASTS AND IN VARIOUS WIDTHS, AND OFFER THE TRADE THE BEST VALUES OBTAINABLE.

J. A. McCAUGHAN & SON

681-689 Champlain St. Montreal

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BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

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

PACKARD'S

Goodyear Welt Shoes

For Spring and Summer Wear

We are prepared to ship

IMMEDIATELY

from stock---all lines in Children's, Misses', Youths' and Little Gents' sizes.

Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 5. No Heel
5 to 7½. Spring Heel

Goodyear Welt chrome soles

NO WAITING

Rush Orders Our Specialty

L. H. Packard & Co., Limited, Montreal

Peterboro Shoe

A Shoe with the Selling Knack

No. 560 smooth tan Mennonite Plain Toe, Half Bellow Tongue, Standard Screw, Munson Army Last, Chrome Waterproof Bulldog Sole, Lock Stitch, Welted Back.

F.O.B. Peterboro $3.25.

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. Regina, Sask.

Western Dealers may sort from our Regina Branch

ROOM TO GROW
FOR EVERY TOE

HURLBUT

TRADE MARK REGISTERED
CUSHION—SOLE
Shoes for Children

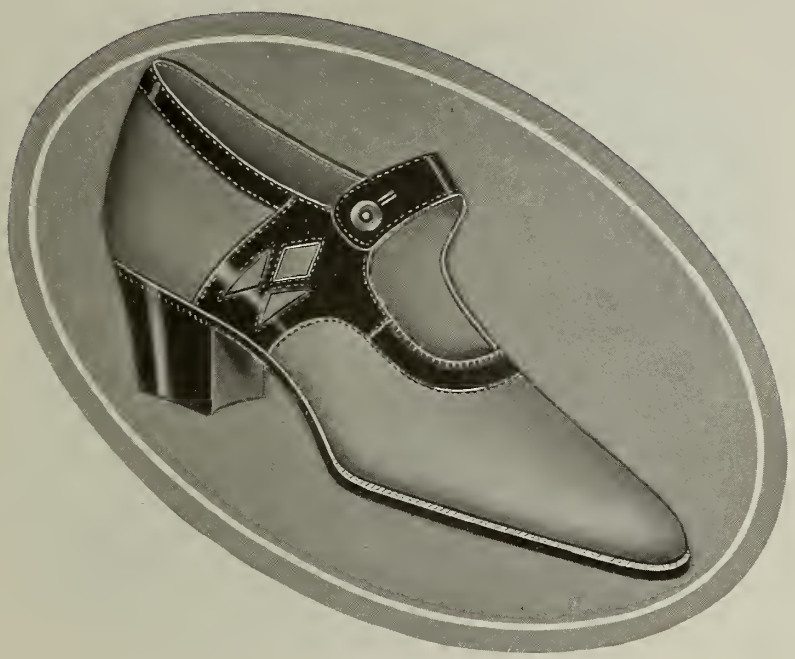
LOWEST COST
PER DAY of WEAR

PHILIP JACOBI

5 East Wellington Street - - - Toronto
Quebec Branch, 153 Peel St., - - Montreal

EXCLUSIVE WHOLESALE
DISTRIBUTORS FOR CANADA

PERTH



No. 744

IN STOCK NOW

This is a grey suede one strap slipper with patent trimmings and diamond cutout apron with grey suede underneath.

The advance sale on this shoe indicates it will undoubtedly be a big feature for spring selling.

$5.25

Net 30 April 15

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

W. S. PETTES,
Room 413, Windsor Hotel,
Montreal.

H. B. McGEE,
Room 706, King Edward Hotel,
Toronto.

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg.

PERTH

No. 153

IN STOCK NOW

This three eyelet tongueless oxford is made with patent vamp and grey suede quarter, cut-outs backed with patent leather. The sale of this shoe has already been very heavy.

$5.25

Net 30 April 15.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

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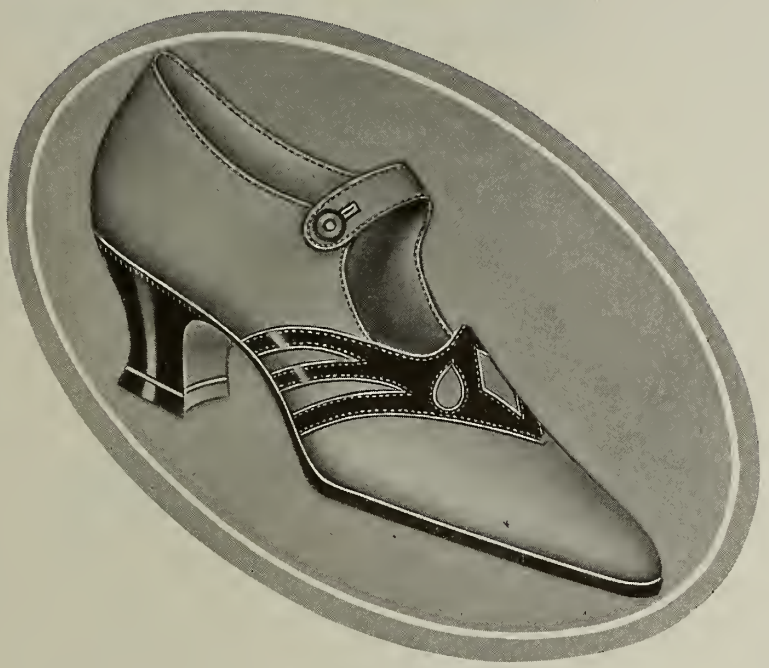
PERTH



No. 743

IN STOCK NOW

Dame Fashion has decreed grey suede and patent for early spring wear. This semi-colonial one strap in grey suede with patent trimmings, has already been a popular seller for spring trade.

$5.25
Net 30 April 15.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

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Winnipeg.

Black Beauty

Chrome Patent Sides

Has Proved Its Worth

The originality of the designer and the skill of the craftman can be easily ruined by the use of inferior materials. That is why makers of fine patent shoes, desiring a quality product,use the superior Black Beauty Chrome Patent Sides.

The Robson Leather Company Limited
Oshawa, Canada

Stock No. 10 Brown Calf Oxford, Andover Last.
Stock No. 12 Gun Metal Calf Oxford, Andover Last.

C and D widths

Price $4.75

Terms: Net 30 days

For less than three pairs an extra charge of 15 cents per pair.

IN STOCK

Since March 15 we have sold more of these lines than we anticipated selling during the whole Spring season. A further quantity is now in process and will be ready for delivery April 15.

The Andover is a snappy last for young men, and at this remarkable price, a real value and quick seller.

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

Happy Toes!

The Latest Addition to the

250 No. 1 Patent Leather Strap
5—7½ Spring Heel $2.00

350 No. 1 Patent Leather Strap
8—10½ Spring Heel $2.30

450 No. 1 Patent Leather Strap
11—2 Regular Heel $2.70

352 No. 1 Patent Leather
8—10½ Spring Heel $2.55

452 No. 1 Patent Leather
11—2 Regular Heel $3.00

Same sizes and prices in Brown Calf

Renown Family

The children's department of any shoe store selling Renown Brand shoes for Children will find much new business from a stock of our latest and most improved line—

HAPPY TOES

The new line is complete in styles and sizes, stoutly made on a new McKay Welt process. **HAPPY TOES** will give a worthwhile daily service and are reasonably priced. Let our salesman call on you and explain this line still further. We are quoting special prices on all lines at present.

See This Line Before Placing Your Spring Orders

Scroggins Shoe Company
Limited
GALT ONTARIO

Lines carried in Stock for Toronto Dealers by Geo. E. Boulter, 3 Wellington St., E. Toronto.

Model SHOE

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

Model SHOE

In-Stock
for Immediate Shipment

503 Women's G Y Gray Buck Oxford at $4.80
Pat. Apron Tip and Back Strap.
C. and D. Width.

457 Women's G Y Mah. Calf Oxford tip at $4.55
D. Width.

In-Stock April 15th.
460 Women's G Y Gray Buck Pat. Strap and Trim at $4.90
B. and C. Width.

Model SHOE

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

Model SHOE

Archgrip
"Grips the Arch"

Fine Kid Oxford, Whole quarter, combination last No. 133, snug-fitting heel, Archgrip shank $5.65.

PROFITABLE SHOE SELLING

It is not the flashy shoe upon which successful shoe business is built. The trade that pays is the trade that stays, and the stayers want real shoes.

Style and Comfort are the two great essentials in steady sellers—the shoe must be easy as well as attractive.

The Archgrip Shoe is scientifically designed, has the Blachford quality of material, workmanship and finish, and fits like a glove.

There is no trouble about left overs.

Your name on a postcard will bring you real live dealer helps, including attention compelling window cards and electros.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx—Archgrip—Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

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Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Have You Grown With It?

THERE should be steady healthy growth in every business for there is practically no such thing as standing still. When a concern does not go forward, it inevitably drops back.

Usually a business develops as the man himself grows, and it is safe to assume that its development is the outward sign of a constant inward process, physical, mental and spiritual.

It is so seldom the case that a business takes on phenomenal growth through mere accidental or outside conditions that it may safely be concluded that at the back of every big business "there is a *human* reason."

But there may be growth in some directions and stagnation or evil growth in others. Prosperity is the worst misfortune that can happen to some men. It takes a pretty good man to stand very much of it.

Unless he has a strong mind and a pretty sound character, the thought that he is "somebody" often grows on a man until he reaches the stage where as Shakespeare puts it: he "plays such fantastic tricks before high heaven as makes the angels weep."

There is no reason why a man's mind and soul as well as his body should not expand under the process by which his affairs broaden and extend from year to year.

It is unfortunate that it sometimes happens especially where so many begin at the bottom, that development is a tremendous struggle against heredity and environment.

Unless the increase in your business gives you a broader outlook, particularly with regard to your neighbor and competitor you have great need to ask yourself what manner of man you are.

If you are so greedy for dollars that you have no compunction about crowding your rivals, especially the little fellows, you have not got very far beyond the jungle idea.

After all, to paraphrase a scripture question, how much then is a man better than a dollar?

In the Market Place

General Conditions

IN spite of the adverse weather situation there is unquestioned evidence of a steady improvement in the business outlook. From all over the country come reports of the diminishing of unemployment, and in some localities labor is actually scarce. This means that business is picking up in many industries, particularly those that form the foundation of commercial stability and prosperity. The outlook for building and construction continues good and the steel and lumber industries show this. Prices are firm and strengthening. In staple lines of groceries and hardware, spring business already promises well, although farmers manifest some disposition to hold back. The savings and bank deposits show a substantial increase in the past three months which would seem to indicate that money will be easier in the near future. Confidence in the selection is also evidenced by the movement in industrial stocks and bonds.

Unfavorable Retail Conditions

The persistence of winter right up to Easter has retarded retail business immeasurably. Both wholesale and retail merchants complain that the past two months have been tremendously disappointing as to sales and although winter stocks have been apparently well cleaned up, there has been even in sorting trade a hesitation that has been disappointing. Nobody seems to know why there should be such a disinclination to take chances even on staple goods that sell all the year round. But a sort of paralyzing fear seems to have taken possession of buyers since about the first of February. The excuse has been made that buyers have been waiting for warmer weather. But it has been only an excuse. The real reason for what may be considered a buyers' strike all around is lack of confidence. As soon as business takes on anything like a start, normal conditions will begin to return.

Retail Shoe Trade

What can be said excepting that Easter has come and gone without the expected rush for new footwear that usually characterizes this spring festival? It was more like Christmas than Easter; in fact, Christmas often lacks the snow and crisp frosty atmosphere that prevailed throughout Canada during what is known as "Holy Week." The thermometer most of the time hovered about the zero mark and in some localities took a further dip. As a result there was not anything like the usual buying even in children's goods which seem to be particularly popular just before Easter. There was just enough movement, however, in women's lines to indicate that all that is needed is a little encouraging sunshine to start things. As it is women are still wearing goloshes and waiting for seasonable weather to enable them to come out of the chrysalis state. The show at Atlantic City on Easter Sunday is said to have been the finest, as far as shoes are concerned, that has ever been witnessed. Colors prevailed to an extent that was scarcely anticipated even by those who predicted a color season. In the meantime, Old Sol is getting in his work and the next couple of weeks will undoubtedly see a big retail movement in shoes.

Wholesale Trade

Shoe wholesalers report a little more interest developed during the past ten days but claim there is nothing to brag about. Those who laid in extra stocks in order to meet a rush demand for seasonable lines are, of course, very much disappointed. Between this and the credit situation, wholesale concerns have had plenty to keep them thinking during the past month. Collections are, however, improving, and the worst of the clearing up process is thought to be over. Wholesalers complain that sorting trade has been very desultory and it is costing so much to sell goods that there is nothing for the house in the traveller's trips these days. The opinion prevails that stocks in the hands of retailers are unusually restricted and that as soon as retail business begins to move there will be a rush for goods.

Shoe Manufacturers Hopeful

Business has shown some improvement during the past two or three weeks, some of the factories being reported as working to full capacity. These are the exception rather than the rule, however, as most of them have been running from half to three quarters time. The makers of women's fine lines have been busy getting out their rush stuff for spring orders for which have come in during the past couple of weeks. Eastern manufacturers have been preparing fall samples in the meantime, and evidently expect that as soon as spring really opens up retailers will be inclined to think a little ahead. At all events, ideas are being put in shape and within the next month the trend of shoe fashions for fall will be in full review.

Leather Trade Conditions

Leather men report business very dull except in the finer lines of upper and some coarser grades also, which are in fair demand. Medium class leathers seem to be in poor request. As a leather man put it recently, there is a marked disposition to lower leather quality in shoes, in order to get costs down to a minimum. In some of the finer grades of upper stock there is an actual scarcity in some selections although the market may be said to be fairly well supplied with average weights. Export trade continues fair as far as this side of the Atlantic is concerned, and there is some enquiry from overseas. But there is not much to brag about. Tanners of both upper and sole stock are playing a waiting game and are not putting down any more hides than are absolutely necessary to meet the moderate demands of the immediate future. On this account, prices are fairly well maintained, notwithstanding reports of concessions here and there for special lots. Tanners seem confident that business will open up well for fall and are planning accordingly. The winter season is always a good one for Canadian leathers and while it can hardly be expected that there shall be another one, such as the past so closely following, the prospects are that fall trade will be better this year.

Rubber Shoe Trade

So far business for "placing" has been considerably ahead of the two or three preceding seasons. In spite of the advance, or it may be on account of it, dealers as well as jobbers have been anticipating their needs for the winter of 1923-4 very liberally. The fear that the raw rubber market has not by any means gone as high as it may, has something to do with the attitude of the retailer no doubt, but by far the most potent influence is the fact that rubber shoe stocks have been well cleaned up, and the experiences of the past winter are fresh in the minds of those who tried to meet the demand for this class of goods. Certain it is that the opinion seems to be unanimous that orders have come in so well that manufacturers will be able this summer to get well ahead with their production.

Stray Shots from Solomon

Wholesomeness is a good thing wherever you find it. There are some people who shake hands with you and smile whom you know wish you in Jericho or care as little about you as a South Sea Islander. There is an occasional hearty, open-handed man or woman who takes a genuine pleasure out of making your acquaintance and exchanging ideas. Some of these are called soft and are frequently "taken in" it is true, but they have a satisfaction that can never belong to the sinister, calculating fellow who catalogues you acording to whether you are of use to him or not. The man who is sound in head and simple in heart is "taken in" but he gets "into" places that no cold-blooded cynic even sees. "A sound heart is the life of the flesh." It is worth a great deal for its own sake.

BE WHOLE-SOULED.

* * *

Don't worry because your neighbor's wife gives pink teas and cuts a swath in society while yours has to be content with the church social. You don't know what your neighbor has to take with the pink teas; if you did it might make you and your wife feel a little more contented. The question "where does the money come from" often has a most tragic answer. If you have a happy home and are paying your way let the other fellow have the excitement and worry of keeping up appearances in society. "Better is a dinner of herbs where love is than a stalled ox and hatred therewith." Money and place are not everything. There are men and women in high positions who envy their servants and others who have no anxiety beyond the day's duties. The happiest man on earth is he who has learned "in whatsoever state he is therewith to be content."

BE CONTENT.

* * *

He is a wise man who knows when to leave a burning building. There is a point where courage becomes mere bravado, and bravery foolhardiness. Plenty of good men have lost their lives, through not knowing when to quit. Many more have lost their souls as well as their bodies by not being able to see the danger ahead, or seeing it by neglecting the warning. "A wise man feareth and departeth from evil but the fool rageth and is confident." Don't wait for the roof to fall on you. If you are on the road to ruin either physical, commercial or moral, get out of the road while there is opportunity. There is no man but receives plenty of timely hints as to what is ahead of him. The trouble is we all think we are so smart that we will escape while the other fellow gets caught. Plenty gamble with death and risk eternity for a mere handful of wind. "The fool rageth and is confident." Don't be a fool.

WHEN TO QUIT.

* * *

Brains can never be mistaken for bumptiousness. When you see a man acting as though he thought he was the only real thing, you can put it down that he is a "job lot." If you have anything under your hair that is worth carrying around, you will not have to stand on the corner and invite people to look at you or feel that you have to say things that will cause them to stare. There are some people in this world who imagine that to be considered wise they must be "eccentric" and they immediately proceed to make themselves a nuisance to their friends and a source of amusement to the general public. Nevertheless the public which likes to be humbugged manifests its peculiarity along this line now and then, permitting quack philosophers to gain a place of more or less prominence in the public eye. Cheek and gall thus thrust a man into a prominence although they will never keep him off the dead level of brainless egotism.

BRAINS AND GALL.

* * *

There are some folks who are forever on the verge of "doing something." They make elaborate preparations, warn their friends, brace themselves for the effort, and end with some flabby act of hopeless mediocrity that disgusts everybody. They mean well, but their mouths are larger than their heads, and their ideas than their capacity for carrying them out. This trait would be amusing if it were not so annoying; but the man with great expectations has the knack of getting everybody and everything about him in a state of restlessness and worriment that is most exasperating at times. A man who fusses will never do anything truly great. The man of genius is a man of depth, and there is no depth where there is noise and foam. Greatness is almost invariably associated with unconsciousness. An ounce of doing is worth a ton of talk about what you expect to do. If some men would quit talking about what they are going to do and get down to putting into each day some finished task or some effort laid upon a solid foundation of purposeful thought we would be nearer the business as well as the religious millenium. It makes one sick to see a man roll up his sleeves, spit on his hands, take up the shovel and after two or three feeble thrusts sit down beside it. Do not be eternally hunting up some big job to simply walk around it. Put an effort in the task that lies before you. Do what you have found to do with your might not with your mouth.

DO IT.

Satisfaction and Fitting

Round Table Discussion of the Determined Customer

PERHAPS the occasion is not so frequent as it was before the days of equal rights for the frail (?) sex, but who has not had to deal with the woman who knows more about what she requires as to size than does the dealer or salesman? This question has been raised again for discussion by the Round Table. The inquirer asks:—

"Is it good policy to refuse to sell a customer a shoe that she wants, but which you know does not fit her properly, and will not give satisfaction?"

The question obviously hinges on whether a person is better satisfied in the long run by something she originally did not want, but which she was told would be "good for her," than by being allowed her own way, to become dissatisfied later. Also on whether it is better to turn away a customer on principle, on the chance that she may eventually realize that you put principle before profit. It can not be settled dogmatically; probably no two cases have similar circumstances, and it is on the individual case that decision must be made."

A Winnipeg Dealer says:—

"The customer is always right. Refusing to sell is virtually telling the customer that she does not know what to buy. If the proper advice is given, responsibility rests on purchaser."

A Maritime Man says:—

"If a customer is bound to have a shoe that we feel she should not have, she should be made to clearly understand that the shoe does not fit her properly, and will not give her satisfaction, so that the customer will not have a come-back. A firm can hardly refuse to sell a customer a shoe she is bound to have, but would be very foolish to recommend a shoe that would not give her satisfaction."

A Nova Scotia Dealer says:—

"The large city store wishing to create an impression of extraordinary service may deem it wise to refuse to allow a customer so minded, to purchase shoes which in the opinion of the store are not correct fitting. But ninety per cent. of the merchants in the Dominion today will not oppose a customer to the extent of sending her out somewhere else because her opinion differs from theirs. Our policy is to advise the customer in a courteous manner, but after that, in a battle of personality, we retreat and do as our boss (the customer) tells us."

A Montreal Retailer says:—

"If she is advised to that effect, I feel it is just as well to sell her that shoe, for she knows what to expect."

An Ontario Dealer is Frank:—

"We always tell customers, if they persist in taking a small shoe that they cannot expect satisfaction. But what is the use of letting them go when somebody else will sell them? We might as well have the sale."

A Winnipeg Retailer says:

"I think the best policy is to try to persuade the customer as to the proper shoe she should have, or which is the most suitable in giving the proper fitting to the foot, and back this up by good selling talk, giving the whys and wherefores as to your argument. If the customer is still persistent I think it best to let her take the shoe she desires away, with the understanding that should she change her mind she can come back and have it exchanged; and from our experience we find they generally come back before wearing the shoe. If they do wear the shoe the next time they will possibly follow the advice of the salesman so that they will procure the right shoe.

"Success in salesmanship depends a great deal on diplomacy. It is not advisable for any salesman to go too strongly on an argument that is contrary to the customer's own judgment, as the customer may be rather stubborn and stick to his or her views, and it will take time for them to come around."

An Ontario Man says:—

"Absolutely not. The money is hers and if she wants something that we know is not right, fits wrong, etc., tell her, nicely, but sell her shoes. That's what she came for. If you don't, the other fellow will misfit her, fill her with josh (maybe) and you perhaps lost a patron for all time that you could have saved by diplomacy. Much depends upon how well the party is known by you or the staff. Circumstances in this case means safer sale."

A Toronto Man:—

"It is not in our opinion a good policy to refuse to sell a customer any shoe which she desires to purchase. But if the shoe is not a good fit according to our judgment, and she insists on purchasing the same, the shoe should be marked in the lining and the customer told that we are selling them under protest of a perfect fit. Then in case of a return the shoe is plainly marked so that there is no come-back from the customer's standpoint."

A number of other retailers expressed opinions that if the customer insisted, she should be sold the shoes after it had been explained to her that she could not expect satisfaction. One man says, "we believe it good policy sometimes to advise a customer that she look around before deciding."

The Other Side of It

While the majority of opinions were included in the above, there were some dealers who were quite firm in their stand against letting the customer have the shoes if they did not fit.

A Leading Montreal Dealer says:—

"The confidence of the buying public is the greatest asset that a store can acquire. The average person is intelligent, and if the salesman is sincere in his explanations as to why he or she should not take a certain shoe, they will without exception follow the advice. I know from experience that it is good policy to lose a few sales, as these people when they leave the store, have been made to think, and if the salesman in another store will sell them along the lines of least resistance, they are sure to notice it, and increase their confidence in the store or individual that had the courage of their convictions."

A Toronto Retailer:—

"Yes. Absolutely.

"Our own experience in it is the best advertising we can do.

"After explaining to your customer in a proper way why you do not wish her to have the article, she may go out and obtain what she demands, but she will come back and be one of your greatest boosters.

"The writer personally refused to sell a mother a pair of shoes for her child.

"Result—She went out to another store.

"But later she came back, after moving out of the district, explaining that she had come out of her way because this store was particular, and sold only what they were confident would give service.

"Would you consider this case a lost sale or a made customer?"

Planning the Selling Campaign

Keeping Up Volume of Sales. Methods of Building Up Regular Trade. Using Every Opportunity and Method to Sell More Goods.

KEEPING everlastingly at it is the only way to get a satisfactory turnover. Some construe this unceasing activity to mean a feverish effort to force sales in which price is the paramount factor. But selling goods at figures that do not allow a sufficient for selling expenses and a reasonable margin of profit, can only prove to be vanity and vexation of spirit. It is no credit to any man to do a large business and at the same time not make a reasonable profit.

Can Increased Business Be Developed?

The fact that new enterprises are being constantly inaugurated that some of these succeed while older establishments go behind cannot be attributed either to accident or the natural tendency of humanity to run after the new. There is always something tangible behind success, something more than the passing attraction of a new store, new prices or even new methods. To say that it is personality is trite. It is a combination of personality and sage business methods or if you like to call it so, scientific merchandising. Price will always be a factor more or less to be considered in business building, but the concern that makes it the sole business for extending its business will have a sad awakening some day. It is a bad thing for a store to get the reputation for being "dear" but it is just as fatal to establish a reputation for "cheapness" unless the cheapness has a solid foundation.

Failure in Effective Publicity

There is no reason in ordinary times why people should not wear more shoes except their indifference. The majority look upon their footwear needs somewhat differently from their other requirements. A man, for instance, would not think of wearing a straw hat before the middle of May or after the middle of September in this country. Yet if you look at his feet, you will often find him wearing shoes that are altogether out of season. He will be wearing a pair of winter left overs when the blue birds are singing, or be found sporting a pair of canvas shoes when the first frosts come unless his wife or someone else with influence sufficient, calls his attention to the incongruity.

Women are not as bad, perhaps, but in spite of their devotion to style some strange mixtures of costumes and footgear will be noticed at times, not only on the street, but at fashionable functions. Most of this is attributable to the fact that retailers do not realize the necessity for thorough publicity on the subject. They too often regard shoes as just shoes and are content to sell anything that will give them a profit at the time. Some dealers have gotten away from this laxness and some of the best city advertising is developing a tendency to stress the different purposes to which various styles of shoes should be adapted. Two large city concerns, for instance, have been inserting advertisements in the daily press recently illustrating different models not of the same class of shoe but the different styles to be worn by women on particular occasions. In one of the large cities to the South of us, the dealers have got together and inaugurated a style campaign along this line, which is accomplishing good results. It is convincing people that there is a time for everything in shoes as well as other matters.

Educating Customers

A well known western retail concern some time since issued a little brochure entitled "Your Shoes" in which it not only gave suggestions as to the suitability of certain classes of footwear, but actually told people how to take care of their shoes. It explained the economy of having more than one pair of shoes, showed how much longer any shoe will wear and how much more restful it is to the feet to be able to change occasionally, besides pointing out the advantage of always appearing well dressed. It showed, for instance, that in certain classes of footwear side leather was not only more economical than calf, but held its appearance better. It explained how much better welts were than turns for street wear, and how incongruous a pair of sports or white shoes appeared when used with ordinary work-a-day apparel. There was no direct attempt to sell particular shoes beyond the fact that attractive illustrations were used of the different lines of men's and women's wear, but the whole was good store publicity. It gave the impression that the retailer understood his business and brought numerous enquiries and doubtless many customers who, while they did not actually refer to the booklet, bought wisely and well. The development of the breakfast cereal business has been used to show how people may be educated to see that porridge can be something better than a handful of oatmeal or crushed wheat cooked in boiling water. There is a wide field here for the aggressive imaginative shoe man to cultivate to his own advantage and that of the trade generally.

Laying Out the Campaign

Easter is now past, and the shoe retailer is up against the necessity of maintaining interest in his product beyond the mere fact that, as the warm weather develops, people need shoes adapted to the season. In one of the States of the middle west some time ago, the shoe retailers determined to adopt specific dates for pushing certain classes of shoes. They decided on a low shoe campaign for May 1st, white shoes for June 1st, clearances for July and August, with the fall campaign to start October 1st. It is a good thing to have a well thought out plan arranged thus in advance and although

(*Continued on page 53*)

A Louise one strap Slipper, beige suede with patent trimmings by Perth Shoe Co. Ltd.

Handling Children's Shoe Trade

Importance of Catering to Young. Influence on Home and School Companions. Basis Genuine Personal Interest. Great Danger Neglect and Indifference.

IT ought not to be necessary to insist upon the importance and value to a shoe store of a good children's trade. It is estimated that eighty-five per cent. of the household buying is done by women, and who can tell how much of this is influenced by the children who constitute so large an item in connection with the family expense budget. As a wise old retailer put it some time ago: "Give me the children and I will let the grown ups take care of themselves."

A Never Failing Appeal.

Personal interest especially if put into some tangible shape, always wins the confidence of youngsters. The grocer who slips a candy to a child or the shoe dealer who puts a penny in his hand makes him a friend for life, especially if the gift be made in the full kindliness of spirit that means even more than the article itself. All children like to be noticed and parents, as a rule, appreciate attention given to them in a proper way even when not buying goods for them. In a certain shoe store in Toronto about half a century ago there was an elderly salesman who always carried a packet of candies in his pocket. A youngster who went into the store was sure to have a couple given to him, and often on the street he would stop children, pat them on the head and offer them a candy. He got the name of the "candy man", and children would pass a dozen stores to get to the little shop where the old fellow was salesman. He was as attentive to their shoe requirements as he was to their taste for sweets.

How Times Have Changed.

In those days the opportunities for serving children with shoes were comparatively limited, and it was quite impossible to imagine anything like the range that is available to-day for kiddies or juniors. At that time the main idea was wear. Fit and style were secondary considerations. To-day conditions are practically reversed, and there is almost as much style to children's shoes as for grown ups. On this account the possibilities for efficiently catering to this class of trade have grown immensely. Children wear more shoes and better shoes than they did twenty or thirty years ago, and there is therefore the necessity for seeing that their needs are properly looked after. On this account it will be found that most retail shoe stores are attaching an importance to children's trade never shown before. It is often given a separate department with separate salespeople in some cases, and made to pay its way like any other part of the business.

A Proper Equipment.

In the average store the ordinary chair or bench may be made to serve children as well as their elders, but everyone who has had to do with fitting shoes on kiddies, will realize how unsatisfactory from every standpoint the ordinary fitting equipment is for such purposes. It is a back breaker for the salesman, often a torture for the child and more or less of an annoyance to the parent. The modern method is to have a raised platform with half a dozen small chairs securely fastened, with the child on a level with the salesman. In this way the fitting can be done quickly and pleasantly. In most stores where the fitting of children is specialized in this way attractions are provided in the way of special decorations. The walls are covered with nursery wall papers with pictures of animals or outdoor scenes, and on the shelves will be found stuffed animals, birds and often a live squirrel or canary. In addition to this, dolls, books or other entertainment are sometimes provided, although some parents may object to having their children handle objects that have been exposed to the danger of contagion. For this reason some dealers provide some little gift that the child may take away.

Fitting the Main Thing.

Children's feet are in the formative stage where development should be given the fullest scope. For this reason it is tremendously important that shoes of this class should be most carefully fitted. This point is of immensely more importance than style or wear, and should be firmly insisted upon. Some parents in the interest of supposed economy will allow their children to wear shoes that will have disastrous effects upon their feet in later years. It is the business of the salesman to see that this danger is pointed out clearly to those who are responsible. Children's shoes should always be fitted long. It is perhaps one of the commonest mistakes in selling all classes of shoes to fit them too short. In the case of a child it is nothing short of a crime. Insist that the foot and especially the toes shall have plenty of room, and starting with a proper fit you may do what you like about the other points such as style and wear. It is, then, a matter of salesmanship with children's shoes quite as much as in any other department of the business. Sell good shoes.

(Continued on page 53)

The Care of Children's Feet

By V. E. Taplin.

A little thought will convince anyone that strong and useful feet are absolutely essential to good health and an active life, and the fact that no organized, intelligent effort has yet been made to instruct our children in the proper use and hygienic care of the feet is much to be regretted. The truth is that our parents were likewise neglected and consequently do not, as a rule, possess the knowledge with which to protect the young from the many unfortunate foot ailments so common among all shoe-wearing people. But, because our parents are suffering from these ailments is no reason why the present generation should suffer, and through like ignorance be similarly handicapped.

If ever there was a time when Canadians needed good feet, it is now. Weak foot is recognized more frequently to-day than ever before, because the economic loss entailed by it has awakened keen interest. Unfortunately this recognition does not usually occur until adult life has been reached, at which time the individual finds himself frequently a chronic sufferer.

The child's foot must not be left to itself while all attention is bestowed upon the child's education and the various accomplishments considered to be necessary. The prevention of troubles in feet should begin early in life. The child and its parents should realize that the foot is a simple machine, wonderfully adapted to its special work of propelling and balancing, and will suffer injury if its various parts are disturbed, or if their relationships to one another are interfered with. The foot is only good looking and efficient when naturally and fully developed. High heels and narrow toes are destructive, and are not worn by those instructed as to the proper uses of the foot. If children are taught these things by word of mouth and by illustration it is safe to say that the future generation will be strong, graceful walkers, possessing an efficiency we do not find in our present day world.

Routine examinations should be made of deformities instead of letting them go until their disability becomes a curse, as all weak sore feet are.

The evil effects of wrong shoeing frequently begin with the wearing of the innocent-looking small wool sock. The foot grows while the sock shrinks, resulting in many cases of overlapping toes. Then there is the little shoe which so often fits too tightly at the toes and heel and not at all over the instep.

The upper of a boot should be of very soft and durable construction; there should be little or no heel; it should have straight inside lines; it should be made to fit snugly around the arch instep and heel, with plenty of room for the toes. This snugness around the instep merely serves to hold the foot in place in the shoe. It should not bind the foot or otherwise interfere with its free and natural movements. Always allow at least a quarter inch at the end of the toes when the foot is extended under weight. Feet always lengthen under pressure, and due allowance must be made for the fact that the foot is about one-quarter of an inch longer when bearing the body weight. Moreover, the foot broadens when used as a support.

Nothing is easier than to observe carefully the formation of the foot, to obtain its natural outline, and then to adapt the shoe to these elemental requirements. Nevertheless, a correct shoe is not easy to find, and manufacturers continue to make the same faulty styles (though in lesser numbers) that were in use many years ago. If one blackens the sole of the child's foot and then takes its imprint on white paper, one will readily see that it forms the approximate outlines of a triangle, the apex of which is at the heel. You will see that it is shaped much like a duck's foot. Freedom of action of the fore part of the foot assures a steady development of the muscles to accommodate the added weight of the body as the years go by, while on the contrary, tightness means restriction of action and a weakening of the muscles that sooner or later leads to fallen arches and flat foot with all their attending misery and serious handicaps.

"Flat foot" is caused by a pressure from above on the arch with muscle development inadequate to support it. The faulty habit of toeing-out is another cause and it is to be hoped that gymnastic and dancing masters will soon become correctly informed as to the dangers of such teaching, for it is not the correct position. It is, on the contrary, an attitude of weakness, and the one that imposes the greatest strain upon the foot. The plea that it is graceful deserves but little consideration,

(*Continued on page 51*)

Children's Own Shoe Shop

London Shoe Store Opens on Second Floor. Special Shop for Children. Elaborate Plans to Interest Young Folk. Success from Start.

WHEN the Rowland Hill Shoe Store of London found business had grown to such a degree that larger quarters were necessary, the problem was happily solved by converting the second floor stock room into a selling floor for children's shoes.

The Rowland Hill business is getting to be a comparatively old establishment in London, as the senior member of the firm, Mr. Rowland Hill, began business for himself just twenty-two years ago. This first venture was made in a little corner store just 16 x 16 feet on a back street. However Mr. Hill's previous twenty years' experience with another local firm as salesman and his ability and faith in the future soon won out and in less than a year the little store was found to be too small. At this time the present location was secured and here business has grown steadily for over twenty-one years.

About fifteen years ago a branch store was opened in the East end of the city on Hamilton Road. Mr. Fred McGillivray is the manager of that store, which is an important part of the business, handling more of the heavier lines in men's and boys' shoes, as it is in the factory district. The whole staff of the Rowland Hill stores comprises sixteen persons regularly, with extra help necessary on Saturdays.

In the early days the main store was less than half its present length and only one floor and basement were used. From time to time more space was secured until finally the business covered the basement and the three floors. Some few years ago a modern metal and glass front was installed, while the last move has been to turn the second floor into a selling department. Mr. Hill has associated with him in the firm his two sons Rowland Jr. and Clarence, both of whom are actively engaged in the management of the business.

In a store with only a fourteen foot width the problem of making space for an elevator was a real one. However, after much planning, space was found against the east wall for the most modern electric "lift" available, with dimensions of five by three and a half feet inside measurements. The store proper is almost one hundred feet in length and the elevator divides the one side almost in half. The store now has elevator service from the basement, where the reserve stock of rubbers and tennis goods is stocked, to the third floor. An up-to-date shoe repairing outfit takes care of the repair business on the third floor, while the remaining space on this floor is used for reserve stock. Incoming goods go direct to the basement where they are checked in a receiving department.

The Main Floor

To the rear of the large findings' case immediately inside the front door, on the main floor, the men's fitting chairs are placed lengthwise with the store. Folding opera seats are used and placed so as to get the very utmost in available seating space. This arrangement extends as far as the elevator with a wide aisle to the rear of the fitting chairs. Even when the store is crowded with women's and children's business a seat can always be found here by the busy man shopper. This point is an important feature in the success of the men's business in the Rowland Hill Shoe Store. Astoria Shoes are featured in the men's section as the leading line

From the elevator to the rear of the store, the women's section is found. The arrangement of seats here is quite different from the men's, giving at once the air of being an exclusive section distinct from the men's department. Backing up to the elevator shaft and behind the attractive show case placed at the entrance to the elevator are the first four fitting chairs for women. Facing these with a ten foot space between is the next row of chairs while between the two rows is a handsome floor rug. Three sections like this fill the women's

Mr. Clarence Hill

Mr. Rowland Hill

Mr. Rowland Hill, Jr.

The Rowland Hill Shoe Store, London, Ont.

Children's Own Store

Fitting Stand and Play Ground "Children's Own Shoe Store" second floor.

Children's Own Store

Looking towards elevator at extreme left. Note mural and other decorations.

On the Main Floor

Looking from front door. Office in gallery at rear. Children's elevator at left side.

department giving seating capacity for twenty-four persons.

At the rear of the main floor is the spacious balcony office, reached by a short stairway against the back wall. The parcels and cash carriers bring the parcels to the front section of this office, where all the sales are checked and parcels wrapped. An ingenious arrangement has been made whereby two carriers from the second floor department come to this same office through the ceiling of the main floor over the balcony. The rear portion of the office is partitioned off for Mr. Hill's private office and the bookkeeping department. Mr. Clarence Hill, who is in charge of all the firm's advertising, has a section of this office. A striking feature of this balcony office is the splendid daylight effect obtained by three large windows in the rear outside wall. The whole store as well as the office is particularly well illuminated with electric fixtures of the most modern type.

The Children's Department

Customers for the "Children's Own Shoe Shop" as it has been appropriately named are met in the usual way on entering the front door and shown to the elevator, which carries them to the attractive shop itself. The first impression on entering this selling room is the effect of coziness and completeness while a further inspection reveals the business-like appointments which make for efficient shoe store service. The shelving as well as the chairs and other woodwork are done in a light oak with a wax finish, similar to that used on the main floor. The shelving is the one carton type made to fit the smaller boxes. The cartons which are all uniformly labeled add considerably to the general tidiness and well-kept appearance. The floor is covered with battleship linoleum in a soft brown shade. The most attractive decorative feature is the walls, which have been decorated with a plain grey paper, with a broad border of brightly colored animal pictures. This gives a decided children's atmosphere.

To the child, possibly more than any other feature, the playroom against the front windows, makes the biggest appeal. Here the big rocking horse, kiddies' small chairs, and, best of all, the big slide, invite the child to a romp. Small wicker chairs placed on a raised platform are used in fitting the infants, allowing the sales-person as well as the mother, a better opportunity to see that the child is properly fitted than is possible with the larger chairs. In the corner next to the elevator is found a drinking fountain and lavatory, features which make an appeal to both the mother and child. In a silent salesman, placed in a prominent position, some of the more attractive lines are featured.

While children's footwear at the usual full range of prices is carried, this department is making a specialty of shoes of the better class, finding that in this new department the better shoes are the ones most in demand. Hurlbut Shoes, as well as other good makes, are featured. Sizes to fit the boy up to about twelve years old and the girls up into the growing girls' sizes are handled.

Getting It Introduced

To properly introduce this new feature of the Rowland Hill business, it was felt that first of all it was necessary to get the children up there. To accomplish this thousands of circular letters were mailed to children's addresses, each letter containing a coupon entitling the child to a free souvenir and a coupon for the mother allowing a discount on shoes purchased in "The Children's Own Shop" for the first two weeks of the opening. The result was instantaneous. Business was good from the start. The two salesladies in charge of the department had to have the assistance of two others from the main floor to handle the large volume of business. The second Saturday after opening, it was estimated that all of four hundred little folks as well as grown people visited this department. Many were calling for their free souvenir but many also remained to purchase.

Realizing that the human element is very important in the selling of shoes, especially in the children's department, this store is very particular that the right kind of help be employed in "The Children's Own Shoe Shop" with the result that Mr. Hill believes that to-day he has two of the best salespeople it is possible to secure, looking after the children's trade. Not only are these salesladies efficient foot fitters and shoe people, but a real love for the little folks and what appeals to them goes far in making this department a success.

The results of this new venture have been most gratifying and the firm's slogan of "Reliable Footwear" which has become almost as well known as "Rowland Hill" to London is becoming more than ever implanted in the minds of the shoe buying public of the district. Mr. Hill has felt for some time that the average shoe store did not pay enough attention to the children's end of the business and is now receiving the congratulations of his many shoe trade friends on his aggressiveness and success in this enterprise. On Saturday March 17th., the closing day of the "opening" almost three times the number of pairs of children's shoes were sold as on the same day last year and five sales people could not handle the trade in the afternoon.

The Circular

The following was the circular letter sent out just before the opening:—

Dear little friend;

Here's a bit of interesting news we know you will be glad to hear about.

Our New Children's Department is now open on the second floor—a whole department for the sole purpose of supplying the footwear needs of the children. Everything is new and so complete it is really a store in itself. Simply step into the elevator and in a moment you are in the

"CHILDREN'S OWN SHOE SHOP."

You'll find plenty of lovely things here beside shoes—but we will not tell you all about the little playroom, the slide, the big rocking horse, the colored animal pictures and so many things we know you will want to see. Just come along and visit us as soon as you can. We want to meet you and we want you to feel that this department is for you.

Tell Mother that half of the coupon is for her and will mean a worth while saving if she can but find time to bring you for your Easter Shoes before or on March 17th. Then of course you will not forget your half of the coupon and whether or not you will be wanting shoes at this time, come in anyway and get the souvenir we have waiting for you.

Hoping that you will make a friendly call soon to receive your Souvenir of the opening of "The Children's Own Shoe Shop," we are,

Yours cordially.

ROWLAND HILL

PERTH SHOE CO. LTD.

The shoe shown on page 23 of this issue can also be furnished with Cuban heel.

Making A Children's Department Pay

OF course it is not everywhere that elaborate fittings and sales methods are practicable, but almost any shoe store can not only add to its sales of children's footgear, but create an interesting paying department by adopting certain fundamental principles in handling this class of trade. Willingness to go to a little trouble along this line, and perseverance in following ideals will always win out in any enterprise of this sort.

Have It Convenient.

The mistake is too often made of having the children's department at the rear end of the shop. This may be all right if the store is roomy, but the plan is a poor one where very young children are concerned. For instance a retailer who has made a splendid success of catering to children says he made this mistake at first. He happened to meet a customer at the door with a baby carriage and when she found she would have to go back about a hundred feet and carry the child she backed down. This retailer shortly afterwards made arrangements to bring his children's department to the front of the store where women customers could either leave the babies outside or wheel them in. He has since put in a "kiddie coop" where a mother may leave her child while she goes back to the ladies' department to be fitted herself.

How To Advertise It.

Newspaper advertising is all right for this department, but it should be adapted to the purpose of interesting children. Use bright little cuts of kiddies, kewpies or anything that will attract the attention of children and have the ads. so that they themselves will read them. But by far the best publicity with youngsters is the direct method. Letters addressed if possible to themselves individually always take best and if these are properly headed and nicely worded they will bring good results. The coupon idea is a good one. All children like to cut coupons and they never grow out of the liking for it. Have a coupon attached to the letter or enclosed in it good for a certain discount on purchases or for a gift of some kind. The child will see to it that the shoes are purchased at the right place.

What About the Help?

Those who have made the greatest success out of children's trade claim that they have had to develop their sales force. The majority of shoe salesmen dislike waiting on children for various reasons. They consider the trouble connected with the sale as compared with the return inadequate, and as a rule they hurry through, especially if there is a chance to wait on adults. This spirit is fatal to success in building up children's trade. A retailer who has built well on a very small foundation says he made his best success by engaging a young girl absolutely inexperienced at the business, and training her to handle children and their mothers. She had the right sort of disposition to begin with and he did not allow her to mix in with adult sales at all. When not busy with the kiddies, she looked after dressings, findings, etc. The department grew and later a young man was trained to handle the boys' trade. To-day the store has three people regularly looking after this department with five on Saturdays. The proprietor says success depends largely upon the class of people in charge.

(*Continued on page 51*)

Some American Children's Shoes

R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"

It's Going to be Better

for the dealer, with a complete line of White goods. More sales and more profits are the logical results for the merchant, whose store gets the early sales from well stocked shelves.

White Goods

Our range consists of Welts, Turns and McKays in all grades of cloth, White Kid and Buck. The latest novelties in Sport Shoes, Straps and Tongue Pumps. Widths A to E. Write, wire or phone for our representatives.

R. B. GRIFFITH & CO.

HAMILTON, ONT.

A NEW OVERGAITER

with a Patented Re-enforced BUTTON HOLE

—PATENTED 1923—

Something You Have Been Looking For

The Imperial Overgaiter

will in future have the newly patented re-enforced Button hole—(an exclusive idea, at a slight additional cost, to be found only in the Imperial Overgaiters). Helps the overgaiter to fit snugly. Makes the overgaiter last longer and give better satisfaction. Our travellers are now on the road with samples. Ask them to show this overgaiter to you.

L. H. PACKARD & CO., LIMITED

MONTREAL

Money Making McKays

THE BIG VALUE —LINE—

For Misses, Children, Infants, Growing Girls, Boys and Youths.

FULL SELECTION READY TO SHIP

No delay in getting your stock.

SEE OUR SPECIAL OFFERINGS for SPRING

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

A Jingle Contest

How business in Children's shoes was increased by a novel contest is described by C. Paddleford in "System", as follows:—

The children's shoe stock supply was much greater than the demand, until the Manager of the Shoe Department originated the popular jingle contest which brought buyers flocking from every part of the county.

To carry out the jingle contest plan the store printed 2,500 cards, 4 by 5 inches in size. On one side of the card were printed the rules of the contest; a blank space was left on which the competitors were to write the lines of the jingle. The rules stated that the contest was open to all girls and boys of the county between the ages of 4 and 16. The jingle was to consist of not more than 25 words and it had to contain the shoe brand name. On the opposite side of the card was printed a list of the 36 prizes which were to be awarded to the winners.

Cole Brothers wrote to every teacher in Riley County explaining the durability of these shoes and enclosing in the letter a number of contest cards. They urged the teachers to explain to the children the rules and provisions of the contest and to distribute the contest cards among them.

In the city of Manhattan, which has a population of 9,000, the homes were visited by Cole Brothers' shoe clerks. The men carried with them samples of the two makes of shoes, which they showed to every mother, explaining the quality and durability of the shoes. They also explained the rules of the contest and left contest cards for each child eligible to compete.

The prizes for boys were the same as those for girls. The first prize offered was a $5 gold piece; the second prize, a $5 pair of shoes; the third prize, a $4 pair of shoes, the fourth prize a $2 bill; the fifth prize, a $1 bill. For the next best 25 jingles, special novelty banks filled with good candy were given. The grand prize was a life-size doll. Each jingle that did not place in the contest was returned to the writer, with a colored balloon.

The balloon was another means of promoting good feeling toward the store and of further advertising the shoes, for on every balloon were the words, "Cole Brothers' school shoes are worth the money."

During the month of the campaign the center show-window of Cole Brothers' store was especially decorated to promote interest in the contest. A large placard, held up by the grand prize, life-size doll, carried a list of the various prizes offered. The prizes to be given were grouped about the placard, and ribbons extended from the prizes on display to the placard list.

The result of this sales campaign was that during the month of September 350 pairs of the shoes were sold to boys and girls from every part of the county. Mothers and fathers who had never heard of Cole Brothers' store paid it a visit to examine the stock of shoes and to inquire when the results of the contest would announced, and incidentally they made many purchases while in the store. Of 2,500 cards sent out, 2,000 returned with jingle verses. This means that 80% of the children responded to the appeal.

Build Permanent Trade On Samson Staple Shoes

Samson dependable shoemaking absolutely assures customer satisfaction. Samson moderate prices meet the most exacting comparison in Staple Shoe values. The result is repeat sales and quick turnover for every Samson Dealer. THE LINE TO FEATURE FOR SPRING.

SPORTING SHOES
For every sport, —Baseball, Football, Hockey and Skiing— Samson Shoes are the last word in improved features, the favorites with dealers and wearers from Coast to Coast.

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

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

Nursery Welt
PROCESS PATENTED 1923
Double Sole

"For Children: Two Soles Are Better Than One." . . . .

The Nursery Shoe Co. Limited
ST. THOMAS, ONT.

Mention "Shoe and Leather Journal" when writing an advertiser

Chums
REGISTERED

Shoes For Boys And Girls
Genuine Goodyear Welts and Stitchdown Welts.

Our in-stock department has oxfords,in plain bal,straps, two-tones and colonial tongues in seasonable models, good looking and easily sold.

Snappy,proper fitting shoes for the child from the time it walks and requires shoes with sole leather soles up to the time it is a full grown boy or girl.

Write for catalogue.

MADE IN CANADA BY

Charles A. AHRENS Limited
KITCHENER, ONTARIO

A nifty two-tone Oxford,Patent and grey buck, for Growing Girls and even Women. Sizes 2½ to 7.

A new natural Foot-Form Last in Growing Girls, sizes 2½ to 7.

"And the **"Hotel Cleveland"** *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

VICI Kid is now being advertised in THE SATURDAY EVENING POST and THE LITERARY DIGEST. The combined circulation of these magazines in Canada is 85,000 copies. On an average, at least three people read each copy. Therefore, a quarter of a million Canadian people will read VICI Kid messages regularly. They will want shoes of VICI Kid. They will buy shoes of VICI Kid.

Many sales advantages in shoes of VICI kid

Since the advent of Vici kid into the shoe world in 1890, shoes of Vici kid have been the choice of men and women of taste and refinement.

Shoes of Vici kid meet the public's demand for shoe-ease, shoe-style and shoe-beauty. In shoes of Vici kid refinement and distinctiveness unite in countless individual designs. Fit and finish are supreme.

Sell shoes of Vici kid *because* they sell.

No other leather combines ALL the advantages of Vici kid.

ROBERT H. FOERDERER, Inc.

Philadelphia

Selling Agencies in all parts of the world

VICI kid

TRADE MARK ROBT H FOERDERER PHILADELPHIA VICI KID

THERE IS ONLY ONE VICI KID - - - THERE NEVER HAS BEEN ANY OTHER.

Kenworthy products are of a quality and standard of uniformity which should appeal to the careful buyer.

Kendex Innersoling
" Sock Lining
" " " Felt Backed
" Heel Pads
Kaneva Innersoling
" " Felt Backed
" F Sock Lining
Heel Pads
Piece Felts (Special selections for the Shoe Trade)

KENWORTHY BROS. OF CANADA, LIMITED

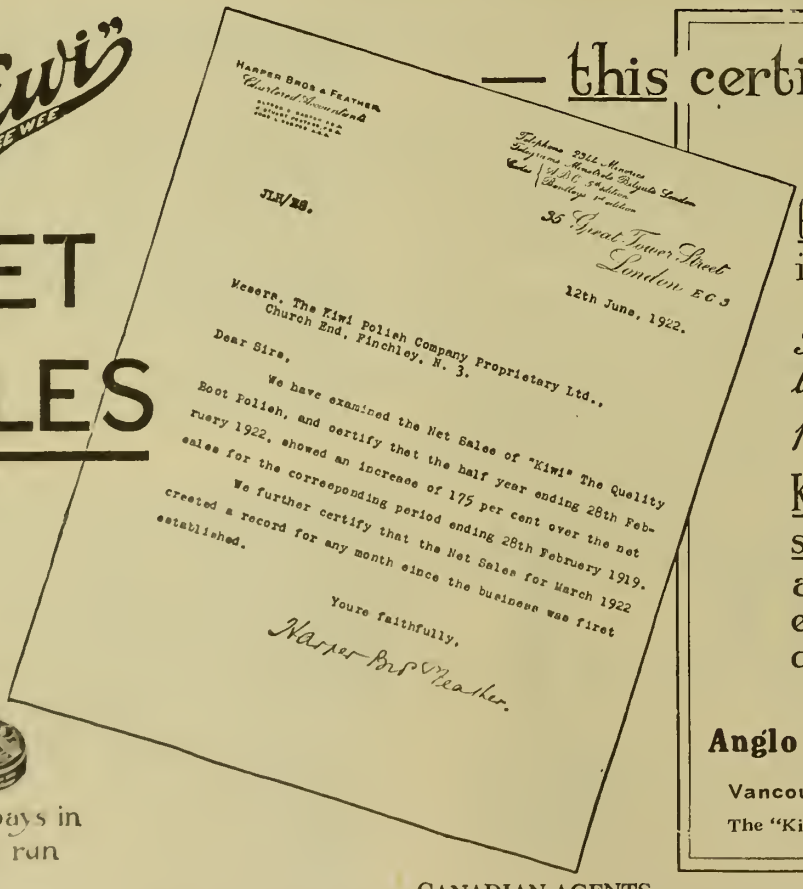
St. John, Que. Montreal Office, 224 Lemoine St.

REG. IN KENDEX CANADA

Remember "The feeling of the feet is reflected in the face." Wear Kendex

"Kiwi" NEE WEE

NET SALES



Harper Bros & Feather
Chartered Accountants

Telephone 2344 Monroe
Telegrams Minstrels Belgate London
Codes A.B.C. 5th edition
Bentley's 1st edition

JLH/ES.

35 Great Tower Street
London E C 3

12th June, 1922.

Messrs. The Kiwi Polish Company Proprietary Ltd.,
Church End, Finchley, N. 3.

Dear Sirs,

We have examined the Net Sales of "Kiwi" The Quality Boot Polish, and certify that the half year ending 28th February 1922, showed an increase of 175 per cent over the net sales for the corresponding period ending 28th February 1919.

We further certify that the Net Sales for March 1922 created a record for any month since the business was first established.

Yours faithfully,

Harper Bros & Feather.

— this certificate proves

that "KIWI" is the selling line in Shoe Polish.

Better a sixpence that works than a pound lying idle.

Keep up your stock of "KIWI" and maintain an ever increasing quality trade — it pays.

Anglo British Corporation Ltd.
Mercantile Bldg.
Vancouver, B. C.
MANUFACTURED BY
The "Kiwi" Polish Co. (Pty.) Ltd. London, N.3

Quality pays in the long run

CANADIAN AGENTS
J. W. Price & Co., Lombard Bldg., Toronto, Ont.

Facing Retail Shoe Store Problems

The Three Great Essentials--Good Buying, Good Stock Keeping, Good Service. The Customer, The Clerks, and the Cash in Store Service.

THE need of the retail shoe business to-day is more than ever efficient management. Success or failure depends upon the man at the head of the establishment. More than two thirds of the disasters in shoe retailing may be traced to incompetence at the top. Your business depends on you, what you are, what you know and what you do. You may have a poor location, incompetent help, or even inadequate stock and succeed by sheer personality or dogged determination for a while, but unless you are organized to scientifically handle the problems of modern retailing, no matter what the other conditions, the "goblins" will get you if you don't watch out. The science of business is not a matter of mere theory or fanciful dreaming, it is the application of sound common sense to the handling of problems of buying and selling in such a way as to obtain the best and most permanent results. When you hear a man say he can get along without the fads and frills of modern business methods, he may be right to some extent but he never gets beyond a certain point He may plod along year after year and keep a moderate rating, but he will never get to where he can point to a growing business.

Knowing Where You Are

Dozens of retailers who read these words will have to confess, for instance, that they never know where they are until the end of the year, as far as knowing what they are selling and what money they are making. They may know in a general way what lines they have sold the most of, and to some extent those that have fallen by the way or accumulated on the shelves, but they can never tell whether they are doing business at a profit or at a loss until they take stock, and they certainly cannot tell what departments in their business have been profitable and what others have eaten holes in their bank account. The successful man in business must know where he is at every stage of the game. He must be an analyst. As one successful retailer put it some time ago, he must look at figures and not at fixtures. A well known retailer was asked how it was that he was or seemed to be so lucky in his buying. He replied that luck had nothing to do with it. He said that he never bought without the figures before him. He never took leaps in the dark. He never bought a bill of goods without knowing he needed them or could sell them, and where he had the least doubt he always gave himself the benefit of it. The man who analyzes, however, has seldom occasion for doubt, although there are times when he has to take chances. But the chances are based on probabilities that are backed by figures.

Watching the Leaks

One of the first essentials of efficient management is the watching and avoidance of leaks. No man is in a position to guard against this menace to his profits, and the steady development of his business unless he has before him and carefully analyzes his expenses. There is not much sense in growth without profit, and although there may be periods when the balance shows in red ink, the very essence of good business is to guard against their recurrence. At all events there is safety in always knowing where you are. The devil in the open is not half as dangerous as the devil in the dark. If you have not the information constantly before you as to how much business you are doing and what it is actually costing you, you are in a dangerous position. It is the little leaks that sink the ship. It is the little extravagances or unwarranted expenditures that put the business on the rocks. Every business should have a budget system. It should plan its expenditures on a definite basis and should see to it that these expenditures are warranted by the business itself. In any case the man who goes along with a loose string on his purse these days is courting disaster. Guessing is out of place in a modern business, especially with regard to finances.

Do You Know Your Stock?

Can you tell what percentage of your stock has been in the store thirty days, and what percentage of it has been on the shelves for two months, three months, six months or a year? It will be a revelation to you if you have never had it, to get a report on this question alone. Have you departmentalized your store so as to know what departments are making the most money for you?

Do you know enough about your men's goods to be able to say whether you could do as much or more business with fewer lines and more sizes? A retailer stated to the writer the other day that he had departmentalized his store and found he was carrying too many kinds of men's shoes. He cut them down nearly fifty per cent. and made arrangements for more sizes. He also made a bargain with the manufacturer to keep him sorted up on short notice. He says he has been doing more business at less expense. This would never have been possible had he not the stock figures before him. The fact remains that most merchants are doing too little business for the capital invested. It is up to them to provide a remedy before it is too late There would not be the necessity for forced sales if retailers would exercise the control over their stocks that is involved in the comparatively simple process of keeping their inventories up to date. Forced sales are usually an indication of bad stock keeping, although they may be necessary to a certain extent in high class changeable lines that come and go on short notice. If sales are necessary they should be short, sharp and definite in their accomplishment.

Do You Know Your Sales Force?

Have you adequate information as to the sales value of your staff? In Canada most of the clerks are paid a salary, supplemented sometimes by p.m.'s. There is not the inducement to sell better class goods that comes with the payment of commissions. Do you know from week to week or from month to month what your salespeople are worth to you? Have you ever averaged their individual single sales to find out whether they were selling cheap good on which the profits are low or vice-versa? A well known establishment which seemed to be having a fairly good turnover was not making any money. On analyzing the sales it was found that over sixty per cent. of these were on medium and low class goods upon which the profit was not sufficient to carry the other forty per cent. At first the merchant was inclined to cut down his stock, thinking he could do as much business or more on a smaller investment. He did this to some extent, but got his sales force to concentrate upon selling the better class of goods. He found it had cost him six and seven per cent. to sell his goods, and by improving the class of turnover as well as the volume he reduced his sales

Men's Brown Canvas Shoes

This sales pulling line of Men's Brown Canvas Shoes in Bals and Oxfords, slip sole, with Kid trimmings, is popular with dealers from coast to coast. Made to stand the wear and tear of daily usage. In stock for immediate delivery. Write for samples.

Jobbing Trade a Specialty, Close Prices

B & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

NEW CASTLE KID
TRADE MARK REG. U.S. PAT. OFF.

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.

expense to three or four per cent. Increasing selling ability lessens sales cost. Here is a wide field for improving conditions right now in the retail shoe game. Co-operation should be sought with the sales people and if possible they should be got to see the advantage of increasing their individual sales and improving the class of goods they sell. It is only by having the figures, however, that a merchant can hope to set about to provide a remedy against unprofitable selling.

Take Time for Executive Work

Too many proprietors allow themselves to become mere salesmen. They are so occupied with waiting upon customers that they do not take the necessary time to sit down and plan their business intelligently. This is the main reason why so many retail concerns do not develop the simplest and most necessary system in the handling of their business. Now a merchant should be a salesman and should be the best salesman in his store, but if he is content to do what others can or ought to do in his store he is following a foolish and dangerous course. The biggest and best men are those who can develop in others ability and initiative. Encourage your help to think. Take them into your confidence. They will appreciate more than you think the explaining to them of your problems. Put responsibility on your staff. Be open in regard to your sales and your plans for increasing same. Let each feel that he or she has a part in bringing up the grand total. If you can do so, interest them in the financial results and get them all co-operating in a whole hearted effort to make the business a true success. By your example encourage them to believe that personality is after all the great thing in the retail business as in any other. They will respond, if they have the right stuff in them. If not, you are better without them. Above all, leave yourself time to think of the big problems of business. Don't let a few personal sales prevent your getting that broad, efficient outlook that is necessary if your establishment is to grow, and it is true in business that if you don't grow you are going behind. The business of a proprietor is to know, plan, enthuse and help those about him to better results. In this he helps himself.

ASSOCIATION NOTES

Divisional meetings in connection with the Shoe Wholesalers' Association of Canada are being arranged, and it is probable that meetings will be held monthly or bi-monthly in Montreal and Toronto. The holding of these periodic meetings will no doubt be an important factor in the further success of the Association.

Membership of the Shoe Wholesalers' Association has been considerably increased as a result of the recent membership canvass. Already six new wholesalers have linked up with the Association within the past couple of weeks, while divisional representatives of the Association in Western Canada are taking up the matter of membership with the few remaining companies in that territory which are not already in the organization.

The invitation of the Shoe Manufacturers' Association of Canada to the manufacturers of Rubber Footwear to co-operate in the Association's new Credit Service has been accepted by three of the rubber manufacturing companies and it is expected the other firms will also accept.

The Shoe Manufacturers' Association of Canada is in communication with the Canadian National Exhibition with a view to ascertaining what accommodation would be available for the exhibition of Canadian made shoes and allied products this Fall, in a somewhat larger scale than the exhibit in the Fall of 1922.

Kewpie Kewps for Kiddies

A Flexible Cushion Sole Shoe for Children

(Process fully protected by Patent)

Kewpie Kewps for Kiddies are manufactured on a welt process with our Patent Cushion Sole absolutely flexible. Kewpie Kewps allow the feet to grow properly, a feature that assures foot health for the child. Kewpie Kewps are well established in the minds of parents as the only logical shoe for the growing foot. Write for illustrated price list of our in-stock line.

Infants' Chrome Sole Button, made in sizes 2-5 and in all leathers.

Infants' 2-5 Sizes made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

The Eclipse Line

Turns and McKays
For Growing Girls, Youths, Misses and Children.

A high grade line at a reasonable price. Eclipse Shoes are well known for their wearing qualities and easy, comfortable fitting. A big seller.

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)

Shoe Salesmanship Problems

9. When you have shown a customer about a dozen shoes, and tried half of them on, and she says she will call to-morrow, what would you say?
10. What do you do with customers over whom you spend from half an hour to an hour making a sale, and they call next day and wish to return or exchange the goods?

THE above are the two last on the list of ten questions submitted in the last examination paper on "Shoe Salesmanship Problems." They are important issues and were handled very thoroughly by those who took part in the contest. Some of the answers are short but to the point. Others discuss the problems more fully and while we cannot give all the replies we have picked out a few of the best in order that our readers may have an opportunity of discussing the different viewpoints and making comparisons with their own opinions. We have received a number of letters complimenting the Shoe and Leather Journal upon the highly practical character of the problems selected and saying that they are constantly met in one way or another in every modern shoe retailing establishment. The reason for reproducing any of the answers is not only to show the interest aroused, but to give our readers who have not already taken part, an incentive to discuss problems in future issues. April 1st. is the time for the next semi-annual paper, and it will be our aim to have such questions propounded that an even larger quota of retailers and their clerks may take part. Last month, by the way, an Ontario shoe man wrote us saying his staff were so interested in these vital issues of salesmanship that he enclosed subscriptions for them to the Shoe and Leather Journal. Here is a practical outcome of the issue that is worthy of emulation by others. See that your salesmen benefit personally by these discussions.

Some of the Replies.

No. 1 says briefly:

9. I would just be as nice as if she had bought a pair, and tell her I would be pleased to see her to-morrow.

10. The answer to No. 3 covers most of this, except exchange of goods. There is no use quarreling with a customer. Refund or exchange. Try a due bill.

No. 4 is a little more explicit:

9. In answer to this question, I would be very patient with her and when she tells me she will call to-morrow, I would try to impress her that I would be pleased to suit her to a pair of shoes to-day. For I would tell her that the shoe she showed most interest in might not be here to-morrow. Then I would be sorry to tell her they were sold to some one else. If it would please her better, she might take the shoes with her to-day, and she could try them on at home 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 pleased her.

10. In answer to question ten, I would tell that customer I was sorry he has to trouble himself about changing them, I would tell my customer that it is no trouble on our part to please our customers as much as we possibly can, for that is our policy to see that all our customers are perfectly satisfied with every purchase they might make in our store. After exchanging the shoes or even making a refund I would always thank the customer and make him feel that he is welcome to come again.

No. 38 handles the questions in this terse way:

9. Would select a couple of lines that she favored more than the others, and tell her that I would put them aside for her until she called the next day.

10. Would accept the goods and either refund the money or exchange. It is always best to try and satisfy the customer.

No. 32 goes into details and explanations as follows:

9. The customer might intend to return, but the chances are that she will not. Her decision not to take any of the shoes shown would show that she has not found one that suits her fancy or her purse. It is probably the first which is unsuited, for when a woman particularly wants a thing, a little extra cost will not prevent her from having it. If she were known and the stores policy allowed it, it would be wise to persuade her to have several of those which she most liked sent to her home, that she might be able to decide on one of them, making it clear that this was often done in like circumstances, and that she was under no obligation to take any of them if they didn't suit. To let her go and be satisfactorily shod elsewhere would be to lose perhaps a permanent customer. If she doesn't wish to have any sent to her home, or if the rules of the firm, or conditions make this impossible, do not allow yourself to appear at all annoyed because of the time which has been wasted. Be as courteous as if you had sold her a diamond buckled pump. Otherwise she will never return.

10. The salesman might be led to conclude that he had sold himself instead of the goods. If it had taken from half an hour to an hour to make the sale, it shows that the customer was very reluctant in buying and finally bought because he felt obliged to do so. After reaching home his reason rebelled at the bargain which he had made. The shoes were not what he wanted and absolutely would not do. So the next day he returned with the goods desiring to exchange them for something he did want. It is the salesman's duty to give the dissatisfied customer something which does please him or to take back the goods. The customer mustn't feel that he has been abused, or taken in. The fault was with the salesman who should have known better than to force such a sale.

No. 8 handles the two questions somewhat more briefly. He says:

9. I think I would know by this time just what would fit her feet, what price she wanted to pay, and her taste in shoes and I would say to her "Now if you will give me another moment I feel sure I have just the shoe that will please you, and I would like you to see it anyway." She will wait, of course, and when

she sees I am really anxious to please her, and as pleasant as when I began, and have the shoes at the price she wishes to pay, or they may even be a little more than she intended to pay if they look the part and she will, no doubt, say; "Well, now, I do really like those, they are just what I wanted and, I believe, I will take them to-day after all."

10. I would forget the time spent yesterday and aim to make a satisfied customer. I would show other shoes just as pleasantly and cheerfully as I did yesterday, and then if I found it impossible to please in shoes, I would return the money without a sigh hoping I should have a chance to try again in the near future.

CARE OF CHILDREN'S FEET.

(*Continued from page 35*)

as this is but a matter of education and individual taste. The more the toes diverge from the centre line of the body in the act of walking, the less is the leverage function of the foot.

A recent examination of the feet of the high school children of New York showed that 32 per cent.; or 1 in 3, had weak arches, and 18 per cent., or 1 in 5, the worst form of flat foot. The cause was put down to "the desire of parents to have their children prettily shod," which in most cases means "shoes without wrinkles." Shoes without wrinkles mean restricted action, and this always leads to weak muscles.

Defective muscles should be made strong by properly selected exercises, rather than weakened by props, which take away the work that the muscles ought to do. There is no doubt that muscles can be strengthened by properly directed exercises, massage, etc., and this is the only method to be adopted. If the mother is not able to accomplish this at home by massage, passive motion and simple exercise, she should seek the advice of an expert or physician. Proper exercise is only possible in scientifically correct shoes, or with the feet bared.

All parents should be brought to realize their responsibility in the prevention of foot troubles. We should do everything possible to turn our children into efficient adults, and this problem of the care of the feet is of vital importance in their happiness and health, as well as their efficiency.

The shoe manufacturer and the retailer alike must accept their responsibilities in respect to children's feet. They must produce a larger proportion of correctly shaped shoes, and apply some "honest-to-goodness" methods in fitting these shoes. My experience is that it requires just as much time to properly fit and protect the foot of a child as that of an adult.

The usual landmarks, surveyors' posts, etc., so common in the adult in the form of bunions, hammer-toes, etc., are noticeable by their absence in wee children, consequently well defined rules, as to width and length, should be carefully followed. Many parents will resent interference in the old methods of buying and selling shoes, we are all familiar with those dangerous unscientific methods of father or mother, when buying shoes for Johnny, and many who often are many miles away.

It can truthfully be said that very few children's shoes are worn out before the foot has outgrown the space allotted to it. Merchants should first study the actual requirements of a foot and just as carefully study the sort of shoe and fitting, which common sense says will protect it: then sell that shoe and no other. Just a little more of the "Golden Rule" principle and scientific methods applied to the Children's Department will make that department and the manager stand out as the one in the shoe business in that town that "knows his business." He will be known as the one to be trusted; the authority, the leader; and I venture to say, that department will grow beyond the fondest hope of the owner and manager.

Let me suggest that the retailer should reduce lines by three, and increase his width by two or three. Please don't forget that children's feet grow in five widths and that no one can properly fit and protect a "C" wide foot with an "E" wide shoe, and of course, it applies similarly when reversed. The confidence in himself and his work will be increased automatically many times.

"Know Your Business" has been the subject of several little after-dinner talks of mine and I cannot think of any place it so aptly fits in; any place where it is so much needed; any place where it will finally be so much appreciated by your patrons and bring such bountiful returns as in the Children's Department of a Shoe Store.

MAKING A CHILDREN'S DEPARTMENT PAY.

(*Continued from page 39*)

Five years ago a Chicago shoe establishment opened a special children's shoe store on the west side. It was predicted that the finish of the enterprise would be seen in less than a year. However, business grew slowly but steadily. The firm finally had to move to larger premises on the same street and now draws trade from all over Chicago. They call the store "Kidland" and it is dressed up throughout to please the children. The walls are made up in scenic panels with nursery rhymes. There are balloons snappers and other souvenirs which are given to the children which, of course, are all good advertising features. The woodwork is in light walnut with embellishments in blue and gold. One of the features of this establishment is that it never loses track of a customer. Its mailing list is made up from those who enter the store and it is kept up-to-date. Those on the list are kept in constant touch with the store's doings.

Next to kindliness the proprietor of the big children's store referred to says that proper fitting is of the utmost importance in building up a paying children's trade. "We are convinced," he said, "that it pays to sell children only comfortable well fitting shoes, and we impress upon our salespeople that they must take great pains in this respect. Width is as important as length in fitting growing feet, and we, therefore, carry a full range of widths especially in the larger sizes. Our staff consider no trouble too great to take with either mother or child, and although the sales are sometimes small it pays in the end to give service. For instance, it is regarded by some stores that infants' soft soled shoes are such a nuisance that they leave this class of goods to the big stores. But we figure that the smaller shoes will sooner or later give way to the larger and we reap the benefit of keeping the trade in the store. We find even the amusement plot a great advantage as women frequently leave their children there while they purchase goods for themselves. Yes, I think that it pays in every way to cater to children; but, of course, the department requires thoughtful management as well as any other."

Natural Tread Shoes of Canada Ltd.

A Message to Exclusive High Grade Shoe Retailers

We wish to offer our apology to you who have wanted our splendid line of shoes and have been unable to get them. Our output is increasing and we are now able to provide for a few more retailers for summer and fall.

Those we hear from will naturally be favored first. The three cuts shown will give you an idea of the beauty in line of our new designs which are so much in demand.

Glad to hear from you.

Natural Tread Shoes of Canada Limited

Belleville - - - Ontario

Dale Display Fixtures

Mean

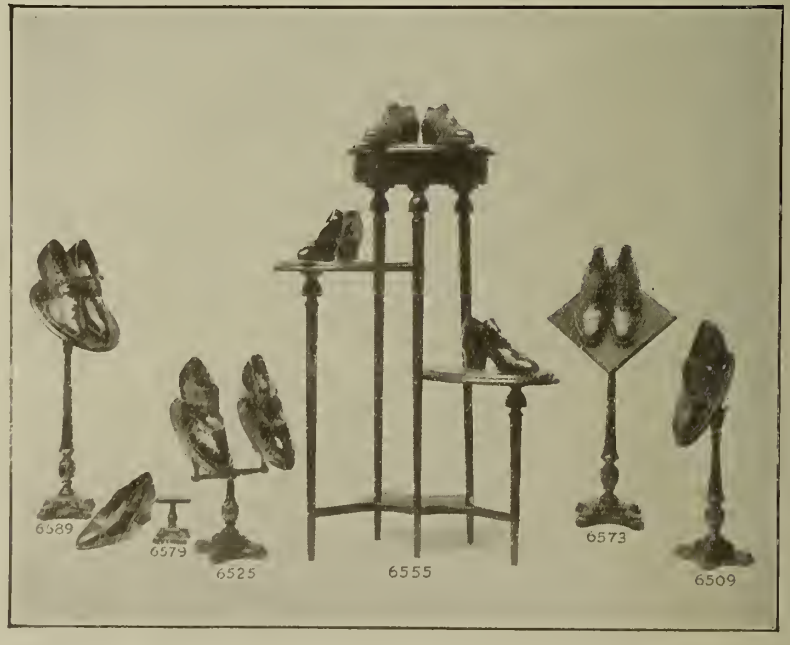
Additional Salesmen

who

Never Sleep

Write for our Catalogue Now.

CANADA'S LEADING DISPLAY FIXTURE HOUSE



Dale Wax Figure Company, Limited

86 York Street TORONTO

MONTREAL — P R MUNRO--520 New Birks Bldg

VANCOUVER — E R BOLLERT & SON--Mercantile Bldg.

WINNIPEG — O'BRIAN, ALLAN & CO.--Phoenix Block

PLANNING THE SELLING CAMPAIGN.

(*Continued from page 33*)

it may not be possible to completely carry out a scheme such as that just noted, there is an undoubted advantage in laying out seasons' campaigns in some sort of sensible order. There is another thing that the shoe dealer may do to promote trade at odd times, and that is to follow the holidays, changes in the weather and variations in the pursuits of possible customers. A very timely advertisement last week announced rubber boots for children for wading through the puddles and mud, incident to Spring. All children are fond of playing in melting snow and with marble and top time on, an incentive may be given to the sale of lines that are not called for much at other seasons. It is the same with public holidays that make the first breaks in Spring and Summer movements of the people. By a little planning in advance these may be used to good advantage.

More and more attention is being given to children's requirements in shoes as retailers realize not only the importance but possibilities of this class of trade. It has been estimated that in at least eighty five per cent. of all the goods purchased, women have a finger in the pie. This is especially true of children's trade with the percentage higher if anything. One can easily understand the importance therefore, of properly catering for this field. It too often happens that because individual sales do not bulk largely in this department that it is apt to be looked upon with more or less indifference. If a dealer will only realize it, it is far more important to see that a pair of shoes fitted upon a child and sold to a parent, should be absolutely satisfactory in every respect. Poor wear, bad fitting or anything else that causes dissatisfaction is bound to react upon the establishment. Children are great advertisers and one retailer, who is an enthusiast on the subject, says that he makes this department the foundation of his business. He says he always has something to give a child who purchases a pair of shoes whether it is a pencil, a scribbler, a ruler or anything that will be interesting and useful. He says he frequently has children come into the store leading parents and talking about John or Mary so-and-so who bought a pair of shoes and received a little gift. This retailer is emphatic in his claim that the best way to reach grown ups is through the children. He says most of us are children anyway, and he has found sober business men immensely tickled over some insignificant attention given to their offspring in connection with the sale of a pair of shoes. "But" he adds "see that the shoes are right above everything else."

This is a form of advertising that anyone can use whether he feels like adopting the broader or more expensive methods of newspaper advertising or not. Every store should have a good mailing list. Some have lists but they might as well be without them. A mailing list to be any good must be "live." It is worse than useless to spend money sending letters or other advertising matter to people that have no chance to benefit from your suggestions. One of the best sources for compilation of lists is the tax roll or telephone list, although the latter may miss some good prospects. As a rule, however, both the tax roll and telephone directory are authentic. As good, if not better, is a list of those who call and purchase at the store. Every store should have a reliable list of customers not over a year old, that may be revised from time to time. A retailer who has used this method successfully classifies his list into four departments—the buyers of high class shoes, medium, bargains and orthopaedics. He has different colored cards for each class, keeping the whole in a card index. The card contains the name of the customer, address, the date of last purchase, the kind of shoe, size, width, and any other particulars. These are entered from each day's sales slips and he is thus at any time able to visualize his customers. He says that when he has goods to clear up, he uses these instead of regular sale announcements. He sends to the customer a note or postal informing him or her that he had a shoe of the size and make that they usually buy, which they may have at a special price named and asks them to call and see. He says he clears up many of his odd lines in this way. But the value of a good customers' list is difficult to over estimate. It keeps the store in touch with its most paying clients. It is, moreover, economical to the last degree and effective from its very nature when properly handled.

HANDLING CHILDREN'S SHOE TRADE.

(*Continued from page 34*)

that fit, that wear and that look right and if you can suit the customer's pocket at the same time, you have made a permanent friend for the store.

The old retailer is right. Capture the children and the grown ups will follow them. Get Johnny and Mary talking about you and you will not only have their parents, but their aunts, uncles, school fellows and everyone they can tell of the advantages of your store and its goods coming in to see you. Children are the best advertisers in the community and their words always carry the weight of sincerity. Satisfy a child and his mother and you have a force working for you that gathers momentum as it rolls along.

For this reason it pays to give the youngsters something to talk about besides the shoes themselves. A very slight attention and a very small consideration will catch and hold a child. In some of the larger stores where children's trade is sought they fit up playgrounds and have qualified attendants in charge. This goes to show that these large concerns believe in the dividend paying possibilities of schemes to interest children. In few localities, however, it is possible to extend operations along this line but in any store there can be an effort to interest the youngsters personally in the establishment at but a trifling cost. A pencil with the store's name, a scribbler, a pair of stilts, a skipping rope or a dozen of other things might be suggested that would answer the purpose admirably. Anything that will appeal to a child will do. It is just a matter of interest and the cost of the article.

It is not everybody who is adapted to handling children and when a "spoiled" specimen comes in with his parent there is rather a problem ahead of the average salesman. The thing for the latter to do is to keep his head and watch his tongue. The fond parent may realize that the younger is a proper nuisance but will not relish this fact being imparted by word or look on the part of the salesman. The best thing to do is to interest the youngster at the very outset either by a little talk or showing him something that will distract his attention. If this can be done the way is open to put the mother at her ease and learn what is wanted. From that on it should be only a question of keeping the child in a good humour and fitting the shoes as rapidly as possible.

Leather Men Hear About Research

What was probably the first address ever given in Canada on the scientific study of leather and tanning was presented before the Toronto Section of the Society of Chemical Industry at Hart House, University of Toronto, on Friday, March 23rd. Ontario leather men were invited to be present to hear Professor George D. McLaughlin on the subject of "Research in the Leather Industry." Professor McLaughlin is head of the Department of Research at the University of Cincinnati, and is in charge of the research work on tanning, which is being carried on by the Tanners' Council of the United States.

The meeting was preceded by dinner, at which the Chairman of the section, Mr. L. E. Westman presided. The head table was composed of representative leather men.

Prior to Professor McLaughlin's address, Mr. T. A. Faust, of Yocum-Faust Co., gave a brief review of the scope of the tanning industry in Canada. He complimented the tanners of Canada on the high quality of the leather produced, saying that it was of as high a standard as that produced anywhere in the world.

Professor McLaughlin, introducing his subject, divided the process through which the hide passes into six definite stages, all of which had to be studied as to their effect on the product. These were:—

1. Death of the animal.
2. Salting or curing of the hide.
3. Soaking of the hide.
4. Dehairing.
5. Tanning.
6. Finishing.

He briefly described the processes through which the hide passes during the above stages, and returning to the individual points discussed each one more fully, confining his remarks to heavy leather, though touching, in passing, on chrome tanning.

Results of investigation showed that the bulk of the salt was taken into the hide from the flesh side, and within the first twenty-four hours. They also proved that an important gain in weight was obtained by getting the hide salted as quickly as possible after its removal from the animal. Even one hour's delay caused quite a loss, while four hours delay caused a material loss. Thorough removal of blood from the hide before it had time to coagulate also increased the speed of curing and the weight of hide obtained. Experiments in which one half of the hide was put through in the regular way and the other half by an improved method demonstrated the advantage of immediate washing, immersion in saturated brine solution for twenty-four hours, followed by the regular salting process. The extent of alkalinity or acidity of the brine solution is also an important factor. These results, obtained in Chicago packing houses, and followed through the tannery have shown that the greater yield of hide carries through the tannery and produces an increased yield of leather, of higher quality than ordinary and free from salt stains. As a result it is proposed to repeat the experiments on a scale involving thousands of hides at a time.

Professor McLaughlin emphasized the fact that all the sciences were being employed on the leather researches, co-operation being obtained from chemists, biologists, bacteriologists, histologists, physicists, and others. The problems were so involved that no one science was capable of handling them alone.

By means of slides he showed the effects of temperature, and other factors on the bacterial action tending to destroy the hide. The aim in curing and tanning was to prevent decomposition of the hide and change it into a substance which would not decompose and which had the requisite properties for a certain purpose or use. It was a constant race between the tanner and the bacteria as to which got the hide.

The problem is being attacked from several angles, and so far quite a measure of success had been obtained, but it would be a long time before the problems were in any sense completely solved.

He also reviewed the various tanning materials and outlined the chemical and physical theories advanced as to their action. He mentioned the synthetic tanning materials already on the market, and predicted that they would have to be studied and employed to a greater extent as our present natural sources dried up.

At the conclusion of the discussion Mr. James Acton spoke briefly, mentioning the great changes in size and methods in the Canadian leather industry during the last thirty-five years.

A vote of thanks was moved to the society and to Professor McLaughlin by Mr. A. O. T. Beardmore, seconded by Mr. J. E. Breithaupt.

Among those present were Mr. E. J. Davis, Jr., Davis Leather Co., Ltd.; Mr. Geo. A. Blachford, Blachford Shoe Mfg., Co., Ltd.; Mr. John Sinclair, Barrie Tanning Co., Ltd.; Messrs. T. A. Craig and K. M. Kilbourne, Wickett & Craig; Mr. Ed. McQuay, Owen Sound; Mr. W. P. Knight, Robson Leather Co.; Messrs. J. E. Breithaupt and Carl Breithaupt, Breithaupt Leather Co., Ltd.; Messrs. Theodore and Robt. King, of King Bros., Ltd.; Messrs. T. S. Rovelstad and E. D. Bonisteel, Collis Leather Co., Ltd.; Mr. Reinhold Lang, Lang Tanning Co., Ltd.; Messrs. G. T. Beardmore, A. O. T. Beardmore, W. A. Moore, Adam Hall, and Stanley Birks, Beardmore Leather Co., Ltd.; Messrs. T. A. Faust and E. Glass, Yocum-Faust Co.; Messrs. James Acton and L. T. Acton.

COST ACCOUNTANT'S YEAR BOOK

The National Association of Cost Accountants has just issued its 1922 Year Book of 452 pages. Dealing as it does with the proceedings at the Annual Conference at Atlantic City last fall, it is replete with practical information of value to cost men, managers, industrial engineers and accountants. Some of the most important cost and managerial problems are discussed in it by leading authorities.

Questions of inventory at cost or replacement,, selling and administrative costs, distribution costs, establishment of standards, construction and use of budgets, co-operation of management and workers are taken up in detailed and authoritative manner.

The book can be obtained by non-members for three dollars a copy, on application to the Association Offices, 130 West 42nd Street, New York City.

JOHN RITCHIE CO. CATALOGUE.

The John Ritchie Co., Ltd., of Quebec have just issued a twenty-four page catalogue of their stock lines. In addition to their regular lines they feature their Arch Support shoe in kid and calf. Thirteen separate shoes are illustrated and variations in color and leather provide a wide range from which to choose. Printed on India tint coated stock with attractive cover, the booklet will find a place for itself on many dealers' desks.

Among The Shoe Men

Messrs. Gagnon and Arcand, shoe manufacturers, of Montreal, were registered recently.

Mr. E. Poirier, of Dunham, is going out of business.

The shoe store of Mr. E. S. Murphy, North Bay, suffered loss by smoke and water in a recent fire.

The Universal Shoe Co., of Montreal, was recently registered.

Mr. A. Webb has purchased the store and entire stock of the Marshal Boot Store, 235 Eighth Ave. W., Calgary.

The La Victoire Shoe Co., of St. Hyacinthe, Que., was recently incorporated for $90,000.00

The Maritime Merchant recently published an interesting article on Mr. Richard Roach, who has been a commercial traveller for more than fifty years. Mr. Roach, who, by the way, is the last of the third generation of the Roach family, is now eighty-five years of age, the last twenty-four of which he has spent with the W. B. Hamilton Shoe Co., of Toronto.

Mr. Ed. Lewis, of Toronto, accompanied by Mr. Louis Payan, of St. Hyacinthe, P.Q., were calling on the trade in Ontario last week.

The J. R. Grieve and Co. will open an up-to-date shoe store in Pembroke, Ontario, this week.

The shoe firm of Messrs. Hall and Hodges, of Toronto, suffered a loss, when a recent fire destroyed the building in which they were established.

Messrs. Owens-Elmes Limited, of Toronto, are now manufacturing their own oxfords. They have been manufacturing their own slippers and pumps for the past three years.

The Brandon Shoe Co., of Brantford, was completely destroyed by fire recently. The blaze, one of the most spectacular ever witnessed in Brantford, caused damage to the extent of $200,000., and will throw some eighty men out of work. It is reported that this firm will rebuild.

Mr. Joseph Daoust, of Daoust Lalonde and Co. Ltd., Montreal, was one of the number of representatives of the Province of Quebec, who recently visited Toronto at the invitation of the Lieutenant-Governor of Ontario. The primary idea of the gathering was to promote friendship and acquaintance between the two provinces. Mr. Daoust is already well-known and highly regarded in Ontario in shoe and leather circles at least, and is vice-president of the Montreal Chamber of Commerce, however, he was an important member of the party.

The Owens-Elmes Co., of Toronto, suffered considerable damage when fire attacked their factory.

Mr. J. H. Gillespie, prop. of the Cash Shoe Store, Limited, Truro, N.S., who has been ill for some time and confined in the Victoria Hospital, Halifax, N.S., is now on the road to recovery and was expected to be back in Truro before Easter.

F. C. Vance, who was running a shoe store in Truro, N.S., is now out of business. He made an arrangement last June and four months ago discontinued business.

The Scroggins Shoe Co., of Galt, Ont., report that business has been very satisfactory with their line of "Happy Toes" for children, and that the outlook for this year is promising.

The Quality Shoe Store, Stellarton, N.S., opened in February in that town.

Mr. Publicover, of Redden and Publicover, Sydney, N.S., has been ill with a severe cold, but is now back at his store.

J. W. Priest, of Pictou, N.S., left for Toronto, Orillia, Kitchener and Tillsonburg on March 21st.

D. R. Sutherland, wholesaler, of Pictou, N.S., has just returned from the West Indies. Mr. Sutherland has spent the winter months down there. He also picked up some business.

J. A. Hamilton is now representing Robt. Ralston and Co. Limited, Hamilton, in the Maritime Provinces and the Province of Quebec. Mr. Hamilton, although a young man, has had a number of years' experience as a travelling salesman, and gained a good knowledge of the shoe findings business as a representative of the Scholl Mfg. Co., with whom he was lately employed.

Mr. Albert Tetrault and Mr. Peter Doig, of the Tetrault Shoe Manufacturing Co., Ltd., Montreal, recently spent some time in New York City, on business in the interests of their firm.

Mr. John Myles, manager of the Columbus Rubber Co., of Montreal, Ltd., paid a flying visit to Toronto lately.

Mr. Oliver M. Brooks, of the United Shoe Machinery Co., of Canada Ltd., Montreal, recently spent several days in Kingston where he was supervising the installation of new shoe manufacturing equipment in the Federal Penetentiary.

Mr. Geo. E. Fortin, representing Philip Jacobi, Toronto, wholesale distributors of Hurlbut Shoes, has opened up sample and stock rooms in the Windsor Arcade, Peel and St. Catherine St., Montreal. The location being in close proximity to the leading hotels and railway stations, the company will be in a position to give even better service to the trade than in the past. Mr. Fortin, who is very well-known to the trade will look after the distribution of the Hurlbut Lines in the Province of Quebec. Buyers will find these showrooms a very inviting place, they are tastefully decorated. finished in oak and on the walls are displayed an array of the Hurlbut Company's latest attractive advertising ideas.

Mr. E. L. Kingsley, Canadian manager of North British Rubber Co., Toronto, has left for Scotland, where he will spend some time at the factory and confer with his principals as to the development of their Canadian business.

TARSAL-EASE DEMONSTRATION.

The week of March 19th was advertised as "Tarsal-Ease Week" in the shoe department of Robt. Simpson Co., Ltd., Toronto. In the ladies' section of the department considerable space was devoted to the demonstration of Smardon's Tarsal-Ease shoes. On a platform at certain intervals a model, wearing a pair of Tarsal-Ease shoes, demonstrated their appearance and various advantages, and from time to time exhibited cards which emphasized the points to be noted. The platform was draped with kid skins, and on it were displayed the various styles and patterns in which the shoe is made. Music was also provided to brighten the occasion.

A Foot-O-Scope was employed to demonstrate to persons being fitted the appearance of their feet in old and new shoes. The machine was kept busy and was of material interest and value.

Mr. W. Waller, head of the department, spent considerable time supervising the demonstration and fitting, and was quite pleased with the results obtained.

Mr. Walter Smardon dropped in for a few minutes from Montreal and stayed several days, spending his time right on the floor, helping the staff demonstrate and sell shoes. He was quite enthusiastic as to the results being obtained, while the direct contact with the public was of undoubted benefit to him as the manufacturer of the shoes.

HAMILTON IN SORROW.

Arthur Wilson, the Hamilton shoe retailer, has a strange prejudice in favor of the Tigers. This is well-known to his friends in the trade. In token of their sympathy following the recent defeat of the Tigers by the Toronto Granites, two of them sent him an elaborately decorated illuminated address with heavy black border. It looked something like this:—

Saturday Morning, March 3/23

Dear Arthur:

We extend to you our heartfelt sympathy in this hour of sorrow for the sudden death of the Bengal Tigers—runners up for the O.H.A. Senior Hockey Championship.

Yours in friendship at all times,
(Signed) Edw. Somers
Tim Healy

PARKDALE STYLE SHOW.

J. C. Budreo, the Parkdale shoe retailer furnished the shoes worn by the models in a style show put on at the Parkdale Allen Theatre. Each of the five models was given a pair of shoes and stockings, the latter being black chiffon. The models all chose black shoes, as they harmonized best with the various costumes worn.

Miss Toronto, who was one of the models, wore black satin colonials, with Louis heels.

The other four chose respectively:—

Patent leather pumps, with very small tongue;

Satin pumps, with small tongue;

Patent leather one-button, one-strap;

Patent and grey combination with cut out sides, one button, one strap.

All wore Louis heels.

Mr. Budreo says that he received considerable valuable advertising from the show and also from the models themselves, who expressed themselves as being pleased with the unusual ease and excellence with which they were fitted.

ONTARIO WHOLESALERS MEET.

An attempt is under way to round up the Ontario Section of the Shoe Wholesalers' Association of Canada, and it was expected that a regular meeting would have been held last week. A number of the outside representatives could not attend, so the formal gathering was postponed for a couple of weeks.

An informal dinner was held, however, at the Ontario Club, on March 29th., with Mr. W. A. Hamilton in the chair. Mr. S. Roy Weaver, the General Secretary of the Association was present and reported progress. He announced that the organization was practically completed and everything was shaping up well.

Occasion was taken by the chairman and others present to say some very nice things about the President, Mr. J. A. McLaren and his long and helpful association with the trade, to which Mr. McLaren responded in his usual modest and humourous style.

Amongst those present were Messrs. Hamilton, White, McLaren, Gravelin, Weston, Pearson, Griffith, S. H. Parker, Underhill and Jas. Acton.

RETAILER ADDRESSES ROTARIANS.

Mr. D. W. Bone, proprietor of the Family Shoe Store, Ltd., Prince Rupert, B.C., recently gave a vocational talk to the Rotary Club in that city. In an interesting fashion he explained the various constructional details of shoes, how manufacturing and distribution were operated, concluding with some historical information as to the shoe business itself, some of the

prominent men connected with its development and the general scope of the business. When a dealer really studies the subject, it is astonishing how much interesting information and history he can dig up about the business with which he is associated.

HURLBUT EXPANSION.

Philip Jacobi, exclusive wholesale distributor of Hurlbut Shoes in Canada, has announced the opening of a branch warehouse in Montreal, carrying Hurlbut Cushion Sole Shoes for children and Hurlbut Pussyfoot Shoes.

The headquarters of Philip Jacobi is in Toronto, but it is now proposed to serve the retail trade throughout the Province of Quebec from the Montreal warehouse. This Montreal office is located in the Windsor Arcade, at 152 Peel Street, in the heart of the uptown retail district. Complete stocks, embracing all of the Hurlbut lines, are now located there.

As a further means of strengthening this service with the Quebec trade, Philip Jacobi has placed in charge

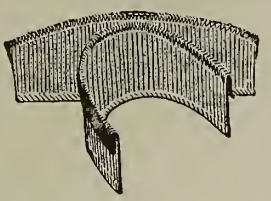
of the Montreal office, with full responsibility for sales in the Province of Quebec, Mr. George E. Fortin, a well known and competent shoe man. Mr. Fortin became associated with Philip Jacobi early in March.

The experience of Mr. Fortin carries with it thorough qualifications for the new connection. He served his apprenticeship in the actual making of shoes in modern factories before engaging as retail clerk in some of the Montreal stores, including that of George G. Gales & Company. Following this retail experience, he has had several years of experience as travelling salesman in the Province of Quebec and, until accepting his new connection, represented George E. Boulter, of Toronto, in the City of Montreal and the Province of Quebec, selling the McPherson, Newport and Menihan lines.

Mr. Fortin is resident in Montreal and has always been active in the Councils of the National Shoe and Leather Travellers' Association (Eastern Section). He is at the present time Vice-President.

"LA DUCHESSE" SHOE FACTORY DESTROYED.

About two o'clock Tuesday morning, March 28th., fire broke out in the factory of the La Duchesse Shoe Manufacturing Co., Ltd., Montreal, completely destroying that firm's plant, and damaging the plant of Charbonneau & Deguise, located in the same building. The loss sustained by the La Duchesse Co., is estimated at $200,000. It is the present intention of the firm to rebuild as soon as suitable arrangements can be made. The plant and stock of Charbonneau & Deguise suffered to the extent of about $15,000, and they expect to be in full operation in the course of a few days. The cause of the fire is unknown.



Winning Its Way Into Feminine Favor

GILCO STOCKING SAVER

is meeting a ready response from the consumer because it solves a real problem.

Protects Delicate and Expensive Hosiery at the Point of Greatest Wear.

Attached in a Moment by Moistening Adhesive Surface.

If Your Jobber Hasn't Them, Tell Us Who He Is and We'll Send Samples

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228-36 South Ave., Rochester New York

Thos. Rearden & Co. Ltd.

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LONDON, S.E.4, England

Telegraphic Address "Rearden" Brockley, London.

MANUFACTURERS OF FINEST ENGLISH CURRIED SHOE LEATHERS

Specialty

BOX & WILLOW SIDES

Also Specialists in

Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers

NEW REPRESENTATIVE FOR KINGSBURY FOOTWEAR CO., LIMITED

Announcement is made of an addition to the selling staff of the Kingsbury Footwear Co., Limited, Montreal, Mr. J. A. Portelance recently joining that well known organization.

Mr. Portelance is a native Montrealer, and his experience in the shoe business began in the store of Geo. G. Gales, Montreal. After having received

Mr. J. A. Portelance

thorough training under Mr. Gales' supervision, Mr. Portelance became connected with Geo. A. Slater, Limited, and continued in that firm's employ for the past twelve years, covering the Province of Quebec. He is a very popular man in the trade, and in his wide acquaintanceship numbers practically every shoeman in the Province. Hardworking and energetic, and possessing thorough knowledge of the shoe business, his friends look forward to his success in the new association he has made. He will represent the Kingsbury Footwear Co., Limited, in the Province of Quebec with the exception of the City of Montreal.

ADDS SHOE DEPARTMENT.

Hawley Walker Limited, the well-known outfitters, of Toronto, have established a shoe department, carrying over fifty lines and lasts of the Slater shoe. This new feature is under the management of Mr. M. Payne, an experienced shoe man. Mr. Payne, who has had a considerable experience with McClellands, on Danforth Ave., and Murray-Kays, of Toronto, including also some American training, believes that his department can be put on a paying basis. This store will now be able to outfit a man completely from head to foot. They expect to secure sales from their regular customers and to compete in general with the other better class stores. Though it has only recently opened, the attention created is encouraging.

THE BRANDON SHOE CO. FIRE.

The disastrous fire which wiped out Brantford's only shoe factory last month, left nothing but the walls. The insurance adjustments are not yet completed, but it is expected that the premises, plant and product are pretty well covered. In the meantime, the use and occupancy clause is in force, which gives the company a stated income until the premises are rebuilt and plant running.

After The Fire At The Brandon Shoe Company.

The Shoe Repair Man

The Sifting Process

The long winter, which has promoted the sale of rubbers and overshoes, has certainly played bob with the shoe repair business. Those who have a well established trade have been able to keep moving at a slow rate, while the men in smaller and newer shops have been able to spend a lot of time cleaning up and watching the scenery. If there is one thing that such a period does, it is to weed out the unfit, and those who have not been able to accumulate something against hard times. Unfortunately many of those who are hit know the business, are entitled to stay in it, but through force of circumstances are put into such a tight place that they cannot carry on.

It has frequently been said that there were too many in the trade. Certainly a very small number could have handled the work that has been available for the past few months.

The hard times undoubtedly serve to drive out of the business the type of man who went into it when it was booming and easy money was in sight. Again unfortunately, with the collapse of men of that class come losses to the supply houses, part of which must be carried by the rest of the trade.

Just to what extent this weeding out process is extending remains to be seen. That it is taking place is evident from reports from various centres.

The ray of sunshine in the situation consists in the conclusion that reduction in the ranks means better business for those who remain.

Another thorn in the side of the repairman has been the number of cheap shoes that have flooded the markets. For months repairmen have said that people who could buy a pair of shoes at from one dollar to five dollars would not bother having their old shoes repaired. This situation, too, must right itself. In the long run the public want quality, and must inevitably find out that it is poor economy to buy shoes put together to retail at low figures, while the supply of serviceable shoes at slaughter prices will not last indefinitely.

Meanwhile, however, the repairer can only face his individual problem, and not wait for trade to pick up, but go after it. It is easy enough to say that business cannot be built up to the old high point. There is no doubt that more business can be had by going after it than by waiting for it to come of itself. Spring weather appears to be here. Rain and mild weather demand shoes that are whole to keep out the wet, while overshoes must be discarded. There is no boom in sight in shoe repairing, but the live repairer will capitalize the opportunity that lies ahead of him.

BUILDING UP THE INDUSTRY.

The following quotation from the catalogue of the United Shoe Machinery Co. of Canada, is well worthy of study by the Canadian shoe repairer:—

"The great advancement that has been made in Shoe Repairing Methods—the improvements that have come to the trade in shortened hours, better working and living conditions, more healthful surroundings and the removal of a discouraging burden of drudgery from the trade, resulting in the advancement of the business of repairing from one of back street obscurity to front street dignity, compelling its recognition as an essential national industry—has largely been brought about by the man who has recognized the immense importance and utilized the possibilities in improved equipment, labor saving machinery and devices as applied to the trade.

"He who faces his customer secure in the knowledge that his work and statements are backed by the best and most modern equipment, that is incidentally businesslike in appearance, assuring and making possible the delivery of high class work, has a wonderful moral support that will go far in making his success.

"The impressions of prospective customers are largely influenced and promoted by the equipment

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

and furnishings of the establishment. The effect of the modernly equipped, businesslike and efficient looking premises is to favorably impress the buyer with the elevated standard of the business, its methods and service.

"The business that looks obscure must naturally impress them as being obscure. If the machinery and equipment is dilapidated, makeshift, or hopelessly out-of-date, the public will so form their opinions of the business and the service that it might afford.

"One of the saving factors in civilization is the fact that we naturally prefer that which is better or best, discarding that which is not so good. It is by such selective improvement that we progress.

"Keep a store and equipment in which you have confidence and the public will have confidence in you.

"Everywhere the successful shops are those that have adopted this policy and are living up to it."

TORONTO ASSOCIATION.

The regular monthly meeting of the Toronto Repairers' Association was held on April 3rd. A fair attendance was recorded. The chief point under discussion was co-operative advertising. Most of the members feel that trade could be helped, and the association boomed by the development of a scheme to educate the public as to the advantages of shoe repairing, and to advertise in particular the work done by the association members. The plans have been under discussion for some time, but definite action has not been taken yet.

AMONG THE REPAIR MEN.

The shoe repair shop of Mr. H. F. Wix, 738 King St. E., Hamilton, was recently destroyed by fire, cause unknown. The damage amounted to over $1,000.00.

The United Shoe Repair Shop, of Montreal, has gone out of business.

U.S.M.C. REPAIR CATALOGUE.

The United Shoe Machinery Co., of Canada Ltd., have issued Catalogue No. 5, of shoe repairing outfits, equipment and auxiliaries. This is one of the most complete of its kind yet issued. It is filled with illustrations and discriptions of up-to-date equipment, and small and large outfits. One of the newest features shown is a new model C skate sharpening machine, which embodies three sharpening wheels, coarse, medium, and fine respectively.

VANCOUVER NOTES

The Economy Shoe Store owned by Mr. Stuart Nevill closed its door during the week, the stock being purchased by Mr. Iver Smith.

The repairing trade has felt the effects of the return of wintery weather, causing a dull time among its members. Quite a few anticipated disposing of their business to take up other work.

Mr. A. Jones, who has been connected with the trade many years in Vancouver, has taken over the stand of Mr. A. Ainsbury on Pender Street. Mr. Ainsbury has gone South on the next lap of his journey around the world.

Mr. J. Fox, of Broadway E., has had the misfortune to severely lacerate his foot. An axe, with which he was splitting a piece of wood, struck some ice and glanced off. It entered the foot between the two toes for an inch or more.

Mr. N. Messere, of New Westminster, severely cut his thumb, causing him to be away from business for two weeks.

An echo of the death of Mr. Rod Campbell, Jr, partner of Messrs. Storey and Campbell, leather and findings merchants of Vancouver, was heard in the Supreme Court before Mr. Justice Morrison. The case was brought up by Mrs. Annie Campbell, widow of the deceased, against her brother Mr. J. Storey, to compel the defendant to sell property which they own jointly, the proceeds of which was to purchase her interest in the firm of Storey and Campbell, Limited, which the plaintiff estimates at $158,000. The firm was incorporated as a limited company in June, 1920, the stock being divided, Mr. J. Storey 1827 shares and Mrs. A. Campbell 1723 shares. Mr. J. Storey was appointed as manager at a salary of $6,000.00 per annum. During the course of the evidence before the court, it was shown that the profits for the year 1919, prior to incorporation was between $76,000.00 and $78,000.00, and that the profits for the six months following the death of Mr. R. Campbell were $44,000.00, and the following six months $2,000.00. The following year the business was carried on at a loss of $10,000.00.

HIGH REPAIR PRICES.

It is encouraging to note that in spite of the cry in this country about high repair prices, we are unusually well off in comparison to some other countries, notably Germany.

It is reported that it costs 10,000 marks to have half soles nailed on shoes in Germany now, because of the extremely high price of leather. This is about half the monthly salary of the average domestic servant. Consequently, it is frequently part of the agreement with servants that shoe soles are to be supplied by their employers.

ESTABLISHED 1863
THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS
OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

KANGAROO
We are headquarters for all Finishes, Grades and Kinds.
Sheepskins Skivers "Ryco" Matt Kid

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36 and 38 Spruce Street - NEW YORK, U.S.A.
Branch: 54 South Street, BOSTON, MASS.

AN EXCHANGE OF COMPLIMENTS.

In his rounds the other day, a SHOE & LEATHER representative picked up the attached correspondence between a couple of well known shoe manufacturers whose names, for obvious reasons, are withheld. While playful in spirit it throws some light upon the mental attitude of the trade at the weary end of a winter of discontent that it is to be hoped may yet blossom into a glorious summer of successful shoe selling:

"Friend B:—The Chief of Police and I are quite chummy here in town, and I was in his office a few days ago talking over town topics. He pulled out a circular. You know the circulars that the Chief of Police receives. I was surprised to recognize your face. The crime is for holding the fifth ace, most likely the ace of spades, in a little game of poker. They would like to get his finger prints and I thought of you. If you will just look over this you will see the reason. If you are not quite satisfied you might show it to some of your friends, and they probably will tell you that it is a fairly good picture of yours truly. Kindly let me hear from you and give me some explanations why the Chief of Police should have your picture. Yours P."

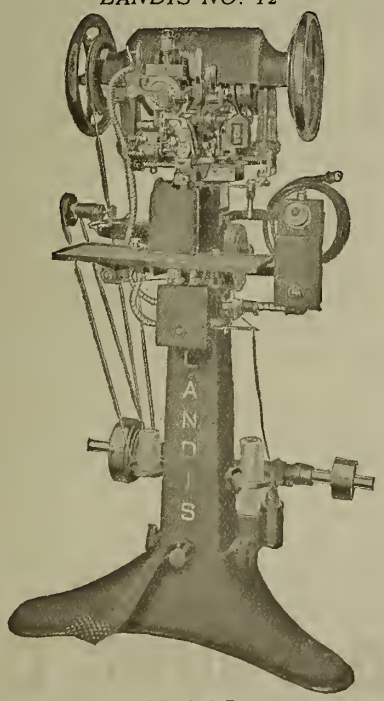
"Friend P:—At times I have wondered at your always and ever-evident good nature and restfulness of character, and I have often wondered how you disposed of the various worries that come to us in the shoe business. While I am a little surprised that you picked on your Chief of Police for what we might call 'chummy' protection, I can quite understand now that that might also give you the entree into the Sheriff's office, and so between these two gentlemen you could probably find a way to fix up some unpleasantnesses that might come the way of a young man as combative in spirit as you are.

"Pinched for fighting on the streets evidently would mean nothing to you whatever; simply give your friend the Chief the high sign, and if you felt so disposed, go on fighting. Consequently, any scraps you get into need not worry you at all; hence the smooth disposition.

"In order that the point of your letter might be hushed up as much as possible, I showed it to H.M., and in doing so I felt quite safe, because I am quite sure he will not tell this to anybody that he **doesn't meet**. Outside of that I feel that there will be absolute secrecy over the matter, and I never expect to hear another word about it **until I meet** some of my friends.

"While I do not wish to brag too much, it is astonishing the number of people who send for my picture, so much so that I have to engage a royal photographer and royal secretary, and I can see now where there has been a slight slip-up in sending out this picture perhaps to the wrong people. However, I am sure you can quite understand that this picture business has been overdone in this case, although usually I send a cheque for a thousand or two with my picture for any deserving subscriptions, or perhaps for lesser amounts when it is prescription, commonly called a "per" in the cities of Ontario; Quebec is different—we can go right in and buy it, and that leads me to say that I have just returned from Montreal where I had the pleasure of listening to some speeches on the very affluent conditions of the Province of Quebec, and somehow or other I drew the inference that we, as residents of the Province of Ontario, should all be in the hands of the police; or our pictures should be, at all events, as illustrating a bunch of business men who vote for a condition that does not change the thing we want to change, but surely does provide a very handsome living for the boot-leggers.

LANDIS NO. 12



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St., St. Louis, U. S. A.

Edwards & Edwards Limited

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Quebec and Maritime Provinces
Represented by
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Lincoln, Beach and Kingston Sts.

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WOODS BLDG.
CHICAGO

YOU WANT
THE BEST

In other words, the present O.T.A. is evidently making a bunch of boobs out of us because the law is not properly administered, as a whole, throughout the province. You just might show this paragraph to your friend, the Chief of Police.

"Outside of this, business is rotten; we get our three squares a day, cigarette money if we are in luck, attend creditors' meetings with the usual eclat, swear that we will avoid all possible chance of loss in the future, and then try and enjoy anything that we can get out of life.

"The condition of the shoe business just at present does not permit me to hold one ace, let alone five; consequently, I find I am learning to play a very stiff game of Old Maid. With very kind regards. Yours sincerely, B."

LITIGATION OVER DAVIES' STOCK.

In connection with the disposal of the Davies Footwear Co's stock at Toronto, there have been some interesting developments resulting in a lawsuit against the estate. It seems that tenders were advertised for by the inspectors, trustees and Bank of Montreal. The bank held a warehouse receipt on about $200,000. of the stock, the balance of about $70,000. being held by the trustees.

The bank returned all the tenders, considering none of them satisfactory, the highest bid being 51½ cents, and although they advertised to sell by auction, they withdrew the advertisement and proceeded to sell the stock by private sale. They were warned however, by the solicitors of one of the creditors against such a course, and forthwith advertised again their portion of the stock by public auction, the sale realizing 67½ cents on the dollar instead of about 54 cents, the highest private offer. With regard to the disposal of the $70,000. lot it seems that the inspectors met, opened the tenders and awarded by resolution the stock to J. A. McLaren and Co., whose bid was 34 cents on the dollar. Almost immediately after, however, a verbal bid of 35 cents was put in on behalf of Messrs. Swalwell and Boyle, who produced a deposit of $500. cash and two unmarked cheques of $700. and $1,200. respectively. The award to J. A. McLaren and Co. was disregarded and the stock given to Swalwell and Boyle.

J. A. McLaren and Co. then commenced injunction proceedings to prevent the transfer which, however. failed, the judge holding that the principle was the same as would be applied to an application to reopen bids when property is being sold by the Court. He said, however,—"The conduct of the assignee and of the inspectors in this case, I regard as wholly improper, and if this kind of thing becomes chronic, no one will bid at an assignee's sale if he thinks his tender is to be hawked around for the purpose of obtaining a higher bid."

The case is being appealed by J. A. McLaren and Co., who feel that not only have they been most unfairly treated by the trustees and inspectors in this case, but as the judge said, unless this sort of thing is stopped there will be no bona fide tendering in affairs of this kind. In the meantime, it has been demonstrated that the public auction sale is the most fairest and most effective way of handling bankrupt stocks. In the case of the bank, twenty-five per cent. more was realized besides making it impossible to demoralize the market, wholesale and retail, at a time when business was in a critical state.

CLASSIFIED ADVERTISEMENTS

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

WANTED Line of Shoes for Eastern Ontario. Salesman has number one connection in this territory and can furnish the best of references. Address Box 90, Shoe and Leather Journal, 545 King St. W., Toronto.

YOUNG MAN, with High-class Retail Shoe Experiencc wishes a good Line of Shoes or Shoe Findings for Ontario Territory. Box 91, Shoe and Leather Journal, 545 King St. W., Toronto.

EXPERIENCED SHOE TRAVELLER, now inside, seeks position on the road, preferably in the Maritime Provinces. I have had many years experience with well known shoe concerns, and would be glad to hear from any firm that could place me with a line of shoes. Replies to Box 95, Shoe and Leather Journal, 545 King St. W., Toronto.

FOR SALE—Shoe Businces in good town in Waterloo County. Rent $37.00 per month. Stock $9,000, exceptionally clean. Turnover $20,000, splendid location. Apply Owner, Box 93, Shoe and Leather Journal, 545 King St. W., Toronto.

TRAVELLER, calling on the Wholesale Shoe Trade, is open for lines for Ontario on a commission basis. Twelve years' connection. Box 94, Shoe and Leather Journal, 545 King St. W., Toronto.

MAN WANTED—Capable of managing shoe factory, present capacity about 300 prs. per day, state experience, salary expectcd, giving references. Apply, Box 99 Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

SHOE TRAVELLER, with good connection in North-Western Ontario, just severed connection with large shoe manufacturing concern, is open for line of shoes and rubber footwear. Can show results. Box 98, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experiencod Salesman, with connection, for Provinces of Quebec and Maritime, to handle a high grade line of women's footwear. Apply, Box 97, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Live Shoe Business in large Western Ontario City. Stock around twenty thousand. All new. Large turnover. Long lease. Good reasons for selling. Box 96, Shoe & Leathcr Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Shoe Business in one of the best towns on Vancouver Island. All new stock. Carefully bought. Turnover $2,500 a month. Value of stock on hand about $12,000. Store located on main street, and one of the best stands in the city. Rent only $25 per month. No other exclusive shoe business in the city. A good proposition and one well worth investigating by anyone who understands the shoe business. Will take part cash, balance on easy terms. For full particulars, apply, to Box 248, Cumberland, Vancouver Island, B.C.

SHOE REPAIR STAND FOR SALE, consisting of one U.S.M.C. finishing machine, patcher, and other tools. Would sell as a whole or part. Apply to the undersigned, W. J. Gash, 50 Hunter St. E., Peterboro, Ont.

FOR SALE—The Empire Shoe Repair. Modern appliances; U.S.M.C. 18 ft. outfit with stitcher; English bench stands and lasts. A good business proposition. Doing a small retail trade also. Property to be disposed of same time. Write E. J. Lee, proprietor, 11 Hadley St., Cote St. Paul, Montreal, Que.

Show Them JOHN BULL Shoepacks

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

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

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Tanners of
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Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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BRANCH WAREROOM
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Only stops to improve quality and selection. Depots at all principal Hide centres including
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"We deliver what you buy"

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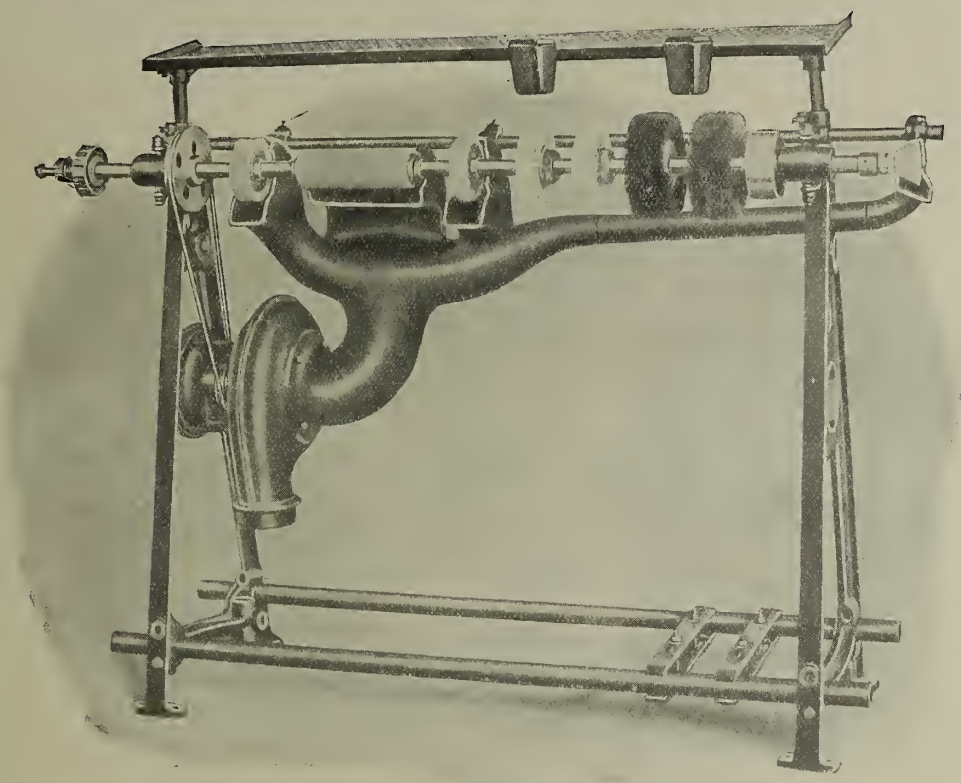
WHERE SPACE IS LIMITED



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Edge Trimmer can be Added to This Outfit Anytime

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THAT ARE
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INCREASE PRODUCTION---PRODUCE LARGER PROFITS

EQUIPPED FOR MOTOR OR GASOLENE ENGINE DRIVE

OUTFITS JUST AS LARGE AS THE OCCASION DEMANDS. TERMS THAT YOU CAN AFFORD

OUR EXPERTS WILL GLADLY ASSIST IN SELECTING A SUITABLE EQUIPMENT

OUR LATEST CATALOGUE MAILED FREE ON REQUEST

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MAIN OFFICE AND FACTORY
MONTREAL

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KITCHENER
88 Ontario Street, S.

QUEBEC
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One Strap Colonial Pump. Made in all Leathers and Combinations.

Still The Best Value In Style Shoes In Canada

As the demand for Values in Ladies' fashionable shoes grows keener the popularity of the CLARK BROS. LINE grows greater. Featuring the smartest effects in lasts and patterns and retailing at

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they make available at a very moderate price footwear of the very latest vogue.

FOR SPRING

you can create volume trade by featuring CLARK BROS. PUMPS AND OXFORDS.

CLARK BROS., Limited

St. Stephen *N. B.*

THE THIRTY-SIXTH YEAR TORONTO, APRIL 16th, 1923.

THE SHOE & LEATHER JOURNAL

Another Astoria Masterpiece

THE FALKIRK

An English Brogue either in Scotch Grain or Calf

SCOTT-McHALE Limited

LONDON - - - CANADA

ACTON PUBLISHING COMPANY LIMITED

TORONTO MONTREAL

Established 1857

"THE WEAR TRENT VALLEY OAK IS THERE"

WHAT SHALL IT PROFIT

If a shoe has all the Style,
Workmanship, Finish and
Fit in the world and has not
A DEPENDABLE SOLE?

TRENT VALLEY OAK

Is Unsurpassed for Quality and Wear

A Sole to Suit Every Shoe.

Trent Valley Oak Cut Soles, in all sizes and grades can be supplied by

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Producers of the Standard of Canadian Sole Leather

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In the shoe business to-day lies in regular *High Class* and *Medium Priced Goods*. The retailer as well as the manufacturer should make sure that he is amply protected as to

Quality and Economy

In the materials entering into these essential lines of profitable shoe selling. *Davis Leathers* are the last word in shoemaking quality—texture, finish and wear—and the most economical cutting stock made for either men's or women's lines of the better class.

Davis Colored Calf

In fashionable shades of Browns and Reds

Uniform in color and finish. The last word in shoe fashions.

Black Dominion Calf

In Bright and Dull Finishes

Smooth, outstanding and silky in texture—economical in cutting.

Davis Boarded Veals

In Three Colors

The logical leather for economical production—the ideal for moderate priced shoes.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

The Right Kind of Counter For Every Type of Shoe

D. & P. 3-Piece UNION COUNTER

An exclusive D. & P. product specially made to fill an important need—A Counter possessing unique features that make it perfectly suited for use in Women's Shoes. Leading manufacturers of Women's Lines are unanimous in pronouncing it the one best Counter for their particular requirements.

D. & P. FIBRE COUNTER

Fibre Counters became standard counters everywhere when D. & P. Counter-Makers raised their practical usefulness to a level with that of leather counters, while in value keeping them well below leather counter costs. You save money and you gain quality by using D. & P. Fibre Counters.

The D. & P. Policy—"A Counter for Every Purpose" applies to all grades of shoes, and not only for finest footwear but for medium and staple lines as well there is a D. & P. Counter that serves the purpose to perfection.

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 Freres, St. Valier Street, Quebec

Wisdom Says---

D. & P. UPPER LEATHERS

Chrome, Bark, Retanned
Colors and Black

Reasoning according to results, the manufacturer is guided by every rule of wise leather-buying to choose his Upper Leather Stock from the D. & P. Lines.

Every D. & P. Leather is the produce of expert tanning. The uniform quality and texture can have only one result—SHOES OF LONG WEAR. The lustrous beauty, due to its fine finish, can mean only one thing—SHOES OF OUTSTANDING APPEARANCE.

In the lines we are featuring for the coming Season are the very shades that Fashion's decrees have made the vogue. Manufacturers take no chances in showing these shades, and certainly they cannot buy with greater economy or get greater worth in quality.

LET US SEND YOU SAMPLES AND QUOTATIONS ON YOUR COMING SEASON'S REQUIREMENTS. YOU CAN PROFIT BY WHAT WE HAVE TO OFFER.

DUCLOS & PAYAN

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St. Hyacinthe

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You Can Depend On

LAWRENCE LEATHERS

It's the absolute reliability of Lawrence Leathers that makes them so satisfying to shoe manufacturers and retailers, a constantly increasing number of whom are learning to insure receiving the latest and best things in leathers *by keeping in touch with A. C. Lawrence Leather Company.*

A. C. LAWRENCE LEATHER CO.

210 South Street, Boston, Mass.

New York Chicago Philadelphia Gloversville
St. Louis Cincinnati Rochester

CALFSKIN
SHEEPSKIN
SIDE LEATHER
PIGSKIN
WELTING
COUNTERS
INSOLES

Write for samples

"GUTTA PERCHA"

Rubber Footwear

This is the season when it pays you to look over the samples with care and forethought. There are many improvements and important additions that are well worth your examination and consideration.

By early action you will be relieved of all scramble and hurried ordering later on. The selection of your future stock is well worth mature, leisurely study and care.

And the prestige of this old established "Gutta Percha" line is a definite help in making sales and profits. "Gutta Percha" Rubber Footwear in your window displays attracts customers because in it they recognize a line which they know well and favorably for value and satisfaction.

Stocked by Our Branches and Leading Jobbers

Gutta Percha & Rubber

——Limited——

Head Offices and Factories, Toronto

Branches from Coast to Coast

MURRAY SHOE CO., IN STOCK COMPETITION

The Judges have decided as follows, in our competition:

There were a great many entries, and it was very hard to decide the prize winners, among so many excellent letters.

FIRST PRIZE—$50. Awarded to Mr. G. D. Humphrey, care of Wm. Marsh Co.,Quebec, P.Q.

1. One can get goods immediately, without having to wait one's turn at some overcrowded plant which takes one's orders, but is unable to get them out in the promised time.

2. When factories are rushing goods through, the goods cannot be, and are not made as carefully as they are during normal unrushed periods.The factory which makes goods during slack seasons and stocks them for the future is able to supply well and carefully made goods; and these are greatly preferable to the results of a rush order.

3. By being able to supply smaller quantities and a greater variety, the factory which carries a floor stock renders a greater service to the trade in general, and helps the buyer especially, as he can made a greater turnover with less capital.

4. The factory is paying storage charges which the buyer would otherwise be compelled to pay. Also insurance, depreciation, etc. must be remembered.

5. Floor stocks must necessarily be shoes of a staple style, and on a sensible last. Novelties lose value so quickly with the changes of fashion that no-one would dare to stock them in quantity.
The stock carrying factory then has a great deal to do with the stabilizing of the shoe trade and the bringing back of prosperity.
Then those who deal with such factories are indirectly but truly aiding themselves.

6. By making stock shoes during the slack season, work is provided for the employees who would otherwise be in desperate straits. This humanitarian side of the question would make the carrying of stock departments worth while even though no further profit were made by so doing.
However a factory which works by starts and spurts loses great sums in overhead charges. These higher costs have to be passed on to the selling division of the trade and shoes are more expensive which means a smaller market for those shoes. Factories working steadily even though at no great profit can make shoes more cheaply than their "carry no stock" competitors, and their customers can get much greater value for their money.

SECOND PRIZE—$25. Awarded to Archie B. Zacks, 424 George St., Peterborough, Ont.

1. The manufacturer who carries stock is between the manufacturer who does not carry stock on the one hand, and the jobber who buys goods from manufacturers for resale on the other hand. To the retailer the stock-carrying manufacturer combines the good points of the other two classes and eliminates many of the bad points of each of the other classes.
The shoe trade has passed through a period of instability and conditions are not yet settled. Prices as well as styles are continually changing, and the careful retailer cannot buy a large quantity of any style, and take the chance of it proving a winner. On the other hand if he buys in small quantities, he cannot get more of the shoe before a month if it proves a good seller. In that time the demand for that particular style might fall off. Jobbers are in the same position as retailers in this respect. They also are dependent on the manufacturer, and rarely can the retailer procure the best selling lines from a jobber when he wants them. The manufacturer who carries stock is therefore the dependable man who can supply the retailer, because he is continually making goods for his In-Stock Department, and can easily increase his production on any styles for which there is a great demand.

2. Knowing what sizes to buy is just as great a problem for the retailer as knowing what styles to buy. The retailer, unless he has unlimited capital, cannot buy in very large quantities. The average retailer therefore buys in 12 or 15 pair lots. He only gets about two pairs of the best selling sizes in buying 15 pair lots. He might sell the best sizes the first day after the goods arrive, and then finds himself with a broken line. By the time he fills in these sizes, other sizes will be sold out. Therefore, again the manufacturer that carries stock is the logical man for the average retailer to deal with.

3. If the retailer buys from a wholesaler he pays a middleman's profit. If he buys 12 or 15 pairs of a line, made up according to his own specifications, direct from a factory, he also pays a high price, because a manufacturer cannot make 12 or 15 pairs of one line cheaply. But a manufacturer making large quantities of shoes for his In-Stock Department can specialize on the shoes. Also, making such large quantities of every line, he can affect the economies of large scale production. Therefore the retailer can expect to be able to buy more cheaply from a firm that manufactures its own goods for its In-Stock Department.

4. Wholesalers as a rule do not have the best materials put into shoes made up for them, because if the shoes do not give service their reputation is not hurt. If I buy a line of shoes from a wholesaler which I know were made by

the Blank Shoe Mfg., Co., and the shoes do not give satisfactory wear, I will not stop buying from the wholesale house, but I will stop buying Blank's shoes. On the other hand if I buy from a manufacturer and his shoes do not give satisfaction, I cease buying from him altogether. But the manufacturer carrying stock usually sells his goods with his name or trade mark stamped on them. Such a manufacturer will try to put honest materials and workmanship into his product, in order to have the consumer come back for his shoes.

5. The manufacturer that does not carry stock obviously cannot issue a catalogue. The wholesaler, constantly changing his lines and sources of supply, cannot issue one either. But the manufacturer who carries popular lines in stock can and should issue a catalogue regularly. Such a catalogue is a great help to the retailer. He can order lines for which there is a demand, without having to wait for a traveller, and he can take orders for special pairs by showing the customer the styles of shoes illustrated in the catalogue. By ordering regularly from a catalogue, the retailer can keep his capital investment and stock down to a minimum, keep his shelves clean of obsolete styles and odd sizes, and can make a larger profit because he is always buying at current market prices.

6. It is safest to buy from a manufacturer who carries stock. He will put into stock only those shoes that have been proven as good popular sellers. He will not stock so called millinery shoes, which change in style so frequently. The retailer can buy from such a firm and have confidence that the shoes will sell, and such confidence at the present time means a great deal.

THIRD PRIZE—$10. Awarded to S. H. Ingram, care of Yale Shoe Store, Prince Albert, Sask.

1. The factory that produces, and has an in-stock service of the best sellers, naturally sells more shoes, thereby increasing Factory production, which in turn decreases total cost per pair. Therefore the manufacturer is in a position to produce a better shoe at a smaller cost, of which advantage the live Retailer is ever ready to grasp.

2. The merchant that buys from the factory that stocks the best sellers, thereby reduces his overhead, risk, and increases sales. Therefore he does more business, and makes more profit.

3. It is an indisputable fact that volume of business is the key to cheaper production. Therefore the merchant that stocks the best sellers can rest assured that he had bought a better shoe for less, which will undoubtedly place him to an advantage over his competitors. The quality and economical price gained by the merchant is in turn taken advantage of by the people, which goes to build up, and make a more flourishing business.

4. The merchant's investment is not so large, as he can size in whenever necessary, thereby keeping his investment, and stock turning at all times, and end the season with clean shelves.

5. If it is a case where a merchant wants stock immediately, and we did not have a manufacturer giving us that valuable in-stock service, with all due respect to the jobber, who is a man that deserves our support to some extent, we would have to resort to his convenient service. Therefore we would be paying a margin of profit on his investment, which margin each merchant should endeavor to give to his customers.

6. In case of defective goods, or an adjustment being desired, it is more quickly obtained when bought direct from the manufacturer, as there are only two parties involved, as against three when bought from the jobber.

The other prize winners were as follows:

H. G. Lunney, 260 Yonge St. — *Toronto, Ont.*
A. L. Wright, c/o Amherst Boot & Shoe Co., Box 448 — *Amherst, N.S.*
A. J. Chessum, 184 Main St. — *Toronto, Ont.*
V. E. Taplin, 226 Yonge St. — *Toronto, Ont.*
H. L. Hopkins, c/o Saba Shoe Store, 201 Yonge St. — *Toronto, Ont.*
Geo. J. Ree, c/o W. H. Mack, 344 Bleury St. — *Montreal, Que.*
Geo. McVicar ..... *Goderich, Ont.*
C. C. Spencer ..... *Midland, Ont.*
Jas. E. Willis ..... *Seaforth, Ont.*
E. F. Lavigne ..... *Orillia, Ont.*
Mort. L. Levy, 260 Yonge St. — *Toronto, Ont.*
J. E. Thompson, c/o Hudson Bay Co. — *Lethbridge, Alta.*
D. A. Gibson, — *Portage La Prairie, Man.*
Jas. Welch, c/o Welch & Dow, — *Boissevain, Man.*
Fred W. Horne, c/o T. Jack Co. — *Ft. William, Ont.*

We thank all those entering this competition, for the interest they have shown.

MURRAY SHOE COMPANY, Limited
LONDON, ONT.

Trace to their source the finer style ideas illustrated in these pages, and the many more featured in the new Season's Samples, and you will find that they originated with United Last Company Designers.

Remember, too, that in style creating our ability to serve is equalled by our availability for service. We are within easy reach wherever shoes are made. Our chain of showrooms reaches the country over and links every manufacturer with every style centre.

United Lasts are accurate. United Patterns are distinctive and popular. United Service is efficient, and a most important factor in successful shoemaking.

THE LAST WORD
STYLE QUALITY
UNITED SERVICE

United Last Company Limited

Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East

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.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
The Miner Rubber Co., Limited	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.

Merchants who have used Miner's Boy Scout and Girl Guide window trims and posters have gotten big results in increased sales.

If you haven't used this advertising yet, be sure to do so next Fall. To get maximum benefit this means that you should place now for some, even if only a few, cases of Boy Scout and Girl Guide Rubbers.

TEXELECT

The ELECT Among White Shoe Fabrics

A quality cloth, distinctive in name and distinctive in nature—possesses all the superior features of its predecessor, Beechtex, plus additional exclusive qualities resulting from continued experiment and constant effort to EXCEL as makers of

THE IDEAL SHOE FABRIC

Write for samples
and full information

J. Einstein, Limited

152 Notre Dame St., West, Montreal

ADVERTISING
--to help YOU sell more shoes

In a long list of Canada's finest daily newspapers mothers and fathers of Canadian children will, this Spring and Summer, see these Hewetson Shoe advertisements.

The advertisements are too striking, too unusual and too interesting to be "drowned out" or overlooked. They will be seen, read, remarked upon. They will have the desired effect.

Of course, best results will be observed where co-operation is fullest. If you desire to cash in liberally on this advertising you must tie up to the advertising campaign. You know best how this is done, such as frequent window trims, and interior displays, prominent display of the Hewetson Kiddie Shoe Box and other means.

Read the advertisements carefully. The selling arguments are strong because they are so perfectly truthful. Learn them all. If you have assistants, have them study the advertisements also. Hewetson Shoes for Children are very easy to sell once the salesman knows the selling points and appreciates the great need of properly fitting the feet of the children of Canada.

HEWETSON
SHOES FOR CHILDREN
"Made Stronger to Wear Longer"

J. W. Hewetson Co., Limited
Shoemakers to Children
Brampton, Ont. and Acton, Ont.

Barrie Leathers

for Perfection—

SHOE manufacturers everywhere speak well of the perfect tannage, finish and economical cutting qualities of Barrie Leathers. Particularly Black and Colored Mennonite for staple shoes and Grain Insole in crops for higher grades.

The fact that we receive continual repeat orders from our customers proves its popularity and quality.

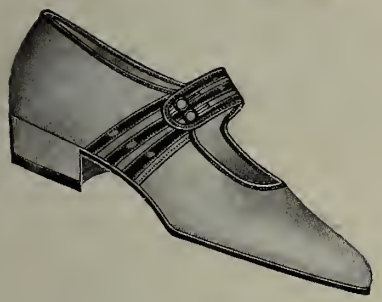
If you have never tried Barrie Leathers, get in touch with us now. We will be glad to quote prices.

The Barrie Tanning Co.
LIMITED
Barrie, Ontario.

No. S720—$3.85

No. S777—$3.50

No. S786—$3.10



No. S582—$1.85

Send for April Issue of HANNAHSONS NEWS

No. S859—$3.85

No. S576—$1.85

DESCRIPTIONS

S720 — Black Satin, Fan Flare Tongue, Metal Ornament, Genuine Turn, 16/8 Full Louis Heel. Widths A to D. Code "Pan" $3.85

S730 — Same as above except 14/8 Full Louis Heel. Code "Pat" $3.85

S833 — Same as above except 14/8 Jr. Louis Heel. Code "Eleanor" $3.60

S834 — Same as above except 16/8 Half Louis Heel. Code "Ellen" $3.60

S835 — Same as above except 12/8 Baby Louis Heel. Code "Lorrey" $3.60

S836 — Same as above except 12/8 Military Heel. Code "Sully" $3.60

S802 — Black Satin One Strap, 14/8 Louis Heel, brocade quarter, leather lined, imit. turn, code "Ruby" widths B to D.... $2.85

S777 — Same as above except genuine turn, 16/8 Full Breasted Louis Heel, widths A to D. Code "Sarah" $3.50

S786 — Black Satin Wide One Strap, 9/8 Flapper Heel, rhinestone button, genuine turn, leather lined, widths, B to D code "Clover" $3.10

S776 — As above except imitation turn, code "Edna" $2.75

S742 — Black Satin One Strap, Button, 9/8 Heel, Black Drill lined, Imitation turn, widths B to D, code "Inda" $2.15

S582 — White Canvas Patent trimmed One Strap, Two Button, Imitation turn, 9/8 heel. Widths B to D, code "Enid".... $1.85

S580 — Same as above except with 12/8 Cuban heel, code "Thelma" $1.85

S859 — Black Satin One Strap, Suede Collar and Cut Out Tongue, Turn, 15/8 Full Louis Heel, widths A to D. Code "Madlyn" $3.85

S861 — Same as above except imitation turn 12/8 Cuban heel, three cut-outs, B to D, code "Sylvia" $3.15

S576 — White Canvas One Strap, Patent Checker Board trimmed, Imitation turn, 12/8 Cuban heel. Widths B to D, code "Erato" $1.85

Fabric Footwear Specialists

This is the day of the specialist. The HANNAHSONS SHOE CO. is a specialist in the manufacture of Fashionable Fabric Footwear.

Equipped with twelve successful years of experience in making fabric shoes, three big factories with a capacity of 10,000 pairs a day, a wood heel plant—a box and carton factory and complete printing plant—the HANNAHSONS SHOE CO. is making and distributing BETTER SHOES AT LOWER PRICES.

Specialization has made HANNAHSONS the leading fabric footwear manufacturer.

Right now you can buy HANNAHSONS up-to-the-minute styles in satin and canvas from stock, which will make more money for you than any line of women's shoes in your stoe

HANNAHSONS SHOE CO.
HAVERHILL, MASS., U. S. A.
Manufacturers

In Stock HANNAHSONS In Style

As Follows:

"This idea of putting yourself in the other fellow's place is, after all, nothing more nor less than justice. Nothing of permanent value is ever built on a false basis. To ascertain all the facts bearing on a given situation and then to ask yourself how you would feel if you were the other fellow is the only successful way of doing business that I know of."

Service

That Serves

In our efforts to get your point of view, we have built our service activities to a high point of efficiency. We know you want prompt deliveries of rush orders, filled as specified, and packed safely and correctly. Knowing this, we offer such a service for your convenience.

The J. M. HUMPHREY CO., LIMITED

Footwear - - - St. John, N. B.

COLLIS CALF

A Full Grained Upper Leather

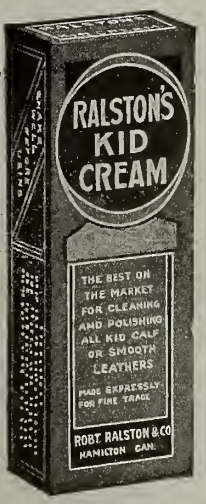
Workmanship is an important factor in the manufacture of shoes, but even workmanship will not "make" the shoe unless the leather has appearance and quality of its own. Many manufacturers have found Collis Calf to contain the necessary essentials to good shoemaking, namely, clear finishes, attractive colors, and from the manufacturing end, easy to work and economical in cutting.

Made in all weights and grades.

Samples Sent on Request---Write To-day

The Collis Leather Co., Ltd.

Aurora Ontario



Ralston's Polishes

"A Dressing for every shoe"

Summer weather will bring a greater variety of fancy shoes to be cleaned. They will create a demand for polishes, cleaners and so forth that are not needed in the winter. The dealer who stocks Ralston's Polishes can meet this demand because there is a Ralston Dressing or Polish for every shoe.

Above line comes in Brown, Tan and Oxblood

Slippers

Our felt Boudoir Slippers in all colors, roll top, plain, ribbon trimming for next Fall deliveries are selling well. Also Juliets, hard and soft soles.

Spats

The spats and overgaiters for men, women and children that we are showing for Fall are real values. The kind that hold the trade. Order now.

Robt. Ralston & Co.,

Limited

Hamilton Ontario

Complete Range of Shoe Findings

Shoemakers To The Wholesale Trade

"They Fit"

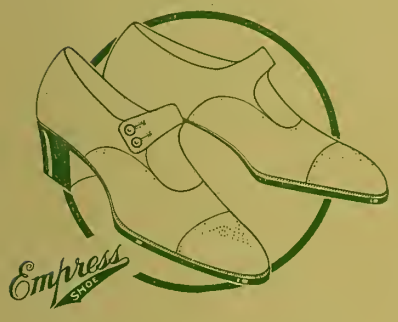
842 Women's Kid Ox. Slip Sole M.S. ..... D

805 Women's Kid Lace Ox. Im. Turn, Cuban Heel, Plain Toe D

800 Women's Kid Lace Ox. Slip Sole, Sport Heel, M.S. Kid Toe Cap ..... D

31 Styles Empress Shoes In Stock

Send for Price List



840 Women's Kid 1 strap, 2 button, Slip Sole, M.S..... D

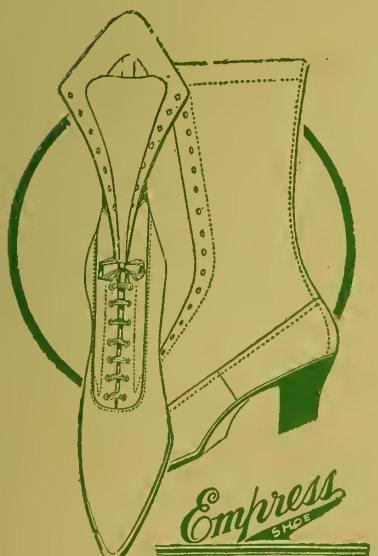
809 Women's Kid Ox. Kid Toe Cap, (Cushion Sole) M.S... D

821 Women's Kid Strap Two Button, Imitation Turn Sole, Low Cuban Heel..... D

The Walker, Parker Co., Limited

Toronto - Ontario

Progressive High-Grade Shoemakers for Women



7361 Women's Fine Kid 8½ inch Pol. ¾ foxed, Sport Heel, G. W. Plain Toe C

1000 Women's Kid Pol. 8 inch, (Cushion Sole) G. W. Kid Toe Cap ..... D

5317 Women's Kid Pol. 8½ inch, Slip Sole, Sport Heel, M.S. Kid Toe Cap ..... D

Mention "Shoe and Leather Journal" when writing an advertiser

"They Fit"

5696

5696 Women's Fine Kid One Strap, 2 button, finger pattern, Im. Turn Sole . . . C

813 Women's Kid, 2 Strap, 2 Button, Im. Turn Sole, Low Cuban Heel . . . . . D

£13

5720

5720 Women's Kid Ox. Slip Sole M.S. C

6666 Women's Pat. 1 Strap, Wood Heel, (Crispin Process) . . C

1568 Women's Brown Calf Blucher Ox. G.W. C

6666

5709 Women's Kid One Strap, 2 Button, Finger Pattern, M. S. Slip Sole C

5731 Women's Patent 1 strap, Im. Turn Sole, M.S. . C

5709

1568

31 Styles in Stock. Send for price list.

The Walker,

Toronto

Progressive High-Grade

5731

"They Fit"

1588

1588 Women's Brown Calf Lace Ox. Sport Last and Heel G.W. C

831 Women's Kid Lace Ox., Slip Sole, Sport Heel, M.S. Kid Toe Cap . . . . . D

831

6661

6661 Women's Patent Cut Out Tongue Pump, Wood Heel, (Crispin Process) C

5690 Women's Fine Kid Lace Oxford, Im. Turn Sole . . . . . D

5690

7923 Women's Brown Calf Lace Ox. Sport Last, Cut Out Toe Cap G.W. C

7923

5730 Women's Kid, overlay on vamp, 1 strap, Im. Turn Sole, M.S. C

5555 Women's Fine Kid Lace Oxford, Sport Heel, M.S., Slip Sole . . . . . D

5730

31 Styles in Stock. Send for price list.

Parker Co., Limited

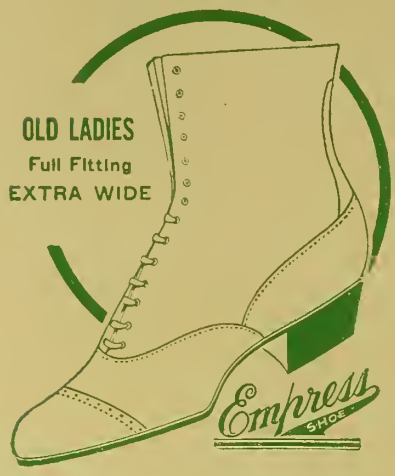
Ontario

Shoemakers for Women

5555

"They Fit"

749 Women's Kid Pol. 7½ inch, Full Fitting, (Cushion Sole) Rubber Heel, M.S. Kid Toe Cap . . . D



701 Women's Kid, Pol. (Old Ladies' Wide Full Fitting) M.S. Kid Toe Cap. . . . . F

709 Women's Kid Pol. 7 inch, Slip Sole, M.S. Medium Narrow Toe . . . . . D

801

31 Styles Empress Shoes In Stock

Send for Price List

801 Women's Kid Lace Oxford, Slip Sole, Sporr Heel, M.S. Kid Toe Cap. . . . . D

1549 Women's Fine Kid Lace Ox. (Cushion Sole) Hand Turn, Plain Toe, Rubber Heel. . . . D

1549

The Walker, Parker Co., Limited

Toronto - Ontario

Progressive High-Grade Shoemakers for Women

732 Women's Kid Pol. 7 inch, Full Fitting Round Toe, Slip Sole, M.S. Kid Toe Cap D

739 Women's Kid Pol. 8 inch, Slip Sole, M.S. Sport Heel, Kid Toe Cap D

745 Women's Kid Pol. 7 inch, Slip Sole, Sport Heel, M.S. Kid Toe Cap. . . . . D

Church's "Lorne" Shoe

The shoe here illustrated is a typical English brogue, constructed perfect in every minute detail, in other words "Church's" on our well known 82 (Combination) last. The fitting qualities of this last assures a ready sale every time your customer tries the shoe on.

The name "Church" has become a household word throughout Canada and the United States amongst discriminating men and women when thinking of shoes.

"Church & Co." are manufacturers of highest grade Men's, Women's, Boys' and Girls' Welts, Men's turn sole opera slippers and dress shoes, Women's cloth gaiters, Men's spats and leggings.

Enquiries invited from high class retailers in those towns and cities where "Church" Shoes are not already featured.

Church & Co.

Northampton England

Sole representative for United States and Canada.

Robert D. Ayling
23 Scott Street
TORONTO

Vancouver Office
806 Bower Building
Mr. W. G. Downing in Charge

J. A. McLAREN COMPANY LIMITED

Arch Support Shoe

This Arch Support Shoe is made on a last designed by a specialist in the correction of foot troubles, and is so constructed as to carry the weight of the body with the least possible strain to the arch of the foot. We have this line in stock for immediate shipment in Havana Brown Calf, Gun Metal Calf and Vici Kid.

Men's "IMPERIAL" Oxfords

We have an exceptionally fine selection of Men's Goodyear Welt Oxfords in Havana Brown Calf, Gun Metal Calf, Vici Kid and Patent Leathers, made on the newest lasts of the season.

"IMPERIAL" White Shoes for Ladies

We can make immediate shipment of ladies' white canvas strap shoes and oxfords including the all white lines as well as white shoes with patent leather trimmings now so popular.

Ladies' "IMPERIAL" Oxfords and Strap Shoes

Our range of ladies' fine oxfords and strap shoes in Goodyear Welt, McKay and turns is very complete comprising the most recent productions in all the snappy styles.

"Speed King" Sport and Outing Shoes

This line of Tennis and Vacation shoes is well known for its up-to-date-ness and exceptional wearing qualities.

Our Special Effort

is directed towards giving our customers *best values and efficient service.*

DISTRIBUTORS INDEPENDENT RUBBERS

J. A. McLAREN Company Limited

30 FRONT STREET W. TORONTO

CANADIAN MADE SHOES

THAT Canada is to-day in the very front rank in shoe manufacturing is due to the insistent and persistent "up-to-date" note to be found in CANADIAN MADE SHOES.

The following pages will convince any live shoe man that Canadian shoe manufacturers have not lost any business through failure to realize the best ideals of modern shoe conception and production.

Canadian Shoe Retailers are to be congratulated no less than Canadian Shoe Manufacturers upon the success attained by Canadian Made Shoes for it is due quite as much to their brains as their innate loyalty that so large a percentage of shoes sold in this country are made by our own workmen.

Retailers are urged to carefully scan the following pages as well as the Shoe Style Section in our editorial department for ideas that will help them to plan a vigorous, profitable campaign for the coming season.

The offerings herein set forth are well worth the careful consideration of those who wish to visualize the selling possibilities of the coming Spring, Summer and Early Autumn in High Grade Shoes.

That Women May Be Pleased

and their desires for the beautiful in footwear wholly gratified, is the motive behind the endless effort of Bell Designers in creating such original, attractive models as this Oxford. The popular last and pattern has the added novelty of the cut-out quarter, making it an ideal Summer style.

There are plenty of these distinctive styles to please your women patrons in the new Bell creations. As a forecast of vogue for Summer and Fall each one bears the seal of authority—footwear that conveys Fashion's message in terms of utmost certainty.

J. & T. BELL, LIMITED
MONTREAL, QUE.
Toronto Sample Rooms; Room 206 Stair Bldg.,
No. 331 Bay Street, C. E. Fice, Representative.

That Men May Be Satisfied

and the quality of their footwear be worthy of their preference and equal to their demands is the guiding principle in the production of Bell Shoes for Men. That Bell-Made means Well-Made is strikingly emphasized in this new Man's Oxford. It is a distinctive last and the fancy stitching on the quarter, vamp and toe is an up-to-the-minute feature of the pattern.

See the complete Bell Line for the final word on what is correct in shoe fashion and what is most worthy in shoe values for the coming Season.

J. & T. BELL, LIMITED
MONTREAL, QUE.

Toronto Sample Rooms; Room 206 Stair Bldg.,
No. 331 Bay Street, C. E. Fice, Representative.

Chums
REGISTERED

For

Foot Health Insurance

Every child's foot is normal and for the best interests of the child's health, it should be kept normal. Chums shoes for boys and girls keep the feet normal during the growing years, thereby insuring the child's foot health and comfort in after years. Chums shoes are genuine goodyear welts and stitch-down welts. A large part of your women's trade wants these Growing Girls' lines, especially if CHUMS were worn during the growing years.

In-Stock

Small boys' and girls' sizes 3 to 10½.
Youths' 11 to 13½.
Misses' 11 to 2.
Boys' 1 to 5½.
Growing Girls' 2½ to 7.

MADE IN CANADA BY

Charles A. AHRENS Limited
KITCHENER, ONTARIO

Peterboro Shoe

Prompt Shipments from Peterboro or Regina

Tuning Up Man Power From the Feet

Noted Doctors from coast to coast have spoken often of the energy wasted through tired and aching feet. Feet with poor protection, encourage various ailments that sap the strength from the human system. Doctors say that the remedy lies in well fitting, strong and comfortable shoes, which rest and aid the feet. Peterboro shoes offer the wearer the maximum of comfort and wear at a reasonable price.

No. 560 smooth tan Mennonite, Plain Toe, Half Bellow Tongue, Standard Screw, Munson Army Last, Chrome Waterproof Bulldog Sole. Lock stitch, Welted Back. F.O.B. Peterboro $3.25.

Write for Catalogue

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. **Regina, Sask.**

Western Dealers may sort from our Regina Branch

Styles, Prices and Shoemaking

RIGHT

Take any Yamaska Brand Shoe, apply to it your most strict test regarding these three most important features of popular footwear, and your verdict will be that it is **RIGHT** in every particular.

Only by keeping them right, never lowering their standard of workmanship or cutting down their value but rather adding to both, have we held the confidence of Canada's leading merchants during our many years of staple shoe production.

Our range of samples for the coming Season is most complete and features many interesting specials in both Men's and Women's Lines—shoes that accord with to-day's demands in fashions and prices.

Wait for the Yamaska Salesman and give his lines your close inspection.

LA CIE. J. A. & M. COTE
ST-HYACINTHE QUEBEC.

Style That Attracts
Value That Sells
Character That Holds Trade

Those are the valuable features that merchants find in every product of Daoust Lalonde Shoemaking.

Typical of the many strong sellers shown in our samples for the coming Season is this Patent One Strap, One Button Model, with vamp collar and suede underlays.

All of our new Men's Lines offer the same assurance of successful selling with their special features of Style and Value.

Making shoes according to the only right policy of fair value—a good shoe at a moderate price—our lines have long held the Trade's confidence, and are the certain sellers of to-day.

✿✿✿✿✿✿✿✿

Daoust, Lalonde & Co., Limited

Manufacturing Plant and Showrooms

49 Victoria Square Montreal

Branch—The Metropolitan Shoe Co., 91 St. Paul St., East

CRESCENT SHOE

Women's High Grade McKays And Imitation Goodyears

The Crescent Line has many outstanding features that make it one of the most successful sellers any dealer can handle.

It shows *correctly* all the newer style ideas. Good shoemaking gives it the reliability that means repeat sales and permanent trade.

Our samples for the coming Season are notable both for choice selection and unusually good values. They feature extremely popular models in Strap effects and Colonials, as well as a fine showing of Oxfords. The moderate prices will meet all comparison.

Select the Crescent Line as one of your Season's Leaders

CRESCENT SHOE CO.

864 Laurier Ave., E., Montreal

Model SHOE

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

Model SHOE

In-Stock
for Immediate Shipment

In-Stock Now

460 Women's G Y Gray Buck Pat. Strap and Trim at $4.90
B. and C. Width.

503 Women's G Y Gray Buck Oxford at $4.80
Pat. Apron Tip and Back Strap.
C. and D. Width.

457 Women's G Y Mah. Calf Oxford tip at $4.55
D. Width.

W.B.H. SHOE ALL SOLID LEATHER

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

W.B.H. SHOE ALL SOLID LEATHER

Where Styles Are Right And Values Big

No. 723

The one place to look for shoes with these two essential selling features is in our fine range of samples for this Season.

The latest and most popular styles in lasts and patterns are shown. The extremely moderate prices make it useless for you to look for better values.

The splendid results obtained from handling these shoes is the logical result of the strong attractiveness and the reliable shoemaking we put into them.

SEE THE COMPLETE RANGE WHEN DOING YOUR BUYING.

No. 724

EASTERN SHOE MFG. CO.,

LIMITED

MONTREAL

Real Class
In A Sport Oxford

Here is an Oxford that in every particular is worthy to be called a Sport Shoe. There is just the right "sporty" appearance in the snappy pattern. There is comfort in the foot-fitting last with its slightly broadened toe and roomy but snug fitting instep and quarter. There is long wear service in the quality leather and good shoemaking.

There are many other equally good trade winners ready to be picked from our new range of samples for Summer and Fall—sales are assured by moderate price.

In addition, we are continually introducing new style-leading creations, so it will pay you to keep in constant close touch with Dufresne & Locke Lines.

DUFRESNE & LOCKE, LIMITED

MONTREAL QUE.

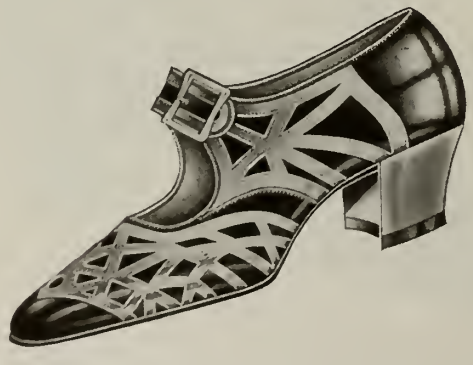
"La Gioconda"

Exclusiveness is the chief charm of our beautiful footwear for Women.

Fascista

The smart,dainty patterns featured in La Gioconda Styles set a vogue all their own. We create them after careful study of the newest ideas from European and American Style Centres. These distinctive fashion features plus our hand made turn workmanship give to every La Gioconda creation unrivalled character in quality and appearance.

Be Sure To See Our Samples When Doing Your Spring Buying



Canada

Venetian

LA GIOCONDA SHOE MFG., CO.,

A. D. SEBASTIANI

300 BEAUDRY ST. MONTREAL

"King Tut"

Egyptian Sandal

in Combinations of Red, Green and Black

Fashion has gathered from the Luxor find many of her leading modes in dress, and this "King Tut" Egyptian Sandal, interpreting this vogue to perfection, is one of the "finds" of the Season in Fashionable Footw ar.

Always in advance with the newest style ideas, this extremely popular model is evidence of the definite superiority of our line as a trade winner. The splendid values we are offering are in keeping with the strong appeal of our style features.

We are pleased to announce that our plant has been restored to its full efficiency following the recent fire, and the production of our lines will be carried on even more extensively than before.

Charbonneau & Deguise

636 Craig Street, East Montreal, Quebec

THE CLASSIC SHOE

Tan Calf, Velour Calf and Patent

Attractive Spring Lines In Stock In Classic Shoes

More and more retailers are introducing a Children's department in their store. Classic shoes offer the best opportunity of any children's line on the market.

Our New Cushion Sole Goodyear Welt in Infants', Children's, Girls' and Misses' will introduce to you the very best of shoe manufacture.

They make the Best display in your window. QUALITY, STYLE and SERVICE.

8007—Growing Girl's Gunmetal Bal. Oxford, Imit. Str. Tip, Goodyear White Stitch, 8/8 Heel, 974 McKay last, C & D 2½-7½.....**$3.75**

8008—Same shoe as 8007 except in Tan Calf, C & D, 2½-7½.....**$3.75**

8009—Same shoe as 8007 except in Patent, C & D, 2½-7½.....**$3.75**

Classic KIDDIE KUMF Shoes
CUSHION SOLE
GENUINE GOODYEAR WELT

260—Chds. Patent 1 Strap 2 Butt., Turn, White Lined, Reg. Heel, 5-7½....**$1.75**

360—Girl's Patent 1 Strap 2 Butt., Turn, White Lined, Reg. Heel, 8-10½..**$2.15**

460—Misses Patent 1 Strap 2 Butt., Turn, White Lined, Reg. Heel, 11-2....**$2.60**

1172—Infant's Patent Instep Strap, Spr. Heel, Chrome Elk Sole, 2-4½....**$1.30**

2172—Children's Patent Instep Strap, Spr. Heel, Chrome Elk Sole, 5-7½..**$1.65**

2172x-Children's Patent Instep Strap, Spr. Heel, Leather Oak Bend Soles, 5-7½ **$1.95**

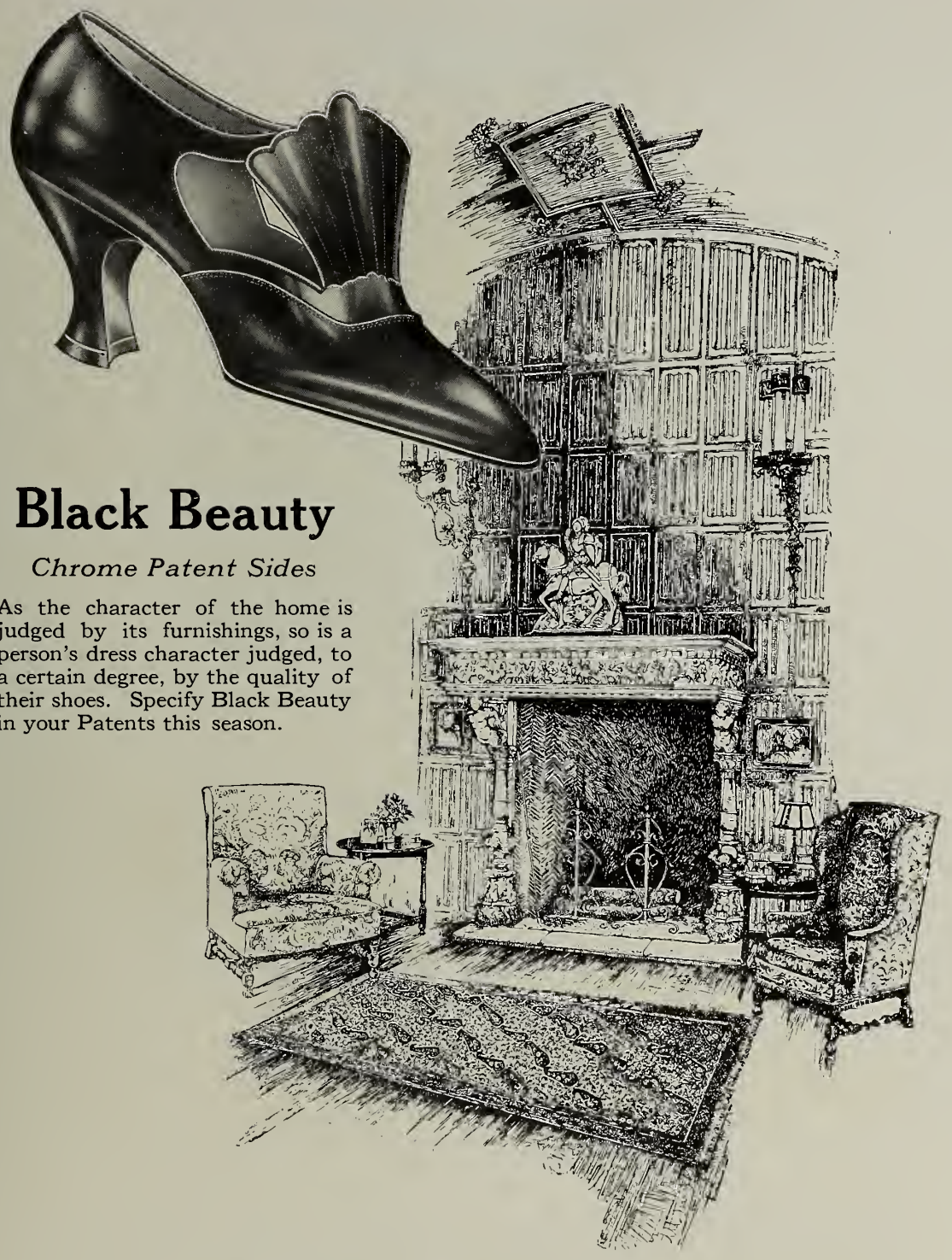
3172x-Girl's Patent Instep Strap, Spr. Heel, Leather Oak Bend Soles 8-10½ **$2.30**

4174—Misses' Patent Instep Strap, Spr. Heel, Leather Oak Bend Soles, 11-2 .....**$3.25**

Getty & Scott Limited

Makers of Classic Shoes for Women & Children

Galt, Ontario



Black Beauty

Chrome Patent Sides

As the character of the home is judged by its furnishings, so is a person's dress character judged, to a certain degree, by the quality of their shoes. Specify Black Beauty in your Patents this season.

The Robson Leather Company Limited

Oshawa, Canada

PERTH

No. 734

IN STOCK NOW

This Louise one strap slipper is made in beige suede with patent trimmings.
The three lines featured in this issue came in so timely and proved so popular with the trade that additional quantities had to be rushed through the factory.
This new stock is now ready.

$5.25
Net 30 May 1.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

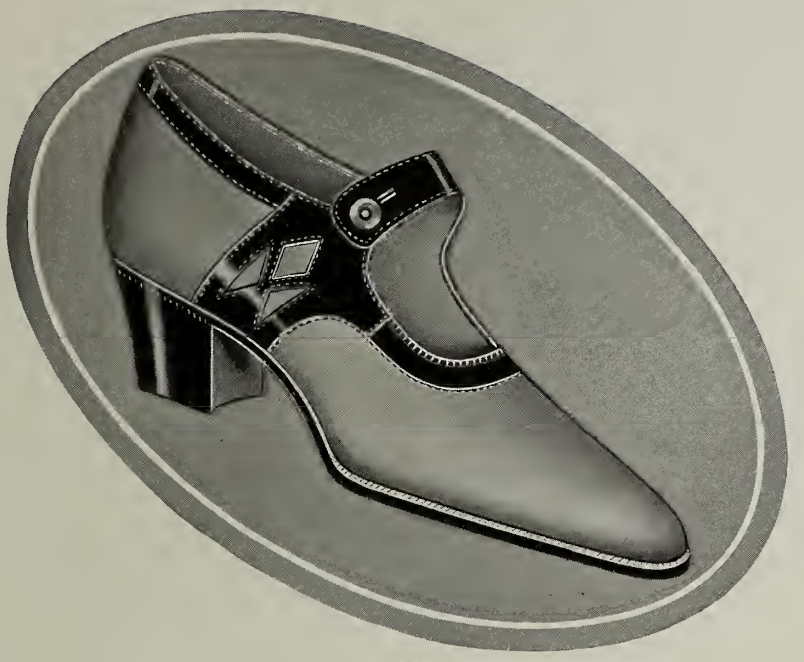
Perth, Ontario

W. S. PETTES,
Room 413, Windsor Hotel
Montreal

H. B. McGEE
Room 706, King Edward Hotel,
Toronto

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg.

PERTH



No. 744

IN STOCK NOW

"Dame Fashion" has decreed grey suede and patent for spring wear. This grey suede one strap slipper with patent trimmings and diamond cutout apron with grey suede underneath, has already been a very popular seller for spring trade.

$5.25

Net 30 May 1.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

W. S. PETTES,
Room 413, Windsor Hotel,
Montreal.

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Room 706, King Edward Hotel,
Toronto.

R. W. CLARK,
404 Travellers' Bldg.,
Winnipeg.

PERTH

No. 153

IN STOCK NOW

This three eyelet tongueless oxford is made with patent vamp and grey suede quarter, cut-outs backed with patent leather. The sale of this shoe has already been very heavy.

$5.25

Net 30 May 1.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario

W. S. PETTES,
Room 413, Windsor Hotel,
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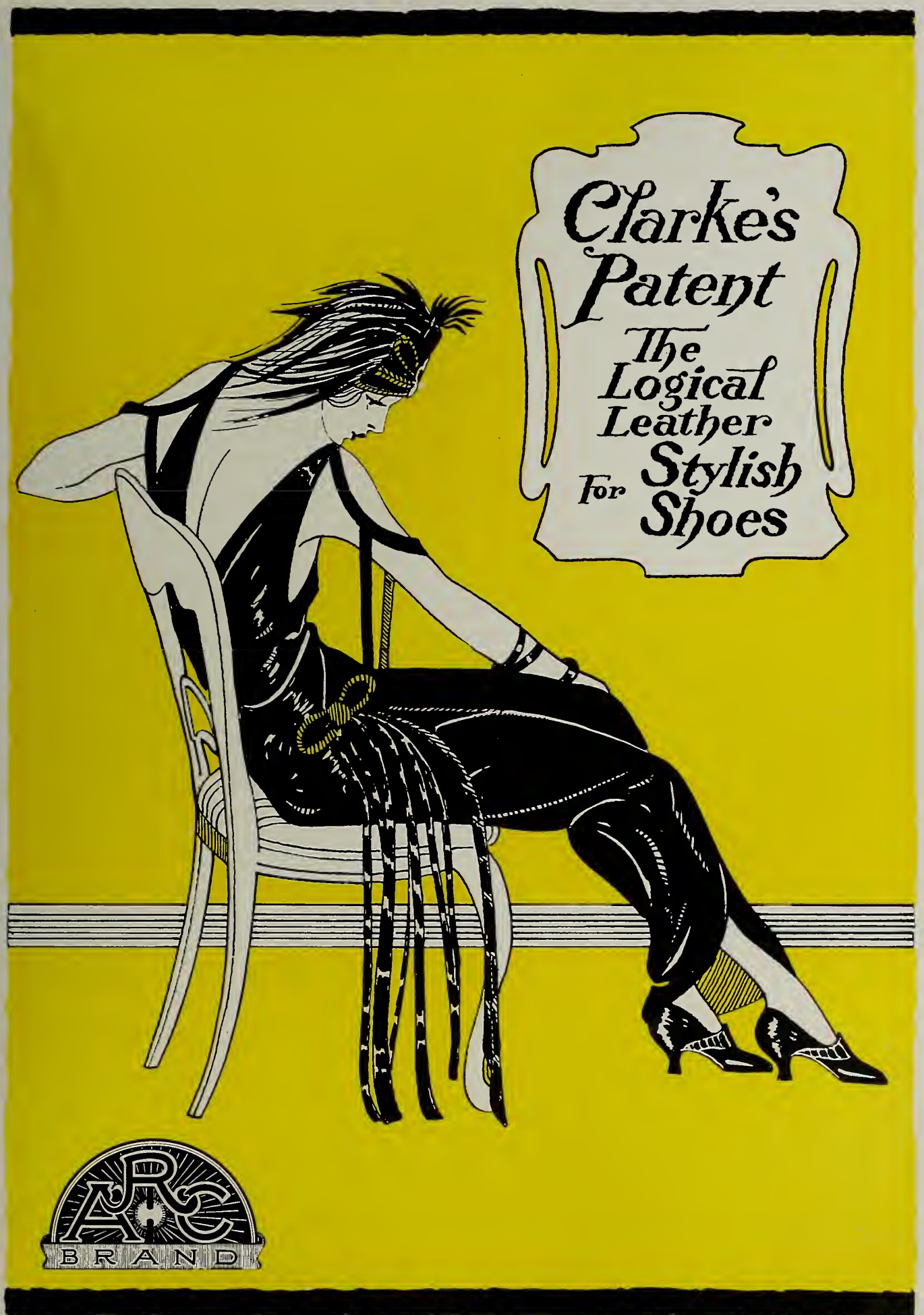
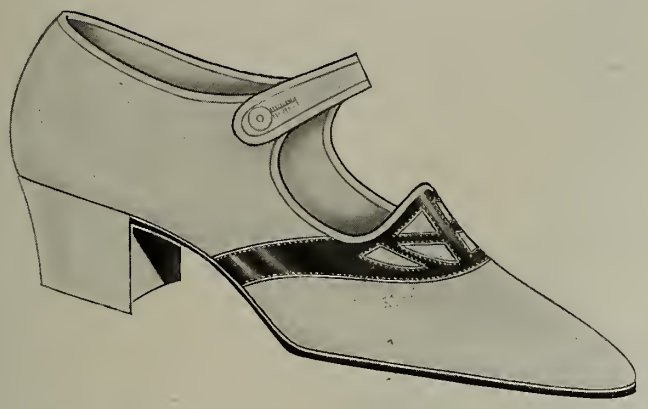
Winnipeg


Clarke's
Patent
The
Logical
Leather
For Stylish
Shoes
ARC
BRAND

Two Of Our Season's Leaders



White Canvas One Strap, Patent Vamp Color, with CutOuts

Black Patent One Strap, Suede Vamp Colar, with Cut Outs

As shoemakers to style-loving women we could not better fulfil our important purpose in the trade than by offering such excellent creations as these.

In White Footwear G. L. & H. Lines have each Season stood quite alone in their exclusive style and superior value. In our range for this Season there is a wonderful variety of live Summer Sellers—their attractiveness indicated by the smart model here shown.

In our leather lines this distinctive Patent One Strap is typical of our many fashionable patterns, in popular combinations, that give dealers their opportunity of securing the leading styles of the day in top value footwear.

WHOLESALERS

G.L.& H.Lines are the "Wholesalers' Specials" of the entire Trade. Keenest buyers pronounce our popular prices the surest trade winners. When looking for lines needed to meet to-day's competition see our complete samples.

GAGNON, LACHAPELLE & HEBERT

55 KENT STREET, MONTREAL

A Credit To Your Store

Your Children's Trade is one of the biggest assets of your business, in permanent patronage, when it is founded on Globe "Pillow Welt" and "Baby Pillow Welt" Shoes.

With dealers' Spring buying to be done, we welcome the opportunity of submitting to the judgment of the Trade our range of samples, confident that they are evidence of our still greater success in giving the Trade the maximum value in sterling quality Children's Shoes—perfect in natural fit and comfort, and thoroughly satisfying in long wear.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

To be sure you do not miss seeing the complete line, drop us a card and a salesman will call.

GLOBE SHOE, LIMITED

TERREBONNE - QUE.

Montreal Office, 11 St. James St., J. Bluteau, Representative
Carried in Stock by A. Lambert, Inc., Montreal

Stylish and Sturdy

Men's Calf Oxford, Black or Tan, Square Toe Single Sole. Also made with Rubber Heel.

The merit of Dupont Shoemaking, and its genuine worth to the dealer, shows up with striking prominence in this new Oxford—a dressy, comfortable shoe, with the maximum wearing quality and the moderate price that make it a sales leader.

It is the Season when snappy styles SELL, but it is also the time when only good values will be looked at. When you are choosing your stock to meet these demands be sure to see the many dependable trade-winners we have to offer for Summer and Fall.

DUPONT & FRERE

301 Aird Ave., Montreal

Style---Comfort---Wear

These Things are Priceless

YOU can increase your volume of business through the facilities of our STOCK DEPARTMENT—without increasing your stock or enlarging your overhead.

Make this Department an adjunct to your business. The large number of lines carried enables you to go after and secure new business.

Booklet, Men's and Women's, on request.

Our Stock includes—

Men's Brown Calf Oxford
Men's Gun Metal Oxford

Sizes 5 - 11

Widths B, C, D

and many other lines which will stimulate appreciation.

We are prepared to ship promptly all orders for stock lines shown in our new list.

GOOD SHOES ARE AN ECONOMY

HARTT

CANADA'S BEST SHOEMAKERS

The Hartt Boot & Shoe Company, Limited

FREDERICTON, N. B.

15

HARTT

Manufacturers of the most diversified line of Foot-Coverings in Canada

For years the leaders in
Style, Beauty and Quality

In the front rank, and a perfected organization for production and distribution

Holding an unchallenged reputation, for honest, sound and dependable business dealings.

We welcome you to an inspection of our style contribution for Fall 1923, which are now in our salesman's hands.

We could paint in glowing terms the distinctive beauty and outstanding charm and sales appeal of these new styles but we intend letting them

"Talk for Themselves

The Hartt Boot & Shoe Co., Limited

FREDERICTON, N.B.

"Canada's Best Shoemakers"

14

Our New Sporting Boot
and Golf Shoe

The two shoes illustrated are proving popular sellers everywhere. Made up to the Palmer-McLellan standard of quality and workmanship. Wear that gives a real service, and a price that pleases. Every dealer should have these on shelves for summer selling.

Sporting Boot

This is our new Norwegian Vamp sporting boot. Gives the maximum of comfort and wear—is light in weight.

Norwegian Pattern Vamp cut from 7 to 8 oz. oil-chrome leather; uppers of same material, but lighter stock, soft pliable full bellows tongue, new and improved lasts, Goodyear stitched outsoles.

Golf Shoe

This shoe was designed primarily for the Golfer, but is so well liked that it is being worn generally for a Summer sport shoe. Made from Tan, Smoked or Chocolate Elk Leather; light weight chrome elk sole; Goodyear stitched. Also supplied with special rubber golf sole.

Send for our catalog showing Oil Tans, Work Boots, Sporting and Ski Boots.

PALMER-McLELLAN CO., Ltd.,
FREDERICTON, N. B.

KINGSBURY

Canada's Pride

Summer Footwear of Finest Style

Another New "Snow-Wite" Creation

In this original model is shown one reason why Kingsbury designers are so largely responsible for the fact that white shoes are not only the shoes of Comfort and Economy for Summer, but the shoes of Fashion as well.

The pattern is one of unusual charm—smartness tempered with simplicity—a One Strap effect, with Kid Vamp Collar and Patent Underlays. Together with the distinctive last it gives the shoe that strongest selling feature—CHARACTER.

Kingsbury's "Sno-Wite" line will give strongest effectiveness to your white footwear showing for the coming Summer Season.

KINGSBURY FOOTWEAR CO.,

Limited

MONTREAL

DeLyte

KINGSBURY Sno-Wite — SHOE —

THE PEARSON SHOE CO. LTD.

We offer this stylish but conservative pattern in black kid at $3.25; black satin $3.15; in patent leather at $3.25. Same model "In-stock" May 1st, black suede, or patent vamp with brocaded quarter, covered heels, $3.75.

One of the newest and most popular men's styles is typified in this model, with the latest stitching effects. In brown calf or gunmetal calf, with half rubber heel, $4.60. In high quality patent leather $5.25.

Shoes That Satisfy Prices That Please.

When you can carry small stocks of the latest styles and best sellers, rapid turnovers is materially aided by the elimination of overloaded shelves and dead stocks. Ordering from our very complete "In-Stock" department assures you the leading lines of quality shoes, with the prompt shipment of orders filled as specified. Our shoes satisfy and our prices please. We endeavor at all times to keep abreast of the style situation, at the same time give a service of live sellers, priced to meet the demands of the trade you serve. This service gives you a smooth working, business-building, selling scheme.

Let our Salesmen call on You.

Other Lines Worthy of Your Consideration.

The coming summer will bring many sales of white goods. If you are not stocked up, we would suggest you inspect our lines. We also have a strong range of oxfords at attractive prices. Many dealers are building good business from our every day staple shoes.

The H. W. Pearson Shoe Co., Limited

84 Wellington St., West, TORONTO

One Test for Every Shoe

There is one test that every shoe must suffer before its quality can be proven, and that test is---wear. Shoes that successfully stand the strain of every day wear,—

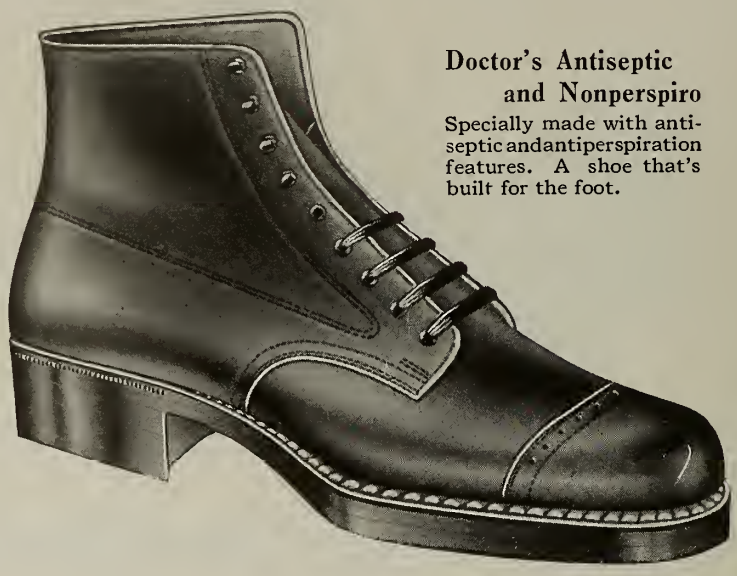
Satisfy customers and bring back repeat sales.

Myles

Shoe Company
Limited Toronto

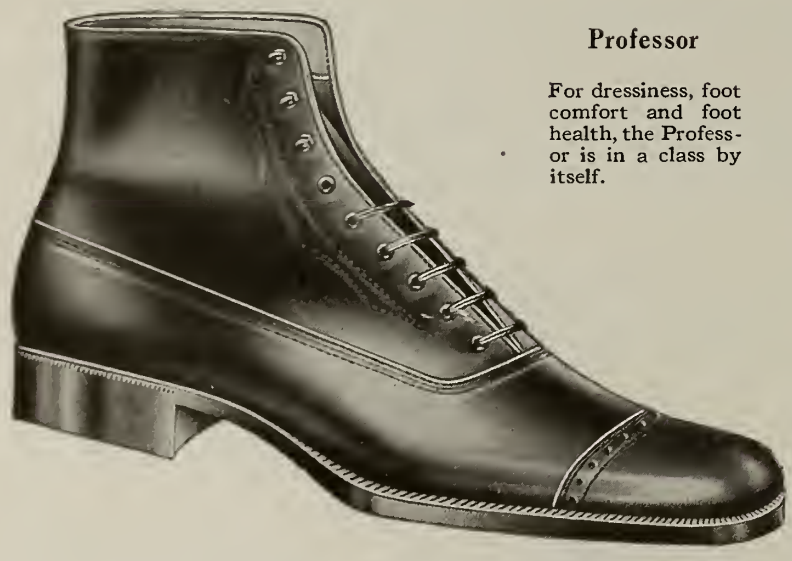
Two Tebbutt Tales of
Health, Comfort, Style and Wear

Doctor's Antiseptic and Nonperspiro and Professor are two lines of scientifically constructed shoes giving real foot health and comfort. Through satisfactory service to the wearer, they have established a favorable reputation for health, comfort, style and wear,



Doctor's Antiseptic and Nonperspiro

Specially made with antiseptic and antiperspiration features. A shoe that's built for the foot.



Professor

For dressiness, foot comfort and foot health, the Professor is in a class by itself.

a reputation that carries with it repeat sales and bigger, better business. There is a big demand for these Tebbutt lines, which you can meet and profit by. We would suggest you see our Spring samples and at the same time, allow us to further explain their many superior features of construction.

Our Spring Samples Will Interest You

Tebbutt Shoe & Leather Co.
Limited
Three Rivers, P. Q.

Representative:—Gordon S. Weaver
Room 504, 28 Wellington St. West, Toronto

"ST. ANDREWS" GOLF SHOE, Reg'd

Nothing Like It On The Links

A BIG SUMMER SELLER

Every possible requirement in a Golf Shoe has been fully provided for in the special construction of Tetrault's "ST. ANDREWS" GOLF SHOE, REG'D.

Among its many improved features, which include the smallest details in material and shoemaking, to the golfer you need only point out—

—the light viscolized water-resisting Outsole.
—Patented Rubber Studs—ensure firm footing—do not damage greens or mark floors.
—"Sani-Pore" Insole—absorbs perspiration—keeps foot cool —will not become hard or crack.

The growing popularity of Golf means growing demand for Golf Shoes. If you attempt to meet this demand with anything but Tetrault's "ST. ANDREWS" GOLF SHOE, REG'D you will not have all the strong selling advantages offered only in this improved type of Golf Shoe.

Made in a complete range of patterns for Men and Women. Send for illustrated folder and full information,

And secure the agency for your town, only one agent in each locality.

TETRAULT SHOE MFG. CO., LIMITED

MONTREAL, QUE.

Rumpel Made Felts

Largest Makers of Slippers in Canada

RETAILERS

Have you seen the snappiest and most exclusive range of slippers shown in Canada?

RUMPEL SLIPPERS are made in every COLOR

Materials:-

Felt, Camel Hair, Plaids, Leathers, Satins.

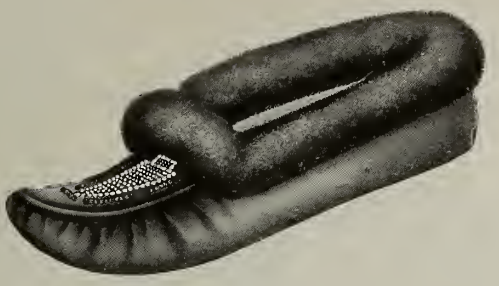
600 Styles and Designs.

If the Jobber has not shown you this range, drop us a line.

OSCAR RUMPEL

Kitchener, Ont.

Announcement



Having purchased the business recently conducted by the MONTREAL MOCCASIN COMPANY, we are pleased to announce that we will in future carry on the production of

HYWATHA MOCCASIN SLIPPERS

We will concentrate on the making of a decidedly superior line, offering the Trade the latest ideas in patterns and the best standard of material and workmanship. These lines, popular for attractiveness and comfort, meet a big demand and prove quick and profitable sellers.

Do Not Fail To See This Line

STITCHDOWNS

"JUST A LITTLE BETTER"

Stitchdowns, made by our specialized methods, add valuable strength to the popular appeal of any merchant's stock. See our complete lines for the Season now. With to-day's demands they offer greater possibilities than ever, having the moderate price and the reliability to earn first place for sales in your Misses', Children's and Infants' stock.

CANADIAN STITCHDOWN COMPANY

287 Aird Ave. Montreal

Stock No. 10 Brown Calf Oxford, Andover Last.
Stock No. 12 Gun Metal Calf Oxford, Andover Last.

C and D widths

Price $4.75

Terms: Net 30 days

For less than three pairs an extra charge of 15 cents per pair.

IN STOCK

Feature this big selling last and get a quick turnover.

These two oxfords on the Andover give you action on young men's sales.

A remarkable value at this price.

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

The man's shoe with a real chassis!

A shoe with an unusual appeal to men — the real chassis.

A shoe that has genuine advantages for men — because of this chassis.

A shoe that builds business and holds it — because of the exclusive features of this chassis.

Such is the Arch Preserver Shoe for Men. Its finely built chassis carries the weight of the body easily, comfortably, without the slightest strain on the foot arches.

The Arch Preserver Shoe provides a correct walking base for the outer margin of the bottom of the foot — supports the foot where support is needed, yet bends freely at the ball, *the only place where the foot itself bends!*

The arch simply can not become strained, nor the shoe itself misshapen, because of the concealed, built-in anchored bridge.

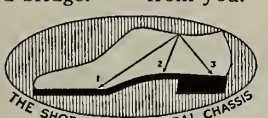
The Arch Preserver Shoe keeps men's feet free and unhindered — healthy and vigorous. No other shoe can give such perfect comfort and foot happiness, because no other shoe can have the exclusive, patented features of this shoe.

Further, the good style in every pair of Arch Preserver Shoes makes them comparable in appearance with the highest grade of shoes. They sell on good looks and quality; they give satisfaction and create good-will on their keeping the feet well and comfortable.

A shoe so obviously superior must mean a more valuable selling franchise.

You must be interested in the Arch Preserver Shoe — if you really want to secure the greatest amount of business from your community — and hold it. Let us hear from you.

E. T. WRIGHT & CO., INC.
Rockland, Mass.



Makers of the "Just Wright" Men's Fine Shoes since 1876

Made in Canada by
The Talbot Shoe Co. Limited
under special license from E. T. Wright & Co. Inc.

THE
ARCH PRESERVER
SHOE

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE
"KEEPS THE FOOT WELL"

This Trade-Mark is found on the sole and lining of every genuine Arch Preserver Shoe. There are seven patents embodied in Arch Preserver Shoe construction These are vested solely with E. T. Wright & Company, Inc., Rockland, Massachusetts, for the making of men's and boys' shoes, and with The Selby Shoe Company, Portsmouth, Ohio, for the making of women's and misses' shoes.

Tie your store to this advertising

You'll see the Arch Preserver Shoe advertised in *The Saturday Evening Post, Century, Harper's, Scribner's, World's Work Review of Reviews, Atlantic Monthly* regularly all this year. Big space and interesting copy that will help you sell the shoe. Ask about the numerous dealer helps we offer to enable you to tie your store to this advertising—newspaper electros, booklets, folders, display cards, etc.

Spats for 1923-4

Our new styles for the coming season are worthy of your highest consideration. They are made of the finest imported Felts, Broadcloths, and Box Cloths, covering all the new shades.

We are now manufacturing a complete line of Soft Sole Slippers

The Colonial Mfg. Co. Ltd.

366-376 Adelaide W., Toronto

Marsh's Peggy

No. 5362

Not Just a Shoe

This model has proven to be a real fast seller in tan calf, black calf and patent leather.

Our new fall range for men and women is well worth looking over.

The prices are popular and the line is a real treat.

THE WM. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

SOLD BY ALL LEADING JOBBERS FOR THEIR BEST GRADE SHOE

PERMANENT SAMPLE ROOM

ROOM N QUEEN'S HOTEL TORONTO

THE Empress SHOE

"They Fit"

THE Empress SHOE

Made in suede, (grey, beige or black) or in all patent, with natural finish edge and all leather heel.

THE WALKER PARKER CO., Limited

TORONTO :-: ONTARIO

Makers of

Distinctive Shoes for Particular Women.

Crispin PROCESS REG'D

"They Fit"

Crispin PROCESS REG'D

Made in combinations of beige suede and brown calf, grey suede and grey calf, black suede and patent; also in all patent leather.

THE WALKER PARKER CO., Limited

TORONTO :-: ONTARIO

Makers of

Distinctive Shoes for Particular Women.

"Serve with Sisman"

Men's Heavy Chocolate Chrome Retan. An ideal boot for the farm.

Down on the Farm

For heavy outdoor work on the farm, for ploughing and splashing around in the early Spring and Summer rains, there is no better protection for the feet, than Sisman staples.

Wholesale Only

The T. Sisman Shoe Company Limited

Head Office - - - Aurora, Ontario

Vol. XXXVI. No. 8 Toronto, April 16th, 1923

Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Pessimism And Gossip

FOR the past three months the shoe business has been in the grip of an epidemic of "blues" and "rumors" probably the worst in the memory of those connected with the trade. The wave of pessimism has been so general and persistent, that it has been almost impossible to get anyone to see a bright side to the overhanging clouds.

It is quite true that trade has been passing through one of the most trying and difficult periods in its history, but there have been occasions in the past when conditions were even more discouraging and threatening than at present.

As usual, much of the talk is just chatter. A prominent retailer who was "grousing" recently was asked if he knew how his sales for February and March compared with those of last year. He had to confess that he had not gone into the figures. He has since discovered that his sales were not as far from normal as his fears led him to believe.

But it is idle and vicious rumors that have been doing the greatest harm during the past two or three weeks. Neither the number of concerns that have gone to the wall nor their magnitude as compared with those of other periods warrants undue concern, but the atmosphere has been so charged with suspicion that everybody has become "jumpy." Names of some of the best houses in the trade have been bandied about indiscriminately in the meantime by scandal mongers.

Fear is man's greatest physical, moral and business foe. It will put a man or concern on the junk pile more quickly than any other single thing. It will wreck the best laid purposes of God and man.

Of all the dangerous, wicked fools, the one who goes about creating fear or suspicion, is the worst. The man who steals money or goods is a gentleman compared with the fellow who sticks his idle tongue into the reputation of his fellow.

Stop this damnable gossip in your own interest.

In The Market Place

Business Picking Up.

REPORTS are decidedly more encouraging than two weeks ago, when Christmas weather enshrouded Easter with a white shroud of gloom. The few days of bright weather, intermittent as the latter has been, have started things, generally speaking, and there is a much more hopeful feeling abroad. The demand for houses in the larger centres has developed a boom in building which promises to extend well through the year. The building permits issued in places like Toronto and Montreal have not been as large in financial volume as usual perhaps, but this is accounted for by the fact that less stores and more dwellings are in process. In all kinds of building supplies, construction, steel, and in lines of iron, steel, and similar products used for other purposes, there has been an accelerated demand. Wheat, grain and cattle have been moving better, and money is beginning to circulate more freely. This is reflected in the fact that industrial and commercial enterprises find it less difficult to obtain needed financial facilities than two or three months ago. The general feeling is that the period of stress is over, and that business will from now on show a steady improvement.

Retail Shoe Trade.

There has been a little more activity but not enough to encourage the belief that spring business is really on. As a matter of fact, the weather is exactly a month behind schedule time which accounts for the lack of interest in shoe buying. While in women's lines there has been a fair enquiry for spring shoes such as oxfords and straps, the majority of selling has been in staple lines of the better class. The best sellers have been conservative shoes in women's of the higher types, and particularly those of a corrective type. A large retailer stated this week that he found that sales ran principally into the high priced stuff and the very cheap bargain class of the novelty type. A goodly quantity of floor stocks that were not cleaned up before Easter have been put on the market and have been picked up at prices a good deal less than normal. On this account, shoes around five and six dollars in women's have been almost a drug in the market while those at ten to fourteen dollars and those priced at $1.95 to $3.00 have been picked up readily. In men's lines there has been no movement so far although general trade in this department is slowly picking up.

Wholesale Shoe Trade.

There is little to be said that might be considered as new. Easter has come and gone without any quickening in the demand for seasonable shoes. Nevertheless there has been a steady demand for oxfords and straps of the modish types. The sandal is going strong and the grey suede oxford with or without the apron front. Patents have sold fairly well although not so well as expected, the call for greys and combinations of this and tan with patent promises to develop more and more strength. The strap is the supreme style and is taking best in the wide variety and especially in combinations of ooze and patent. There has not been time as yet for spring trade to get its stride but the next two weeks will tell. Sorting trade is picking up nicely and manufacturers and jobbers are both gaining a little more confidence as to the immediate future. There is quite an array of new showings in spite of the fact that manufacturers said they were going to sit on the lid so far as new styles are concerned. Payments are improving especially in the central provinces of Canada. In the west and down in the Maritimes, conditions are not quite so hopeful. Down east the snow still persists and it will be another month before spring really opens up.

Leather Trade Conditions.

Business at the moment is very quiet. Manufacturers are not buying either sole or upper leather, unless they need it. Tanners are sitting tight and holding for their prices, although cases are reported where concessions have been made. The raw market which was somewhat active a couple of weeks ago, has weakened a little. Nevertheless the whole situation is far from a weak one. While there has been a very slight easing of the calfskin market in New York, the foreign market has advanced several points and French skins are now fully five cents ahead of what they were two weeks ago. The hide market has sagged a little, but this is largely due to the undesirable character of the product at this season. The feeling prevails that with any revival of interest the situation will become much firmer. Side leather is weak in most selections although some are holding their own fairly well. The same may be said of kid, which, with the exception of certain special qualities and weights may be said to be neglected. Altogether the market is a buyer's one or would be if leather men showed anxiety to sell, which, at the time, is not very apparent. Export business is beginning to look up somewhat, but so little is doing in overseas trade that it is practically negligible.

Helping Things Along.

A prominent dealer who is a wise as well as a large buyer, has this to say of the situation, and how to handle it. "I am straining a point to buy just a little more now than I might ordinarily be inclined to buy. I think what we, in the shoe trade, need is faith, and faith is best shown by works. I think what the shoe trade needs above all things just now is to exercise a little faith. Buy a little more than your lack of courage seems to suggest, and push like old Nick to sell. This kind of aggressiveness will do more to put business on its feet to-day than anything I know."

This hits the nail squarely on the head. Nobody can explain why business is at a standstill. The consumer seems to be waiting for some incentive to buy other than mere price. The fact that high priced goods are moving freely shows that there is no scarcity of money. People are spending freely in most other lines. It looks as though they were waiting for the snow and ice to slough off, and then they will look after their feet. In the meantime, the dealer will surely help himself by helping others. Buy moderately and put such energy into your selling campaign that business will take on a healthy movement.

Styles and Sizes

A Discussion of the Question of Play in the Style Game or Fitting More People.

IF there is one problem that has caused the shoe trade of this country more worry and loss than any other, during the last two or three years at least, it is that of changing styles; perhaps not changes in basic styles, but multiplicity of designs and patterns which the trade are pleased to call "styles". The question has again come up for "Round Table" discussion, in the following form:—

"What do you think of the policy of "less styles and more sizes" as a remedy for existing retail conditions? What proportion of style shoes do you think is necessary and safe in an ordinary stock?"

Two words are becoming increasingly important in the vocabulary of the shoe man of to-day—"simplification" and "service". Simplification, an improvement on the word "standardization", is of prime importance to manufacturer, wholesaler, and retailer. It is the rock on which businesses are being rebuilt successfully in many localities and fields. It is not a cure-all, but it will go a long way towards reducing costs and eliminating losses.

Service, in the retail shoe trade, means more than delivery, telephone, smiles and pleasant words. The key-note of service in the retail shoe store is fitting—fitting the foot and the purse.

The question under discussion therefore pivots around two of the most important factors in the successful operation of a shoe business. How it is regarded by retailers may best be judged from quotations from the "Round Table."

A Winnipeg man says:—

"I think it is good policy to have less lines and more sizes,—the latter is where the money is made. The second question is rather hard to answer as it depends on the size of the store and the trade it is catering to. Many small stores would be far better off, and continue in business through the difficult periods, if they stuck to the principle of staple and safe lines, carrying the sizes which their regular customers would always want, leaving the novelties and uncertain styles to the stores who cater to this business and who are in a position to gamble with this trade"'

A Montreal dealer says:—

"'Less styles and more sizes' almost coincides with 'less loss and more profit'. Instead of spreading our efforts all over the lot and ending up at the end of the season with a full range of styles in large and small sizes that would make the average merchant reach for his bottle and take a long drink to gather courage to enter into the situation. To eliminate styles is a problem that we all face, but to increase profits and put the retail business on its feet, it must be done."

A Western Ontario man:—

"Less styles and less sizes rather than less styles and more sizes is the motto for the retail condition. Smaller stocks, purchasing only the absolute necessities is the only way overhead can be reduced and turnover increased. These are the two absolutely necessary features of the shoe business to-day, and the sooner they get to them the better for all concerned. The day for placing orders merely because the salesman happens to be here on his semi-annual trip in which he is inspecting the town, hotels, sampling the liquor and looking over the women, has gone. The day for purchasing only absolute necessities and sizes as required is at hand. The former method has gone with the old ox-cart and the new one has come with the motor car and aeroplane."

A Central Ontario dealer says:—

"In our opinion this question of multiplicity of styles is much bigger than the retail shoe man. It requires the united efforts of designer, manufacturer, and retailer, through a definite educational campaign."

A Victoria merchant:—

"It is the only solution under present conditions—the history of the extensive sale of military heel oxfords during 1918 may be cited as proof. Style shoes should not run over twenty per cent. of the stock.'

A Vancouver man says:—

"We work on the policy of fewer styles and more sizes. But to-day style plays a big part in the shoe business and at least one third of the stock must be style shoes. It looks as though it will soon be 50-50."

An Ontario retailer:—

"The right idea. There are far too many styles in existence now. Too much 'millinery', creating an imaginative demand. People invent combinations and frills, ask for them, dealer passes it on, traveller hears of it, makes it. The next one sets out to beat him, etc., etc. Ten styles of men's and women's; six or eight boys', misses', childs', etc."

A Saskatchewan dealer:—

"The existing multitude of styles is responsible for a great deal of the present losses. We would welcome a lessening of styles. Style shoes should not be over twenty per cent. of the stock."

A London man says:—

"We lose more business by not having sizes in stock in lines that we have on our shelves, than we do in not having the various freaky styles on hand that a customer may ask for. The proportion of style shoes in the women's end is getting to be about 50% of the sales in our grade of business, with the men's we would guess about 25%."

A Toronto retailer:—

"The policy of carrying less styles and more sizes is by all means a good one and should be adopted wherever at all practicable. It would not be right to carry all staple shoes and no style shoes, but on the other hand it would be much safer to err on the side of carrying fewer novelties and more staples. As to the proportion of style novelties to staples, we believe that this can be determined only by the buyer of any store, taking into consideration his locality and demands"'

Another Toronto man says:—

"It is the proper policy. I believe manufacturers are seeing the necessity of saneness in styles more than ever before."

An Ontario man:—

"Less styles by all means. If present conditions as to styles are continued it will simply put the retailers in the smaller places out of business. To do any business at all he has to carry a variety which robs him of the capital he could put into more staple lines with more sizes and more profit to himself. An ordinary stock should not contain more than one third style shoes."

A Maritime dealer:—

"We feel that the fewer styles carried for each season as it comes along would keep the stock in very much better shape, especially in view of present conditions. Business, to-day, should be done as far as possible on real staple medium priced lines, as, apparently, that is what the demand is for."

(*Continued on page 122*)

Leacock on Capital

By Dr. Frank Crane

Professor Stephen B. Leacock, of McGill University, is a well-known humorist. In fact, Irvin S. Cobb refers to him as his "second favorite among the humorists of the world.',

Mr. Leacock also is a pretty fair thinker.

The other day at the Canadian Club, of New York, he made a few remarks upon the subject of capital which are worthy of preservation.

"What we need," he said, "is the opportunity to make money, to make lots of it, and when we have got it, to keep it. Capital is discouraged. The root of the trouble is that we have checked and discouraged private enterprise.

"Infected with the collectionist ideas of our day, we look with suspicion on the huge fortunes that used to fall to the organized industries. We once called them Empire Builders, but now term them Profiteers, and all they can do is sit still and keep out of the penitentiary. As to their money, the most they can do with it is to buy Government bonds, and watch the Government waste the principal and tax the community to death to pay the interest."

There is a good deal of truth lurking around under these striking sentences.

Private gain is often unscrupulous.Angels are scarce among millionaires quite as much as in other regions, and the sins of concession companies have been plentifully exploited.

But the only basis upon which up to the present time it has been proved possible to develop the prosperity of any country is allowing a man to make as much money as he can honestly, and giving him such protection as will enable him to keep it.

Both the United States and Canada need capital, and need it in industries more than they need it in Government bonds. Both countires also need immigrants.

Of course, proper attention should be paid to the protection of the wage earner so that he shall not be tyrannized over by his employer, nor crowded out of his job and into low wages by an influx of foreigners. But our caution in these respects may easily be carried too far.

The laborer is prosperous only as the country is prosperous,—only as industry thrives and continually expands; and every inducement should be made to encourage men with money and brains to accomplish these things.

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Fig. 1.

Fig. 2.

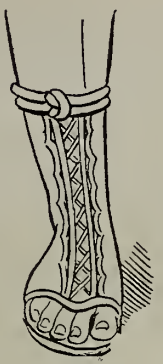


Fig. 3.

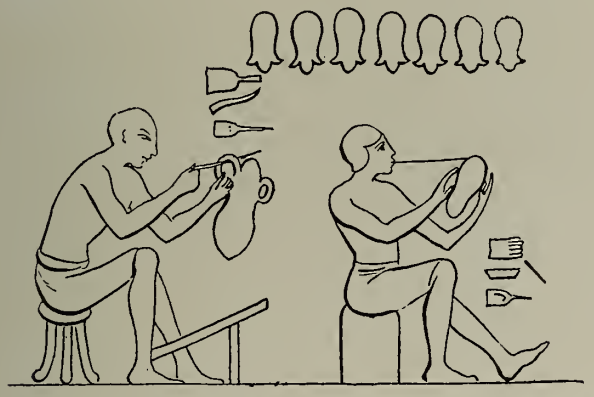
Fig. 4

Fig. 5.

Shoes Ancient and Modern

Historical Sketch of Foot Coverings from Earliest Times. Development of Shoe Styles from the Period of the Pharaohs. How History Repeats Itself.

THE opening up of Tuthankamen's tomb in Luxor, Egypt, has let loose a host of conjectures and speculations with regard to early styles of apparel and foot coverings, and has started a renaissance which is exemplified in many of the modes for the current season in shoes as well as garments. The Egyptian sandal has apparently given a new lease of life to one of last season's favorites.



The occasion affords an opportunity for a backward look at shoe fashions in early times. Of course, our early progenitors found it necessary to protect their feet against the hardships and uncertainties of even limited travel, and the rough coverings of skins, straw and even wood, that were used are outlined in whatever historic references have been discovered in regard to the habits of our early ancestors. Biblical and other references even more ancient, afford us a fairly good idea of the development of the shoe, its uses and the curious customs that obtained in connection with it amongst various nations. It would seem that throughout the centuries or, indeed the millenniums through which the information comes down to us, there has been very little change in the methods of production whatever may be said of the forms or styles of the shoes themselves.

Footwear, Ancient and Modern

Thirty-four hundred years ago, in the reign of Thothmes III. of Egypt, an enterprising artist of the day made sketches of two shoemakers at their work, and drew them as above in colors on a wall at Thebes. The shoemakers are seated upon low stools, and are busily employed in the formation of the sandals then usually worn in Egypt. The first workman is piercing with his awl the leather thong at the side of the sole, through which the straps were passed which secured the sandals to the foot; before him is a low sloping bench, one end of which rests upon the ground; his fellow workman is equally busy sewing a shoe, and tightening the thong with his teeth. Above their heads is a goodly row of sandals, probably so placed to attract a passing customer, the shops in the East being then a show entirely open and exposed to every one who passed. As the ancient Egyptian artists knew nothing of perspective, the tools of the workmen that lie around are here represented above them; they bear, in some instances, a resemblance to those used in the present day.

One of the workmen is tightening a thread by the very same method, the teeth, in operation with hand-turn workers until recently.

From that day to this, the art of the shoemaker has played an important part in dress, and while the various forms of footgear have of necessity retained certain essential features, in no article of dress has there been more variation in detail, or more subjection to the whims of fashion. Among all the oriental nations, the sandal, a mere sole of leather fastened to the foot by thongs or straps, was for ages the typical form of footwear. The addition of a closed-in top, thus forming a shoe, is a comparatively modern idea, when compared with the immense antiquity of the simpler form; and although used by Egyptians and Romans of the higher class, its general acceptance is of much later date.

Egyptian sandals varied slightly in shape; those worn by the upper classes, and by women, were usually pointed and turned up at the end, like our skates, and

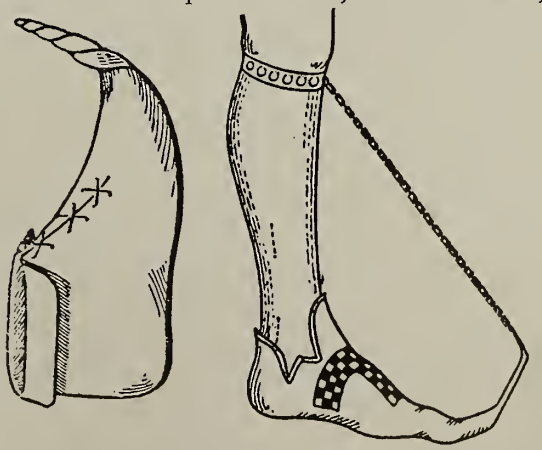


Fig. 6.

the Eastern slippers of the present day. Some had a sharp, flat point, others were nearly round. They

were made of a sort of woven or interlaced work, of palm leaves and papyrus stalks or other similar material; sometimes of leather, and were frequently lined within with cloth, on which the figure of a captive was painted; that humiliating position being thought suitable to the enemies of their country.

The sandals with curved toes, alluded to above, and which frequently appear upon Egyptian sculpture, and generally upon the feet of the superior classes, are exhibited on the sculptures. It shows how such sandals were held upon the feet, the thong which crosses the instep being connected with another, passing over the top of the foot and secured to the sole between the great toe and that next to it, so that the sole was held firmly, however the foot moved, and yet it allowed the sandal to be cast off at pleasure.

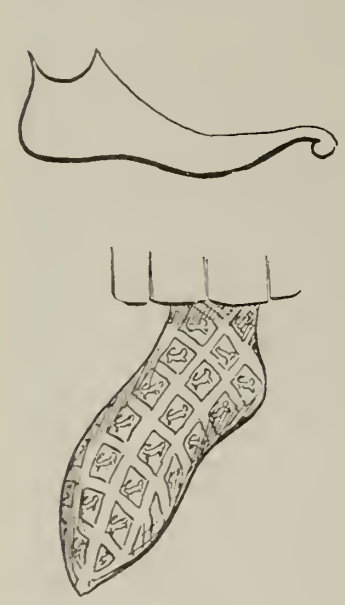


Fig. 7.

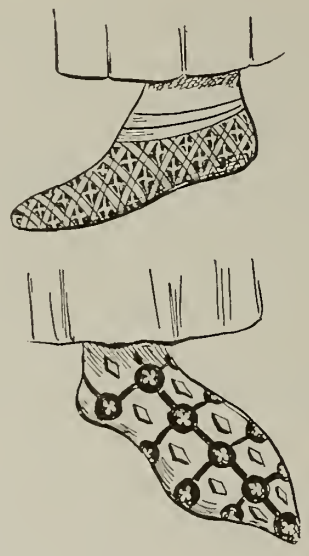


Fig. 9.

Wilkinson says that "shoes or low boots were also common in Egypt, but these must undoubtedly have been of late date and to have belonged to Greeks; for since no persons are represented in the paintings wearing them, except foreigners, we may conclude they were not adopted by the Egyptians, at least in a Pharaonic age. They were of leather, generally of green color, laced in front by thongs, which passed through small loops on either side, and were principally used, as in Greece and Etruria, by women."

In no part of the attire, even at a very early day, was there more profuse and expensive decoration than in the sandals. We are told in the apocryphal Book of Judith that although Holofernes was attracted by the general richness of Judith's dress and personal ornaments, yet it was "her sandals ravished his eyes:" and the bride in Solomon's Song is met with the exclamation, "How beautiful are thy feet with sandals, O prince's daughter!"

Ancient bas-reliefs at Persepolis show the transition forms from sandals to shoes, the latter in its earliest shape being merely a covered sandal, the upper part consisting of the lacings of the sandal much widened, and fastened by buttons at the top of the foot.

With the ancient Greeks and Romans, the coverings for the feet assumed their most elegant forms; yet in no instance does the comfort of the wearer appear to have been sacrificed, or the natural play of the foot interfered with. Vegetable sandals, termed Baxa, or Baxea, were worn by the lower classes, and as a symbol of their humility by the philosophers and priests. Apuleius describes a young priest as wearing sandals of palm; they were, no doubt, similar in construction to the Egyptian ones, which were part of the required and characteristic dress of the Egyptian priesthood. Such vegetable sandals were, however, occasionally decorated with ornaments to a considerable extent, and they then became expensive. The making of them in all their variety, was the business of a class of men called Baxearii; and these, with the Solearii (or makers of the simple sandals) constituted a corporation or college of Rome.

The solea were generally worn by the higher classes, only for lightness and convenience in the house, the shoes (calceus) being worn out of doors. The soccus was the intermediate covering for the foot, being something between the solea and the calceus; it was, in fact, precisely like the modern slipper, and could be cast off at pleasure, as it did not fit closely and was secured by no tie. This like the solea and crepida was worn by the lower classes and country people; and hence the comedians wore such cheap and common coverings for the feet, to contrast with the cothurnus, or buskin of the tragedians, which they assumed, as it was adapted to be part of a grand and stately attire. The cothurnus was a boot of the highest kind, reaching above the calf of the leg, and sometimes as far as the knee. It was laced, as the boots of the ancients always were, down the front, the object of such an arrangement being to make them fit the leg as closely as possible; and the skin of which they were made was dyed purple and other gay colors. The head and paws of the wild animal were sometimes allowed to hang around the leg from the upper part of the cothurnus, to which it formed a graceful addition. An example of such an ornamented boot, decorated all over with a pattern like a Grecian volute, is shown by Fig. 4.

The unchanging nature of a commodious fashion capable of adoption by the lower classes, may be illustrated by Fig. 1, which shows the shoe or sandal worn by the rustics of ancient Rome. It is formed of a skin turned over the foot, and secured by thongs passing through the side and over the toe, crossing each other over the instep, and secured firmly around the ankle. Any person familiar with the prints of Pinelli, pictures of the modern brigands of the Abruzzi, or the models of the latter worthies in terra cotta, to be met with in most curiosity shops, will at once recognize those they wear as being of the same form. The traveller who has visited modern Rome will also remember to have seen them on the feet of the peasantry who traverse

Fig. 10.

Fig. 11.

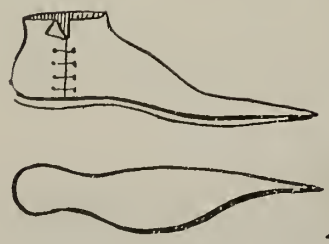


Fig. 13.

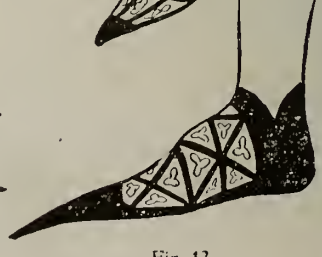


Fig. 12.

the Pontine marshes; and the older Irish, and the comparatively modern Highlander, both wore similar ones. They were formed of the skin of the cow or deer, with the hair on them, and were held on the feet by leather thongs. Another simple form of the shoe developed from the sandal is shown by Fig. 5, in which the toes are entirely uncovered. No Roman but one who had served as edile was allowed to wear shoes of a red color, which we may therefore infer to have been a favorite color for shoes, as it still is in western Asia. The Roman senators wore shoes on buskins of black, with a crescent of gold or silver on the top of the foot. The Emperor Aurelian forbade men to wear red, yellow, white or green shoes, permitting them to be worn by women only; and Heliogabalus forbade women to wear gold or precious stones in their shoes, a fact which will aid us in understanding the extravagant lengths to which the decoration of shoes was carried.

The Roman shoes had various names, and were distinct bandages of the position in society held by the wearer. The solea, crepida, pero, and soccus belonged to the lower classes, the laborers and rustics; the caliga was principally worn by soldiers; and the cothurnus by tragedians, hunters and horsemen, as well as by the nobles of the country. The latter kind of boot, as we have already hinted, in form and color was indicative of rank or office.

The boots of the emperors were frequently richly decorated, and the patterns still existing on marble statues show that they were ornamented in the most elaborate manner. An example taken from the statue of the Emperor Hadrian is shown in Fig. 2, and it is difficult to conceive anything more elegant. Gems and gold were employed by some of the Roman Emperors to decorate their boots, and Heliogabalus wore exquisite cameos on his boots and shoes.

According to Strutt, high shoes, reaching nearly to the middle of the legs, and fastened by lacing in front, and which may also be properly considered as a species of half boots, were in use in England as early as the tenth century; and the only apparent difference between the high shoes of the ancients and the moderns, seems to have been that the former laced close down to the toes, and the latter to the instep only. Wooden shoes are mentioned in the records of this era, but it is probable that they were so called because the soles were formed of wood, while the upper parts were formed of some more pliant material. Shoes with wooden soles were, at this time, worn by persons of the most exalted rank; thus, the shoes of Bernard, King of Italy and grandson of Charlemagne, are thus described by an Italian writer, as they were found in his tomb:

"The shoes which covered his feet are remaining to this day, the soles of wood and the upper part of red leather, laced together with thongs; they were so closely fitted to the feet that the order of the toes, terminating in a point at the great toe, might easily be discovered; so that the shoe belonging to the right foot could not be put upon the left, nor that of the left upon the right."

"Among the various innovations," continues Strutt, "made in dress by the Normans during the twelfth century, none met with more marked and more deserved disapprobation than that of lengthening the toes of the shoes, and bringing them forward to a sharp point. In the reign of Rufus, this custom was first introduced by a man who had distorted feet, in order to conceal his deformity. The fashion was no sooner broached than all those who were fond of royalty thought proper to follow it; and the shoes were made by the shoemakers in the form of a scorpion's tail." These shoes were called figaciae, and were adopted by persons of every class, both rich and poor. Soon after, a courier whose name was Robert, improved upon the first idea, by filling the vacant part of the shoe with tow, and twisting it around in the shape of a ram's horn. This ridiculous fashion excited much admiration. It was followed by the greater part of the nobility; and the author for his happy invention, was honoured with the cognomen Cornardus, or horned. The long-pointed shoes were vehemently inveighed against by the clergy, and strictly forbidden to be worn by the religious orders. So far as we can judge from the drawings executed in the twelfth century, the fashion of wearing long-pointed shoes did not long maintain its ground. It was, however, afterwards revived, and even carried to a more preposterous extent. (Fig. 6.)

Sumptuous foot-wear of great cost and elegance was much affected by the early English nobility. Henry II. wore green shoes with bands of gold; those of Richard I. were similarly ornamented; and the effigy of Henry III. in Westminster Abbey is remarkable for the splendor of its boots, which are depicted in Fig. 7. They are crossed all over by golden bands, thus forming a series of diamond-shaped spaces, each one of which is filled with a figure of a lion, the royal arms of England. Similarly elaborate examples are Figs. 8 to 12, taken from the Arundel MS. executed about 1339, which show the extent to which the tasteful ornamentation of these articles of dress was carried. The greatest variety of pattern and the richest contrasts of color were aimed at, and these were heightened by the rich contrasting colors used in the hose. This desire for contrast was carried so far, that in some of the effigies one shoe is black over blue hose, the other leg being clothed in a black stocking and a white shoe.

Fig. 16.

Fig. 14.

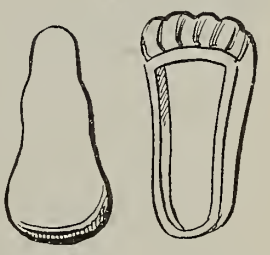


Fig. 15.

The boots and shoes worn during the fourteenth century were of a peculiar form, and the toes which were lengthened to a point, turned inward or outward, according to the taste of the wearer. In the reign of Richard II. they became immensely long, so that it was asserted that they were chained to the knee of the wearer, in order to allow him to walk about with ease and freedom. It was, of course, only the nobility who could thus inconvenience themselves, and it might have been adopted by them as a distinction; still, very pointed toes were worn by all who could afford to be fashionable. Fig. 13 shows a shoe of this period from an actual specimen discovered in some excavations at Whitefriars.

Fashion then, as now, ran from one extreme to the other, and the shoes which were at one time so long at the toe as to be inconvenient, now became as absurdly broad; and sumptuary laws were passed to restrain both extremes. Thus, Edward IV. enacted that any

Fig. 17.

Fig. 18.

Fig. 19.

Fig. 20.

shoemaker who made for unpriviledged persons any shoes or boots, the toes of which exceeded two inches in length, should forfeit twenty shillings, one rouble to be paid to the king, another to the cordwainers of London, and the third to the Chamber of London. This only had the effect of widening the toes; and Paradin says they were then so very broad as to exceed the measure of a good foot. This continued until the reign of Mary, who, by a proclamation, prohibited shoes being wider than six inches at the toe.

Figs. 14 and 15 show to what a preposterous extent this fashion of wide toes was carried, both women and men affecting it. Fig. 15 is copied from the monumental effigy of Katharine, wife of Sir Thomas Babynton, who died in 1543. It is an excellent specimen of the sort of sole preferred by the fashionables of that day. The second cut shows a front view of a similarly made shoe. They were formed of leather, but generally the better classes wore them of rich velvet and silk, the various colors of which were shown in slashes at the toes, which were most sparingly covered by the velvet of which the shoe was composed. In the curious full-length portrait of the poetical Earl of Surrey at Hampden Court, he is represented in shoes of red velvet, having bands of a darker tint placed across them diagonally, which bands are decorated with a row of gold ornaments.

During the reign of Edward VI. a sort of shoe with a pointed toe was worn, not unlike the modern one. It was of velvet, generally, with the upper classes; of leather with the poorer ones. The former indulged in a series of flashes, which the latter had not. We give here, in Fig. 16, two specimens of these shoes, from prints dated 1577 and 1588. Philip Stubbes declares in 1588 that the fashionables then wore "corked shoes, puisnets, pantoffles, and slippers, some of white, some of green, and some of yellow; some of Spanish leather, and some of English, stitched with silk and embroidered with gold and silver all over the foot with gewgaws innumerable."

Rich and expensive shoe ties were now brought into use, and large sums were lavished upon their decoration. John Taylor, the water poet, alludes to the extravagance of those who

"Wear a farm in shoe-strings edged with gold,
And spangled garters worth a copy hold."

The shoe-roses were made of lace, which was as beautiful, costly and elaborate as that which composed the ruff for the neck, or ruffles for the wrist. They were elaborately decorated with needlework and gold and silver thread.

During the reign of the first Charles, the boots (which were made of fine Spanish leather, and were of a buff color), became very large and wide at the top. Indeed, they were so wide at times as to oblige the wearer to "straddle" greatly in walking—a habit that was much ridiculed by the satirists of the day. There was a print published during this reign of a dandy in the height of fashion, whose legs are encased in boot-hose tops tied about the middle of the calf, as long as a pair of shirt-sleeves, double at the ends like a ruff-band; the top of his boots very large, fringed with lace, and turned down as low as his spurs, "which jingled like the bells of a morris-dancer as he walked." These boots were made very long in the toe; thus, of this exquisite we are told, "the feet of his boots were two inches too long."

This extreme fashion was merely an evolution from the riding boots of the day, which were made very long, reaching to the mid-thigh, and so loose that the tops could be turned down below the knee, which convenience was in the next reign exaggerated into the elaborate court boot described above, and illustrated by Fig.

Fig. 21.

Fig. 22.

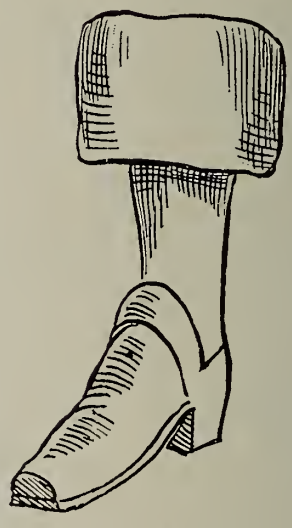


Fig. 23.

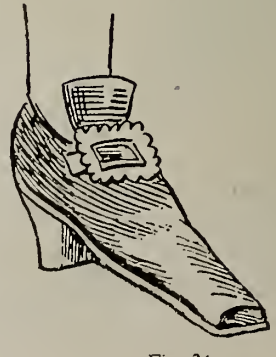


Fig. 24.

21. This boot is copied from one worn by a courtier of the coronation of Charles II. It is decorated with lace all around the upper part, and that portion of the leg which the boot encases seems fitted easily with pliant leather; over the instep is a broad band of the same material, beneath which the spur was fastened. It was early in the seventeenth century that heels began to be worn with boots and shoes, and in the time of Charles II. they had become quite high; and all men of fashion then wore broad toes, while the Puritans, by way of protest, wore pointed shoes, to distinguish them from the "graceless gallant."

Fig. 23 shows a boot of the end of this reign, copied from a pair hung over a knight's tomb, in accordance with the old custom of burying a knight with his military equipments over his grave, originally consisting of his shield, sword, gloves and spurs, the boots being a later and more absurd introduction. That shown in the cut is formed of fine buff leather; the tops are red and so are the heels, which are very high; and the toes are cut exceedingly square.

With William III. came in the large jack-boot, and the high-quartered, high heeled and buckled-shoe, which only expired at the end of the 18th century. One of these jack-boots is shown in Fig. 22. The heel, it will be perceived, is very high, and the pressure upon the instep very great, and consequently injurious to the foot, and altogether detrimental to comfort. An immense piece of leather covers the instep, through which the spur is affixed, and to the back of the boot, just above the heel, is appended an iron rest for the spur. Such were the boots of the English cavalry and infantry, and in such cumbrous articles did they fight in the low countries.

A boot was worn by civilians, less rigid than the one last described, the leg taking more of the natural shape, and the tops being smaller, of a more pliant kind, and sometimes slightly ornamented round the edges.

The types of shoes worn during the reigns of William, Anne, George I. and George II. are shown in Figs. 24 to 28. All persons who pretended to gentility in those days wore shoes with red heels. The fronts of the gentlemen's shoes were very high, and on gala-days or showy occasions, a buff shoe was worn. The ladies appear to have preferred silk or velvet to leather; thus Fig. 25 is entirely made of a figured blue silk, and it has bright red heels and silver buckles. Fig. 26 is of brown leather, with a red heel and a red rose for a tie above the instep. Fig. 27 is altogether red, in a pattern of different tints, the ties and heels being deepest in color.

Later, in the reign of George III., the heel was placed further under the foot; and at the same time the general shape became less clumsy, being lower in the quarters and of more graceful lines, due to more skilful construction.

Shoes of the old fashion, with high heels and buckles, appeared as late as 1800; but buckles became unfashionable, and shoestrings eventually triumphed, although less costly and elegant in their construction. The Prince of Wales was petitioned by the alarmed buckle-makers to discard his new-fashioned strings, and take again to buckles by way of bolstering up their trade; but the fate of these buckles was sealed, and the prince's good-natured compliance did but little to prevent their downfall.

Early in the reign of George III. the close-fitting gentlemen's boots became general; the material used for the leg was termed grain-leather, the flesh side being left brown, and the grain blackened and kept to the sight. After this appeared the "Hessian" Fig. 29, a boot worn over the tight-fitting pantaloon, and with a silk tassel at the front. This boot was introduced from Germany about 1789, and was sometimes called the Austrian boot. A modification of this form was the "Suwarrow," Fig. 30, much worn early in the century. The top boot was worn early in the reign of George III., and took the fullness of the "Hessian" in its lower part.

Fig. 29.

Fig. 25.

Fig. 26.

Fig. 27.

Fig. 28.

Fig. 30.

Personality In The Shoe Store

Every Store Has its Message. Every Retailer Makes His Individual Impression. Goods, Service and Advertising Cumulative in Effect.

YOUR constituency has you and your store well ized up and upon this quietly formed estimate depends largely the history and success of your establishment. There is really no such thing in any community as real business development without personality. People may patronize a store now and then merely on account of goods or prices, but buying can never be permanently tied down to the mere question of dollars and cents. Even where large establishments are concerned, such as departmental stores, how often one hears the remark: "The price may be a little lower at so-and-so's, but I would rather go to the other store, the service is better."

Personality in the Store.

There is about a well kept and well ordered store a personality that always counts. You can often tell the difference in management by the variation in the storefront, window displays or the way the stock is laid out inside. Now this does not mean that the modern storefront and interior always attract or retain custom. You may have the finest front in town and the best arranged interior and your competitor a few doors up may outdistance you in steady business. You may have widely different ideas from your neighbour on window dressing and the display of goods, but if you can only manage to put into your displays the touch of "character" you will succeed in attracting people. The first impression the outsider gets of your establishment is through the window. Have it speak not only of the goods you may have to sell, but the kind of people behind them. At any rate, have the windows clean, attractive and with a story to tell that will suggest to the passersby to enter and find out more about them. There are too many windows that have no real story to tell. Some of them attempt to say so much that they overshoot the mark.

The Personality of Interior.

For the average store the desired effect should be perfect homelikeness. As a customer said recently on a blustery day, "I like a warm shop, not so much a physically warm one, as one that makes you feel at home." The store does not require to be fitted with Wilton carpets, easy chairs, mirrors and all the latest interior fittings to realize this ideal. These may enhance the feeling of warmth, ease and comfort, but unless the right "atmosphere" is there, the luxuriousness will be in vain. Every store should strive to develop some characteristic or characteristics outstandingly peculiar to itself. Have the show cases, seats, fitting stools or whatever you may use a little different or more originally arranged, so that anyone who enters the premises will realize at once that he is in your store. Place comfort and convenience above everything else. Have the women's department away from the men's and the children's so situated and equipped that youngsters will feel it a delight to come to the store any time either alone or with their parents.

Personality of Employees.

It goes without saying that a stupid, careless or indifferent clerk may undo all you may attempt to accomplish in giving personality to your store. Encourage clerks to feel that they are not just selling shoes. Tell them that the people who come in are not merely buyers of a pair of shoes, but prospective customers whom you expect to return again and again. You can encourage this spirit by your personal example. Often a kind word or smile while a sale is being made, offered instead of criticism, will help not only the salesman but with the customer. After all clerks will take the cue from the boss nine times out of ten. It is nevertheless, one of the most difficult things in the world to get salespeople to realize the great part that their personality plays in immediate and future sales. Try to get them to build up as large a personal following as possible. Do not become jealous when a customer comes in and asks for your salesman instead of yourself.

Personality in Goods.

Making a reputation for giving good value is one of the greatest assets a retail store can have. You can make a name for selling reliable goods or you can soon create an impression that your store is in the cheap and trashy class. From the prices one sees flashed in bright colors in shoe store windows these days one wonders how the average retailer makes a living. However, there are stores that manage to sell enough well made dependable shoes at a profit to keep the wolf from the door at least.

In these days of "jazz" the problem is more than usually trying. A prominent retail in one of our smaller cities was asked recently how he handled the "style" problem, and kept up his regular business. He replied, that he kept up his regular lines carefully and devoted most of his attention to selling the goods that had built up his business. But he carried enough novelties to let people see that he was not a "mossback". He claims that a good deal less than thirty per cent. of his stock is in style goods, and these he turns over so quickly that he runs no chance of their sticking. He uses them in his windows and ads. to attract attention and keeps hammering away meanwhile in the conservative lines upon which he makes his bread and butter. That man has developed personality in his goods to an extent that the community relies upon his word for styles as well as ordinary goods.

Individuality in Advertising.

Originality in style will often give character to a store but this originality must not be mere oddity of expression or peculiarity of style. The late John Wannamaker, by his unique methods, brought about a wonderful transformation in the character of retail advertising in the past forty years. The Wannamaker ads. were counterpart of Wannamaker merchandising, and soon became the models in all first class publicity for modern retail establishments. The advertisement should always link up with the store and the man at the head of it. It should convey, to some extent at least, the spirit of the whole institution. Its great essential should be truthfulness and the impression created and maintained should be the desire to serve with the best goods to be had for the money. Many a store is hurt by foolish thoughtless state-

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The Style Situation

Less Confusion of Ideas Than for Some Time—Radical Changes Conspicuous by Their Absence.

MANUFACTURERS and retailers have had their fill of a situation in which no person could see more than a few weeks' ahead, and when the air was full of rumours of drastic changes in style and design which would make obsolete everything in process or on shelves. The samples shown and shoes sold for the coming season contain enough novelty to brighten stocks and meet consumer demand for something new. And yet there is nothing shown that throws into the discard the shoes a dealer already has on hand or has purchased.

Salesmen have found hesitation on the part of buyers to commit themselves very far in advance, and in many cases fear of style changes has been advanced as the reason for holding off. In reality the backward spring has been the most important factor in holding back trade. If business had been brisk, style fear would have had a very small effect on dealers who would have had visions of empty shelves and lost sales. But looking out of the window, the dealer saw snow falling, goloshes, rubbers and heavy overcoats on every side, and, losing heart, would say, "I guess I won't buy any shoes to-day." A week or so of warm weather will make all the difference in the world to our outlook and to the movement of goods from manufacturer to consumer.

Looking over the samples shown at this time for immediate and fall selling, and without the slightest tendency to what might vulgarily be termed "Bull," it must be said that the manufacturers are to be complimented on the use they have made of the opportunity offered, and the retailers on the goods from which they have the opportunity to build their stocks. The range is as wide as ever, but lacks factors that would tend to disturb confidence. We see oxfords, straps, tongues, and sandals; all have been with us for some time, all should remain good for their particular purposes for quite a while. Boots are still sold in fair quantities in staple form. The French have been trying to work them out in fancy designs, but the vogue has not taken hold very widely, and there is nothing on the horizon to indicate that they will displace the low shoe this year.

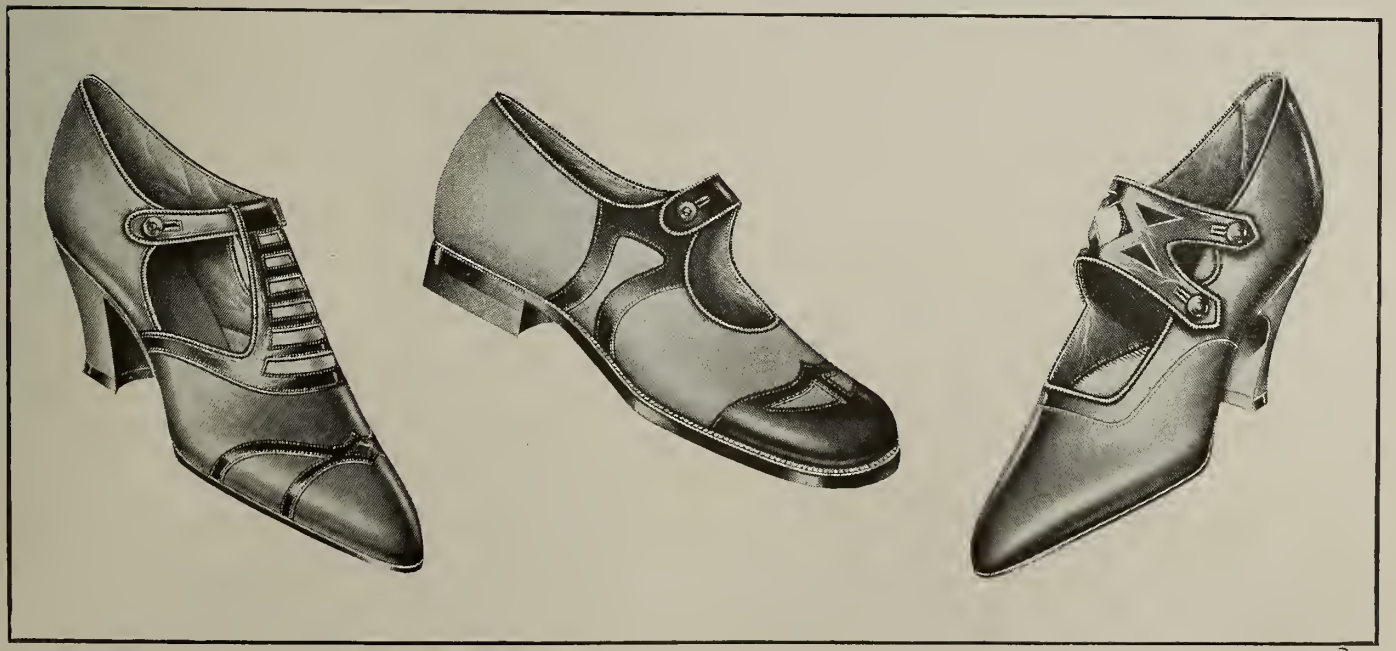
For the Summer.

The outstanding feature for summer selling is of course provided by white goods. These range from plain white to designs embodying trimmings in black and colors. For street wear the plain white shoe may be regarded as the leader in buck or cloth, with white ivory sole and heel. This may be in the form of an oxford, or one strap with one or two buttons, Black and white effects should be popular again this year, while colors are used for trimming in many of the summer shoes. Grey and brown suede are favored particularly for early summer wear, in oxford or strap, plain or trimmed. Shawl fringed tongues are shown and sold to quite an extent in the larger centres, and with a colored season in view, this serves as an additional means of brightening shoes to match or contrast with costumes.

Sport shoes offer a wide variety of designs, patterns and combinations in oxfords, straps and sandals. The smoked or pearl elk trimmed with apron of brown or black calf, with rubber sole and heel, maintains its popularity. The new crepe rubber sole and heel is shown on many models and should have quite a wide sale. White shoes admit of attractive variations in trimming, such as white calf, colored calf, in many shades with names just as varied e.g., lipstick red, apple green, periwinkle blue, dandelion yellow. Fancy leathers, such as "Utella Calf," in many colors are employed to good effect to give smartness and brightness to summer shoes. Heels on sport shoes are for the most part low, while for afternoon wear a Cuban heel, about 12/8 is most popular.

Aside from white goods, a wide choice of other lines for late spring and summer is provided. Ox-

(*Continued on page 122*)



Some American Ideas

A Lively Gathering

Shoe Travellers Hold Indignation Meeting. Lambaste National Association and Roast Retailers. Slogan "Back to Two Seasons a Year."

A "ROUND ROBIN" signed by a score of shoe travellers was sent out towards the close of last month, calling a meeting of the craft to be held at Coboconk, on April 2nd., at 2 p.m., and "thereafter" to discuss conditions on the shoe trade "by and large" intimating indirectly that there were issues to come up concerning the relationship of travellers to the Association, the retail trade and to their employees.

Owing to the fact that the meeting was called for April 2nd., "All Fools Day" being on the Sunday preceding, some of those who received notice were inclined to think the whole thing a hoax, but the wires were kept busy and a goodly representation of the boys was secured, and that in spite of the Christmas weather that prevailed at this old university town.

A vestibuled chair car special left Toronto via the "National" at 7.48, passing the old "Cannon Ball" at Scarboro Junction, and made the run to Blackwater Junction in somewhat less than three hours. After seven and a half minutes at the most famous "hot dog" counter in Ontario, the "special" got under way and made Coboconk as the town bell was ringing twelve. If they hadn't gone back to Lorneville Junction for Ed. Lynch they would have made the trip in four hours.

The boys lined up at the station and the procession headed by the Mayor, Aldermen, University Senate and the Coboconk Citizens' Band marched gaily up the main street to the City Hall, where a reception and banquet was in waiting in charge of the local W.C.T.U. After a recherche repast, which Harvey Graham, of Snyder's Creek, said beat the Mount Royal layout to a frazzle, speeches were indulged in. In the absence of the "Boy Orator" of the shoe trade, Mr. Peter Doig, responses were made by Messrs. Fice and McGee, to whom, on behalf of the city council, the mayor handed the keys of the city. His worship warned the boys, however, that the "moonshine" of the district had a particularly vicious kick, and he trusted that the fact that they had much business to transact and that the Province was only too anxious to pile up a big surplus from the O.T.A. would put a damper on bootlegging. The boys assured the mayor, however, that they had brought all they needed with them and that he might tell the fire brigade everything would be all right.

At the conclusion of the Mayor's address, the crowd sang "Alouette", led by Ruf. Savage, and carried the chief magistrate to his waiting Ford in a chair.

Business Session.

Promptly at 2 p.m. the gathering adjourned to the Council Chamber, which had been decorated and specially furnished for the occasion. The walls bore such legends as "Call agin, O'Callagan!" "Where do we go from here?" "Back to Two Seasons a Year," etc.

The chair was taken by Dominion Vice-President Charles E. Fice, but a protest was entered by several present that the session should be a "free for all" and should be open to all shoe travellers whether members of the Travellers' Association or not. After considerable discussion, it was decided that the gathering being irregularly called should be an informal one, and the floor absolutely free.

A resolution was then introduced by W. B. Fryer, seconded by Tim Healey, as follows: That this meeting place on record its condemnation of the Officers and Executive of the National Association of Shoe and Leather Travellers, who, in two years, have failed to do anything to justify the existence of the organization other than holding two or three pink teas and acting as general whippers in for other trade organizations; and that the said Officers and Executive be requested to either bring in a programme that will show the members that it is something more than a tail to the kite or resign.

A warm discussion arose as to the resolution being out of order and after some lively passages at arms between Secretary Harvey McKean, Treasurer Hardie and some of the more pronounced kickers such as, A. J. Tipping, Maj. Johnson, H. E. Wetlaufer and others, the resolution was amended to read that a convention be called to be held at Toronto or some suitable place in the month of August or September next to discuss the future of the organization and other matters of interest to the travelling profession.

An address was then delivered by S. Arthur Bell on the subject of "Shoe Trade Conditions". Mr. Bell said that he had been so busy getting ready for his western "trek" that he had not had proper time to give consideration to the momentous question the Committee had asked him to discuss. As far as he had been able to judge, however, the trade was just now suffering from a temperature of 117 degrees in the head, while their feet registered somewhat around fifty below zero. One thing that was hard to understand with the retail trade to-day was that they were raising a helova holler against new goods and yet every man you showed samples to asked you if you had something different, referring to some concern that was getting some novelty that they were simply bound to have. When you tried to nail them on the question of the danger of this thing to their own business and to trade generally they would tell you they had to have these specialties to protect their trade. While the retailer was up in the air there were some manufacturers who were trying to keep them up there by flooding the market with new lines about every ten days. There were concerns right now who were showing goods that would knock out those they got out three weeks ago. This kind of thing was putting legitimate trade on the rocks and was simply putting money in the pockets of last and pattern makers instead of the manufacsurers and shoe dealers. Until we get rid of this jazz spirit in shoes, there will be no pleasure or profit for anyone selling shoes. We have got to get down to sane ideals and sound business principles in the shoe business, or we will never get back to anything like good times in shoes or anything else.

A very interesting discussion followed in which Mr. Bell's sentiments came in for hearty endorsation. Bill Myers, however, arose to a question of privilege and asked if the speaker's remarks were

personal. It seemed for a moment or two to promise to make the proceedings rather lively. He asked if Mr. Bell had referred to him or his house when he said that some manufacturers were getting out new samples every two weeks, and running their plants in the interest of the last and pattern makers. The doughty Arthur said that anybody the cap fitted, was welcome to put it on as far as he was concerned. Oil was poured on the troubled waters by the Chairman calling upon the "Old Boys' Quartette" for a selection.

Messrs. Hawley, Abernethy, Vernon and Lovell, then gave in their best style the touching ballad "Them Days is Gone Forever". At the conclusion there was hardly a dry eye in the audience, but this it is claimed, was owing to some onions that were passed around by Stewart Anderson. There were a few cat calls also attributed to those who were jealous of the laurels won by the quartette.

The next item on the programme was an address by J. E. Firth on "Two Selling Seasons a Year." The speaker said the song just given by the quartette reminded him of when he first went on the road. Samples for Spring were ready December 1st., and some did not go out till after the New Year. The fall season was started May 1st., but often did not begin until June. Those days a merchant had a chance to know where he was at before he tackled fresh responsibilities and it was easier then to get a $3,000 order than it is to-day to get one for $30. He wondered if retailers realized what this orgy of frenzied selling was costing them. Somebody had to pay for the extra time men had to be on the road as well as for the extra lasts, patterns and waste of materials involved in freak styles. The travellers were not to blame, although the manufacturers were fond of passing the buck to them. To his mind the previous speaker gave the nail a square welt on the head, when he laid the blame at the door of the retailer. The latter was afraid his neighbour might get ahead of him, and keeps insisting upon specialties. Talk about millinery! The shoe business has that line backed off the map for sensations right now.

Mr. Firth's remarks are only given in part and for obvious reasons the reference to individual cases where dealers ordered shoes of special design and afterwards refused them are omitted. A discussion followed and the following resolution was passed:

"Whereas the many changes in shoe styles are a serious detriment to the whole trade, involving as they do increased cost in production and distribution of shoes.

Resolved that new lines be shown only December 1st. for spring delivery and June 1st. for fall delivery with the usual dating."

The Silver Tongued Frechette, who came all the way from Montreal, to attend the gathering then gave a tenor solo entitled "I Passed by Your Window, but I did not see my Shoes," which brought down the house. He gave as an encore in French "La Chaussure Rouge."

At this juncture, Jim Lawther arose and asked why they had not the Treasurer's Report. He could understand why there was no Secretary's Report because Harvey McKean had done nothing to report, but he thought they should know what had become of the perfectly good shekels they had coughed up to keep the Association in stationery and emblems. It looked to him as though there was a nigger in the fence somewhere. Jim Settle took a hand in the game, and backed up the previous speaker. He thought if they did nothing else they should have another blow out at the King Edward or some kind of a run for their money.

Treasurer Hardie, who had to be held down in his seat while the two previous speakers held the floor, said he was ready to give an account of his stewardship but was certainly not going to satisfy these knockers by making a formal report on a wild eyed occasion such as the present. He would be glad to give a proper audited statement at the proper time, and would be quite ready to hand the job over to someone who could do as well as he had or better with the "pikers" who shied at five dollars a year and padded on their accounts to make it up.

At this juncture a diversion took place in the form of a foot race around the Council Chamber between Tim Healey and Harold Budreo. The contestants had stripped to their underwear, notwithstanding the almost zero weather outside. They did ten times around the hall when the game was stopped by the fire chief who came up from below to see what was shaking down the plaster.

T. E. Bennet was then introduced to give a talk on "The Effect of Egyptian Ideals in Shoe Models". In the first place he had donned full evening dress and the majority of the audience thought he was a university professor who proposed to give them a long winded dissertation on Egyptology. When veiled allusions to "living models" and "Model Shoes" began to sift through the midst of scientific terms the audience began to realize that the slick lecturer was using the opportunity given him for a free advertisement for "Model Shoes". "Kid" Fredericks, of Campbellford, was the first to protest against the genial professor's abuse of the privilege of the floor, and he was ably backed by Len Hutchison, who said he thought the speaker could do better if he gave them a few sleight of hand tricks with the pack of cards he saw peeping out of his tail pocket. The suggestion was backed up by the crowd and the speaker, after a few moments' hesitation, consented to drop Egyptology for the dark and fascinating art of the prestidigitator. If T. E. is as good at selling Model Shoes as at flipping the cards, his firm will have a wonderful year.

"Bert" Ansley, who was present on the special invitation of President McGee, of the Ontario Section, gave the boys a talk on "Shoe Salesmanship". He said that a good shoe salesman was a man who could "size up" the situation as well as the customer, and his shoes. The present situation was revealing the fact that nine tenths of the shoe salesmen were only order takers. There were too many "belly-achers" running around rubbing their hands and talking blue ruin. They ought to be taken up a back lane and stabbed with an icicle. "Make it hot for them!" He said that the conditions through which they had lately passed were not new. Those present did not know what hard times were. Away back in 1878, when he first tagged along with sample trunks, he and Charlie Fice had often to call on six towns to sell enough goods to pay for their excess baggage. He said it was the same in 1886, in 1897, in 1907 and 1913, only perhaps not quite so bad. These little kinks in business come about every eight or ten years, and they serve a useful purpose if only to

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Spring Hosiery Notes

Outlook Good for Big Trade. Silk Hosiery in Lead. Grey, Beige and Nude Shades Popular.

THE Hosiery Show at Philadelphia, April 2nd. to 6th.. attracted great attention. Many prominent shoe men were there from various parts of United States and Canada. A "Style Revue" was held in which living models displayed the various modes and colors. Chiffon silks seemed to be the predominating materials and a marked feature being the tendency towards contrasts instead of matching colors either with gown or shoes. Another noticeable point was the absence of "clocks", although there were number of showings of embroidered hosiery in women's lines. In sport goods, there was a pronounced leaning towards camel and grey the popular shades for regular summer wear seeming to be grey, beige and nude. There were comparatively few models in either black or brown. Nevertheless, wholesalers report that there has been a fairly good sale for the latter for general distribution. Of course, in Canada we can hardly follow the pace of New York or Philadelphia, but there will be women who will want to. Certainly brown shades seem to sell well here.

Business so far has been very good and although Easter offered little inducement for silk hosiery, plenty of the fair sex might be seen during the past couple of weeks sporting fur coats in practically bare legs. They must be as uncomfortable as a new highlander recruit. but they have the satisfaction of knowing that they are in style. Prices most popular seem to be about $1.50 or $2.00, but a great many $3.00 and $3.50 lines are moving. The fact that the present is distinctly a color season and that women will require hosiery to match their varied apparel ought to mean that the season will be an unusually good one. This will also help towards talking style instead of price. The fact that summer shoes will have a touch of bright color in them, will tend towards popularizing such shades as green, blue, red and so forth. but the sale will not be large. With the strengthening of raw silk and the increased demand promised the market has taken on a strong tone which will increase with the fine weather. The retailer who has a fair stock of saleable hosiery will congratulate himself before the season is over.

The coming season indicates a greater tendency than ever towards sports apparel, and the sale in this class of hosiery as well as shoes is bound to be unusually large. Combinations of bright colors with shoes of the same shades are already putting in an appearance, and will be going stronger as the summer proceeds. There is also another trend which promises next to strong colors in hosiery. The use of white costumes and white shoes with contrasting shades of millinery trimmings or such things as sweater coats will popularize matching or contrasting colors in hosiery. Bright colored clockings to match trimmings will also be used and two-tone effects in high colors will obtain very largely. In materials the heavy silk, silk and lisle, and all lisle are mainly the favorites for sports. Drop stitch stripe effects in black are also seen in many displays and some all over lace effects. There is not the slightest doubt but that the sale of sport's hosiery as well as shoes will be a large and paying feature during the next two or three months, and the retailer who gets into the game and handles it properly will reap a rich reward.

Too many retailers are content to let the hosiery department run itself, not only with regard to store selling, but advertising. As with anything else, it is "ginger" that counts. Let people know not only that you keep a stock of hosiery but that you are fully prepared to cater to their needs. Give the line a proper show in your advertising. Talk up the hosiery business as you do your shoes, and you will soon find that customers will rely upon your service in this department as others.

By the way, at the recent Hosiery Exposition in Philadelphia, manufacturers representing over 80% of the production of the United States decided to put on an advertising campaign and will spend $1,500,000 in the next three years. The scheme is to stress the advantages of full-fashioned hosiery with the public. The manufacturers in the arrangement agreed to subscribe to the plan on a basis of five cents per dozen of silk and 2½ cents per dozen of cotton full fashioned hosiery, this tax to continue during the life of the campaign.

A LIVELY GATHERING.

(*Continued from page 75*)

show the man on the road that he should have more than soft talk and sympathy to give his customers. "Get up and Hustle" was his parting advice. "Back up the ginger manufacturers are putting into their stuff with the real thing in selling. Do something to earn the reputation and pay of salesmen."

After a slick song and dance act put on by Messrs. Jim Heffering and Ken Murray, the meeting was adjourned to attend a special sederunt of the Coboconk University Senate, where the degrees of L.B.S. (Live Bull Shooter) and F.D. (Funeral Director), were conferred on a number of the members. The list is too long for reproduction here, and will be held over for a future issue.

When the Special Convocation at the University was over it was impossible to round up the boys again at the City Council, so the balance of the business was held over for the next meeting to be held according to resolution in August next.

PERSONALITY IN THE SHOE STORE.

(*Continued from page 72*)

ments in its advertising and most would be helped if more character and less talk were put into the advertisements.

Of course the business depends first and foremost on the man at the top. His ideals and methods are bound to permeate it. The heartiness of the personal support given by the community to any establishment depends very largely upon its confidence and respect in the man behind the gun. He may be a pleasant affable fellow, but if he has not with him that something more abiding and tangible he will not make a permanent business following. The man who knows his business, who is always on the job, who hands everybody a square deal, a pleasant smile and an honest effort to give customers a hundred cents' value for every dollar spent in his store, will have an advertising force behind his establishment that money cannot buy and competition will not trouble.

Advertising Direct By Mail

BECAUSE it is much easier to make a contract with a local paper and make up two or three ads. a week retail merchants often neglect one of the most fruitful as well as economical methods of publicity that lies right at their hand. The direct by mail system of keeping in touch with customers involves a little trouble at the start and some care in keeping the lists and matter up-to-date, but when properly conducted it is a "sure fire" proposition, and will bring more returns per dollar spent than any other method that can be used by a retail store.

People all like to get mail. Even business men who receive daily scores of letters usually regard mail opening as one of the events of the day, and few of them turn down even the despised "circular" when it presents itself unsealed with the one cent stamp. Just sit down and ask yourself the question if a letter does not appeal to you more thoroughly than a dozen advertisements, or if a neat little booklet describing some of your needs is not sooner read than a flashy newspaper announcement of cut prices. Whether you apply the principle to large or small places it holds good, but in smaller communities it is most effective. Everybody likes the direct appeal. There is something in it that touches our pride, self respect, dignity or whatever you may choose to call it. Besides in the seclusion of the home, the letter or announcement stands a much better chance to be read, marked, learned and inwardly digested.

Who and what are your possible customers is the first thing to decide upon before preparing a mailing list, which is the foundation of all direct by mail advertising? The reason so many fall down on the whole mail advertising proposition is that they do not exercise proper care in regard to the preparation of their lists. They seem to forget that every "dead" name on it is waste of just so much good money and effort. When a merchant makes a contract with a newspaper for advertising, he usually goes into the question of extent and character of circulation. The character is particularly important, as he may pay for advertising that goes to people that are not interested in either him or his product. There is a lot of waste and dead circulation in newspapers. There need be no such difficulty with a mailing list if it be carefully and thoroughly prepared.

The best source is, of course, the stores' present customers. These may be made up from your books, sales slips, deliveries, etc., and may be supplemented by lists from the local directory, telephone book, tax rolls and so forth. These may be further supplemented by lists of clubs, societies, associations, payrolls of local factories and rural mail carriers' lists. One retailer who is particularly successful along this line says that he co-operated with one or two other men in non-competing lines and they have a fine list which they use jointly. He says he uses guessing contests to secure fresh names and watches the newspapers for items that will suggest others.

He says he has found that with the co-operation of his clerks he has had the best results, because in this way he is able to tabulate the peculiar standing, circumstances, and predilections of his customers.

A general list is not much use but it is better than none. Nevertheless, it cannot possibly be made as effective as it should. In the first place, the merchant may have to announce some attraction in a special line that will not appeal to men. There are other announcements that will not appeal to women. There are occasions when you may want to talk to the boys and others when you have something to say to the girls. In any of these classes there are subdivisions. What is the use, for instance, in talking style to Mrs. McGafferty who wears a number eight E E, or to Miss Natty about your "foot ease" specials? There are all classes coming into your store, and there is hardly an occasion when you can talk to them as a whole. Sometimes you can, but there are several times in the year when you wish to make a special appeal that will necessitate the separation of your list into classes. For this purpose you will need to know fairly well the buying abilities and proclivities of your customers as fully as possible.

It ought not to be an expensive matter to complete a good live list. The basis you ought to be willing to pay can easily be figured out. How much ought a customer to be worth to your store? Figure it out on a percentage basis, and ask what you ought to be willing to pay for a list of two hundred or five hundred. If you go about it in the right way it need cost only a bagatelle compared with the returns it will bring. Having a good list keep out of it carefully the "dead" ones, as soon as you discover them. Put no name on that you do not regard as a good prospect. After that the process is simple. Make up your mind what you wish to talk to these prospective customers about and go to it. It is then a matter of salesmanship. When properly undertaken the game is a most fascinating one as you have no difficulty in judging the "pull" of your efforts.

A Novelty Boot

Advertising Suggestions

Practical Helps for the Ad. Writer

By The Advertising Service Department

No. 1

No. 1--Circular

For house to house delivery, for direct by mail work, or as a parcel stuffer, the suggested layout is a good example of an attention getter. On advertising of this nature, use an idea with plenty of action. Display your line well and talk quality and service to the wearer. A real live circular should bring speedy results.

No. 2--Men's Shoes

Men do not buy shoes by the season, so much as the average woman. When advertising men's shoes, talk quality, style, comfort, and price. Illustrate the advertisement with good quality cuts and descriptions of shoes. Stick to one type face and not too much copy.

No. 3--Hosiery Ad.

If you make a decided effort to push the sales in your hosiery department, you no doubt do a little advertising. In such advertising we would suggest you mention the new shoe buckles, if you are carrying them. Suggest how a certain shoe would look with a certain buckle, and how you can supply the hose to match. Make the entire talk suggest chain sales.

No. 2

No. 3

Advertising Suggestions

Practical Helps for the Ad. Writer

By The Advertising Service Department

No. 4--Repair Ad.

An attractive layout, with a catch heading, a simple illustration, one plain type face, and an intelligent discussion is about all you can do with repair advertising. If you are running it in conjunction with your shoe store, you might devote a little space in your shoe advertisements to the repair department. If you have a repair business only, then use something as suggested above. The layout shown here could be used as a newspaper advertisement or circular.

No. 4

No. 5--Children's Shoes

Parents are continually buying shoes for children, from kiddies at the learning to walk stage to the robust school boy. Even if the parents forego new shoes themselves, the children must have them, their health demands it. Advertisements appealing to the foot health and comfort of the child, usually sesure attention from prospective buyers. In an advertisement of this type, give intelligent descriptions of the shoes together with the prices. Use good cuts and an attractive type face.

No. 5

No. 6--Women's Shoes

Owing to early Easter and the indifferent character of the weather, women's shoe sales have not been as plentiful as they should be. It would be a good idea to run a live advertisement, now that the weather is a little more hopeful, showing the latest styles together with descriptions and prices.

No. 6

Advertising Suggestions

Practical Helps for the Ad. Writer

By The Advertising Service Department

No. 7

No. 7--Window Card

Here is a novel window card. The shape is a little out of the ordinary and should attract attention. Your card writer could cut this from a dark heavy board, the size and shape desired, and then run in a white or colored background. Use the message most suitable to your trade, and place in the window or on showcases. If you have been looking for something out of the ordinary, try this one.

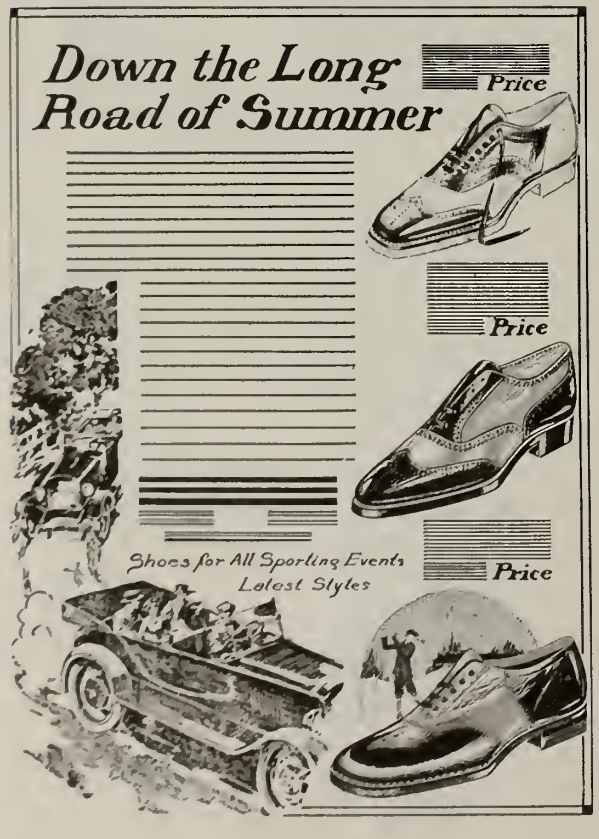
No. 8--Sport Shoes

The coming summer will bring the usual demand for sport shoes. Advertisements appealing to the anticipation of summer pleasures and sport are sure to create business. For the man, the golf shoe, for women, the tennis shoe, generally tie up a specific shoe with a certain game, and selling should be easy. If possible, use a light illustration, suggestive of summer, a light type face and good cuts, with description and prices.

No. 9--Booklet Cover

Simple designs are more dignified and more likely to create a satisfactory impression than loud covers. Use very little art work and still less type. Your printer should have a few character cuts laying around that he could use, if not, purchase a few from your engravers. They do not necessarily have to be expensive or elaborate. Choose your own headings and arrange to suit.

No. 8



No. 9

Advertising Suggestions

Practical Helps for the Ad. Writer

By The Advertising Service Department

No. 10--Blotter

Some firms make a habit of issuing a blotter fortnightly or monthly, showing some special bargains,or added store attractions. Whatever you decide to do, do well. If you are pushing a bargain line of shoes,show good cuts,accurate descriptions and prices. Tell the whole story, and you are bound to profit by it.

No. 10

No. 11--Rubbers

Stress the Spring rains and the necessity of foot protection in bad weather. In your message, make it clear that you have complete stocks of all sizes and shapes to meet the rubber demands of every man, woman and child. Show sizes and prices in the advertisement, give your prospects a chance to see what they are buying.

No. 11

Clip These Suggestions and file for future reference

No. 12--Footprints

Cuts showing the footprints as suggested on this layout, would not cost a great deal. This suggestion could be used as a newspaper advertisement, blotter or cirlar, depending on the advertiser's choice. Use the usual selling talk with first class illustrations.

No. 12

THIRD
SEMI-ANNUAL EXAMINATION for
RETAIL SHOE MERCHANTS and
SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

EXAMINATION QUESTIONS.

1. If your gross expenses are 25% of your total sales and you wish to make 5% net profit on sales, at what figure would you have to mark a shoe that cost you $2.80 to realize this? Show how you work it out.
2. If your total gross sales for a year were $32,000, and your total expenses $7,200, what percentage would this represent: (1) on your sales? (2) on your cost? Figure out fully.
3. The total sales of a retail shoe business for a year amount to $40,000. The average stock inventory is $8,000. How would you figure the turnover, the average mark-up being 30% on sales?
4. What is a fair and proper markup for purely seasonal goods, or what is known as style goods. State your reasons.
5. What is the best selling system for avoiding loss on precarious lines? How would you proceed to sell or get rid of them in good time?
6. How would you handle a customer who cannot exactly explain what he or she wants, and who is so silent and undemonstrative that it is hard to tell what pleases?
7. If you cannot suit a customer and happen to know that your competitor has a shoe that will suit, what would you do?
8. In case of a woman who insists upon buying shoes which will not match her costume or hosiery what would you do?
9. When you have a very positive customer who thinks she knows exactly what she wants, and you feel sure you can give her something that will suit her better, how would you go about it?
10. What is the best way to handle a grouchy or unpleasant customer who acts as though he thinks you cannot suit him and tells you so?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES.

Highest Marks	**$25.00**
Second Highest Marks	**$15.00**
Third Highest Marks	**$10.00**

PASS WITH HONORS

All who get over 50 per cent. of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES JUNE 15th.

Competition will close June 15th., and awards announced July 1st. 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.

Some Seasonal Shoe Styles

WE have endeavored in the following pages to sketch a practical outline of the principal features of the newest offerings for shoes for Spring and Early Summer.

While manufacturers have endeavored to keep well within the reasonable limits of prudence and economy in their productions, they have not been able to escape altogether the urge that to-day lies behind the modern shoe with regard to style and up-to-date shoemaking methods.

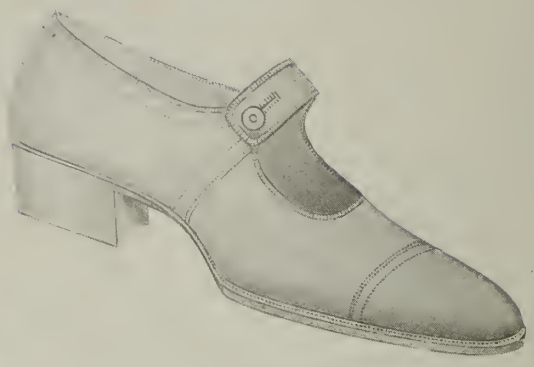
It will be generally admitted, we believe, that never was such a combination of artistic conception, thoughtful design and skilful methods so fully focused in the shoe ideals of the country as in connection with the present season's showings.

As may easily be seen, straps in various combinations of design and material will hold the centre of the stage. The sandal is back for the time at least with all its former popularity, and in spite of all the requiems sung over it, grey suede goes hand in hand with patent as a popular material for women's shoes for Spring and Summer.

The sport shoe is to be an outstanding feature of summer wear and promises to be the greatest sales producer in the list. With the variety of attractive summer costumes, it will be popular in all kinds of materials, shapes, and combinations. Colors will be the rage apparently and there will be a lot of combinations of white with black, green, red, blue and other shades.

The warm weather is at last here and the game has now started in real earnest. With brains, brawn and heart put into it, the season ought to be one of the best in many for the shoe retailer.

One Strap, One Button
Kingsbury Footwear Co., Ltd.



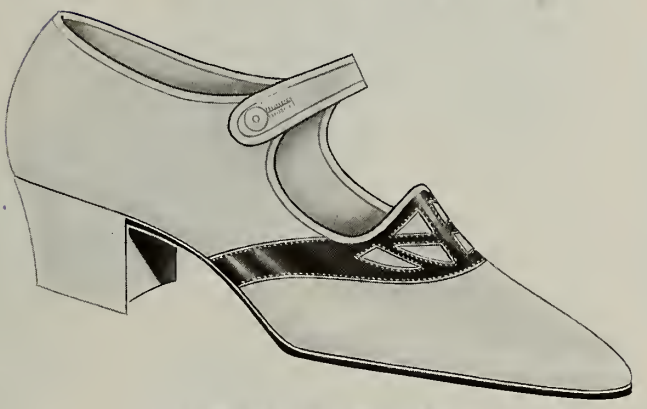
White Cloth, One Strap "Petite
In-Stock by Blachford Shoe Mfg. Co., Ltd.

One Strap "Louise"
In-Stock by Perth Shoe Co., Ltd.

One Strap Sandal Effect
J. A. McCaughan & Son.

One strap with kid vamp collar
and patent underlays.
Kingsbury Footwear Co. Ltd.

Semi-Colonial Pump, Gun Metal Calf,
One Strap. Bertrand & Thibault.



White canvas one strap, patent vamp collar,
with cut outs, by Gagnon, Lachapelle
& Hebert.

One strap, sandal effect
by Crescent Shoe Co.

White cloth one strap
In-stock by Blachford Shoe Mfg. Co. Ltd.

One strap with buckle
J. A. & M. Cote

One Strap, Patent and Suede
A. E. Marois, Limited

One Strap With Cut Out Apron
by Kingsbury Footwear Co., Ltd.

One Strap Semi-Colonial
Grey Suede and Patent
by Perth Shoe Co., Ltd.

Patent and Grey Combination
by Eastern Shoe Company, Limited

Patent colt, suede trimming, one strap, 2 button
Bertrand & Thibault

Made in suede, (grey, beige or black) or in all patent, with natural finish edge and all leather heel, by Walker,Parker & Co. Ltd.

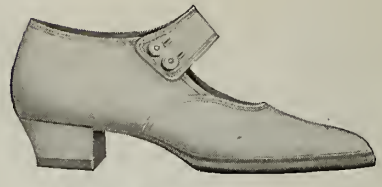
Patent one strap with vamp collar and suede underlays—Daoust Lalonde & Co. Ltd.

Grey buck patent strap and trim. W. B. Hamilton Shoe Co. Ltd.

Black patent one strap, suede vamp collar, with cut outs, by Gagnon, Lachapelle & Hebert.

One strap outing shoe
Miner Rubber Co. Ltd.

Patent and suede combination.
Canadian Shoes Ltd.



One strap sandal effect
Gutta Percha & Rubber, Ltd.

Patent one strap
Getty & Scott, Ltd.

A Two Strap
by Smardon Shoe Co., Ltd.,

Two Strap With Shortened Vamp
by J. & T. Bell, Ltd.

Colonial Combination
by Hartt Boot & Shoe Co.,Ltd.

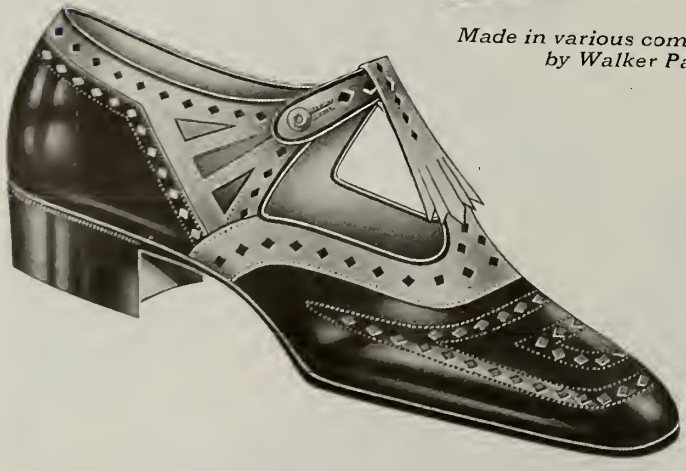
Black Patent Tongue Pump
Newport Shoe Co., Ltd.

Two Eyelet Tie
Newport Shoe Co., Ltd.

By Columbus Rubber Co., Ltd.

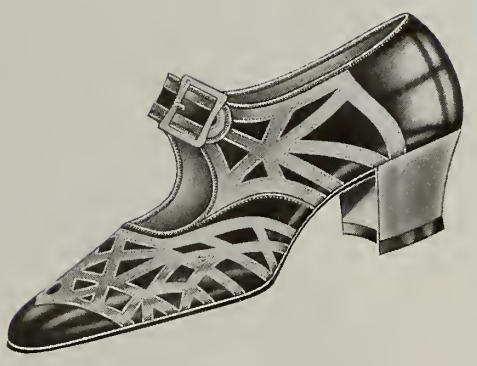
Patent and Grey Combination
by J. & T. Bell, Limited

Made in various combinations of suede, calf and patent
by Walker Parker & Company, Limited.

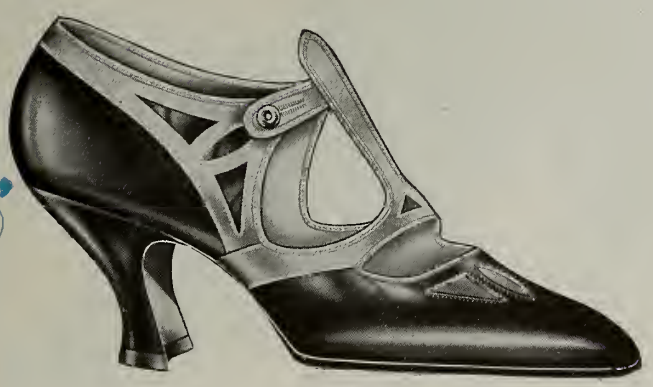


Egyptian Sandal
by Perth Shoe Co., Ltd.

Egyptian sandal by
Charbonneau & Deguise



"Canada"
La Gioconda Shoe Co. Ltd.



Sandal by
Dufresne & Locke, Ltd.

"Venetian"
La Gioconda Shoe Co. Ltd.

Oxford, by Smardon Shoe Co.,Ltd.

"Cornell" Lace Oxford,
Autumn Buck
by Blachford Shoe Mfg. Co., Ltd.

Oxford With Cut Out Quarter.
J. & T. Bell, Limited.

Oxford in Various Combinations
Kingsbury Footwear Co., Ltd.

Patent Oxford with white trim,
Walker Parker, & Co. Ltd.

Summer Oxford with
shawl fringe tongue
Owens Elmes Mfg. Co. Ltd.

Tie Oxford,
Dufresne & Locke, Ltd.

Tie Oxford by
Perth Shoe Co. Ltd.

Satin and Brocade Tie,
Owens-Elmes Mfg. Co., Ltd.

Oxford in Grey Suede
with Patent Trim.
W. B. Hamilton Shoe Co., Limited

Patent Oxford, Getty & Scott, Ltd.

Oxford For Growing Girls
C. A. Ahrens & Co., Ltd.

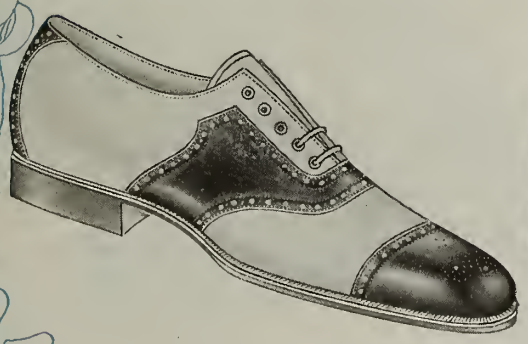
Sport Oxford, by Dufresne & Locke, Ltd.

White cloth oxford, combination last
In-stock by Blachford Shoe Mfg. Co. Ltd.

Sport oxford
by Columbus Rubber Co. Ltd.

Sport shoe
Perth Shoe Co. Ltd.

Canvas oxford
Gutta Percha & Rubber, Ltd.



Sport oxford
Canadian Consolidated Rubber Co. Ltd.

Sport oxford
Lachance & Tanguay, Ltd.

Patent one strap
with grey apron
Canadian Shoes Ltd.

Patent and grey combination
Galt Shoe Mfg. Co. Ltd.

Patent one strap—Dominion Shoe Ltd.

Child's Oxford
The Hurlbut Co. Ltd.

Patent Leather Oxford
Scroggins Shoe Co. Ltd.

Child's patent one strap
Getty & Scott, Ltd.

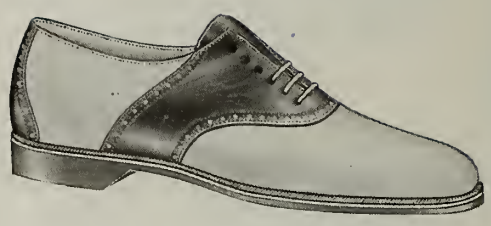
Patent ankle strap
Chas. A. Ahrens Co. Ltd.

Patent and grey shoe
The Hurlbut Co. Ltd.

Infant's Shoe
Globe Shoe Ltd.

Child's patent one strap
Getty & Scott, Ltd.

One strap with tongue by Clark Bros.



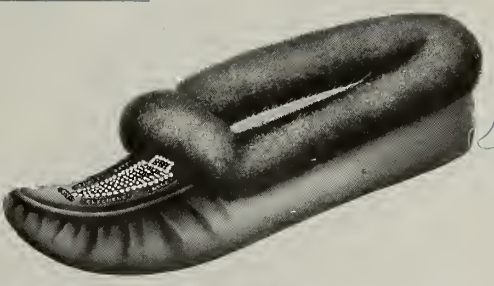
Sport oxford
Canadian Consolidated Rubber Co. Ltd.

Patent and grey one strap—Eastern Shoe Co. Ltd.

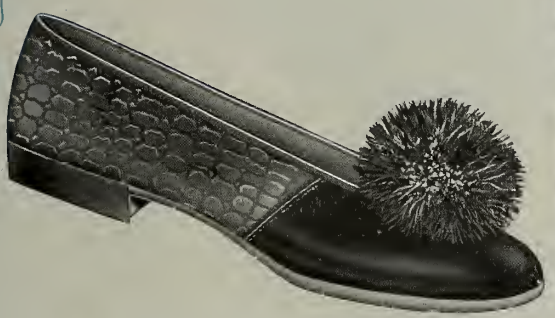
Spats by Colonial Mfg. Co. Ltd.

Combination oxford—Aird & Son, Reg.

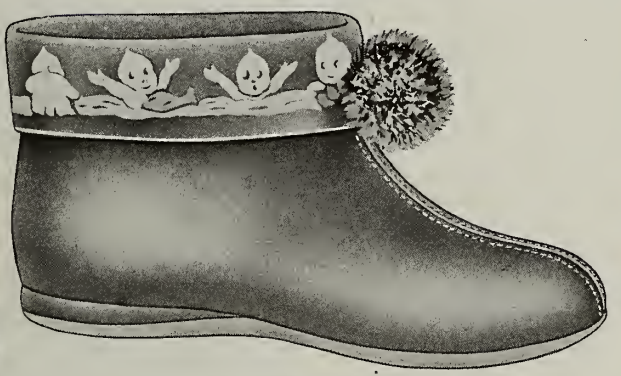
"Jiggs" by Oscar Rumpel



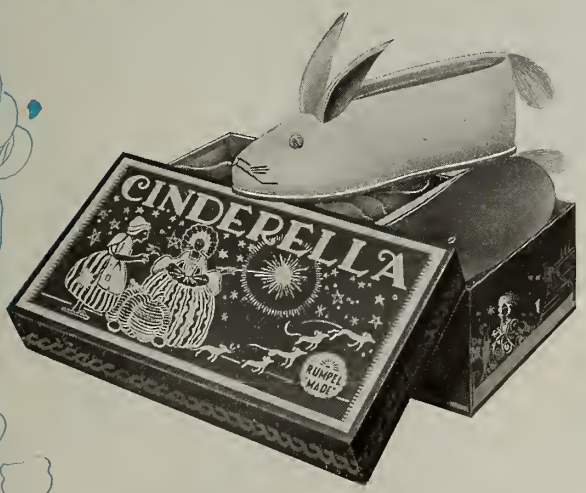
Moccasin Slipper—Canadian Stitchdown Co.



Ladies' Boudoir—Minister Shoe Co. Ltd.



Child's Slipper—Oscar Rumpel



Novelty slipper—Oscar Rumpel

Men's kid slipper—Minister Shoe Co. Ltd.

Oxford Andover last
Talbot Shoe Co. Ltd.

Snappy oxford
by Dupont & Frere

Oxford with multiple stitching
J. & T. Bell, Ltd.

Neat square toed oxford
The Slater Shoe Co. Ltd.

Men's Oxford, A. E. Marois Ltd.

Crepe Sole, Sport Oxford
The John Ritchie Co., Ltd.

The "Lorne"' by Church & Co., Robt. D. Ayling.

Crepe sole golf brogue
Scott-McHale, Ltd.

Elk and calf sport shoe
John Ritchie Co. Ltd.

Two tone sport effect
Slater Shoe Co. Ltd.

Welt Farm Shoe
John Palmer Co., Ltd.

Golf and Sport Shoe
Palmer-McLellan Shoepack Co., Ltd.

"St. Andrews" Golf Shoe
Tetrault Shoe Mfg. Co., Limited

Hockey Boot
by J. E. Samson, Enr.

Ski Boot
John Palmer Co., Ltd.

"Sport King" Welt
Palmer-McLellan Shoepack Co., Ltd.

Outing Bal. by the
Miner Rubber Co. Ltd.

Fancy riding shoe by the
C. B. Dayfoot & Co.

Summer outing shoe
Gutta Percha & Rubber, Ltd.

Special sport shoe
Miner Rubber Co. Ltd.

Neat High Cut,
Arrow Shoe Co., Ltd.

"Arch Preserver"
Talbot Shoe Co., Ltd.

"Doctor's Antiseptic"
Tebbutt Shoe Co., Ltd.

Onyx & Georgina

MANNISH EFFECTS FOR FALL

"Cornell" Lace Oxford

Made in Autumn Buck

Style and Smartness, with volume producing prices are the outstanding features in our line this season.

Blachford Shoe Manufacturing Company Limited Toronto.

Buck Up!!

Spring business is just around the corner. Old Mr. Winter has shot his bolt. The warm days will soon crowd your Store with those demanding seasonable novelties and staple shoes, which can be obtained in small or large quantities, covering a wide range from a reputable IN-STOCK house.

CANADIAN SHOES LIMITED

"The House with a Policy"

TORONTO

Happy Toes!

The Latest Addition to the Renown Family

250 No. 1 Patent Leather Strap
5—7½ Spring Heel $2.00

350 No. 1 Patent Leather Strap
8—10½ Spring Heel $2.30

450 No. 1 Patent Leather Strap
11—2 Regular Heel $2.70

352 No. 1 Patent Leather
8—10½ Spring Heel $2.55

452 No. 1 Patent Leather
11—2 Regular Heel $3.00

Same sizes and prices in Brown Calf

The children's department of any shoe store selling Renown Brand shoes for Children will find much new business from a stock of our latest and most improved line—

HAPPY TOES

The new line is complete in styles and sizes, stoutly made on a new McKay Welt process. **HAPPY TOES** will give a worthwhile daily service and are reasonably priced. Let our salesman call on you and explain this line still further. We are quoting special prices on all lines at present.

These lines in Stock for immediate delivery.

Scroggins Shoe Company
Limited
GALT ONTARIO

Lines carried in Stock for Toronto Dealers by Geo. E. Boulter, 3 Wellington St., E. Toronto.

"Perfect Shoes"

for Misses, Girls, Youths, Little Gents, and Infants, are Perfect in every respect.

Dealers everywhere have found "Perfect Shoes" to live up to their name. Perfect in wear, in quality, in fit, and in comfort, they are bought and rebought by the public with complete confidence. Including amongst the best sellers is our Youth's Bluc in Box Kip, Brown Sides or Calf, with or without chrome sole.

The Misses' range in its completeness will undoubtedly increase your business.

Spring and Summer Oxfords and Strap Slippers shipped at short notice.

Look over our samples before ordering your fall goods.

The SILVER FOOTWEAR Company

105-107 Front St., East *Toronto*

Representatives

Quebec and Maritime Provinces
Harry E. Thompson
153 Peel Street
Montreal, Que.

Toronto and Ontario
B. F. Morley & Son
81 Yonge St. Arcade
Toronto, Ont.

Winnipeg to Coast
O'Brien, Allan Co.
Phoenix Block
Winnipeg, Man.

PACKARD'S
Goodyear Welt Shoes
For Spring and Summer Wear

Ready To Ship
IMMEDIATELY
From Stock

All Lines in Children's
Misses', Youths' and Little Gents'

NO WAITING
Rush Orders Our Specialty

Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 5. No Heel
5 to 7½. Spring Heel

Goodyear Welt chrome soles

L. H. Packard & Co., Limited, Montreal

"La Rienne"—Wos. Black Patent One Strap, Suede Colar and Strap, Louis Heel. Also made in other combinations.

McCAUGHAN McKAYS ARE THE MODE

One Of Our Many New Smart Styles

Fashion's First Choice For Summer

We have something very special in Style Footwear moderately priced to offer the Trade for the coming Season. Stronger selling features you will not find than the distinctive styles and wonderful values which our specialization produces.

See the complete range of samples. It will mean a bigger season's trade for you to feature this popular line.

J. A. McCAUGHAN & SON

681-689 Champlain St. Montreal

QUEBEC

Quebec En Avant!

Quebec demonstrates again its pre-eminence as the shoe manufacturing centre *par excellence* of Canada.

We invite inspection of the new season's samples, which will be found fully *en regle* as to design, material, workmanship and finish.

The unrivalled natural advantages of Quebec, as well as its years of prestige as a shoemaking centre, are the best guarantee of its economy of production.

Now that trade has reached a basis where the outlook is practically assured, buyers may have the utmost confidence in placing orders for future business, and nowhere with better assurance than in Quebec.

French Wax Calf
Professional Hockey.

SAMSON SHOES

Sporting——Staple

Judged from every standpoint, examined in every detail, compared in every particular, Samson Shoes are always found to measure up to every standard of sure selling, trade building footwear.

Adhering to our policy of close specialization we continue to offer a range of Sporting Shoes that is exclusive in its improved features and of highest standard in its quality shoemaking. It covers every demand in Hockey Boots, Football, Baseball and Ski Boots.

Our Staple Footwear is the trade-building kind that SELLS on its value and MAKES GOOD on its merit.

SEE THE COMPLETE RANGE OF SAMPLES
DECIDEDLY INTERESTING TO EVERY DEALER

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Show Cards For May Selling

Use Plenty of Bright Colors on Cards. Give a Spring Effect as Much as Possible.

IF one desires to hear some strong language about the weather this spring of 1923, all he need do is to step into a small retail store. Some dealers declare that this winter has the longest tail of any they remember. It is like the grippe, it hates to let go. But when May comes there will likely be warmer weather and possibly it will make up for lost time by being unusually warm. Whether this is true or not, every shoe retailer will have plenty of spring and summer lines that he will want to get rid of as soon as possible.

Window displays of these lines should be used extensively. The popular styles and the new things should be featured. It will be well to give a little consideration and time to making these displays as attractive as possible. Plenty of flowers and springtime effects will be appropriate for this time of year and for the lines you will offer. The 24th. of May will furnish an advertising and display theme in which you may emphasize that people going away for the holiday will need new shoes. A little patriotic red, white and blue, worked into this display for the 24th. window will be quite in keeping with the day.

The show cards will look well if the designs used have a floral tinge to them. These can be made quite easily, for conventional designs are not hard to do and will be very attractive. Plenty of color can be worked into these floral showings which will add greatly to the brightness and attractiveness of the cards. The "We Know" card has a small spray of flowers that is not difficult to execute. The scroll at the top may be cut out of a piece of paper or cardboard and used as a pattern. This pattern can be laid on to the card and marked around with pencil and then painted. The sample card has this scroll in black. The letters of the words "We Know" are in bright red and striped with white. This combination makes the words stand out prominently. The flowers may be done in one or more colors, but if done in pink or yellow they will be very attractive to the eye. The petals should be all outlined in black and the centres should be yellow. The bit of vine dropped down from the flowers should be green. The small lettering will be best done in black.

The holiday card is a very plain effect that can be easily made The border is plain black lines, with the daisy flowers here and there simply done in black outline. If desired this card can be done on dark stock and the petals of the daisies done in yellow and the centres in brown. If the card is white the large letters will stand out very prominently in bright blue or red, if the card is dark these letters should be in bright yellow and outlined in white or pale yellow. The sample card is done in blue and striped with white. The small letters are in black.

The "Oxfords" card has a splashy design that can be made with a few daubs of the brush. The conventional designs of flowers can be made with one color or there may be many colors. A dark and light side should be made on the little centres and each one outlined with black. The leaves will look well in green, veined with white. The word "Oxfords" needs to be done in a bright color and the striping may be in a contrasting color. The sample is in red, shaded with light green the striping being in yellow. The small letters are black.

The "New Ideas" card looks more elaborate than it really is. The card is dark brown and the panel is cut to shape and pasted on to it. The lettering is then done on this panel. The ornamentation should be done before the panel is pasted on to the card. This ornamentation is in black and the conventional flowers are in white or in any color that will contrast with the brown card. The scrolls, which are very easy to do, are in black the same as the lines. The shading of the panel is in dark grey and gives a better effect than if it were left flat. If preferred this panel shape may be cut out of the brown card and the white card pasted on the back of the brown one. Price tickets should, of course, be used with these displays.

The MARYON Shoe

WHOLESALERS!

Popular Styles
Better Values

FOR YOU

We are at your service this Season with a range of samples from which you will have no trouble picking the shoes to meet your demands for trade-winning footwear.

Our Lasts and Patterns represent the newest ideas in the fashions of the day. We have originated many distinctive creations in Strap Effects and Colonials, in a full selection of popular combinations.

All risk in handling this line is eliminated by our moderate prices and reliable shoemaking.

SEE THE COMPLETE SAMPLES.

Ask to see our new Sport Oxfords.

They are great Summer Sellers.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q.

A Lifetime of Co-operation

The rounding up of the various associations in the Shoe and Leather Trades.

Organization of National Shoe Retailers' Association

THE first move towards organization in the shoe industry took place early in 1888, when the question of a Retail Shoe Dealers' Association was first discussed. Amongst those who took an active part in the Shoe & Leather Journal were Chas. Doney, Ottawa; Jas. Porteous, Galt; E. Downing, Goderich; Wm. Taylor and Sons, Clinton; McKim and Loucks, Smiths Falls; John Maw and Son, Ormstown, Que.; W. A. Harris, Simcoe; Hector McDonald, Mount Forest. A call was sent out for a meeting to be held at the Windsor Hotel, Montreal in February 1889, but in the meantime the Winter Carnival was announced, and accommodation could not be obtained. The scheme was laid over and in the interval, local associations sprang up in several cities.

After the lapse of thirty years, about a dozen shoemen in Toronto and Hamilton were invited by Mr. Jas. Acton to a dinner in May 1919, and the whole question of a National Shoe Retailers' Association was canvassed. The following were present: Messrs. W. T. Fegan, Chas. Elmes, Chas. Budreo, J. W. Jupp, M. Chisholm, J. H. McLelland, Ed. Cook of Toronto and Messrs. W. A. Smith and A. Wilson of Hamilton. The unanimous decision was to send out a call for the Convention to be held at the King Edward, Toronto, in July and those present were constituted a committee to proceed with arrangements with W. T. Fegan, Chairman, Ed. Cook, Secretary and J. W. Jupp, Treasurer. The first convention and its successors are now a matter of history, Montreal and Toronto alternating as places of meeting. The work since accomplished by the organization has fully justified the original Committee in its course in bringing the shoe retailers of Canada together in July 1919.

Organization of Manufacturers

In August 1888 a meeting of the Wholesale shoe trade was held in the Board of Trade rooms Toronto to discuss the question of trade terms and dating. The regular terms at that time were four months April 1st for Spring and four months October 1st for Fall placing orders with dating same time for first of following month on intermediate or sorting shipments, but it was a common practice to date ahead a month or even two months, and also to give cash discounts sometimes irregularly. Press reports at that time had the usual insinuations about guilds and combines. A unanimous decision was reached to put a peg down by having irregularities eliminated and the dating made strictly upon a four months basis with six off for prompt cash, five for thirty days and one per cent. per month for prepayment.

A deputation visited Montreal but were not enthusiastically received by the trade there, who were not as much in touch with each other as those in the West. Nothing definite was accomplished until next year, when, through the personal efforts of Mr. Acton, co-operation was secured, and a section formed by the shoe manufacturers of the Montreal Board of Trade with the late Chas. F. Smith as Chairman. For a couple of years everything worked harmoniously and terms were even shortened by agreement to ninety and sixty days by some concerns but labor troubles arising and causing personal feelings amongst the trade the Montreal Association became dormant. Later on, however, it was revived and a joint meeting of shoe manufacturers was held in Quebec.

The development of the C.M.A. brought about the formation of sections at Toronto, Montreal and Quebec, with the result that the various ends of the trade were brought into closer touch. Finally in December 1918, the three sections were called together at Montreal and the Shoe Manufacturers' Association of Canada was formed in affiliation with the C.M.A. with Mr. F. S. Scott as President. Thus for the first time the shoe manufacturers of Canada of every province found themselves in one complete well officered organization which has already accomplished much towards not only the amelioration of trade conditions but the promotion of a more thorough spirit of co-operation.

Tanners' Organizations

In Toronto in August 1892, a few tanners met in the Shoe and Leather Journal office, and sent out an invitation to an informal meeting held a few days later in the Board of Trade rooms. This became the nucleus of one of the most active sections of the Board, and it has been in existence ever since. For the purpose, however, of enlisting the co-operation of tanners of other provinces, a section was formed some time ago of the C.M.A. which meets from time to time when matters of general interest arise for decision and action. The organizations act harmoniously although they have their different spheres, and as most of the large tanneries are in the province of Ontario, there is abundant and adequate machinery for immediately handling any question that may arise.

The Travellers' Association

On March 24th, 1920 about a dozen of the principal shoe and leather travellers met at a luncheon at the Ontario Club on invitation of Mr. James Acton to consider the desirability of forming a Shoe and Leather Travellers' Association. Mr. W. T. Fegan, President of the National Shoe Retailers' Association together with Mr. Peter Doig of Montreal were present. At the conclusion of the meeting it was decided that the travellers present should form a committee with Mr. Jas. Heffering as Chairman, and that meetings of travellers should be held at Toronto and Montreal, the following week. The meeting at Montreal was held on April 2nd, with Mr. R. L. Savage as Chairman, and at Toronto with Mr. Jas. Heffering as Presiding Officer. Constitution and by-laws were adopted and the organization was off to a good start. Mr. Peter Doig was elected President at the next annual meeting, and Mr. Chas. E. Fice, Vice-President.

The Wholesalers' Association

In February 1922 the Shoe Wholesalers' Association was organized at Montreal at a meeting of the trade held at the Chambre de Commerce, Montreal, when constitution and by-laws were adopted and officers elected. The first annual meeting was held in Montreal in January last and Mr. J. A. McLaren was elected president.

The shoe and leather industries of Canada are now completely organized and a basis of co-operation established between the various sections that should accomplish much in their progress and prosperity. The Shoe and Leather Journal is proud of having had the privilege of inaugurating and completing this "bonne entente" amongst the various sections and departments of the trade.

MAROIS
Shoemakers to the Majority

Marois Shoemaking is carried on with the constant aim of meeting the demands of the MOST people. The shoes are made therefore to emphasize all the style features that catch popular fancy. They are made to give the long wear that is the basis of sound value and satisfied patronage.

This outstanding character of Marois Shoes is more noticeable than ever in our coming Season's lines, and at no time has it filled a greater need in the trade than it does now.

A. E. MAROIS LIMITED
QUEBEC

Sample Rooms: Montreal, 137 McGill, O. H. Hyman, Representative
Toronto, 29 Church St.,H. S. Ringland, Representative
Winnipeg, Man.,21 Hargrave St., D. S. Johnston, Rep.
Shediac, N. B., A. J. Webster, Representative

Showing The Season's Sales Leaders

This Season's Marois Samples will more than measure up to the expectations even of those who know our line best and have fullest confidence in their merit. Our Men's Shoes feature all the fine points that appeal to and satisfy the particular man. In Women's Lines we are showing the latest style creations as well as a splendid selection of novelties, with extremely moderate price distinguishing the entire range. All wholesalers should see Marois Samples early.

A. E. MAROIS LIMITED
QUEBEC

Sample Rooms: Montreal, 137 McGill, G. H. Hyman, Representative
Toronto, 29 Church St.,H. S. Ringland, Representative
Winnipeg, Man.,21 Hargrave St., D. S. Johnston, Rep.
Shediac, N. B., A. J. Webster, Representative

Colonial, Havana Brown Kid, One Strap. Made in all Leathers.

Semi-Colonial Pump, Gun Metal Calf, One Strap. Made in all Leathers.

Patent Colt, Suede Trimming, One Strap, 2 Button. Made in all Leathers.

Business Building Shoes for Wholesalers

We have the production of Medium McKays developed to a point where the utmost in value is obtainable in attractive footwear of thoroughly good shoemaking.

They are the kind of shoes that are the back-bone of the Trade, pleasing in popular style and saleable at prices that place them in the front rank as trade producers.

Wholesalers will find, in looking through our complete samples, that their best money-making investment for the coming Season is a good selection of these reliable lines.

BERTRAND & THIBAULT

104 Montmagny St. Quebec

The Easter Parades

Weather conditions unfavorable for real display of new shoes and apparel.

THAT Easter came this year on April first, at the tail of a long and severe winter, together with the fact that Easter Sunday itself could not be described as a balmy day, took the edge off the occasion when most women and some men like to array themselves in new outfits, and celebrate the passing of one season and the arrival of another. It is on that day that those who feel they lead the procession are wont to display the latest ideas in clothing, hats and shoes; and it is from the Easter parades in various cities that merchants and the public crystallize their ideas as to what should be sold and worn.

All the Spring shoes are not sold before or at Easter. But the shoe dealer looks to the week or so preceding that festival to provide a good volume of business, and to get him off to a start for Spring selling. That this has not been the case this year is to be regretted, as undoubtedly some of the sales lost will not be made at all.

So far as Canada is concerned, the Easter parade is not regarded as of prime importance. In recent years the board walk at Sunnyside, Toronto, has been the scene of a parade on a relatively small scale. With mild, bright weather this Easter, thousands would have been on hand, displaying hats, clothes and shoes. This year, however, the weather was anything but conducive to the wearing of bright costumes, while goloshes, spats, and heavy shoes were more in order than spring shoes.

On Fifth Avenue

It has become traditional for Easter Sunday on Fifth Avenue, New York, to usher in the new ideas for Spring. This year the parade was held, but the new outfits were in the minority. The greater number of shoes worn by the women were of the afternoon or dressy type, with black satin and patent predominating, though brown and grey suede were distinctly in evidence. Tongues and one-straps led in patterns, the latter including many cutout designs, and shading down to sandal types. Heels of these shoes were chiefly Junior Louis or Spanish, with some military or boxwood styles. Stockings were worn either to match the shoes, or to contrast with them. Some oxfords were worn, but they were in the minority amongst the new shoes. A few odd pairs of sports shoes were seen, but the weather and occasion were not appropriate for that style of shoe, while apparently this season is not as far advanced as last year when sports shoes were being worn in February.

In Atlantic City

The Easter parade on the board walk in Atlantic City, from the point of view of the Canadian shoe trade, affords at least three lessons. It provides a few ideas as to what may be worn in the late spring and summer; it shows to what length the designs of shoes may be carried to attract attention; and it provides the warning to the thoughtful man that shoes that may be worn by certain types at American seaside resorts will not sell or be worn in inland towns of Canada. A brief review of the show, however, is of interest to the Canadian dealer.

Although Easter Sunday in Atlantic City was not very much warmer than in Canadian cities, the crowds were on the boardwalk from an early hour. It is doubtful whether shoes ever received so much prominence in this annual event as they did this year. One of the chief reasons for this was that costumes were of necessity covered with furs, which served to accentuate the lower extremities of the fair paraders which were covered scantily by sheer stockings and light shoes. Observers whose feet were warmly covered must have speculated as to the sensations of a woman who was protected only by gauzy hosiery and sandals which showed the side seam of the hose to the sole of the foot. Such is style, however.

The prevalence of grey as a color scheme was strongly to be noted. Grey fur coats or wraps, with grey shoes and stockings constituted quite a proportion of the parade. That the sandal vogue had taken hold in certain quarters was evidenced by the number worn, and with the style goes a wide range of vivid color effects. How long, or how far the craze may extend is a matter for conjecture. It must be borne in mind, however, that a parade of this nature involves many extreme shoes, which while they may indicate a trend, do not connote a sweeping style change, nor does it indicate what will be worn in more conservative centres of the United States or Canada.

Colors ranged through from black, grey, brown, beige, to red, yellow, blue and green. The sandal effects frequently embodied contrasting colors, such as black which red trim and heel, red and white, red and green. High heels were conspicious by their absence, the trend being towards the medium to low effect.

Oxfords worn ran more towards heavy styles. Walking oxfords showed pinkings, perforations and heavy stitching. Two tone effects were much in evidence. Sports oxfords included many of the crepe sole shoes.

Window of Vineberg Goodman & Co. New Glasgow, N. S.

Link Up With

LECLERC LINES

Compare Leclerc Prices and Shoemaking and you will be convinced of the necessity of linking up with this popular line to meet the demands of value-seekers.

It has all the features to make it a leading trade-winning staple shoe line. In

APPEARANCE DURABILITY VALUE

these shoes are decidedly above the average in moderate priced footwear.

McKays and Standard Screw for Men, Boys, Youths, and Gents

Our samples for the coming Season offer advantages not to be found elsewhere, and give you the chance to do some exceptionally good buying. DO NOT MISS SEEING THEM, AND MAKE AN EARLY SELECTION FOR SUMMER TRADE.

LECLERC FRÈRES

96 Montmartre St. Quebec

IS THE CUSTOMER RIGHT?

It is still a favorite subject for debate where two or three merchants are gathered as to whether the customer is really always right. In connection with the Round Table discussion recently, Mr. Geo. Wilkinson, of Windsor, Ont., writes as follows:—

"I believe I am in the shoe business to sell shoes, and not to doctor people's feet; that is to say that the prime object is to sell the goods. If people's feet are sore and they think they know just what would cure them, I believe that the shoe clerk should do all he can in the way of selling them what will assist them but, at the same time, the main object, which should not be lost sight of, is the sale. A good motto to hang up in every shoe man's store is 'Never quarrel with your customer. Give him what he wants. The customer is the Boss'. This reminds me of a little story of the man who went in to purchase a large size collar for himself and asked the salesman, 'Do you keep large size collars?' The salesman, to be smart, replied, 'No, sir, we do not keep them, we sell them.' To which the customer replied, 'Well, you are going to keep the one you might have sold me'."

CLEANING SATINS AND SUEDES.

The cleaning of satin and suede shoes is sometimes quite a problem. The following suggestions are offered by J. Einstein Ltd.

They say:—

"After trying different methods of cleaning black satins we find that high grade benzine mixed with high grade pure olive oil cleans and restores luster best. Start with using 5% olive oil and 95% benzine, shake well so both are mixed thoroughly, moisten a soft rag with this mixture and rub satin and let dry. If this does not restore luster add more olive oil until necessary results are obtained. If the satin has a greasy appearance after application reduce amount of olive oil to what is required."

For cleaning suede or buck they recommend Staso-cleaner for the removal of dirt and stains. Grease or oil stains, however, should first be removed with carbona or a similar fluid. The Staso-cleaner is sprinkled on the soiled parts and rubbed with a dry cotton cloth. When clean, remove the loose powder with a clean, dry cloth or fine brush.

MANUFACTURERS' TROUBLES

That the manufacturer's in-stock department may prove on occasion a doubtful blessing is shown by the following incident:

A dealer who was not a regular customer wrote in for one pair of shoes. Rather than turn him down, the manufacturer shipped them. At the end of two months the account remained unpaid, and no response was forthcoming to statements or letters. Several weeks later they drew on the dealer, and added twenty cents for exchange. The draft was returned "amount incorrect." The manufacturer said, "It is little aggravations like this that tend to drive manufacturers to sell to price-cutters, wild-catters or anyone who will buy shoes and pay for them."

MAKING A SUCCESS OF FINDINGS.

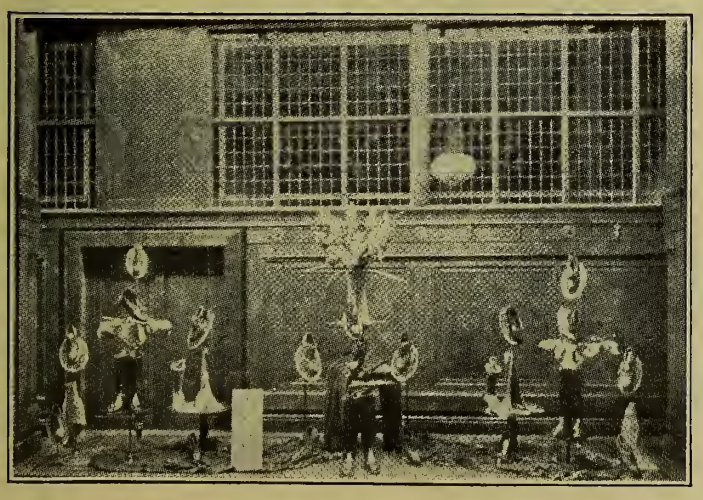
Rannard Shoe Limited, of Winnipeg, lay stress on the importance of the Findings' Department in the retail shoe store. Commenting on this field, Mr. C. F Rannard says:—

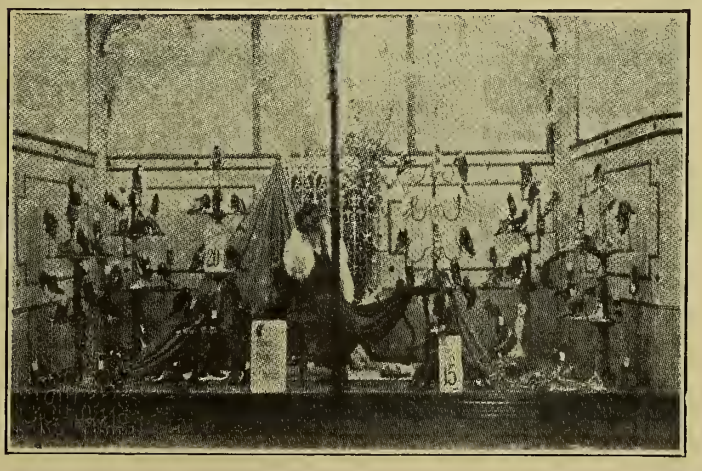
"There is no doubt that the retail shoe stores as a rule, neglect this part of the business, which is of great importance and will bring a nice profit to the shoe store. There is no doubt the retail shoe store is the proper place to handle shoe findings, such as polishes, suede and fabric cleaners, laces, shoe brushes, shoe trees, etc.

"I think the reason the average shoe store neglects this is because the organization looks to the larger part of their business, such as Men's Women's and Children's shoes, and they are apt to think that the findings because the individual sale is small, is not of much consequence, and they therefore are liable to neglect, and not give it their personal attention.

"We have a findings department, wherein we stock everything and anything that we feel should be included in that department, and for which there is a demand by the public. And while we make a nice profit on the sales, at the same time we do not try to make a large amount on the individual article. As a result we have findings coming in, and going out, our stock is kept bright and up-to-date, free from old lines, and we feel that it is just as satisfactory a part of our business as any other branch of the trade.

"Besides looking at it from a profit standpoint we feel that it is a service we owe our customers and we like to give them that service, so they will come to us for anything that is required in the shoe line."





These two shoe windows won prizes in a recent contest put on by the British Association of Display Men. They form a decided contrast to the average sample of window dressing by our English brothers, who generally show a desire to fill the entire window with shoes.

Huron Glove

Company Limited

MORE MOCCASIN SALES

The greater importance you attach to your Moccasin and Slipper Trade the more certain you are to be a seller of Huron Glove Company Lines.

JACK BUCK MOCCASINS
ELK MOCCASINS
HORSE HIDE MOCCASINS

HIGH GRADE
INDIAN SLIPPERS
DEER and ELK MITTS

There is a big demand everywhere for these lines. Featured in your stock they will prove quick sellers, and yield a good profit. With our extensive range it is easy for you to make a trade-winning selection exactly suited to your needs.

Our Famous Huron Chief Brand

JACK BUCK MOCCASINS

are unrivalled for Comfort, long Wear and sound Value.

Our exclusive patterns in

INDIAN SLIPPERS

feature the latest ideas and are highly popular.

INVESTIGATE THE TRADE POSSIBILITIES IN THIS LINE NOW. SAMPLES AND PRICES GLADLY SENT ON REQUEST TO

Holt, Renfrew & Co. Limited

QUEBEC

Agent for Ontario
J. Burn, 70 Lombard St., Toronto, Ont.

Right and Wrong Way of Using Type Faces

By the Advertising Service Department

A—Two borders, four type faces

B—One border, one type face

We are not great believers in the before and after style of illustrating an argument, but the temptation to show a comparison in type faces was too great to be ignored. Type faces among small town newspapers are greatly abused. It is a too common sight to see an advertisement decorated with two styles of unrelated borders, and three or four type faces. For example, the advertisement shown above the caption (A) shows five distinct type faces. The heading "Remember" is composed of a face as old as Tutankhamen's Tomb, while the next line has been set in Caslon Bold, and the four lines of copy dressed up in capitals of another old face, with the signature set in a near imitation of Bookman and the address in some other dilapidated type. This joyful jumble of various type faces has resulted in three lines of display, each fighting for supremacy, and each one pulling against the other. Look now at the other cut, B. The layout of the advertisement has not been changed, only the type, and the border. Notice how more finished the advertisement looks when panelled in one style all round border, in comparison with the sawn off affair on the other copy.

In the B. copy only one type face has been used, namely, a Bookman. The four lines of copy have been set in capitals and lower case, making it fifty per cent. easier to read. It is not really the advertiser's fault that his advertisements are not properly set, but the printer's fault, whose type racks are nothing but ash cans for ancient, broken, and worn out type faces. When putting your newspaper advertising through at a future date, specify one type face to your printer. If he can possibly set your advertisement in one face, the appearance of your printed publicity will be greatly increased.

Wickett and Craig, Limited

Makers of

Fine Side Leathers

Bag--Case--Strap--Belt--Bookbinder's

Finished Splits of all Kinds

Goodyear Welting

There is no better welting made than what we cut from specially selected sides.

Toronto **Canada**

POPULAR PROFITABLE

As a means of increasing Spring Trade, J.H. Gosselin Shoes offer unusual opportunities to every merchant. The keener the competition the more certain will they prove their ability to SELL.

Popularity is the keynote of their production. Specializing in Popular Priced McKays for MEN, BOYS, YOUTHS, MISSES and INFANTS, we reach a standard of value that is unsurpassed.

JOBBERS

The demands of the Trade make it essential that these shoes should be featured in every Jobber's stock. Be sure you have them.

J. H. GOSSELIN

Cor. Carillon & Farlardeau Sts., Quebec, P.Q.

BIG CHIEF TRADE MARK BEST BY TEST REGISTERED

Originators of
"BIG CHIEF" BRAND
Slippers and Moccasins

Look for the name on the sole.
All leading Jobbers carry our line.

WESTERN OFFICE
Willis R. Miller,
318 Homer St.,
Vancouver, B. C.
and
Hammond Building,
Winnipeg, Man.

Boudoir and Indian Slippers

Are Our Specialty For Summer Trade

We feature "Big Chief" Brand goods, made by Indians of Huron descent.

Our prices are right and the quality of our products unequalled.

Cowhide Moccasins
Special Buck Moccasins
Horse Hide Moccasins
Elk Moccasins
Jack Buck Moccasins
Deer and Elk Mitts and Gloves
Horse Hide Mitts and Gloves
Boudoir Slippers
High Grade Indian Slippers
Also Specializing in Snowshoes

We recommend our New Comer
"SPECIAL BUCK"
which is really a high class moccasin

Attract EXTRA trade by featuring our Sporting and Novelty Lines.

BASTIEN BROTHERS

Indian Lorette **Que.**

Successors to M. Bastien

OPEN MONTREAL BRANCH

The following communication addressed to the shoe manufacturers of Canada by Treasurer Dudley B. Palmer, of the New England Blacking Company, Boston, Massachusetts, is self-explanatory and carries the good news to Canadian trade of another big supply house establishing more direct contact with Canadian shoe manufacturers by means of a plant operating in Canada. The communication follows:—

"We have felt for some time that our rapidly growing Canadian business was not being handled so as to give our customers the maximum of service, and have, therefore, opened a factory branch at 717 Panet St., Montreal.

"By this change, our customers will not only be able to secure out of stock in Montreal whatever they may require, but will also have the services of our resident manager, Mr. William H. Neeves, who is thoroughly familiar with the technical side of the blacking business, and who will be able to assist the manufacturers in solving any problems which may arise.

"You will be glad to hear that we have arranged to originate in Canada both our Natural Leather Finish and our Side Leather Dressing, which are the two leading dope finishes in the States, to match any shade of leather which you may require.

"We feel confident that this new arrangement will be to our mutual advantage."

MONTREAL WHOLESALERS APPROVE DAYLIGHT SAVING.

The following letter has been sent out by Mr. S. Roy Weaver, of the Shoe Wholesalers' Association of Canada:—

At a meeting of Montreal Shoe Wholesalers held on Friday, April 13th., the following resolution was adopted without dissenting voice:

"THAT this meeting declare itself in favor of the principle of daylight saving and recommend that, effective on and after April 30th, and continuing until September 30, all shoe wholesalers in Montreal open their warehouses and offices one hour earlier than at present and close one hour earlier."

The firms represented at the meeting were:

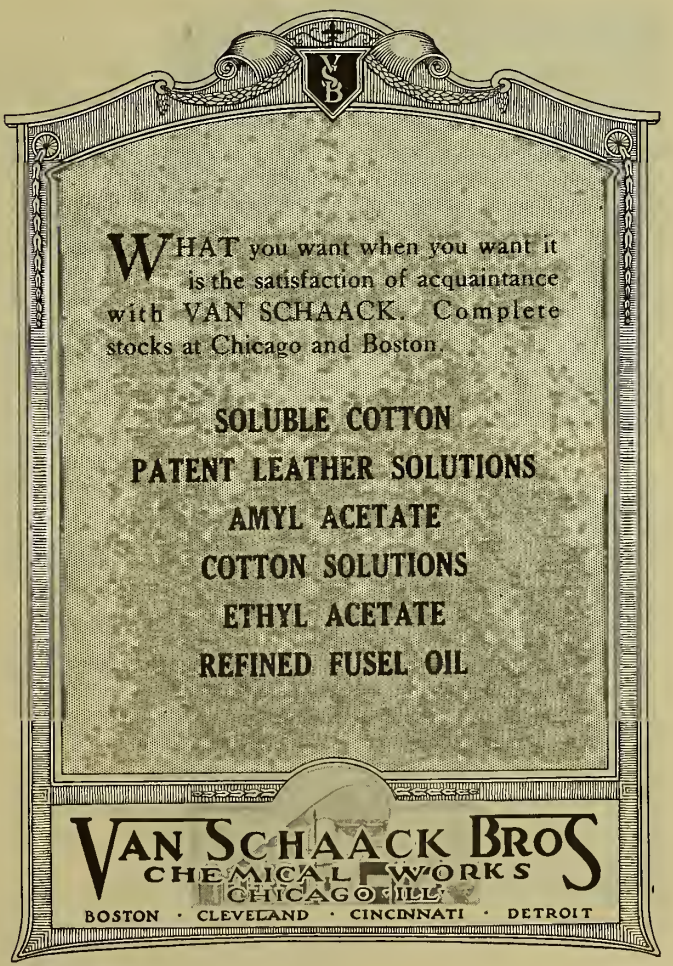
Locke Footwear Co., Ltd.,
Alfred Lambert, Inc.,
The Miner Shoe Co., Ltd.,
Dominion Rubber System, Quebec, Ltd.,
Ames, Holden, McCready Ltd.,
Nathan Cummings,
H. B. Steine, Ltd.,
J. A. Pelletier,

The undersigned reported advice from other wholesalers as follows:

Bignell & Knox Limited would observe daylight saving anyway: Daoust, Lalonde & Co., Ltd., would close at 5 p.m. during summer months; Samson Angus Ltd., in favor of daylight saving; Hall and Hodges Ltd., would fall in line with the majority.

Please advise us whether you will comply with the recommendation embodied in the above resolution in order we may have a register of those firms which will observe daylight saving hours.

The meeting instructed the undersigned to arrange for a dinner meeting of wholesalers in the Montreal District to be held on Thursday April 26th.



IMPORTANT
That You See Our Lines

If you are looking for a moderate priced line that you can **RELY ON**, here is your opportunity. Dealers find that it outsells any similar line because it outclasses them for big value.

McKAYS and IMITATION WELTS for WOMEN, MISSES, BOYS, YOUTHS and CHILDREN

The samples we are showing will make it easy for you to pick a fine selection of quick sellers for the coming Season. Put this down as a line you **MUST** see.

CHILDREN'S SHOE MANUFACTURING CO., LIMITED

37 Colomb St. Que.

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure **LIKE** to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every **HOTEL CLEVELAND** employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

In-Stock Lines of The Lady Belle Shoe Co., Limited

The lines illustrated on this page are carried in stock for immediate shipment. Orders will be shipped on date received.

D Width
Florence Last

196	Pat. 2 Butt. 1 Strap Gray Buck Strap	**$3.85**
197½	Bro. Kid 2 Butt. 1 Strap	**3.65**
197	Pat. 2 Butt. 1 Strap	**3.65**
221	Blk. Kid 2 Butt. 1 Strap	**3.50**

C & D Widths, 11/8 Heel
Countess Last

7427	Blk. Kid Oxf.	**$3.25**
7436	" " "	**3.50**
7437	Bro. Kid Oxf.	**3.70**

Imt. Str. Tip

D Width
Florence Last

204	Pat. 2 Butt. 1 Strap Gray Buck Inlay	**$3.80**

EE Width

Aunt Polly
Cushion Insole

Rubber Heel

822	Blk. H. F. Bal.	**$3.95**
817	" Plain Bal.	**4.25**
818	" Plain Bal., Stout Ankle	**4.25**

D Width

Vassar Last 8/8 Heel

7410	Blk. Ruby Veal Oxf.	**$3.35**
7411	Pat. Oxf.	**3.65**
7416	Bro. Ruby Veal Oxf.	**3.45**
7427	Blk. Kid Oxf.	**3.25**

D Width

Vassar Last 8/8 Heel

7138	Pat. Calf Strap	**$3.65**
7218	Pat. Gray Buck Strap Cut out with Pat. Inlay	**3.95**

Lady Belle Shoe Company, Limited

Kitchener Ontario

THE STYLE SITUATION.

(*Continued from page 73*)

fords, straps, tongues and sandals, worked out in plain, two-tone and combination effects. The patent and grey combination has still a wide vogue. The tie oxfords, with or without tongues, with cutouts or inlays are sold in some centres. Tongues have sold better than was expected. Straps are practically staple sellers. Sandals lend themselves more to the effects produced by turn shoes but many attractive and novel welt designs are being offered.

Turn Shoes.

The number of designs and effects that can be produced in turn shoes for dress, or semi-dress wear is evidenced by the range covered by the season's samples. These are based on the strap, tongue or oxford, the sandal being a modification or combination of those classes. The one strap is the staple dress shoe, the tongue with or without a strap is found in many popular designs, while the tie oxford is shown and sold to some extent. The sandal vogue is taking hold in some parts of the United States, and many of them will sell in certain parts of Canada. But if these is a danger spot in the season's outlook, it is right here. Sandals can be sold only in certain parts of this country, for a short time. They show no tendency to drive out more staple lines. They should be played as a seasonable novelty and cleaned out fast.

The plain one strap leads in turn shoes, trimmed with cutouts, saddle effects, inlays. Many retailers found tongues stronger than they expected, and were obliged to re-order on them. Leading materials are patent, black satin, black kid, white cloth, grey suede, beige suede and combinations. Heels are Junior Louis or Junior Spanish, with boxwood heels on sport turns.

For the Fall.

Manufacturers are not counting on any disturbing factors in fall selling, and are anticipating that the situation will permit retailers to buy with greater confidence and further ahead than has been the case for some time past. The general range will consist of oxfords and straps and some tongues for street wear, straps and pumps for dress wear. The fall oxfords show a tendency towards conservative, mannish effects. For early fall straps are expected to outsell oxfords, and the buckle will be seen to a somewhat greater extent. Perforations and pinkings will be more in evidence, while combinations are also largely used. Brown and black calf, patent, grey and brown suede and buck are leaders. For later fall, similar effects are worked out in oxfords. Fairly heavy soles, extension edges are noteworthy for fall. There is a tendency towards heavy stitching and pinking, with less perforation.

Men's shoes for fall show a continued trend towards simplicity. The square toe remains fairly popular. Stitching is used to bring out patterns in preference to perforations. But pinkings and perforations still hold considerable popularity. Brogue effects will undoubtedly continue to sell in many localities, as this shoe has become almost a staple for certain classes of men. Sport shoes for men for the summer embody the apron effect, and on many lines the crepe sole is shown. The summer should provide a fair test as to the ultimate popularity and efficiency of this sole.

STYLES AND SIZES.

(*Continued from page 65*)

A Maritime man suggests:—

"Less styles and more sizes is a very good beginning in remedying the style craze that exists now and is so hurtful to regular business. A certain group of 'Accepted Styles' passed on by a competent style committee before the opening of the Spring and Fall seasons would be a greater safeguard still for the retailers' interests."

A Winnipeg dealer:—

"Less styles certainly wherever possible. But what is meant by 'more sizes'? If we can reduce our number of styles, you can bet that we are going to reduce our stock and thereby increase our turnover."

A Central Ontario man:—

"Every manufacturer shows styles a little different. Pick what you think best for your particular trade, and try to have all sizes in the season. No store can carry all the styles and patterns shown to-day."

A Toronto dealer says:—

"The ladies to-day demand 'something' different and the only way out of this style trouble is for the retailer to charge a good percentage on all other than staple lines (which are few), figuring profits on the entire lot, and when he has the profit he desires out of the line, if necessary, sell the balance at 10c. a pair, but get them out quick.

"For example, Smith received 30 pairs shoes at $5.00 total $150.00. Out of this lot he desires a profit of $65.00, therefore he sells 25 pairs at $8.00 pair or $200.00. He can afford to sell the other 5 pair at $3.00 and he has a clean up and the line is a profit maker."

A Western Ontario man:—

"There is no question but it would result in better fitting of shoes, but can the small retailer make it pay carrying widths? I doubt it. I refer here to the small town, village and country store. City stores would greatly benefit by less styles and more sizes."

Gutta Percha & Rubber, Limited, Hockey Team succeeded in winning the Commercial League Finals. Some excellent contests resulted before the winners were decided. After winning their own group, the champions met Brown's Bread defeating them 4-2. They were then up against the A R Clarke team and in home and home games won the round 4-3 The Champions are to be congratulated as good sportsmanship and clean play had much to do with their success.

RALPH L. POPE
PRESIDENT

DUDLEY B. PALMER
TREASURER AND GENERAL MANAGER

LOUIS A. MINEGO
VICE PRESIDENT

GEO. C. WACHTLER
CHIEF CHEMIST

ESTABLISHED 1899

NEW ENGLAND BLACKING COMPANY
INCORPORATED

FINISHES, POLISHES, BLACKING AND STAINS
FOR SHOE MANUFACTURERS AND TANNERS
GENERAL OFFICES AND FACTORY
24 BINFORD STREET
BOSTON, MASS.

BRANCHES
PHILADELPHIA, PA.,
ROCHESTER, N. Y.
MONTREAL, CAN.

WESTERN SELLING AGENTS
G. R. CUMMINGS JR., & CO.
ST. LOUIS, MILWAUKEE,
CINCINNATI

CABLE ADDRESS
"NEBLAK" BOSTON
CODES: A. B. C., 5TH ED.

April 16, 1923.

To the Shoe Manufacturers of Canada:

Gentlemen:

We have felt for some time that our rapidly growing Canadian business was not being handled so as to give our customers the maximum of service, and have, therefore, opened a factory branch at 717 Panet Street, Montreal.

By this change, our customers will not only be able to secure out of stock in Montreal whatever they may require, but will also have the services of our resident manager, Mr. William H. Neeves, who is thoroughly familiar with the technical side of the blacking business, and who will be able to assist the manufacturers in solving any problems which may arise.

You will be glad to hear that we have arranged to originate in Canada both our Natural Leather Finish and our Side Leather Dressing, which are the two leading dope finishes in the states, to match any shade of leather which you may require.

We feel confident that this new arrangement will be to our mutual advantage.

Very truly yours,

NEW ENGLAND BLACKING CO., INC.

Dudley B. Palmer
Treasurer.

DBP/BG

Columbus Rubber

Dealers have proven that they can sell **MORE** Rubber Footwear by giving their customers COLUMBUS Quality and Style.

Placing Season Closes April 30th. Be sure and place COLUMBUS and be assured of this advantage.

Milden

Prince

OVERSHOES

Columbus Quality and Style were very popular last Season.

You will not miss sales next Season if you take advantage of Columbus Service for sorting by placing Columbus Overshoes.

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches At

Montreal, Que., Ottawa, Ont., Toronto, Ont., Winnipeg, Man., Calgary, Alta.

Sales Agencies:

Wm. Cook Shoe Co.	Moncton, N.B.	S. Marantz	Winnipeg, Man.
Fleetwood Footwear Ltd.	St. John, N.B.	Wholesale Distributors Ltd.	Winnipeg, Man.
Poliquin & Darveau	Quebec, Que.	Tree Spriggs Co. Ltd.	Winnipeg, Man.
Louis McNulty	St. John's, Que.	W. A. Law Footwear Co. Ltd.	Winnipeg, Man.
J. I. Chouinard	Montreal, Que.	Shaw Brothers	Edmonton, Alta.
		Anderson & MacDonald	Vancouver, B.C.

Among The Shoe Men

On Friday evening, March 16th., a number of the employees of McDowell & Lincoln Limited, met at the home of Mr. H. O. McDowell, Montreal West, and presented him with a gold signet ring as a token of their appreciation of his many kindnesses to them. This was a surprise party and Mr. McDowell was entirely unaware of it until they called on him. He replied in very suitable terms, thanking them and expressing surprise at the mark of esteem. Refreshments followed and altogether a very pleasant evening was spent.

Mr. T. Murphy, of the Robert Simpson Co., Toronto, was a recent visitor to Montreal on business.

Mr. J. S. Townsend, Hamilton, Ont., has been visiting the trade in Montreal recently.

Mr. Monroe Einstein, of J. Einstein, Inc., New York, spent several days lately in Montreal interviewing the trade.

Mr. W. E. Hunting, of Brown Hazen Co., Brockton, Mass., called on the trade in Montreal recently.

Mr. Louis Breithaupt, of the Breithaupt Leather Co., Ltd., Kitchener, spent a short time lately in the East calling on the trade.

Mr. O'Day, of Congdon Marsh Co., was one of the Western shoe men to visit the East recently on business.

Mr. I. Rogers, Vice-President of the Morris Hess & Co., Inc., New York City, spent a few days in Quebec City on business.

Mr. Ed. Wayland, well known to the shoe trade of Canada, formerly in the manufacturing business, will shortly open a retail shoe store in the Almy Block, St. Catherine St. West, Montreal. Mr. Wayland is making preparations to fit up a very beautiful store, which will have the very latest equipment in the way of store furnishings, and will carry a complete stock of footwear.

Mr. L. F. Jackson, of Blachford Shoe Mfg. Co. Ltd., is in Ottawa, showing the trade the new range of samples for the coming season.

Mr. E. L. Lynch, formerly of the Corson Shoe Co. Ltd., has joined the staff of Perth Shoe Co. Ltd. He will cover the territory in Ontario formerly handled by Mr. F. R. Burns, who resigned to go into the retail shoe business in Cobourg.

W. B. Hamilton Shoe Co. Ltd., have issued an attractive six page folder covering their in-stock lines of white shoes. These comprise a varied range for men and women in all white and combinations. Prices are given, but disguised so that the folder can be used to show to customers if the shoes required are not in the store.

Mr. A. W. Routledge, of Regina, Sask., is representing the Blachford Shoe Mfg. Co. Ltd., in certain parts of Manitoba, Saskatchewan and Alberta.

Mr. Arthur Bell, of Blachford Shoe Mfg. Co. Ltd., has started on his western trip during which he expects to call on his many customer friends between here and the Pacific Coast.

Mr. Harvey McKean, of Blachford Shoe Mfg. Co. Ltd., has been calling on the trade in Montreal and the larger centres of Quebec.

Mr. S. Roy Weaver, Manager of the Shoe Manufacturers' Association, and of the Shoe Wholesalers' Association made a flying trip to Toronto in connection with the exhibit at the Canadian National Exhibition and other matters of the Associations.

Mr. G. H. Ansley, of Perth Shoe Co. Ltd., has been visiting the principal centres from Toronto to Winnipeg, looking over the situation and greeting his many friends in the trade in those localities.

Mr. R. J. Trethewey, of Blachford Shoe Mfg. Co. Ltd., is at the Royal Connaught Hotel, Hamilton, with his new samples.

J. Einstein, Limited, Montreal, will shortly remove from 152 Notre Dame St. West, to the Shorey Building, 314 Notre Dame St. West, just a few doors west of McGill Street. They will occupy their new location about the first of May, where they will have larger and better appointed premises, giving them still better facilities for serving the trade in their well known lines of shoe fabrics.

Mr. R. L. Savage, representative of the Tetrault Shoe Manufacturing Co., Limited, Montreal, recently received news of the sudden death of his brother, Mr. Hanson M. Savage, a prominent business man of Boston, Mass. Mr. Savage was a native of Quebec, being borne in Granby, but since an early age has lived in the United States, and for many years has been located in Boston, a partner of the firm of Wetman, Savage & Co.

Mr. H. O. McDowell, of McDowell & Lincoln, Limited, who is chairman of the Welfare Committee of the Lion's Club, is a very busy man these days planning a very extensive campaign which will begin the 19th. of April and end on the 26th. The Club is endeavoring to raise funds which will be devoted to welfare work among boys. This is something that Mr. McDowell has always been interested in and he is working hard with a view of making a very successful campaign.

Easter eggs were at a premium in some parts of Quebec. Poultry thieves were very daring and active, and among the chief sufferers was Fred Marois, the well known shoe manufacturer. He at least had the satisfaction of seeing the criminal pay the penalty for his misdeeds, but that did not furnish eggs.

Mr. H. E. Moles is back from a short vacation at Pine Hurst, N. Carolina, where he went to get the chill of the unusually long Canadian winter out of his system. He managed to make several new golf records while down there, and has come back full of new zest for the shoe game, which he thinks under decent conditions is the greatest on earth.

Mr. Clayton Hurlbut, of Preston, is back after a couple of weeks' visit across the line in search of rest and ideas. He says that business is going ahead so fast over there, that they are beginning to be afraid of the consequences. He thinks Canada is going ahead on a much safer basis.

The many friends of Mr. and Mrs. A. W. Routledge are congratulating them on the new arrival, Valene Margaret, born on April the 15th. Mr. Routledge represents the Kaufman Rubber Co. out West.

Mr. L. McBride, with his family, of Kitchener, has returned from his winter holiday in California.

Mr. E. P. Garbett, of Picton, Ont., was in Toronto last week.

Mr. Geo. Cowling is covering the prairie provinces for Getty and Scott, of Galt, and Scott-McHale, of London.

Mr. L. W. Johnston, of Talbot Shoe Co. Ltd., has been at the King Edward Hotel, Toronto, with that Company's new line of samples for fall.

Mr. J. G. Knott, of Getty Scott Co. Ltd., has been showing his samples at the King Edward Hotel, Toronto.

Polo Team Composed of Members of the Beardmore Family Messrs. G. T. Beardmore, A. O. T. Beardmore, F. N. Beardmore and A. O. Beardmore.

Mr. O. W. Chesley, for more than twenty-six years in the King St. store of Waterbury and Rising, in St. John, N.B., has severed his connection with them to go in business for himself. Mr. Chesley, has purchased the shoe store of Mr. M. P. Marshall, in Middleton, N.S.

Mr. Thomas Woolway, for twenty years prominent shoe merchant of Stratford, Ont., died recently at the age of 67. The deceased is survived by three brothers.

Mr. Hugh Hennessey has opened an up-to-date shoe store at 305 Bank St., Ottawa.

The Toronto retail store of the Natural Tread Shoe Co., on Yonge St., recently staged a demonstration week and formal opening at which Miss Toronto displayed Natural Tread Shoes in conjunction with lectures by Mr. V. E. Taplin.

A NOTE OF SYMPATHY.

The members of the trade will join us in extending deepest sympathy to Mr. Geo. C. Lang, Jr., of Lang Tanning Co., Ltd., Kitchener, Ont., and his wife, in the sad loss of their only child, Eleanor, on April 20th. The baby was being wheeled by her nurse, when they were struck by a train on a level crossing and both were killed.

Fire of unknown origin recently caused some $5,000 damages to the shoe store of Mr. L. Walker, Kenilworth Avenue, Hamilton. The loss is partly covered by insurance.

Mr. Philias Bell, who was sentenced to three years' imprisonment in connection with fraud with regard to an alleged manufactured leather process, was liberated on bail recently at Montreal, by three judges of the Court of Appeal. Bell was convicted in a lower court of obtaining $100,000 through misrepresentation with regard to his invention. Bail was set at $10,000.

Messrs. J. W. Hewetson and Son, operating shoe factories in Brampton and Acton, are conducting a growing business, having let the contract for the building of the third storey to their Brampton factory to Goldie and Co. Work has already begun on the job. The cost is estimated at between $20,000 and $25,000.

Mr. W. C. Coloff, president of the Tillsonburg Shoe Co., Tillsonburg, Ont., has an up-to-date radio broadcasting station at his residence.

At a smoker held in the C.O.F. Hall, Preston, recently, the members of Hurlbuts Football Team, winners of last year's town league, were presented with the medals.

Mr. F. Hudson, for eight years Toronto traveller with Beal Bros., is now connected with Adams Bros. Limited, of Toronto.

A new shoe store opened on 67 Gottingen St., Halifax, N.S. The name is Rubin's Shoe Store. This store opened in the third week in March.

Messrs. Wallace Brothers recently closed their Spring Garden Branch Store, in Halifax, N.S.

Easter business in the Maritimes was very dull. The weather has been very cold and stormy. Oxfords have not yet started, and all the shoe stores in Halifax report business very quiet, and only spring weather will brighten things up. Rubbers are the only thing they are selling. All Easter week was very cold and heavy snow, and there was very little Easter shopping on this account.

Shane's Shoe Store, Yarmouth, N.S., are making a change in their business name.

Mr. J. H. Gillespie, of the Cash Shoe Store, Truro, N.S., who has been ill for five weeks, and who was confined to the Victoria General Hospital, Halifax, N.S., for over three weeks is now back at his store.

Mr. John Tebbutt, of Three Rivers, made a flying trip to Ontario early in the month, taking time to talk over business prospects with customers and others. Toronto has now an attraction in the form of a grandson which accounts for a couple of extra days spent in the "Queen City".

LIKE A LETTER FROM HOME.

We do not usually give space to the nice things said about the SHOE and LEATHER JOURNAL, but this is so short and to the point, that we quote it. A Western subscriber, who has been taking the Journal for years writes: "I can assure you it is 'like a letter from home' as it is full of interest from end to end. It is with pleasure I look forward for the copy which has the 'Stray Shots from Solomon', as I love to read these notes and I know of many more of my friends that do the same."

April Showers

Watchmaker: "Did your watch stop when it dropped on the floor?"

Customer: "Yes; did you think it would go through?"

* * *

Cohen: "Ikey, what for you go up dem shtairs two at a time?"

Ikey: "To safe my shoes, fader."

Cohen: "Dat's right, my son; but look out you don't shplit your pandts."

* * *

Stranger—"Rastus, do the people who live across the road from you keep chickens?"

Rastus—"Dey keeps some of 'em, sah."

* * *

First lady (to a friend who has just ridden across a field of young grass to ask directions of a farmer): "Did he tell you where to go?"

Second lady (blushing a little): "Yes, he did—and if you go over he'll tell you, too."

* * *

The clock struck 8, 9, and then 9:30. Still the new maid did not get up. Reluctantly the mistress went to the foot of the stairs.

"Mary," she called, "are you awake?"

"Yes," answered the maid, "why?"

* * *

"John, your manners are awful! I noticed that you dusted the chair at Mrs. Heep's before you sat down. And their little boy was watching you, too!"

"Yes! And I was watching him! I am too old a fish to be caught on a bent pin."

* * *

Miss Wiggs: "Yes, sir, I always goes to church when you preaches."

Vicar (flattered): "I am glad to hear that, but why when I preach?—why not every Sunday?"

Miss Wiggs: "I'm always sure of getting a good seat when you preaches, sir!"

* * *

Hicks: "What, back again so soon from the country?"

Clinton: "Yes."

"But I thought you were going to stay two months?"

"So we were, but we had to come back to get pure milk for the baby."

* * *

A man called Smith bought a business through an agent as a going concern. After six months it failed, but Smith took his trouble very lightly. Meeting the agent sometime later, he said, "Do you remember selling me a business as a going concern?" "Yes, of course, I do," replied the agent. "Well," said Smith, "it's gone."

Two gentlemen were uncertainly flivvering their way home from a party.

"Bill," said Henry, "I wancha to be very careful. Firs' thing y' know you'll have us in a ditch."

"Me?" said Bill, in astonishment, "why, I thought you was drivin'."

* * *

The shoe dealer was hiring a clerk. "Suppose," he said, "a lady customer were to remark while you were trying to fit her, 'Don't you think one of my feet is bigger than the other?' What would you say?"

"I should say, 'On the contrary, madame, one is smaller than the other'."

"The job is yours!"

* * *

"Yessuh, I's done proved dat honesty is de best policy after all."

"How?" demanded his friend.

"You remembers dat dawg dat I took?"

"Shore, I remembers."

"Well, suh, I tries fo' two whole days to sell dat dawg and nobody offers more'n a dollah. So, ike an honest man, I goes to de lady dat owned him an' she gives me $3.50."

* * *

A little chap was offered a chance to spend a week in the country, but refused. Coaxing, pleading, arguing, promising of untold wonders, alike brought from him nothing but the stubborn ultimatum: "No country for me!"

"But why not?" some one asked finally.

"Because," he responded, "they have thrashin' machines down there, an' it's bad enough here where it's done by hand."

* * *

Bessie had just received a bright new dime and was starting out to invest it in an ice cream soda.

"Why don't you give your money to the missionaries?" asked the minister, who was calling at the house.

"I thought about that," said Bessie, "but I think I will buy the ice cream soda and let the confectioner give the money to the missionaries."

* * *

A case in which Smith, the eminent lawyer, was employed, came up for a hearing late in the afternoon, and Smith asked the judge to allow it to go over until the following day. "I have been speaking all day in another court," he said, "and I'm rather exhausted." His request was granted.

The clerk called the next case, and a young attorney arose, who, for some reason, did not want his case to be tried at that time. He also asked that his case be postponed.

"Why?" asked the judge.

"May it please your honor,"stated the young lawyer, "I, too, am in a state of exhaustion, for I have been listening all day to Mr. Smith."

Sheepskins - - Fancy Leathers

Moving Announcement

We wish to announce to the trade that after May 1st we will be located in our new offices and warehouse at 79 Front St., E., where we will have better facilities to handle our increasing trade. We also wish to extend a hearty invitation to the trade to call and look over our new lines of stock.

Edwards & Edwards Limited

Head Office
27 Front St. E., Toronto

Tanneries
Woodbridge, Ontario

Ontario Representative, Fred Dufton, Kitchener

Quebec and Maritime Provinces Represented by
John McEntyre, Limited, Montreal, Quebec

The Parisian Boot Shop, 2679 St. Hubert St., Montreal, which was formerly owned and operated by Mr. I. Steinman, has now been sold to Mr. J. I. Lagace, who intends continuing the business on a much larger scale than his predecessor. He intends, at a later date, to handle leather goods, such as trunks, purses, etc. He also will open a special hosiery department for ladies and gentlemen. Mr. S. Theoret, formerly with Mr. Steinman, has been re-engaged as Manager and Buyer for this retail shoe house.

Mr. William McLean has recently joined the selling organization of the Hannahsons Shoe Co., of Haverhill, Mass., and is representing them in Manitoba, Saskatchewan, Alberta, and British Columbia. Mr. McLean is well known in the western territory, having covered this section for many years with high grade Canadian lines. He knows and enjoys the friendship of many Canadian merchants.

Mr. J. Alex Silver, Shoe Retailer, of Lunenburg, N.S., was visiting his daughter in Liverpool, N.S., recently.

Mr. L. Levy, of the Canadian Shoe Findings Novelty Co., of Toronto, recently visited St. Catharines and other points in the interests of his business.

The Tillsonburg Shoe Co. Limited, of Tillsonburg, Ontario, has awarded the contract for the enlargement of its plant to Mr. Stephen Scott. Work will start at once.

It is doubtful if ever more interest has been manifested in a money by-law than the one recently voted out in Tillsonburg, granting concessions to the Norfolk Shoe Co. Limited, now located in Simcoe. The town guarantees the company's bonds for $40,000 with free taxation for ten years, except school taxes, and provides $2,500 toward a site on which to erect a modern factory 100 by 40, three storeys in height, with all modern equipment and machinery, to cost in the neighbourhood of $60,000 capable of providing 1,000 pairs of ladies' and children's shoes per day. The Company agrees to employ 50 hands the first six months, 75 in a year and 100 at the end of two years, with a $60,000 payroll the first two years and $100,000 the third year. Mr. L. C. Vangeel, who is manager of the Norfolk Shoe Company, Limited, is also sales manager of the Tillsonburg Shoe Company.

Mr. J. H. McGee, well known to the shoe trade in all parts of Canada, is now representing the Perth Shoe Co., in Ontario. Mr. McGee has had a number of years' experience both as a traveller and buyer in several large retail stores.

DEMONSTRATING ARCH DEFENDER SHOES.

We reproduce herewith a very effective window display demonstrating Arch Defender Shoes put on by Mark Mundy, the well known shoe man of Galt., Ont. The whole combined such taste of arrangement with definiteness of detail that the window told its story clearly to the hundreds who stopped to learn the reason for the skilful combination of anatomy with shoe art.

Hitherto window displays featuring appliances to be used with the ordinary shoes to correct irregularities of the feet, especially in the arch, have been more or less common. In this particular case the construction of the shoe as well as that of the foot was placed in the spotlight and the spectator had an opportunity of seeing how much more effective a properly constructed shoe is than mere temporary expedients. In this new shoe construction there are two principles followed, the rigid shank under the foot arch and the flexible shank allowing the foot the same freedom as if bare. But a combination of the rigid and the flexible method is found in one shoe which has a spring steel support inside the sole extending from the heel to just beneath the scaphoid bone, supporting it and the metatarsal bones of the foot. The virtue of this is that it allows the foot arch full flexibility of movement, while acting as a support at the proper point.

The success of the Galt display is leading to similar efforts in other towns. Dealers are beginning to realize that there is more profit and satisfaction in selling specialties of this kind than in allowing themselves to be carried away with style fads and so forth. Those who have been giving special attention to corrective or comfort shoes claim that there has been a steady growth in the demand and people who want this class of shoe never quarrel about prices. More than that, they do a lot of personal advertising and persuade their friends to share their foot comfort.

Window of Mundy's Shoe Store
Galt, Ont.

McDOWELL & LINCOLN LIMITED
FORMERLY
INTERNATIONAL SUPPLY CO.
EST 1915 SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES INC. 1923

Largest Shoe Factory Supply House In Canada

MAIN OFFICE:
154 NOTRE DAME ST. W.
MONTREAL

FACTORY AND BRANCH:
77 ONTARIO ST. S.
KITCHENER, ONT.

BRANCH:
565 ST. VALIER STREET
QUEBEC

SERVES YOU RIGHT

WHY IS BUSINESS GOOD?

We can't say, but the fact remains our Business is Good!

Each month this year has been better than the corresponding month of 1922. Why?

The only answer of which we can think is:—

"A Service that puts the goods you want in your factory when you need them is the greatest single factor in successful Shoemaking under present conditions."

WE *SUPPLY* THAT SERVICE.

Our Montreal office telephones have been overtaxed so we have arranged for consecutive numbers, only one of which will be listed.

MAIN 4644

Will reach us at any time.

McDOWELL & LINCOLN
LIMITED
formerly
INTERNATIONAL SUPPLY CO.

Mr. Len. Hutchinson, representing the Kaufman Rubber Co., was in Kitchener last week.

Mr. Wilfrid Gagnon, general manager of Aird & Son, Reg., Montreal, accompanied by his superintendent, Mr. McBeth, spent some time recently in New York on business in the interests of his firm.

Mr. E. L. Turgeon, of the Eastern Shoe Co., Ltd., Montreal, called upon the trade in Toronto, Hamilton, and London recently.

Mr. Albert Tetrault, Mr. P. A. Doig and Mr. Oliver Tetrault, of the Tetrault Shoe Manufacturing Co., Limited, Montreal, have just returned from a business trip to Boston and New York in the interests of their firm.

Mr. Chas. Betournay, of J. A. McCaughan & Son, Montreal, is at present calling upon the trade in the Maritime Provinces. To "Charlie's" many Maritime friends, his ever welcome smile will perhaps make up, to some extent, for the absence of the long looked for Spring days.

Mr. H. Frechette, sales manager of the Canadian Footwear Co., Limited, Montreal, has recently been calling on the trade in Toronto.

CAPITALIZATION OF $100,000.

The Colonial Mfg. Co. Limited, Toronto, is incorporated with a capital of $100,000, and the following officers elected: D. Sussman, President, J. C. Ecclestone, Vice-President, S. Baker, Treasurer, Miss McGee, Secretary. They have been manufacturing spats and over-gaiters for the past three

Mr. D. Sussman

years, and have just lately been formed into a Limited Company to manufacture their former lines and in addition a complete line of women's, misses', and children's boudoir also men's and youths' soft sole slippers in leather and felts. A complete line is now being shown to the trade by their representatives in all parts of Canada.

ENLARGING RUBBER FACTORY.

The Columbus Rubber Co., of Montreal, Limited, manufacturers of rubber footwear, have let contracts and started work on a three-storey addition to their plant, which will give them some 15,000 square feet more space. It will be used for manufacturing and warehouse purposes and will increase their capacity about 20%. They expect to be fully installed about July 1st.

RETURNED FROM SOUTH.

Chas. E. Fice, who, with Mrs. Fice, spent several weeks of our "Christmas-Easter" in the "sunny south", has returned and is on his native heath. He visited a number of the large American centres on his way back, and was into some of the largest shoe establishments sizing up the situation. He says that while the style craze is more than ever a feature of the retail shoe business, the best and busiest retailers admit that they are pushing conservative profitable lines, which have begun to sell well.

MURRAY SHOE COMPANY'S CONTEST.

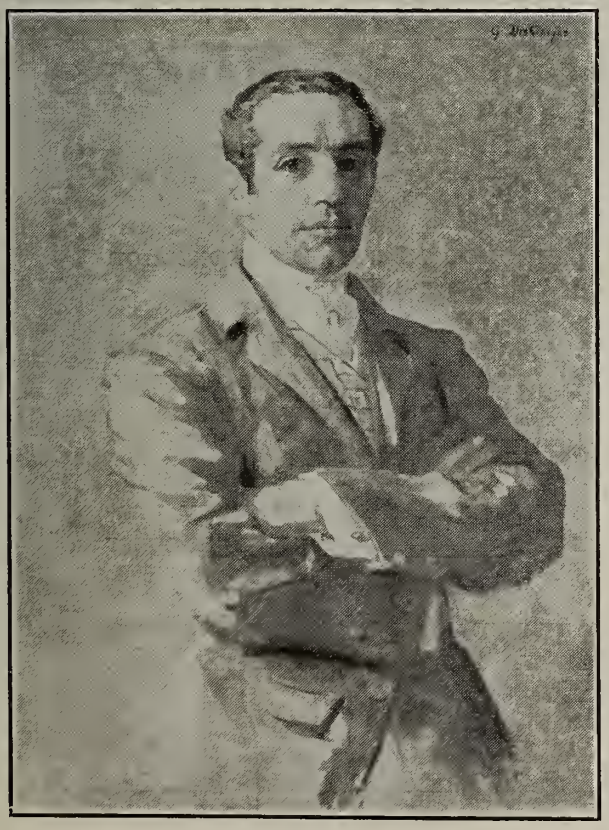
The Murray Shoe Co., Ltd., of London, recently put on an interesting essay competition, in which shoe men were asked to state the advantages of the in-stock service which has become such a feature in the merchandising of shoes during recent years. A large number of entries were received from all parts of Canada, the results of which are published on pages 8 and 9 of this issue of the Shoe and Leather Journal. Aside from the points brought out in the essays, it is interesting to note that the first prize went to Quebec, second to Peterborough, Ont., and third to Albert, Saskatchewan. The other prize winners were scattered through the country from Nova Scotia to Manitoba. The three major prizes were awarded to Messrs. G. D. Humphrey, Quebec City, Archie B. Zacks, Peterborough, Ont., and S. H. Ingram, Albert, Sask.

BLACHFORD SHOE MFG. CO. LTD.

The Blachford Shoe Mfg. Co. Ltd., of Toronto, have embodied quite a strong line of mannish effects in their shoes for the fall. They are showing an attractive line of extension soles, with white stitching, in both single and double rows, and other novel sole effects. The range shows a tendency towards smartness and "pep", while avoiding the type of shoe that causes serious depreciation in stocks.

J. A. McCAUGHAN & SON.

The firm of J. A. McCaughan & Son, Montreal, have been put to considerable inconvenience by a rumour which got abroad in the trade confusing their name with that of another Montreal shoe manufacturing concern of somewhat similar name recently reported to be in financial difficulty. This report has no connection with their firm, whatever, and they announce that on the other hand things with them are "getting better and better".



The Beardmore family has always been prominent in any activities that centred about horses or horsemanship. The members of the family played a leading part in the recent Circus put on by the Toronto Hunt Club, in which Mr. George W. Beardmore is master of the Fox Hounds. Above are photographs of Mr. George W. Beardmore, M. F. H., and Mr. Fred N. Beardmore in "Hunting Pink".

Shoe Specialists, white canvas shoes and felt footwear

Representatives of the *Columbus Rubber Co., Limited, Montreal, P.Q.*, handling their complete line of RUBBER FOOTWEAR AND OUTING SHOES.

"The Model-Kraft Shoe"

FOR MEN AND BOYS

A strong popularity built on long wearing qualities and solid comfort, that makes selling easy, and builds worthwhile business.

"The Walk-Kraft Shoe"

FOR WOMEN AND GIRLS

This line is unsurpassed for quality, comfort and style. Built for service yet giving that dressy look that appeals so much to women.

Always Lasting Wear in Every Pair

Order now, prompt and efficient deliveries.

Watch for our Traveller's next call.

Wm. Cook Shoe Company

HIGGINS BUILDING MONCTON, N. B.

Hydro Solid Leather Shoes
A Reputation That Pulls Sales

Hydro Shoes have won an enviable reputation throughout the trade.

Made of highly selected materials by skilled mechanics they meet the demand for strong, durable, everyday shoes. Their ability to stand the hard usage, which most boots are subject to, has created a favorable impression on people everywhere, resulting in many profitable sales for the dealer. Send us your order to-day.

We can make prompt shipments for Western Ontario customers from 342 Richmond St., London, Ontario.

Hydro City Shoe Manufacturers Limited

Kitchener Ontario

FREIGHT CLASSIFICATION.

Official announcement has just been received by Mr. S. Roy Weaver, Manager of the Shoe Manufacturers' Association of Canada and the Shoe Wholesalers' Association of Canada, that the Associations, together with the National Retailers' Association, have been successful in opposing the proposed change in freight rates on boots and shoes.

The railways had proposed an increase in freight rates of 50% on shipments of boots and shoes in containers other than wooden boxes with metal straps. This would have meant an increase in freight on most shipments of boots and shoes, as fibre cases are in general use.

At the time of the Convention in Montreal in January, the management organized a deputation of manufacturers, wholesalers and retailers, which met with the Freight Classification Committee, and explained the advantages of fibre containers, and opposed the new classification proposals.

The Manager, Mr. Weaver, has just received official advice that as a result of representations which were made at the meeting, the Classification Committee has agreed to continue first class rating on boots and shoes in either fibre or wooden shipping cases.

The Shoe Manufacturers' Association and the Shoe Wholesalers' Association have been asked to urge upon manufacturers and wholesalers the importance of using sealing strips printed with the name of the shipper, as an aid to reducing pilferage claims.

The Classification Committee also has complied with the request that the present car load lot minimum of 20,000 pounds be continued instead of the minimum being increased to 24,000 pounds as was proposed.

The Committee refused to allow a lower minimum weight than 20,000 pounds on shipments of Felt Footwear in view of the low rates on that commodity, but the Associations' representations have prevented an increase of the car load lot minimum to 24,000 pounds as had been proposed.

The decision of the Committee is of very great importance to all branches of the shoe trade as the increases which were proposed would have involved very considerable increase in transportation costs.

The successful outcome of these negotiations is an example of what can be accomplished by association work, and particularly by co-operation of the several branches of the trade, as this was the first time that the manufacturers, wholesalers and retailers had united in anything of this kind.

Dave Sussman, of the Colonial Mfg. Co., Toronto, has gone abroad on a buying trip and will be absent several weeks.

HALF A CENTURY OF PROGRESS.

The accompanying engravings illustrate to some extent the remarkable development of the Lang Tanning Co's business since 1873, when the first picture was taken.

The business was founded by the late R. Lang, who associated his sons with him in the establishment, as soon as they were able to take hold. For many years, the name R. Lang and Sons was associated with high quality in harness leather, as the name of the Lang Tanning Co. has been more recently with the production of high class sole.

Recent additions have been made to the plant, which will almost double the capacity and in connection with the sole leather division, a cut sole department has been organized which is one of the most complete on the continent. It is equipped with machines for cutting the stock first of all into strips, and then others die out the soles automatically at a rate and with a precision that is more than human.

The advantages afforded to the shoe manufacturer are numerous. He is able not only to procure stock of uniform weight and tannage, but he is able to estimate exactly what his sole stock costs for every shoe.

Later on we expect to give a fuller description of this new department of the Lang business.

A. A. COTE & SON, LIMITED

STAPLES

Always Offering Better Values

The equal of our shoes are never to be found without paying a higher price. It is because we concentrate on a limited number of lines of unlimited demand, and make each one up to an unsurpassed value standard.

YOU WILL WELCOME THE WINNERS WE ARE OFFERING FOR THE COMING SEASON

A. A. COTE & SON, Limited

St. Hyacinthe, Que.

NO FRIENDS LIKE OLD FRIENDS

WHITTEMORE'S SHOE POLISHES—what memories of delightful business relations the very mention of this world-famous trade name recalls!

Popular throughout all the countries of the globe, Canada has always bought WHITTEMORE'S SHOE POLISHES in goodly quantities, and the demand is growing. Keen business competition these days eliminates all but those lines of merchandise whose merit and price have been proven absolutely right by the test of time.

The styles for the coming season are exceedingly numerous and colors are used in dazzling array. WHITTEMORE'S line is complete. It covers your every requirement. Here are a few:

"SUEDEDENE" is a very fine powder containing no grit. Put up in every color or shade, for instance light gray, beige, silver, otter, manday, etc. Also "CHIC" Liquid Suede Dressing for those who prefer a liquid.

"CLEANALL", the perfect and safe cleaner for silk and satin slippers. Will not burn or explode.

"SHUCLEAN", cleans and whitens all weights and kinds of white kid leather. Will not burn or explode.

"BOSTONIAN CREAM", scientifically made so that one application cleans and polishes the leather. Put up in every shade and color.

Write for complete catalogue. WHITTEMORE'S is just as good now as when you placed that last order!

Whittemore Bros. *Cambridge, Mass., U. S. A.*

NATIONAL EXHIBITION.

That the exhibitors of last year feel that their efforts were worth while is evidenced by the fact that preparations are already being made for a bigger display this year at the Canadian National Exhibition. The following letter has been sent out by Mr. S. Roy Weaver:—

"The second annual exhibition of Canadian made shoes and allied products will be held this year at the Canadian National Exhibition, Toronto, Aug. 25—Sept. 8 At a meeting held on April 16 of representatives of the firms which exhibited last year, it was decided unanimously to develop a still bigger and better display this year.

"The meeting decided that the surplus from last year, consisting of $550, should be held as an Exhibition Fund, and used for publicity and other purposes in connection with this year's display. The exhibit will be in the same place—second floor of the big Coliseum, but we are hoping to be able to get a larger space. The Assistant Manager of the C.N.E. attended the meeting, informed us emphatically that absolutely no other space was obtainable, and stated that if we were not entirely satisfied with such location, there were many other applicants waiting for it. He added that ventilation of the Coliseum had been much improved and other betterments made. The meeting decided, therefore, to make the best possible display in the same location as last year.

The general character of the display will be similar to that of last year. Already we have had applications for 30 booths. Some exhibitors are taking double last year's space. The available space is limited and applications should be made at once. The charge will include space rental, construction and equipment of booths, signs, furniture, rug, electric lighting and palms or ferns. Exhibitors wishing to use show cases will be required to rent cases through the Association on the same plan as last year, in order to ensure uniformity. Only Canadian-made goods can be exhibited.

"This display offers the biggest advertising value of which we have any knowledge. United States and British firms have recognized the value of such displays and no less than four British shoe manufacturing firms will have exhibits at the C.N.E. this year. Let us get together in a big display which will demonstrate to the public and the trade that Canadian-made footwear is unsurpassed. A cordial invitation is extended to Allied Trades to join with us.

"Yours for Better Shoe Business."

The following firms have already applied for space:—

W. B. Hamilton Shoe Co., Limited, The Walker Parker Co. Ltd., Owens-Elmes Manufacturing Co., Ltd., The Hurlbut Co., Limited, 2 booths, A. R. Clarke & Co., Ltd., Beardmore & Co., at least 2 and probably 4 booths, United Shoe Machinery Co., of Canada, Limited, 2 booths, Williams Shoe Limited, 2 booths, Weston Shoe Co., MacFarlane Shoe, Ltd., 2 booths, Miner Rubber Co., Ltd., 2 booths, Smardon Shoe Co., Ltd., Blachford Shoe Mfg., Co., Ltd., 2 booths, Chas. A. Ahrens, Ltd., Scott, McHale, Limited, Defender Shoe Co., Getty & Scott, Ltd., Talbot Shoe Co., Ltd.

Others intend to take space for this exhibition. These were all applied for either at the meeting in Toronto or have been applied for as a result of the Association Manager's letter calling the meeting.

The Association management is going ahead with arrangements on a much bigger scale than last year. They are counting on the Allied Trades to join with them in making this a really worthwhile display.

THE THIRD GENERATION.

Mr. W. D. Griffiths, of Barrie, who was recently elected one of the Directors of the W. B. Hamilton Shoe Co., and is to-day one of the leading salesmen of this company inherits his selling ability, being the third generation of Griffiths to represent the W. B. Hamilton Shoe Co., both his father and grandfather having been leading salesmen for the same house and on the same territory.

Mr. W. D. Griffiths is one of the most popular shoe salesmen in Northern Ontario, having an outstanding personality. He is a thorough shoe man knowing the business from A to Z, and his sales for the last several years have headed the lists of the Company's salesmen.

OWENS-ELMES MFG. CO. LTD.

After manufacturing turn shoes of high quality for a number of years, Owens-Elmes Mfg. Co. Ltd., equipped early this year for the manufacture of women's goodyear welt shoes. For some time now they have been running the new line and have been busy on spring and summer shoes covering a range of oxfords and straps in various colors and patterns and embodying the newest ideas in women's shoes. Their turn shoes include a variety of straps, ties and Egyptian sandals in keeping with the standards of the firm.

Mr. C. L. Owens, who naturally takes considerable pride in the improved layout, feels that progress has been quite satisfactory and the outlook promising. A small fire in the same building was reported as having done some damage to the Owens-Elmes' plant. This report, like that of Mark Twain's death, was not only premature, but quite untrue, as their factory was not affected by the fire, which in itself was quite small.

SCOTT McHALE LTD.

Mr. A. Orendorff, of Scott McHale Ltd., has been showing their range of samples at the King Edward Hotel, Toronto. In addition to their regular line of shoes, embodying the newest styles for men, they are featuring the Clifton in brown calf and Scotch grain, and sports oxfords with crepe sole. On lasts of English type they are showing the Falkirk and Norwich, embodying the characteristic appearance and quality attributed to the higher types of British shoes.

WELL KNOWN WESTERNER PASSES.

Mr. Harley Henry, of Saskatoon, one of the best known shoe men of the West, passed away suddenly at his home last week. Mr. Henry was the Western representative of Kaufman Rubber Co., previous to establishing his wholesale business in Saskatoon. He

was well liked by the trade and thoroughly appreciated for his sterling qualities and general bonhomie. Though a comparatively young man and but a few years established in business he built up a wide connection especially in the Province of Saskatchewan.

PEARSON SHOE CO. GROWS.

Starting up a little over a year ago, the H. W. Pearson Shoe Co. Ltd., of Toronto, report a year that has been quite satisfactory in spite of the difficult conditions pervading the shoe business. A couple of months ago they found it necessary to move to larger quarters at 84 Wellington St. West, where they have better facilities for handling business. Recently they increased their sales force to seven. Mr. G. W. Fraser is assisting Mr. Fred Foley in Western Ontario. Mr. J. M. Kennedy is covering Northern Ontario. Mr. R. M. Drysdale is representing them in Ottawa City and the valley.

Mr. H. J. Timson, of West Lorne, has sold his shoe business to Mr. J. H. Gammon.

Mr. E. R. McBride, of J. J. Haines, Belleville, recently paid a short visit to Montreal.

NEW CASTLE KID
N.C.K.
TRADE MARK REG. U.S. PAT. OFF.

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.

MR. W. G. NICHOLSON.

Mr. W. G. Nicholson, commonly known as "Dick" is one of the banner salesmen of the W. B. Hamilton Shoe Co. He started with this house as message boy some years ago, and through hard work

and sterling ability worked up through the warehouse and on the road and is taking care of the Company's interests in the City of Toronto. If you don't know what a good line the new "MODEL SHOE" is, ask "Dick" Nicholson.

TEXELECT.

J. Einstein, Limited, Montreal, are creating much interest among manufacturers of white footwear with their white shoe fabric known by the distinctive name of "Texelect"—the select textile. This fabric they announce as a successor to their famous Beechtex, being the outcome of successful efforts in improving the already high standard of that well known material. "Texelect", due to special methods of manufacture, is moisture proof and non shrinkable, easily cleaned and drys quickly. It is of a remarkably close weave and the purest white. The merit and value of this cloth is evidenced by the fact that of the many manufacturers who adopted it during the first year it was on the market, all have re-ordered, and many other manufacturers have since then been added to the list of satisfied users.

One of Rumpel's New Sign Boards.

Introducing

Griffin SATIN KLEEN

Renews the Lustre

A cleanser and renewer which thoroughly cleans and revives the lustre of satin shoes. Will not injure the fabric.

Backed by the Griffin Guarantee of Quality.

Sold by all Jobbers

Carried in stock by
CANADIAN-SHOES-FINDINGS-NOVELTY CO.
Toronto and Montreal
KILGOUR-RIMER CO. LIMITED, Winnipeg
D. D. HAWTHORNE & CO., Toronto

Canadian Distributors:
SHOE STORE SPECIALTIES CO.
Toronto

gilco

SUEDE-NAP BRUSH

Picks Out the Dirt--- Picks Up the Nap

The most efficient suede brush on the market—and the easiest to sell. The customer readily recognizes its advantages.

The wire bristles are set in a curved fibre and canvas base which is attached to the block at both ends. Easy to manipulate and effective in restoring the original appearance to suede footwear.

If Your Jobber Can't Supply You. Write Us

E. T. GILBERT MFG. CO.
228-36 South Avenue Rochester, N. Y.

Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so-forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.

The Shoe Repair Man

Shoe Repair Topics

Bucking Up.

THERE has been a lot of wailing during the past three months and most of it has, as usual, been done by those who have been spoiled by easy times. The repair trade like many others has suffered from the business collapse of 1920. When shoe prices were high, people sought to get even to some extent by having their shoes repaired, but as prices dropped, the tendency fell off, although many still retained the habit. With the cheap sales of the past winter and the fact that rubbers or overshoes could be worn to hide bad shoes for four or five months, the repair trade has without question been up against it to a very serious extent, and everybody is feeling the results.

Business Overdone.

There is not the least doubt but that the repair business has been largely over-developed. With the tremendous demand that obtained for repaired footwear during and for sometime after the war, concerns sprang up all over the country until in some towns the repair shops outnumbered the shoe stores, which anybody should know is an anomaly. It was only to be expected that as the demand died down, prices would be reduced to a margin that would gradually weed out a large percentage of these enterprises. We are passing through this eliminating process at the present time and it is now a case of survival of the fittest. There is little question that many of the repair concerns must disappear during the next year or so when business is getting down to a more normal basis.

Business Building.

The present is the day of opportunity for the man who can hang on and work like a "nailer". As far as the shoe trade is concerned, we are now down to hard pan and the development is henceforth likely to be healthy. Most of us were spoiled by the ease with which business came four or five years ago. All that was necessary was to take care of trade as it came along, and too often it did not get the care that it should. To-day business in any line has to be worked for and even struggled for. The man who is not prepared to get out and "dig" soon finds his plant idle and his coffers empty. More and more men are realizing that they have to make the opportunities that once flirted with them from every corner.

Getting Down to Tacks.

Some repair men have been enjoying better business than their neighbours and competitors, because they have been chasing it up during the past couple of months. One enterprising man got out recently a personal letter to every householder in his neighbourhood, discussing the advantages of having the family footwear put in order. He followed this up with a "tickler" in the shape of a post card offering to call for the shoes if need be. He soon had enough to keep the mill going and did not have to follow up the post card with a telephone message, which happened in some cases where he thought the trade was well worth the persistence of a third call. At all events, he expresses himself as more than pleased with the results of his campaign.

Get the Prices Right.

Just now when shoes are cheap and when there are so many bargain sales the customer has to be shown the wisdom of having his shoes rehabilitated. Have your advertising play upon the "economy" string. Show people that their old shoes when put in proper shape wear better and are more comfortable than new ones. Above all figure your prices right. Of course, leather soles, rubber heels, etc. have gone up, but it should be the business of the repair man to see that while he works on a fair margin, he does not allow high prices to kill his chances against new shoes. The principle of charging all the traffic will stand is poor business policy. People have an idea to-day that they are paying too much for shoe repairs. It is the duty of the repair man to prove this is not so.

Give Them Service.

One of the greatest drawing cards in any business

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

is genuine interest in the customer. It pays to give real service of any kind, and people will not think of price so much if they are convinced that you are honestly trying to help them. At the same time, do not take advantage of service to squeeze people. In the shoe repair trade there are ways to give service that do not exist in some other lines. For instance, one of the greatest hindrances to having shoes repaired is taking them to the shop and calling for them. If they can be called for and delivered a serious difficulty may be removed. Then, again, there is nothing that so surprises or delights a customer as to have a pair of shoes returned ready to wear. A little polish will go a long way to make permanent satisfied customers. And these items of service may be added to the cost of the repairs without any trouble.

Watch the Leaks.

The repair shop has a great many leaks that may be stopped with a little careful management. These are days when the little things count. Carelessness, waste, neglect, all make holes in the pocket that let through a good deal of silver in a year. In the good old days when profits were piling up, some of us picked up habits that are now hard to drop. But they will have to go overboard if the ship is to weather the storm, and get safely to port. Go over your expenses carefully and see what you can cut out instead of tacking extravagances on the price of the work your shop turns out, and hoping that the "traffic" will stand it. Concerns in the retail trade as well as those in the repair business will have to do some pruning this year if the vine-yard is to remain healthy and productive.

Pushing Side Lines.

In a recent issue we gave an account of a Toronto repair man who is cashing in on "findings". At this season there are opportunities along this line that should be followed up. There is no reason why the repair shop should not do a good paying trade in polishes, dressings, laces and other accessories. It does not necessitate a heavy stock investment, and it does not call for a very great amount of space. The main thing is cleanliness of surroundings, proper display and careful attention in keeping up assortments. A word or two with a customer will introduce the line and nine times out of ten bring about a sale. It is wonderful what an aggregate may be reached in a week with very little effort.

Edwards and Edwards, Ltd., of Toronto, are moving from 27 Front St. E. to 79 Front St. E., into larger quarters.

The Canadian Stitchdown Co., Aird Ave., Montreal, have bought out the plant and equipment of the Montreal Moccasin Co., and are manufacturing in conjunction with their lines of stitchdowns the well known "Hywatha Brand" of moccasin slippers.

VANCOUVER NOTES.

Glorious weather prevailed during the Easter holidays, and brought a sharp revival of business in all branches of the boot and shoe trade. Bankrupt stocks and bargain sales were taken off the market, and the public turned their attention to staple lines and better grades, which were shown in great varieties.

Many members connected with the shoe trade have been victims of the L. R. Steel Co's operations which were conducted in this city. Two repairers are known to have had investments of $1,000 and many others lesser amounts.

The driver of an automobile, after running down passengers alighting from a street car at 1.30 a.m., lost control of his car and careered across the road, running into the corner of the store of Mr. J. Angus, Broadway W., demolishing part of the front and wrecking the plate glass windows.

Mr. A. Cook, of Cook and Sopp, Nicola Street, was successful in winning $50.00 prize in the local Football Competition.

We regret to announce two sudden deaths in the city during the last two weeks. Mr. Beenham, senior partner of Beenham and Pocock, Granville Street, arose early on Sunday morning, made himself a cup of tea, and after returning to bed passed away in his sleep. Mr. Beenham was fifty-five years of age.

Mr. J. Azar, Pender St. W., was taken suddenly ill in his store at 6 p.m. and passed away in the General Hospital at midnight from hemorrhage of the brain. Mr. Azar was fifty years of age and a native of Assyria. Leaving that country as a youth, he spent fourteen years in Australia and the last twenty years in Canada. He leaves a widow to mourn his loss.

Mr. Brown, late city representative for Messrs. Denby Brothers, has left to take up duties at the Mining Company's store at Anyox, B.C.

McDonald Brothers have moved into an adjacent store, which is much more convenient for their retail and repairing business.

Turn Into Money

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

R. G. Dun & Co., 38 King St. W.
TORONTO

The Collection Service, which has been proved most satisfactory by all users of it, is

OVER 70 YEARS' RECORD OF EFFICIENCY

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

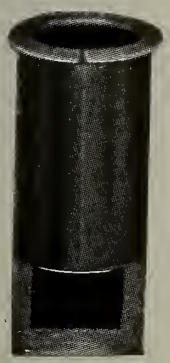
OOZE. BLEAnd WAX SPLITS FOR HO ME AND EXPORT TRADE

ANNUAL BALL—SHOE SUPERINTENDENTS' AND FOREMEN'S ASSOCIATION OF MONTREAL

The Fourth Annual Ball of the Shoe Superintendents' and Foremen's Association of Montreal, held at the Auditorium Hall on Saturday evening April 7th, was what could only be called a real success, and the large crowd which numbered well over six hundred, representing all the shoe firms of the city, enjoyed themselves to their limit.

The music by the Melody Prince Orchestra left nothing to be desired, and, from the high class way in which Mr. S. Dominique handled the refreshment counter, everyone wondered where his experience came from.

Only the highest compliments were paid the committee of this Association for the manner in which everything was conducted.



Morton Double Bottom Flange Tubes for Lasts

Made in all sizes straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.

Pat. Feb. 29,'70 Pat. Sept. 14,'15 13 Bay St., Brockton, Mass. Pat. Feb. 26,'05 Pat. Sept. 14,'17

Largest Manufacturers in the World of Black Glazed Kid

Surpass Kid

Surpass Leather Co.

FACTORY Philadelphia, Pa.

FACTORY Gloversville, N.Y.

SALES OFFICES

New York Philadelphia Cincinnati Chicago St. Louis London

SURPASS LEATHER CORPORATION, Boston, Mass.
BOOTH & COMPANY (London) Ltd., London, Eng.

NEWS FROM THE OLD COUNTRY

Send $3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's,etc.,etc.,etc.Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. $3 pays for a year's subscription,including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send $3 to-day to

Periodical Posting Coy., Plymouth, England

Thos. Rearden & Co. Ltd.

BROCKLEY LEATHER WORKS

LONDON, S.E.4, England

Telegraphic Address "Rearden" Brockley, London.

MANUFACTURERS OF FINEST ENGLISH CURRIED SHOE LEATHERS

Specialty

BOX & WILLOW SIDES

Also Specialists in

Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers

Arch Support Shanks

Our thoroughly equipped die department has made it possible for us to meet the tremendous demands for Arch Support Shanks.

Don't forget we manufacture dies in our own plant and can produce any special design of Shank you require from your pattern.

We also manufacture a full line of Leatherboard, Steel and Combination McKay, Turns and Welt Shanks.

Write for prices

The H.W. Steel Shank and Specialty Company - Limited
PRESTON ONTARIO

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

This new
LOTUS SHOE STAND---is our latest

Makes a good display, *IS* strongly made and low in price.

Can be finished in Roman Gold, Athenian Verdi, Polychrome, or any standard finish.

WRITE FOR CATALOGUE

Clatworthy & Son
161 King St. W. *Toronto, Ont.*

CLASSIFIED ADVERTISEMENTS

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

IMPORTANT.—Are you worried keeping books? Worry no longer. Immediate relief given. Write or phone me, J. Pascoe Beel, Emergency Accountant, 545, King St. W., Toronto., Ont.; Phone: Ad. 6507, or Ger. 8483W.

SHOE SALESMAN, young man, good appearance, long experience, desires position with retail house or on the road. Box 100 Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

EXPERIENCED SHOE TRAVELLER, now inside, seeks position on the road, preferably in the Maritime Provinces. I have had many years experience with well known shoe concerns, and would be glad to hear from any firm that could place me with a line of shoes. Replies to Box 95, Shoe and Leather Journal, 545 King St. W., Toronto.

FOR SALE—Shoe Business in good town in Waterloo County. Rent $37.00 per month. Stock $9,000, exceptionally clean. Turnover $20,000, splendid location. Apply Owner, Box 93, Shoe and Leather Journal, 545 King St. W., Toronto.

TRAVELLER, calling on the Wholesale Shoe Trade, is open for lines for Ontario on a commission basis. Twelve years' connection. Box 94, Shoe and Leather Journal, 545 King St. W., Toronto.

MAN WANTED—Capable of managing shoe factory, present capacity about 300 prs. per day, state experience, salary expected, giving references. Apply, Box 99 Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

SHOE TRAVELLER, with good connection in North-Western Ontario, just severed connection with large shoe manufacturing concern, is open for line of shoes and rubber footwear. Can show results. Box 98, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—Experienced Salesman, with connection. for Provinces of Quebec and Maritime, to handle a high grade line of women's footwear. Apply, Box 97, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Live Shoe Business in large Western Ontario City. Stock around twenty thousand. All new. Large turnover. Long lease. Good reasons for selling. Box 96, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Shoe Business in one of the best towns on Vancouver Island. All new stock. Carefully bought. Turnover $2,500 a month. Value of stock on hand about $12,000. Store located on main street, and one of the best stands in the city. Rent only $25 per month. No other exclusive shoe business in the city. A good proposition and one well worth investigating by anyone who understands the shoe business. Will take part cash, balance on easy terms. For full particulars, apply, to Box 248, Cumberland, Vancouver Island, B.C.

SHOE REPAIR STAND FOR SALE, consisting of one U.S.M.C. finishing machine, patcher, and other tools. Would sell as a whole or part. Apply to the undersigned, W. J. Gash, 50 Hunter St. E., Peterboro, Ont.

FOR SALE—The Empire Shoe Repair. Modern appliances; U.S.M.C. 18 ft. outfit with stitcher; English bench stands and lasts. A good business proposition. Doing a small retail trade also. Property to be disposed of same time. Write E. J. Lee, proprietor, 11 Hadley St., Cote St. Paul, Montreal, Que.

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 SPRING 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 of Canada 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., Ltd., little gents', youth's, girls', 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 youth's, **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.

KITCHENER, ONT.

Ahrens, Chas. A., Ltd., Linden Ave., boys' & girls' **W. and St.**

Ames Holden Felt Co., Ltd., felt boots, shoes and slippers.

Bauer Shoe Co., Water St., slippers, infants' shoes, children's sandals and shoes. **St.**

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.**

Ontario Shoes Ltd., 31 King St., E., boys', youth's, misses', gents', and infants', nailed **Mc.**

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 McHale, Limited, 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, WilfredA., moccasins, slippers.

Bastien, A., moccasins and fancy slippers.

Bastien, M., moccasins, slippers and snow shoes.

Bastien Bros., moccasins, slippers and snowshoes.

Boivin, T., moccasins, slippers.

Gagnon Bros., slippers, baskets.

Holt, Renfrew & Co., Limited, moccasins.

Huron Glove Co., Reg., moccasins, fancy slippers.

St. Armand, R., moccasins.

Ross, Henry, moccasins and snow shoes, slippers.

Verret, 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 wannigans.

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., 201 Inspector St., general line all grades, rubbers, felt shoes, canvas shoes, slippers. **W., T., Mc., P., S., T.**

Arcand Footwear Co., 549 St. Timothee women's. **Mc.**

Arrow Shoe Co., Ltd., 3 St. Alexander, men's, youths', gents', misses', and children's goodyear. **W.**

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, 12 Bleury St., stitchdowns and leather house slippers.

Can. Consolidated Rubber Co., Reed Bldg., St Alexander St., general line rubber footwear, slippers, bathing, athletic and sporting shoes.

Canadian Footwear Co., Ltd., 361 St Catherine West, women's, misses', **Mc., T.,** and **W.**

Canadian Stitchdown Co., Ltd., 287 Aird Ave., 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.**

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., & Co. Cor. Papineau and Bellechasse, 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, boy's, 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.**

Dupont, Nap, 205 Champlain, infants' soft sole shoes.

Durant, A.,3233 Christopher Columbus, children's and infants', **Mc.**

Eagle Shoe Co., Ltd., 587 Beaudry, men's and women's **W.**

Eastern Shoe Mfg., Co., 45 Savoie St., women's, misses', childs' and infants', **Mc.**

Elegant Shoe Ltd., 323 Goulet St., East, women's, misses', children's and infants' **Mc.**

Fix Shoe Mfg. Co., 1112 Rachel E., women's houseshoes and slippers, children's, infants', youth's 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.**

Glove and Mitt Co., of Canada Ltd., 294 Lagauchetiere W., moccasins **J.**

Glovers Craft Ltd., Savoire Lane, moccasins, slippers, also fine and work gloves.

Hector Shoe Co., 331 Demontigny St., men's, women's, children's and infants' **T., J.**

Hudson Bay Knitting Co., Ltd., 294 Lagauchetiere W., moccasins, fine and work gloves.

Ideal Shoe Co., Ltd., 374A Papineau Ave., men's slippers, women's commonsense shoes, boys', men's, misses', children's and infants' **Mc.**

King Kid Shoe Co., Ltd., 2419 Notre Dame East., **Mc.**

Kingsbury Footwear Co., Ltd., 679 LaSalle Ave., women's medium and fine **Mc., W.,** also slippers and canvas shoes, **J.**

Lachappelle, L., 584 Chambord cripples.

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 Co., Reg'd., Cor. Papineau and Ontario. 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., 540 De Fleuremont St., slippers, gaiters, babies' soft sole shoes.

Montreal Soft Sole Shoe, 324 De Fleuremont, infants' shoes.

Mount Royal Footwear Co., 2200 Charlemagne, misses' and children's cheap **Mc., J.**

New Stand Made Shoe, 3145 Laguenuesse, ladies'and misses' flexible cushion sole, men's slippers **Mc.**

L. H. Packard & Co., Ltd., 15 St. Antoine St., infants' soft sole shoes.

Reliable Shoe Co., 808e 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 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., Aird Ave., men's, boys' and youths' medium and fine **W., J.**

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.

Le May Ltd., 445 Sussex, hand made river boots.

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.
Adams Shoe Co., Ltd., little gents', misses', children's and infants' fine **Mc.** and **T.**
Gendron, Penetang Shoe Pack Mfg. Co., shoe packs hand sewn.

PERTH, ONT.
Perth Shoe Co., Ltd., women's fine **W.** exclusively.

PETERBORO, ONT.
Ackerman, 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', youth's, 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.
Parker Steel Shoes Ltd., women's **Mc.**

QUEBEC, QUE.
Beaulieu, Jos. & Co., 80 Colomb, general line cheap **Mc.** and **S., J.**
Bernouard Frs., Larrigans, moccasins and shoe packs.
Bertrand & Thibault, 104 Montmagny, women's, misses' and children's, gents' and little gent's **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, 37 Colomb St., women's, misses', child's and infants' **Mc.**
Desbiens & Laberge Reg'd., 106 Caron St., Quebec, slippers, **Mc.** and **T.**
Drolet, J. B., Co., Ltd., 19 Caron St., 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.**
Guay J. & A., 50 D'Argenson St., misses', children's, boys', youths' and gents' **Mc.** and **S.**
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.**
Lacroix and Bertrand, Enrg., 284 Bagot St., **Mc.** and **S.S.** for men, womens, misses, childrens, infants, boys, and youths.
Lagace & Lepinay, 22 St. Anselme, men's, women's, boys', youths' and little gents' medium **Mc.** and **W., S., J.**
Leclerc Freres, 96 Montmartre St., 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.**
Robitaille, L. C., 162 St. Sauveur, women's, misses', children's and men's, **Mc.**
Rochette, J. Marcel, 80 Signai, 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-McCready, 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', youth's, Children's, **Mc.**, and **S.**
Cote, J. A. & M., Limited, general line, **Mc., S., P.** and **W.**
La Victoire Shoe Co., 87 Monder St., men's, boys', youths', work shoes.
Rita Shoe Co., Ltd., infants' stitchdowns.

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', childrens' and infants' **Mc.** and **T.**, women's **Mc.**
Talbot Shoe Co., Ltd., men's and women's fine **W.**

ST. TITE, QUE.
Acme Shu-Pack Co., Ltd., shoe packs, larrigans, moccasins and hunting boots, **J.**
J. A. Massicotte, Shoepacks, etc.

SAULNIERVILLE, N.S.
Comeau, 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.**
Norfolk Shoe Co., Ltd., boys', youths' and lads, misses' women's, and children's **S.**

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.
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., 126 Garden Ave., slippers, men's, boys' and youths' canvas boots.
Blachford Shoe Mfg. Co., Ltd., 92 Sherbourne, women's fine **W.** and **T.**
British Slipper Mfg., Co., Ltd., 64 Adelaide E., general line of slippers, women's oxfords.

Burnett, S., 761 Yonge, cripples' shoe to order.
Clarke, A. R.,& Co..Ltd..633 Eastern Ave., moccasins.
Colonial Mfg. Co., Ltd., 366 Adelaide St., W. Slippers and gaiters.
Dack & Sons Ltd., R., 73 King W., custom fine welts.
Empire Shoe and Slipper Co., 67 Adelaide W., Slippers.
Federal Footwear Ltd., 7 Jarvis St., slippers.
Fry, Jos. S., 168 Seaton, cripples' shoes.
Gadsby, E J., 1046 Bathurst, men's and women's staples.
Gutta-Pereha & 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.**
Minister Shoe Co., Ltd., 126 Wellington W., women's slippers and spats.
Myles Shoe Co., Ltd., 109 Simcoe, men's, women's and boys' fine **W.** and **T.**
Newport Shoe Co., Ltd., Wolseley and Ryerson, women's fine turns.
Ontario Slipper Mfg., Co., rear 105 Berkeley St., slippers.
Owens-Elmes Mfg. Co., Ltd., 12-14 Sheppard, handmade ladies' turn slippers and Welt low shoes, Welts.
Phillips Bros. Shoe Co., Ltd., 1191 Bathurst, children's and misses' stitchdowns, ladies' slippers, **Mc., J.**
Reliance Shoe Co., Ltd., 1191 Bathurst st., men's, boys', youths' and little gents' medium and fine **W.** and **Mc.**
Silver Footwear Co., 105-107 Front St. E., men's and women's **Mc.** and **W.,** slippers, spats, etc.
Toronto Slipper Mfg. Co., 11 Brant Street, cheap and medium slippers and bathing shoes. Boys' McKays
Walker-Parker Co., Ltd., 152 Wellington W., women's fine **W., Mc.** and **T.**
Ward & Carter Co., 3114 Dundas W., boys' and little gents' Welt soles

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, orthopaedic boots.

CTORIA 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 Pereha & 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.
Dominion Rubber System, 45 King St. W.
Franees & Dane Ltd., 20 King E.
Griffith, R. B., & Co., 20 Gore.
McPherson, Jno., Co., Ltd., Jackson St. E.
Ralston & Co., Robt..Ltd.
Townsend, J. S., Lister Bldg., 43 Hughson St.

HULL, QUE.

Woods Mfg. Co., Ltd.

KINGSTON, ONT.

Midland Shoe Co

KITCHENER, ONT.

Dominion Rubber System Ltd., 137 King St. W.

LETHBRIDGE, ALTA.

Dominion Rubber System.
Great West Rubber & Footwear Co.
Gutta Pereha & Rubber.

LONDON, ONT.

Coates, Burns & Wanless, 320 Richmond
Dominion Rubber System Ltd., 184 York st.
London Shoe Co., Ltd., 326 Richmond.
Sterling Bros., Ltd., 330 Clarence.

MIDLAND, ONT.

Gendron & Fitzpatrick.

MONCTON, N.B.

Cook Shoe Co., Wm., general line boots and shoes. Rep. Columbus Rubber Co.
Higgins, L., & Co.

MONTREAL, QUE.

Ames-Holden-McCready, Limited, 201 Inspector.
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, 310 Notre Dame W.
Dupont, Nap, Regd., 205 Champlain St.
Gutta Percha & Rubber, 357 St. James
Hall & Hodges, Ltd. 16, St. Sacrament
Labelle, J. R., 229 Lemoine.
La Maison Girouard, Ltee., 102 St. Paul St. W.,
Lambert, Alfred, Inc., 14 Notre Dame W.
Laurentian Shoe Co., 227 Lemoine St.
Lefebvre, J. B., 158 St. Paul W.
Lion Brand Shoe, Regd., 15 Gosford
Loeke Footwear Co., Ltd., 60 St. Paul E.
Lord, Omer, 331 De Montigny.
Marks Bros., 485 St. James St.
Miner Rubber Co., Ltd., 211 McGill.
Miner Shoe Co., Ltd., 72 St. Peter.
Paekard, L. H., & Co., 15 St. Antoine.
Pelletier, J. A., 225 Notre Dame W.
Phaneuf, Phillippe, 1124 Rachel E.
Robinson George, 29 Victoria Sq.
Samson, Angus Ltd. 54 Jurors St. Montreal
Schcuer Normandin & Co.,17St.Helen.
Schlossberg, S., 185 Drolet.
Stag Shoe Co., The, 74 Victoria Sq.
Steine, M. B., 86 Grey Nun.
Woods Mfg., Co., Ltd., 800 Mullins,

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.

Ames-Holden-McCready, Ltd., 201 Queen.
Ault, A. W. & Co., Ltd., 48, Queen
Borbridge, S. H., 41 Musgrove
Dominion Rubber System (Inc.) Ltd. 433 Cooper St.

Federal Shoe Co., 45 Queen
Gutta Percha & Rubber, Limited 230 Albert.
LaMay, T. & Co., 445 Sussex
McPherson John Co., Ltd., (Hamilton) 45 Queen St.
Miner Rubber Co.,Ltd., 203 Queen St.
Poaps, J. V., & Co., Ltd., 76 O'Connor.
Robinson, Geo., 63 Sparks
White Shoe Co., 41 Queen

PETERBORO, ONT.

Neill, Robt., Ltd.

PICTOU, N.S.

Tanner, W. T.

QUEBEC, QUE.

Bilodeau, Louis, Enr'd.-45 Sour le-Forte
Beaubien, Louis, 617 St. Valier.
Begin, J. H., Reg., 38 Champlain
Brown, Rochette, Limited, 580 St. Valier.
Dominion Rubber System (Que.) 50 Crown St.
DuBois & Fils, Enr'd, 491 St. Valier
Larochelle, J. H., & Fils, 533 St. Valier.
Magnan, P. A., 493½ St. Valier.
Miner Rubber Co., 81 Dalhousie
Poliquin & Darveau, 41 St. Pierre.
Paquet Co., Ltd., Pointe aux Levres.
Plamondou, J., 110 St. Joseph
Roberge, L. S., 15 Notre Dame St.
Rodrigue Ltee., 538 St. Valier.
Slater, C. E., 491 St. Valier St.

REGINA, SASK.

Ackerman, B. F., Son & Co., Ltd.
Ames Holden McCready Ltd., 2338 Dewdney
Amherst Central Shoe Co., Ltd., Rose St. and 8th Ave.
Congdon Marsh Ltd.
Domion Rubber System., 1118 Broad
Gutta Percha & Rubber Ltd., Dewdney & Rose Sts.

ST. HYACINTHE, QUE.

La Maison Girouard, Limitee.
La Victoire Shoe Co.

ST. JOHN, N.B.

Ames-Holden-McCready Ltd., Canterbury & Duke Sts.
Dominion Rubber System Ltd., 36 King.
Fleetwood Footwear Ltd.
Humphrey, J. M., & Co.

ST. JOHNS, QUE.

McNulty, Louis.

SASKATOON, SASK.

Ames Holden McCready 260 21st. E.
Dominion Rubber System, 1st & 25th Sts.
Gutta Percha & Rubber Ltd., 127 First N.
Henry, Harley, Ltd.

ST. THOMAS, ONT.

McKillop, J. J.

SUDBURY, ONT.

Silverman, A.

SYDNEY, N.S.

Humphrey, J. M., & 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.
Columbus Rubber Co., 284 Yonge St.
S. C. Cronk Co., 77 Wellington W.
Dominion Rubber System, 1 Front E.
Feetham, D. R., 55 Bay St.
Hamilton, W. B., Shoe Co., 15 Front E.
Harris & Co., W. 114 York St., general line.
Hawthorne, D. D., Co., 27 Wellington W.
Jacobi, Philip, 5 Wellington E.
Korker Shoe Co., 64 Wellington W.
Lest Shoe Co., 32 Temperance St., women's, children's shoes and boots, gaiters.
McLaren, J. A. Co., Ltd., 30 Front W.
Miner Rubber Co., 144 Front W.
Pearson, H. W., Shoe Co.,Ltd.84 Wellington W.
Pomer, Winberg Co., 78 York St.
Tilley, Chas., & Son, 90 Richmond W.
Toronto Footwear Co., 124 York st.
Weston, F. J., & Sons, 53 Wellington W.
Weston Shoe Co., George, 559 Logan Ave., full line boots and shoes.
White Shoe Co., 9 Wellington W.

TRENTON, ONT.

Weaver, C.

VANCOUVER, B.C.

Ames Holden McCready, 125 Pender W.
Anderson & McDonald, (Columbus Rubber).
B.C. Leather & Findings Co., Ltd., 117 Pender.
Damer Lumsden Co., 133 Pender W.
Dominion Rubber System Pacific Ltd., 337 Water.
Gutta Percha & Rubber Ltd., 526 Beatty
Henderson, F. & F., 416 Cordova W.
Leckie, J. & Co., Ltd., 220 Cambie.
Stevenson & Hoyland, 109 Powell.

VICTORIA CORNERS, N.B.

Boyer, J. W., & Co.

WINNIPEG, MAN.

Ames-Holden-McCready Co. (Br.).
Barish & Co., D., 85 Princess.
Brooklyn Shoe Co., Ltd., Princess & Market Sts.
Canada Shoe Co., 208 Bonaccord
Congdon Marsh, Limited, 86 Princess.
Consolidated Distributors Ltd., 110 Princess
Coulson Ltd., W. A., 290 McDermott Ave.,
Dominion Rubber System (Man.) Ltd., 89 Princess.
Finch, Mathewson, Ltd., 212 Bannotyne.
G. & O. Footwear Ltd., Galt Bldg.
Gardner, M., & Co., Bon Accord Block.
Gutta Percha & Rubber Ltd., McDermott & King Sts.
Hansen, R. S., 281 McDermott Ave., full line.
Hudsons Bay Co., Main and York.
Kopman S., 84 Princess
Kilgour-Rimer Co., Ltd., 87 Princess.
Law Footwear Co., W. A., Galt Bldg.
Merchants Consolidated, Limited, 110 Princess.
Middleton, H. G., Co., Ltd., 154 Princess.
Novelty Shoe Co., 295 Market
Shachter & Co., B. 72 Princess
Ryan Thos. & Co., 44 Princess
United Jobbing Co., 110 Bonaccord.

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 & Co., 201 George, Peterboro, Ont. Staples.
Aird, Jas., Co., 17 St. Gabriel, Montreal. **Mc., W.**
Aird & Son, Reg., 482 Ontario St. E., Montreal. **Mc., J.**
Allied Shoe Factories, Ltd., Simcoe, Ont., **Mc., St.**
Ames Holden McCready, Limited, Montreal. **W., T., Mc., S., P.**
Ames-Holden-McCready, Limited, 1221 Mount Royal Ave., Montreal. **W., T., Mc., S., P.**
Amherst, B. & S., Co., Ltd., Amherst, N.S. **Mc., S., P.**
Beal Bros., Ltd., 52 Wellington E., Toronto. **St., W.**
Beaulieu, Jos. & Co., 80 Colomb, Quebec. **Mc., S., J.**
Bertrand & Thibeault, 104 Montmagny, Quebec. **Mc., T., S.**
Bonin, A., 937 Cartier, Montreal. **Mc., W., J.**
Braunstein, Peter, Montreal. **St.**
Charbonneau & Deguise, 636 Craig E., Montreal. **Mc., S., J.**
Cooper & Sons, Arthur, Ont., **S.**
Corbeil, Limited, 345 St. Paul E., Montreal. **W., Mc.**
Cote, A. A., & Son, Ltd., St. Hyacinthe, Que. **Mc.** and **S.**
Cote, J. A. & 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 & Co., Ltd., Victoria Sq., Montreal. **W., Mc., S., P.**
Dayfoot, C. B., & Co., Georgetown, Ont. **W.**
Dominion Shoe Co., 2298 Chabot, Montreal. (Little gents'). **Mc.**
Drolet, J. B., Co., Ltd., Quebec. **Mc.**
Duchaine & Perkins, 195 Crown, Quebec. **Mc., S., P., W., J.**
Dufresne & Locke, Limited, 587 Ontario E., Montreal. **Mc., W., J.**
Duhamel & Frere, Sorel, Que. **P., S., Mc.**
Dupont & Frere, 301 Aird Ave., Montreal. **Mc., J.**
Eastern Shoe Mfg. Co., Ltd., 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 & 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 & 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. & C. Shoe Mfg Co., 1658 Dundas, Toronto, Ont. **W.**
Inrig Shoe Co., Ltd., Richmond Hill, Ont. **Mc., N.**
Ideal Shoe Co., Ltd., 374A Papineau, Montreal. **Mc.**
Jobin, E., Limited, 35 Colomb, Quebec. **W., T., Mc., J.**

Lagace & Lepinay, 22 St. Anselme, Quebec. **Mc., S., J.**
Leckie, J., & Co., Ltd., Vancouver, B.C. **W., S.**
Leelere & Freres, Quebec. **Mc.**
Marois, A. E., Ltd., 565 St. Valier St., Quebec. **Mc., S., W., J.**
Mayer, Th., 169 Duke, Montreal. **St.**
Marier & Trudel, Limited, Nelson St., Quebec. **Mc., S., J.**
Martin, J., & Co., 117 Charest St., Quebec. **S., P., J.**
McPherson, John, Co., Ltd., Hamilton, Ont. **W.**
Nursery Shoe Co., Ltd., St. Thomas, Ont. **T., Mc.**
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 & Lessard, Quebec. **Mc., J.**
Samson, J. E., 20 Arago St., Quebec. **Mc., S., P.**
Scroggins Shoe Co., Galt, Ont. **Mc.**
Silver FootwearCo., 107 Front West Toronto **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 & Leather Co., Ltd., Three Rivers. **W., Mc., S.**
Tetrault Shoe Mfg. Co., Montreal. **W.**
Tillsonburg Shoe Co., Ltd., Tillsonburg, Ont. **S., N., J.**
Tredrite Shoe Co., Otterville, Ont.
Tremblay, E., 108 Boisseau, Quebec. **Mc., S.**
Underhill's, Limited, Barrie, Ont. **Mc., S., P., J.**
Valentine & 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.**

CANVAS SHOES

Ames-Holden-McCready, Limited, Montreal, 1221 Mount Royal.
B. & M. Shoe & Slipper Co., 126 Garden Ave., Toronto.
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'. **J.**
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.
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., 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.
Groseh 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., 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., Aetonvale, 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-McCready, Limited, 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, Montreal. **St.**
Corbeil, Limited, 345 St. Paul E., Montreal. **Mc., 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. To onto. **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, 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, Quc. **Mc., S., J.**
Samson, J. E., 20 Arago, Quebec, Que. **Mc., P., S., J.**
Scott McHalc, Limited, London, Ont. **W.**
Sisman, T., Shoe Co., Ltd., Aurora, Ont. **Mc., S., P., J.**
Slater Shoe Co., Limited, 105 Latour St., Montrcal, W.
Sterling Bros., Limited, London, Ont. **S., P.**
Stobo, J. M., 92 Arago, Quebec, Quc. **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., Montreal. **W.**
Tillsonburg Shoe Co., Ltd , Tillsonburg, Ont. **S., N., J.**
Tremblay, Ed., 108 Boisseau, Qucbec, Que. **Mc., S., J.**
Underhills, Limited, Barrie, Ont. **Mc., S., P., J.**
Valentine & Martin, Waterloo, Ont. **W., S., J.**
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., Aylmcr Ont. **W.**

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., Penetang, Ont., **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-McCready, 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, 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., Quebec. **Mc., J.**
Silver Footwear Co., 107 Front St. E., **Mc.**
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, Quc. **Mc., S.**
Cote, J. A. & M., Limited, St. Hyacinthe, Que. **W., Mc., P., S.**
Crosby, H. H., Co., Ltd., Hebron, N.S. **Mc., S.**
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Dominion Shoe Co., 2298 Chabot, Montreal. **Mc.**
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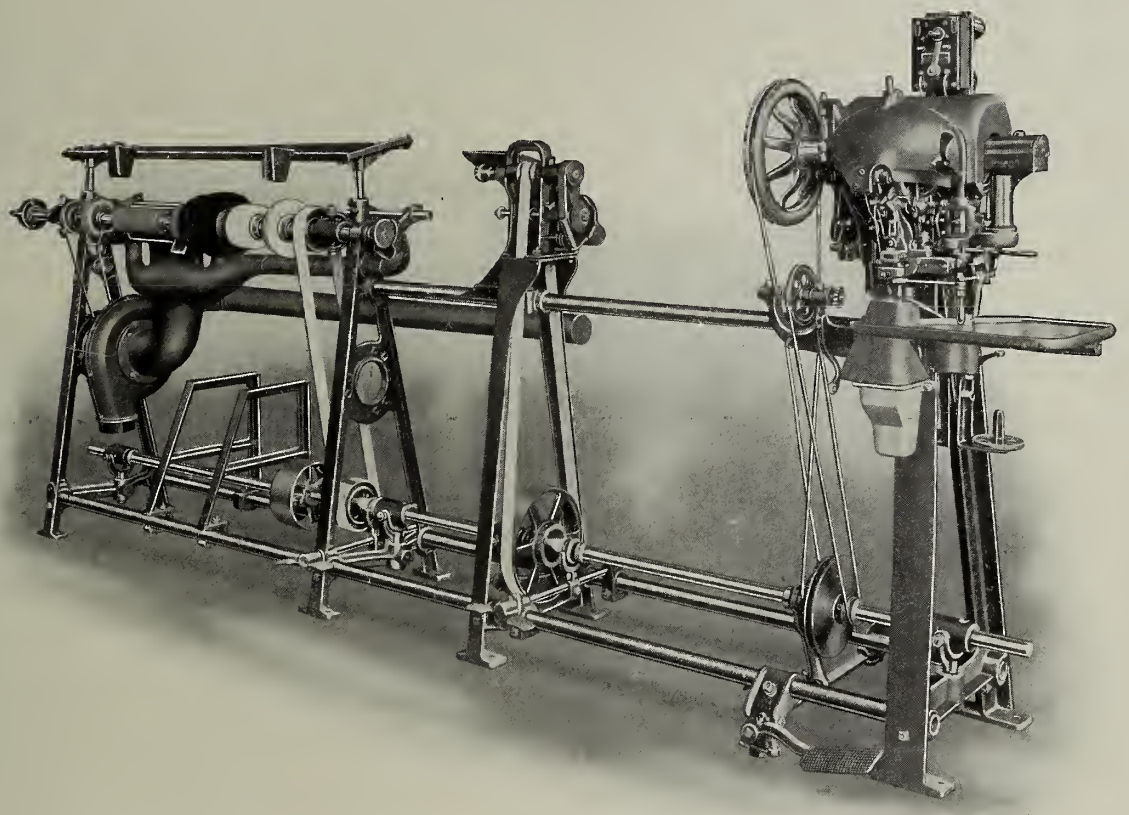

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TORONTO, MAY, 1st 1923

THE SHOE & LEATHER JOURNAL

ACTON PUBLISHING COMPANY LIMITED

TORONTO

MONTREAL

Established 1857

"THE WEAR TRENT VALLEY OAK IS THERE"

Well Soled Means Well Sold

The use of Breithaupt Sole Leather gives leading Canadian Manufacturers positive assurance that their shoes are

Well Soled

The shoe dealer who knows that the shoes he handles contain Breithaupt Sole Leather gives his customers the assurance of wearing qualities that are unsurpassed. He knows that his shoes are

Well Sold

Trent Valley Oak. A quality Sole Leather

TRENT VALLEY OAK

Is Unsurpassed for Quality and Wear

A Sole to Suit Every Shoe.

Trent Valley Oak Cut Soles, in all sizes and grades can be supplied by

PROVINCIAL CUT SOLE CO.
311 Victoria Street, Kitchener, Ont.

The Breithaupt Leather Co. Limited

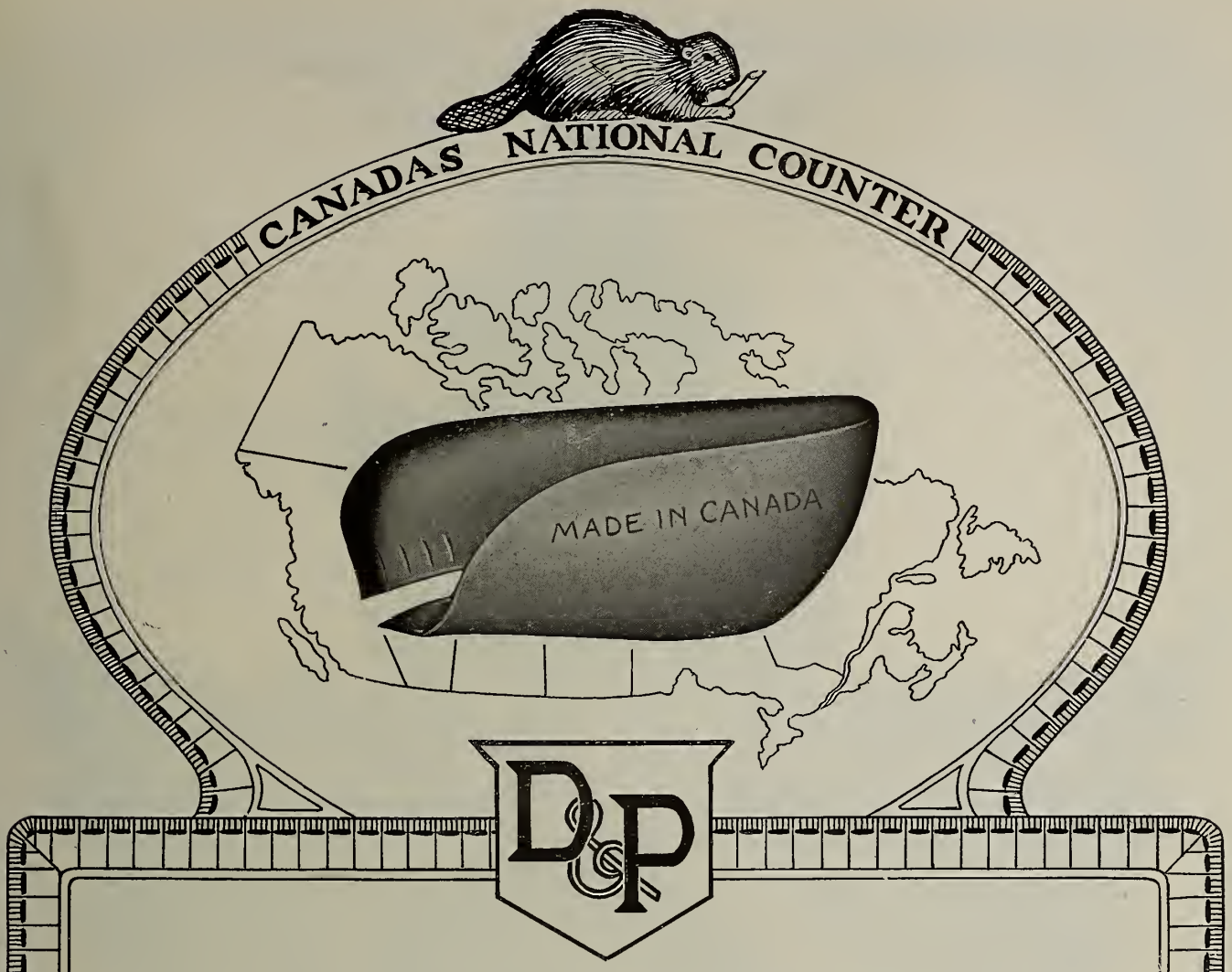
Producers of the Standard of Canadian Sole Leather

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



D. & P. UNION THREE PIECE COUNTER is a unique counter product that, in addition to being extra durable, is made very flexible for the express purpose of being perfectly suited for use in Women's Footwear. If you are a maker of Women's Lines, nothing will give you such satisfactory results as our UNION COUNTER.

In all considerations of quality in those things which go to the making of better shoes, the excellence of D. & P. FIBRE COUNTERS is never questioned.

As well as offering a top grade product for finest shoemaking, we give the manufacturers of medium and low-priced shoes, the opportunity to buy counters just as well made, but using a lower priced fibre that more than measures up to the service-demands put upon their lines.

A COUNTER FOR EVERY PURPOSE.

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 Freres, St. Valier Street, Quebec

AIRD & SON
REG.
AIRD & SON
MONTREAL
Shoemakers To The Wholesale Trade

QUALITY and ECONOMY

Are the two great essentials to-day in Popular High Grade Shoes. To outstanding Quality must be added the appeal of Price.

Davis Leathers

Are unapproachable for their intrinsic shoemaking merit and provide both manufacturer and dealer with the profitable means of meeting the demand for High Quality at Popular Prices.

Davis Colored Calf

fashionable shades of Browns and Reds

Uniform in color and finish. The last word in shoe fashions.

Black Dominion Calf

In Bright and Dull Finishes

Smooth, outstanding and silky in texture—economical in cutting.

Davis Boarded Veals

In Three Colors

The logical leather for economical production—the ideal for moderate priced shoes.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

A Sign of Good Rubber Footwear is the "GUTTA PERCHA" Trade Mark

It identifies an old established line that you can always sell and with full confidence that your customers will be pleased. It is a sign of satisfaction,and a sign of future business when your customers are again in the market. It also serves as a sign to remind you that we are booking orders now. Look over the samples carefully and note the important new additions and improvements that have been made, wherever improvement was possible.

At Your Distributor's or Our Nearest Branch

Gutta Percha & Rubber
Limited
Head Offices and Factories, Toronto
Branches from Coast to Coast

Another Of Bell's Special Summer Styles

in Patent and Grey Suede Combination.

The beautiful lines of this model, and its unique pattern, are features that will make it very easy for the merchant to sell it in big volume, to his Summer buyers.

Fine shoemaking is really the only thing to produce successful shoe selling, and for this purpose there is nothing can quite take the place of Bell character in footwear.

Consider this important fact when placing your Season's orders.

J. & T. BELL, LIMITED

Montreal, Quebec

Toronto Sample Rooms; Room 206 Stair Bldg.,No. 331 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

GLOBE

Keep Up Your Stock

of Globe "Pillow Welt" and "Baby Pillow Welt" Shoes.

Springtime is New Shoe Time for Children, and a full stock of Globe Lines is your one assurance of getting your full share of the trade. Show and recommend these superior Children's Shoes. With their better features of fit and wear they will create steadily growing sales for your Children's Department.

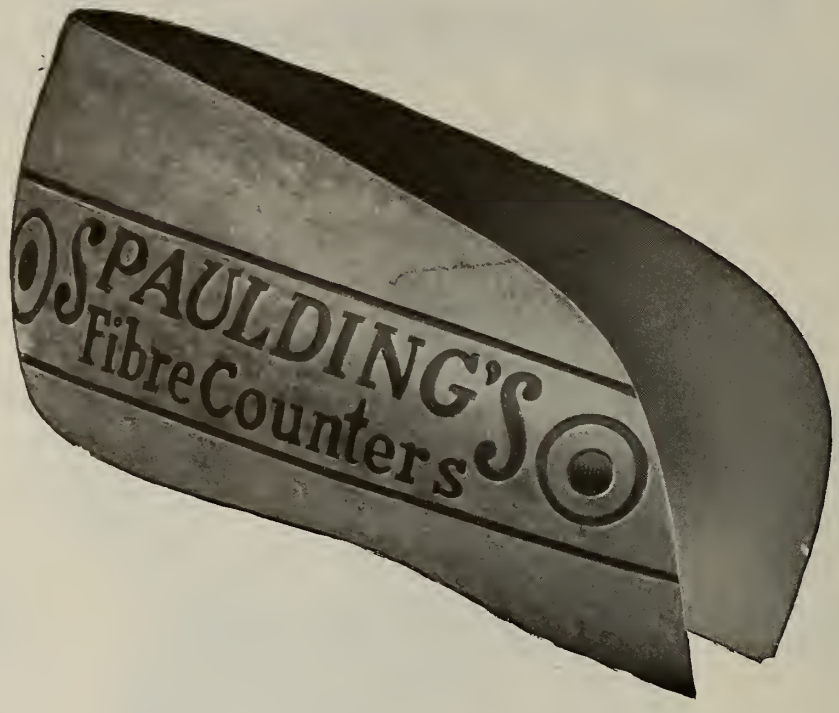
They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA	CINCINNATI	ST. LOUIS	CHICAGO
John G. Traver & Co.	The Taylor-Poole Co.	The Taylor-Poole Co.	J.E.D. McMechan & Co.
141-143 No. 4th St.	410-412 E. 8th St.	1602 Locust St.	217 W. Lake St.

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

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

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

FLEET FOOT

Bigger Business And Extra Profits

In daily papers throughout Canada and on bill-boards in the largest centres, Fleet Foot shoes will be widely advertised this season.

This national advertising is part of the Dominion Rubber System's policy to help the retail shoe dealer sell Fleet Foot shoes. It creates a big consumer demand and brings customers to Fleet Foot stores.

It is worth *your* while to co-operate with this national advertising of Fleet Foot, because

(1) Nationally advertised lines are the easiest to sell.

(2) National advertising helps you in making a quicker turn-over of stocks and that means added profits.

Start the Fleet Foot season with a complete, well-balanced assortment of Fleet Foot shoes for men, women and children. It is the surest way for bigger business and extra profits during the summer season.

Our service branches can serve you promptly.

Dominion Rubber System Limited

Head Office - Montreal

SERVICE BRANCHES AT:

ST. JOHN, N.B.	HAMILTON, Ont	REGINA, Sask.
HALIFAX, N.S.	BRANTFORD, Ont.	SASKATOON, Sask.
MONTREAL, P.Q.	KITCHENER, Ont.	CALGARY, Alta.
QUEBEC, P.Q.	LONDON, Ont.	LETHBRIDGE, Alta.
OTTAWA, Ont.	WINDSOR, Ont.	EDMONTON, Alta.
TORONTO, Ont.	NORTH BAY, Ont.	VANCOUVER, B.C.
BELLEVILLE, Ont.	FORT WILLIAM, Ont	VICTORIA, B.C.
	WINNIPEG, Man.	

"HARRINGTON"

A very popular model of our

ST. ANDREWS GOLF SHOE, Reg'd

In Golf Shoes, "Harrington" is a prize shoe from a champion line. It scores on all those fine points in construction that make every St. Andrews Golf Shoe, Reg., unrivalled for fit, comfort, wear, and practical utility in playing the game.

NOTE---

The light viscolized water-resisting outsole.

Patented Rubber Studs—ensure firm footing —do not damage greens or mark floors.

"Sani-pore" Insole—absorbs perspiration—keeps foot cool—will not become hard or crack.

St. Andrews Golf Shoe, Reg., will add every golf enthusiast in your community to your list of customers. Lose no time in winning this Summer trade.

Write for illustrated folder, and secure the exclusive right to sell this line in your town—One agency in each locality.

TETRAULT SHOE MFG. CO., LIMITED

MONTREAL, QUE.

La Duchesse

We Thank You

From all quarters of the Trade messages of sympathy have come to us at the loss we have sustained through the destruction of our plant by fire. This interest on the part of our many friends is highly appreciated, showing us that we have, in spite of our loss, the good fortune to enjoy a relationship with the trade valued beyond business considerations.

B. VAILLANCOURT D. F. DESMARAIS

Reconstruction

We are proceeding with the rebuilding of our plant which we expect to have completed in the course of a few weeks. It will be constructed and equipped for maximum efficiency in shoemaking, that we may continue to offer the trade in La Duchesse Footwear quality and style in every way superior, and value without a peer.

Temporary Office, 640 Craig St., East.

"La Duchesse" Shoe Co., Registered

MONTREAL, QUE.

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

VICI kid is advertised in THE SATURDAY EVENING POST and THE LITERARY DIGEST. The combined circulation of these magazines in Canada is 85,000 copies. On an average, at least three people read each copy. Therefore, a quarter of a million Canadian people will read VICI kid messages regularly. They will want shoes of VICI kid. They will buy shoes of VICI kid.

VICI kid builds repeat business

Once sell a pair of shoes of Vici kid and you are assured of repeat sales, because Vici kid makes good its reputation.

When Robert H. Foederer revolutionized methods of tanning leather in 1890, Vici kid became famous —and is to-day the best known leather for shoes of quality. Shoes of Vici kid give to the customer the most in individuality, beauty and satisfaction.

Shoes of Vici kid are in demand.

No other leather combines ALL the advantages of Vici kid.

ROBERT H. FOERDERER, Inc.

Philadelphia

Selling Agencies in all parts of the world

VICI kid

THERE IS ONLY ONE VICI KID - - - THERE NEVER HAS BEEN ANY OTHER.

Stock No. 10 Russia Calf Oxford, Andover Last
Stock No. 12 Gun Metal Calf Oxford, Andover Last
Stock No. 14 Russia Calf Oxford, Councillor Last
Stock No. 16 Gun Metal Calf Oxford, Councillor Last

Price $4.75

Terms: Net 30 days

For less than three pairs an extra charge of 15 cents per pair.

IN-STOCK

GOOD VALUE! When a retailer says "Good Value" he registers satisfaction.

That's what retailers are saying of these In-Stock oxfords.

And now here are two more on the Councillor, a less extreme last than the Andover.

GOOD VALUE

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

BULLDOG SOLE LEATHER

Through its service to the Public, BULLDOG SOLE LEATHER is making fast profits for those who feature it.

Its rapid acceptance by the masses opens up interesting opportunities for the shoe trade.

Whether Manufacturer, Retailer or Repairer, BULLDOG SOLE LEATHER has a definite place in your business.

"Wears twice as long as ordinary leather"

Backed to the hilt by advertising

TANNED ONLY BY

BEARDMORE & CO.

Tanners Since 1844

Toronto — Montreal — Quebec — Acton

PERTH

IN-STOCK

No. 135: Patent and Grey Suede Luxor Sandal.
Price **$5.15.** Ready May 15.

No. 733: White Buck Luxor Sandal, White Welting and White Ivory Heel.
Price **$5.45.** Ready May 25.

Net 30 Days.

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

W. S. PETTES
Room 413, Windsor Hotel, Montreal, Que.

H. B. McGEE
Room 706, King Edward Hotel. Toronto, Ont.

J. H. McGEE
Royal Alexandra Hotel, Winnipeg, Man.

G. H. FERGUSON
807 Bower Bldg., Vancouver, B. C.

You Can Depend On

LAWRENCE LEATHERS

It's the absolute reliability of Lawrence Leathers that makes them so satisfying to shoe manufacturers and retailers, a constantly increasing number of whom are learning to insure receiving the latest and best things in leathers *by keeping in touch with A. C. Lawrence Leather Company.*

A. C. LAWRENCE LEATHER CO.

210 South Street, Boston, Mass.

New York Chicago Philadelphia Gloversville
St. Louis Cincinnati Rochester

CALFSKIN
SHEEPSKIN
SIDE LEATHER
PIGSKIN
WELTING
COUNTERS
INSOLES

Write for samples

Black Beauty

Chrome Patent Sides

Black Beauty is worthy of its name. It brings that delightful appearance to shoes that pleases customers and causes the retailer to specify Black Beauty Chrome Patent Sides.

The Robson Leather Company Limited

Oshawa, Canada

Attractive Spring Styles In Stock

in

"CLASSIC SHOES"

PATENT ONLY
C & D, 2½-8.

8171—A smart looking shoe for women. It is a most profitable shoe for any retailer. Good fitter. Made on our new G. & S. process. 14/8 Heel. In stock in patent only C & D Widths. 2½-8.....$ 3.65

MAHOGANY, GUNMETAL, AND PATENT LACE
"D" width only 5-7½, 8-10½

3184x—A little patent blucher oxford like this certainly attracts both the mothers and little ones with its mannish lines, leather oak bend soles and "Kiddie-Kumf" cushion insoles. Spring heel, Goodyear welt. Plain toe.

Patent 2184x, 5-7½ .....$ 2.25
" 3184x, 8-10½ .....$ 2.75
Tan Calf 2183x, 5-7½ .....$ 2.25
" " 3183x, 8-10½ .....$ 2.75
Gunmetal Calf 2185x, 5-7½ .....$ 2.25
" " 3185x, 8-10½ .....$ 2.75

MAHOGANY, GUN-METAL AND PATENT LACE

B, C, D, 11-2

4040—Every store should have a high grade good-every-day-in-year oxford like the cut as illustrated. No style risk, always sells. Goodyear Welt, Foot-Trainer 121 Last. Reg. Heel.

4040—Tan Calf, B, C, D, 11-2.....$ 3.25

4041—Gunmetal Calf, B, C, D, 11-2.....$ 3.25

4047—Patent, B, C, D, 11-2.....$ 3.25

PATENT ONLY

B, C, D, 2½-7½

9219—Our Famous Foot-Trainer Last for the Growing Girl is always in demand. Goodyear Welt, 8/8 Heel. We stock the one-strap in Patent only. B, C, D, widths 2½-7½ .....$ 4.25

9216—You can have this shoe in a Gunmetal Oxford B, C, D, widths, 2½-7½.....$ 4.25

9217—Also in Tan Calf Oxford B, C, D, widths, 2½-7½ .....$ 4.25

Send for our "In-Stock" Catalogue To-day

Getty & Scott Limited

Makers of Classic Shoes for Women & Children

Galt, Ontario

Experience is the Best Teacher

WESTON'S SHOES

are money makers for the shoe man
and
"Best to Wear" in the Final Test

WESTON'S SHOES have the "STYLE"
WESTON'S SHOES make the "SALE"
WESTON'S SHOES get the "PROFIT"
WESTON'S SHOES keep the "CUSTOMER"

Experience Teaches

F. J. WESTON & SONS

51-53 Wellington St. West
TORONTO, ONT.
ESTABLISHED 1876

THE RITCHIE SHOE

IN STOCK NOW!

Devon Brown Calf, Blucher Sport Oxford

Crepe Sole and Heel
Last 7
Soft Toe
No. 09420 Code "Orb"

Smoked Elk And Colored Calf Sport Oxford

Rubber Suction Sole
And Heel
Last 7
Soft Toe
No. 09412 Code "Oasis"

Colored Calf, Two Tone Effect, Like No. 09412. No. 09413 Code "Ode"

The above SPORT OXFORDS are carried "In Stock" in 30 pair lots, sizes 5½ to 9 and 6 to 10

The John Ritchie Company, Limited

Quebec

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Shoe and Leather Journal

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Caused By Cold Feet

THERE is no real reason why the shoe trade should not be in much better shape than it is. The public has the money and spends it willingly in other and decidedly more foolish ways. There is no evidence of a shortage at the present time in the automobile business or at the picture shows.

There seems to be an impression abroad that prices of shoes are high, and people who spend money lavishly in other directions seem to hold back when it comes to their shoes. Buyers will haggle over the price of a pair of shoes and pay through the nose for a hat or a suit of clothes.

This attitude is no doubt largely the result of the extremely low prices that are so persistently flaunted in the store windows and advertisements where cheap, stylish looking, up-to-date shoes are represented as manufacturers' "floor stocks" or otherwise.

Retailers blame these announcements largely and berate manufacturers who sell departmental as well as "scallawag" stores at figures that permit of sensational retail prices, forgetting that the whole thing is the result of conditions for which everybody must take a certain amount of responsibility.

Manufacturers, who made up goods for Spring trade in spite of the unpromising weather conditions figured that with the first rush of fine weather the retail trade would absorb them. They found that the demand did not materialize and the regular trade had not enough confidence in the outlook to anticipate their needs and take even a small proportion of this surplus. What could the manufacturer do with goods thus made up for seasonal requirements? He could not carry them over. The only thing was to sell them and get the cash.

The bane of the trade to-day is lack of confidence. The retailer is afraid to anticipate his needs, the manufacturer is loath to load up his customers with goods beyond their ability to sell and pay for, and the people hold back because they think retail prices may drop still lower.

What is needed is a little more courage all around, which might be developed by a little more aggressiveness on the part of manufacturers as well as retailers. Just now might be a good time to inaugurate and carry on a vigorous national shoe selling campaign, in which the entire industry might profitably participate.

In The Market Place

General conditions improving—Prospects for Summer good—White Season ahead should build business—Fall prospects bright.

General Business

FROM all over Canada the news grows more encouraging with the advent of more seasonable weather. In the extreme east and west floods have done considerable damage and held business in abeyance, but nothing serious has occurred to hold up the steady progress of commercial development. In the west, seeding has commenced and within a month or so, the new season's crop will all be under way. Business in the west has a more promising outlook than for some months. Mining operations in Northern Alberta are likely to help considerably and if only there comes a fair crop throughout the western provinces much lost ground will be gained.

In Ontario business is steadily picking up. Wholesale establishments in all lines talk more optimistically than a month ago. The opening up of the north country through reported gold discoveries has already commenced and the movement of farm produce with the purchase of spring implement requirements has fairly set in. Building promises to be brisker than for some seasons past and unless operations are tied up with labor troubles, the next five or six months ought to see a large number of buildings completed which will mean an increased demand for all classes of supplies. The construction of public works ought to be large and will clear up the last of the unemployment situation. The provincial elections in June do not mean any interference with trade conditions.

In the Province of Quebec business is finding its feet and dry goods, groceries, hardware, clothing are all moving along nicely. Payments are still somewhat slow as retail sales as yet have not been satisfactory, although many report April as fully up to 1922. Building shows considerable recuperation and the iron industry gives every sign of encouraging outlook. Railroads report a steady increase in both freight and passenger transportation although the lateness of river navigation has militated somewhat against foreign business.

Retail Shoe Trade

Business has been "spotty". When there is a burst of sunshine things brighten up, and sales look more like the normal thing for Spring. But there is not the snap to business so far that there ought to be with May. Nevertheless, there has been an active demand for shoes of the novel or fashionable type particularly amongst what was known recently as the "flapper class", and besides a great many pretty shoes have found their way to the feet of smart women who have been encouraged by the first breath of summer weather. Men's trade has been slow but there has been a steady demand for goods at popular prices. The men seem to be looking for shoes around eight or nine dollars and it is hard to get them to go beyond ten. The taking up of the slack in unemployment has made trade fairly good in staple lines of men's shoes, and there has also been a good demand for real good shoes in women's wear with quite a bit doing in foot comfort shoes of various classes. Retailers from all over the country say that business is steadily improving in all lines. Country trade is responding perhaps better than the city.

Shoe Manufacturers Busier

Business with shoe manufacturers is feeling the effects of the reordering following upon the first real movement in Spring business. Quite a number of the factories report considerably increased activity, especially those who are specializing in in-stock goods. But with many trade is fitful and somewhat uncertain. Comparatively little business has been done as yet in Fall lines but some makers of staples claim that they have received fairly large orders already for their regular sellers. Those making for jobbers are busy, for the most part, on samples and say that no orders of any account have been as yet placed for Fall. Prices remain about as they were and do not seem to promise any abatement from those which have been in force. There are some changes in goods to meet the demand for stable or lower prices but as a matter of fact, with the leather market as it is, manufacturers find it impossible to shade their present figures. The feeling prevails that the market will strengthen rather than weaken.

The Leather Trade

Business has improved slightly during the past two weeks on account of the increased activity amongst the shoe factories, but there has not been much increase in volume in domestic trade. Export trade has improved, especially that across the line, and there has been some enquiry from Great Britain which shows that things are looking up across the water. Tanners are standing pat on prices and in some cases are asking advances on account of the increased strength of the hide market. Sole leather is firmer and some tannages of upper stock in good demand command a little better price than a month ago. It will take a week or two to put business upon a more normal basis and it will then be easier to say just what the future will hold. But as far as may be judged from the present situation the market is bound to rule stronger on leather as there are no accumulations to speak of and any increased demand will mean a firmer market.

The Rubber Shoe Trade

Rubber shoe manufacturers all report a satisfactory season so far, with orders considerably beyond those of last year at this time. A matter that has been puzzling the trade considerably is that of "goloshes," which have been ordered so liberally during the current placing season. It seems a safe proposition from the present outlook to make up these shoes, but the question is naturally being asked "What if some radical change takes place in women's footwear for next season, which might relegate goloshes to the discard?" It seems quite safe however, to assume that light footwear will be worn again next winter by women and especially by the young women who go to business and if so there will be no question as to the demand for high overshoes. Another thing that is puzzling the rubber shoe trade is the flange heel on men's shoes which is so hard to fit. The "white" season is about started and already manufacturers are beginning to get in repeat orders. The next two months will see the largest one of this class of footwear in the history of the trade, it is expected.

Stray Shots from Solomon

When you begin to think that the world is all awry take a good look at yourself. It may be your liver or it may be a bad heart.

ENQUIRE WITHIN.

"He that hath a froward heart findeth no good." If you have a bad liver, everything around you will look yellow, if you have a rotten heart, your neighbours will all seem liars and crooks. When you hear a man express suspicion of everybody and especially of women, you can put it down that his inside works will not stand the light of day. "As a man thinketh in his heart, so is he." Are you giving people around you a picture of your subconscious mind every time you open your mouth?

* * *

In spite of conditions and surroundings to-day people do not seem to be in earnest about anything but getting pleasure and they are making hard work out of that.

BRASS TACKS

If some men were to toil as hard at their business as they do at having a good time, there would be a decided difference in the tune of the reports issued by Duns and Bradstreets. "There is a time for every purpose under the sun" and if ever there was a time when work was in order it is to-day. All work and no play may make Jack a dull boy, but the craze for excitement and pleasure is keeping him poor in more ways than in his pocket. Play, or work at other things now and then to keep you from getting stale, but keep a firm grip on "times and purposes." Take your pleasure in moderation.

* * *

We are suffering from an epidemic of talk just now. When there is not enough business to keep our hands and feet moving,

WATCH YOUR MOUTH.

our tongues get a start on us. "Suffer not thy mouth to cause thy flesh to sin." Keep a watch on your lips that they do not lead you into a maze of crooked as well as idle speaking. Shakespeare says: "He that steals my purse, steals trash, but he that filches from me my good name, steals that which not enriches him, but leaves me poor indeed." When a man has learned to control his tongue, he has learned one of the greatest lessons of life. He is greater than he that taketh a city.

"Bread of deceit is sweet to a man but afterwards his mouth shall be full of gravel." There is many a toothless wretch who wishes

HARD CHEWING

he had been content to live on plain wholesome food. "O that thou hadst hearkened unto the voice of my commandment, then had thy peace been as a river, and thy righteousness as the waves of the sea." There is nothing but "gall and wormwood" in this chase after stolen fruit. To wait until he has the bad taste and broken teeth is the usual thing with those who climb the fences and shin up the trees. Take the advice of the wise man and keep to the highway. He tried the game and speaks with authority.

* * *

You can tell how much brains a man has usually by the amount of words he can reel off in sixty seconds. The readiest man to talk

MEASURED BY WORDS.

on any subject is usually the fellow who knows the least about it. "A fool is full of words" or as the margin puts it "multiplieth words". If you want to be considered wise not to say if you want to keep your brain in shape for your own business, let the other fellow do the talking. In any case, there is much to be gained and little to be lost by keeping your tongue in your cheek. This is especially true concerning your opinion of others and especially what they may say about you.

* * *

"Cast thy bread upon the waters for thou shalt find it after many days." This no doubt refers to the custom of sowing rice on

LOOKING AHEAD.

land while covered by pools, so that it may be in shape to take root after the flood subsides. In business or anything else, the man who courts real success must be ready to take risks. It is also true in a larger sense that a great deal of our efforts which appear wasted at the time if honestly and sincerely put forth, will bring returns that we may not be able to see. In other words, the good that men do lives after them. Are you sowing any crop to bless and help the world after you are gone?

Solomon

And Now Let Us

SMILE

"It is never good to bring bad news; give to a gracious message an host of tongues; but let ill tidings tell themselves when they be felt."
—Shakespeare

THE editorial in last issue on "Pessimism and Gossip" brought letters of endorsement from all classes of readers of the SHOE AND LEATHER JOURNAL. As an illustration of the fact that everybody is beginning to see the necessity for getting away from this spirit, one of the most enthusiastic comments received emanated from a prominent retailer who two months ago sent us one of the most discouragingly pessimistic missives that could be penned.

A great many "amens" have come in to the exhortation to the trade not only to cut out the "crape hanging" but to stop the abominable and hurtful "whispering". So widespread has this gossip been that some of the most responsible outstanding concerns in the trade have suffered more or less seriously.

The scriptures say "If any man offend not in word the same is a perfect man and able also to bridle his whole body." Let us in this respect "go on to perfection". A story is told about an evangelist who invited any one in his audience who was perfect to stand up. Not securing any response he asked if anyone present ever saw a perfect man or woman. No one stirred, so he asked if any of his hearers had ever heard of a perfect person. A little woman in the gallery put up her hand, and the preacher said amidst intense silence, "Ah! here is someone who has heard of a perfect person. Now, who was it, madam?" "My husband's first wife," was the response.

We have come through a pretty tough season, but it might have been worse. In fact, there have been times in the shoe trade when things were a great deal worse than they have been this season. There is always something to be thankful for. There is a fellow out west who has this spirit of optimism so strongly developed that he has the habit of saying after listening to a doleful incident, "Well it's fortunate it wasn't worse." A friend met him the other day and said: "Charlie, I had an awful dream last night, I thought I had passed away." "Well, it might have been worse," was the response. "But it was worse," said his friend. "I dreamed I was in hell." "Well it might have been worse," was the answer. "Now Charlie, how could it possibly have been worse?" was the disgusted reply of his friend. "Why", said Charlie, "the dream might have been true."

Well, if half the things predicted a month or six weeks ago had turned out as prophesied, it certainly would have been a great deal worse for the shoe and leather trades. As it is, we have come through a most trying and critical period in shape to take courage and go forward, saying with the celebrated French savant in all sincerity: "Every day in every way, it's growing better and better."

The Brightening Horizon

Government returns are reassuring with regard to Canadian business. Reports from the customs and excise departments reflect steady improvement in trade. The month of April shows an increase in volume of receipts varying from twenty to eighty per cent. In the large manufacturing centres, the increases are particularly noticeable, indicating a speeding up generally of industry. Unemployment is also gradually disappearing and in some lines it is practically impossible to secure adequate skilled help.

Building is increasing to such an extent in all the large cities that the danger now lies in not being able to get masons, bricklayers, carpenters and other workmen in sufficient numbers to complete contracts. Real estate operators report a steady increase in the number of transactions in property and prices are firming up in even the smaller localities.

General business shows an increase in volume, through Canada, and wholesalers in staple lines report a steady, healthy demand for seasonable goods. Of course, sales may have been lost in some lines but the continued cool weather is lengthening out the demand for spring goods that should have sold in April and there is plenty of time ahead still for the disposal of stocks of summer goods. Retailers report since the first of April a healthy growth in regular trade, especially in the better class goods. With the disappearance of the snow, it has been impossible to continue the usefulness of old garments, particularly shoes.

An investigation into reports of increased emigration from Canadian centres to United States shows that these have been greatly exaggerated. There has been just the usual movement following increased activity across the line through improved industrial conditions, creating the lure of larger wages for mechanics and skilled labor generally. This is being felt to some extent in a shortage of labor here, which will soon however right itself. We are already beginning to feel the reflex influence of better business conditions with our neighbors. This has made itself felt in the lessening of competition in manufactured lines imported into Canada

Farmers are beginning to realize upon crops held

over from last season and the large wheat movement already started is putting into circulation a lot of money. It is claimed that nearly 60,000,000 bushels of wheat are waiting shipment at the head of the great lakes. Seeding operations have already begun in some localities in the west, and within the next month it is expected a larger acreage than last year will have been sown, if the weather be only propitious. The feeling throughout the west is already evidencing increased buoyancy.

Good News from the Shoe Trade

We sought some items of news from the trade which would indicate that optimism was more warranted than pessimism. And the response was of such a nature that it is worth looking over. Look over what some representative members of the trade have to say. Let us compare it with our own experiences and feelings, and talk about that instead of failures and blue ruin.

Blachford Shoe Mfg., Co., Ltd., of Toronto, contribute some thoughts of an inspiring nature:—

"Canada's dollar is now above par for the reason that Canadians decided to buy from themselves.

"The seeding in the west is a few days earlier than in 1922. The crop for this season has certainly made a good start.

"A prominent shoe man in Toronto stated that his sales were considerably behind up to Easter, in comparison with last year; since that date, however, he has made up for his loss and is now above last year's figures.

"The fine weather has made everybody feel good. Do you notice how much easier it is to fit your customers with shoes and make them walk out of your store feeling good?

"In spite of recent complaints about business, comparison of figures with last year generally shows that the chief difference is that there is an exceptionally large crop of chronic kickers this season.

"A salesman visited Ottawa last week. On his first day, after calling on many of the dealers he felt that his trip would probably end with no business being placed. He stuck with it, however, and the net result was as good a week as he has ever had in that city.

"Make it a point to applaud as frequently as you knock. Then note how much better your world begins to look. Seamans & Cobb Co., Boston.

"Two hoboes met on a blind siding. One had been a salesman whose hours were 10 a.m. to 4 p.m. The other one didn't have any money either. Seamans & Cobb Co., Boston."

Hartt Boot & Shoe Co., Ltd., of Fredericton, with mails delayed by floods telegraphed:—

"We have just completed the largest run of business that we have had for the past three years. Our salesmen are now out booking for fall. Results to date very satisfactory. We anticipate large business this season. Improvement in general conditions is already making itself felt in strengthening and advancing prices of raw materials which if continued must result in advanced prices on shoes."

Mr. S. E. Wygant, of Surpass Shoe Co., Ltd., Montreal says:—

"I believe the crape-hangers are pretty well played out. With the incoming of fine weather we are in trim for a real batting rally, and the paid receipts are improving daily. Feel very optimistic for future business and believe that the worst is over."

Perth Shoe Co., Ltd., Perth, Ont.:—

"Business is good. Prospects are bright. We have every confidence in the immediate future."

Mr. Howard C. Blachford, of H. & C. Blachford, Ltd., Toronto says:—

"Now that good weather has set in we have every hope and expectation of being busy as usual from now until the middle of July at least.

"We might say that we have not reduced our staff by one clerk and manage to keep all fairly busy.

"The question of white goods and white season still hangs in the balance and no one can tell whether the anticipated rush for white goods will be as it was last year, but we have every hope, and the indications of to-day are that it will be quite equal to last year. Our selling of white goods has been for the last ten days on an average of ten to twenty pair per day, and we do not consider the season has really opened up as yet.

"On checking our sales we find that they compare favorably with last year in pairage; although some days may show a slight drop in receipts, this being accounted for by the fact that the majority of shoes this season are below last season's selling prices.

"We are still of the very emphatic opinion that the merchant who does not attempt to carry all the "faddy" styles, but only enough to be up-to-date with a small showing of the same, and who does the bulk of his business on 'Bread and Butter' staple lines, will win out and keep his stock in the best condition. We are very optimistic as mentioned before."

John Ritchie Co., Ltd., of Quebec:—

"We think you are quite right when you say that the crape-hangers have had their innings. It is our opinion that things are not nearly as bad as most people have tried to make out.

"In looking over our records, we find that we made more shoes this winter than we did last year, and while sorting business has been a little backward owing to the late Spring, orders are coming in pretty general now from all over the country, and we are looking for considerably better business in Canada for the latter half of the year."

L. C. Lockett, Kingston, Ont., says:—

"Kingston is opening up fine this spring, more building going on than for many years. The General Hospital is putting up an addition costing $250,000. Queens are building a New Library costing $200,000, The Bank of Montreal is also putting up a new building which will cost $75,000 at least. The Hotel Dieu Hospital is building a Nurses' Home which will cost $100,000. All these, with the additions of numerous homes which will be built during the summer. This is also the first spring for three years that our locomotive works are open and although not employing their full complement of men, still, they are running and expanding every week. We are very optimistic in Kingston over the future and are therefore looking for some old time business. I sincerely hope that other cities and

(*Continued on page 52*)

A new man's oxford—Canadian Shoes Ltd.

The Sale Of Corrective Shoes

Increasing demand for arch support shoes—How to diagnose foot troubles and apply remedies.

THERE may not seem to be sufficient foot trouble amongst customers in some localities to warrant special attention to either corrective foot appliances or shoes, but there is always enough lying about undeveloped to make it profitable for the shoe dealer to give it intelligent consideration. The fact is that many people have arch trouble who never know it and go limping about most of their lives without knowing a day's peace or comfort or thinking of possible relief.

A Toronto retailer tells of a lady customer who came into his store and complained she had never been able to get a pair of shoes in which she could walk comfortably. He happened to be a bit of an expert in the matter of foot trouble, and asked her to sit down while he examined her feet. She was a woman of somewhat over forty and apparently had been suffering for nearly half the period of her natural life with flat foot or fallen arches.

After taking an impression of her feet he showed her that the weight of her body was not being properly borne as nature intended it to be. He fitted her with a pair of arch supports to wear in her old shoes and asked her to come back in a week and he would have her a pair of shoes that would put new joy into life. She came back radiant at the end of the week and brought a friend. He says that lady has sent him at least a score of people to have shoes fitted, and has made at least that number of satisfied customers, who have been telling the world what it means to walk without pain.

Another retailer tells of a male customer who was talking about aches in his shin bones and across his knees especially after getting into bed at night. He said he attributed it to rheumatism and said he often cried out after lying down the pain was so insistent. Upon examining his arches it was found that the right one had almost become flat, and the other was out of shape. He fixed him up with a pair of corrective shoes and he was so tickled he wanted to buy an extra pair next day. There are literally dozens of people who do not know the pleasure of walking because of the abuse of their feet at some time or other with ill fitting, or more properly speaking, badly made shoes. The trouble does not seem to be so great as when shanks were narrower in both men's and women's shoes, but there is enough of it still to make it worth while for the shoeman to give it serious thought.

There are cases, of course, of natural flat feet where people have grown from infancy with faulty foot formation, the result of weak constitutions or lack of attention to the fact in childhood. These cases are, of course, almost impossible to cure, nevertheless relief may sometimes be given. But there is usually hope for those who have developed fallen arches especially where they are not of long standing. Even then corrective shoes may so help the muscles and tendons as to put the bones back into almost normal if not normal relationship.

The Foot and its Construction.

In order to understand the disease or rather deformity and its treatment, it is well to take a look at the human foot and its construction. The wonderful character of the latter, it ingeniousness and complete adaptability to the purposes for which it is intended, strike one at a glance. On examining the human skeleton we find that the foot rests on a tripod, formed by the heel, the ball of the big toe, and the ball of the little toe. The bones form a double arch; an arch from before backwards, and an arch from side to side. The arch is supported behind by the **os calcis**, or heel bone, the largest in the foot, and in front by the ends of the long bones (**metatarsal**) which form the balls of the toes. The **os calcis** is attached by means of ligaments to the lower ends of the bones of the leg, and also to the huckle bones above, and to two other bones in front. Its upper surface supports the huckle bone. Only a small portion of the under surface touches the ground. The muscles of the calf of the leg end in a strong tendon called the tendon, Achillis, which is fixed to the posterior surface of this bone.

The next important bone (called the **astragalus** of huckle bone, with which the ancients used to play at dice) is the keystone of the arch of the foot, and supports the whole weight of the body, which falls perpendicularly upon it from the shin bone. The lower end of the shin bone is concave and fits the convex surface of the huckle bone, and so forms the ankle joint.

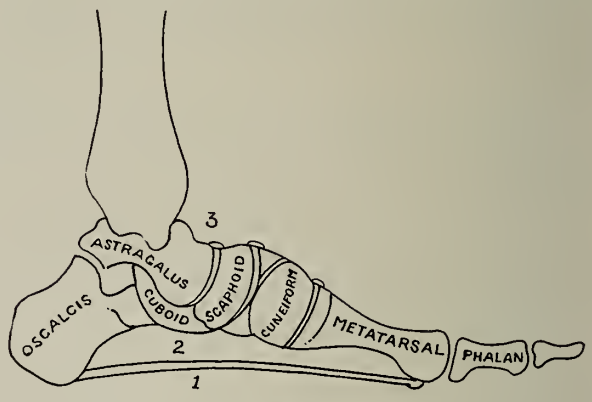


Figure 1

The huckle bone is in contact with the heel bone behind and below, and is connected with another bone in front, called the **scaphoid** from its resemblance to a boat. There is another bone situated beneath these three called the **cuboid**, from its shape being like a cube. As will be seen from the diagram, fig. 1, all these bones are firmly connected together by ligaments or tough fibrous tissue. The surfaces which are in contact with each other are covered with smooth gristle, and form so many joints, allowing a slight movement in each case, which, when combined, gives a springiness to the arch of the foot. Except at these parts all the bones are covered with a tough fibrous membrane called the **periosteum.** In front of these bones are three smaller ones called "wedge bones," also connected to each other by strong ligaments. Fig. 2 shows the bones and ligaments, and also how the sole of the foot is arched from side to side. The ligament No. 2 in fig. 1, is very strong and elastic. It acts like a spring, and were it not for this ligament each step we take in walking would produce a concussion of the whole body. It may here be remarked that this natural mechanical contrivance is rendered nearly useless by the use of boots which have high heels placed so far forward as to be almost under this ligament.

The **plantar fascia** (No. 1, fig. 1) is a very dense sheet of fibrous tissue, which is attached to the heel bone behind; it spreads out over the sole of the foot, and is fixed to the bones at the balls of the toes in front. This supports the arch of the foot, and being tough

and slightly elastic, it prevents the arch giving too much. Just under the skin of the sole of the foot there are found little round masses of fat, separated from each other by thin partitions formed of tough fibrous tissue. These are especially noticeable at the heel and the balls of the great and little toes, forming elastic pads, and they are the parts of the sole especially intended to bear the pressure of the weight of the body. The ankle joint being a hinge joint, it will be seen that great support is needed at each side; consequently we find very strong ligaments are placed there to prevent dislocation. The great strength of the ligament at the inner side of the ankle, uniting the shin bone to the huckle bone (No. 3, fig. 1) is proved by the fact that in dislocation of the ankle inwards, the tip of the shin bone is more likely to be broken off than the ligament to be torn.

The rest of the foot is made up of small muscles, belonging to the foot proper, the tendons, commonly called "leaders," of the muscles of the leg which move the foot, together with blood vessels, nerves, and a loose packing material consisting of fat and soft fibrous tissues, filling up the spaces between the muscles and surrounding the blood vessels and nerves.

The most important fact respecting the foot (and the one that is too frequently lost sight of by both makers and wearers of boots), is that each of the twenty-six bones articulates with one or more of the other bones forming a joint. It will thus be seen what a complicated piece of machinery the foot is, and how liable it is to be injured by boots made by persons ignorant of or neglectful of this fact.

Remedy With Shoe Man

The cause of the great majority of foot deformities is undoubtedly ill fitting shoes, and the remedy is therefore, to adapt the shoe as nearly as possible to the sole and contour of the foot. Narrow toes and straight lasts have been blamed for the trouble in the majority of cases and high heels in others. There is no doubt but that anything in the shape of the shoe that prevents the feet from carrying the weight of the body without effort or pain is dangerous and productive of injury not only to the foot itself, but the general health of the owner. It is here that the business of the shoe man transcends that of the mere dealer in calico or sugar. He is more than a seller of shoes, he is a dispenser of comfort and a promoter of health.

In many large shoe stores, they have now an X-ray foot measuring apparatus, which shows the exact position of the foot in the shoe. The expert shoe man does not really need this, but he does need a thorough knowledge of the human foot, its functions, and how to best promote their satisfactory accomplishment. One of the very first requirements of a shoe salesman ought to be an absolute familiarity with the anatomy and physiology of the foot. With this at his disposal he ought as easily to locate foot trouble as the medical practitioner diagnoses a fracture or a dentist a faulty tooth. He ought not to be satisfied until he can run his fingers over a foot, locate trouble and suggest a remedy. Of course, some one will say this is faddism, and suggest that it may lead to unnecessary interference with the customer's business involving perhaps loss of sales. But this is to admit that a man can know too much about his business. What would one think of a farrier, for instance, who slapped on any kind of shoes upon horses, and paid no attention whatever to foot conditions?

A Profitable Department.

There is going to be more and more profit in pushing this kind of business in the future. People are not going to be content to go into a shoe store and buy a pair of shoes. While there may be a widespread and foolish demand for fashionable shoes at the expense of the feet, there are going to be more and more people who will listen to the cry of their pedal extremities for fair, decent treatment. On this account it is going to be necessary for the shoe man and particularly the up-to-date salesman to master the subject of corrective footwear.

In connection with this question there has always been and always will be a considerable divergence of opinion on the question of the flexible or stiff shank. Each has its champions, but from what we can gather from those in the best position to venture opinions, the problem is largely the difference between "tweedle-dum" and "tweedle-dee". The stiff arch is absolutely

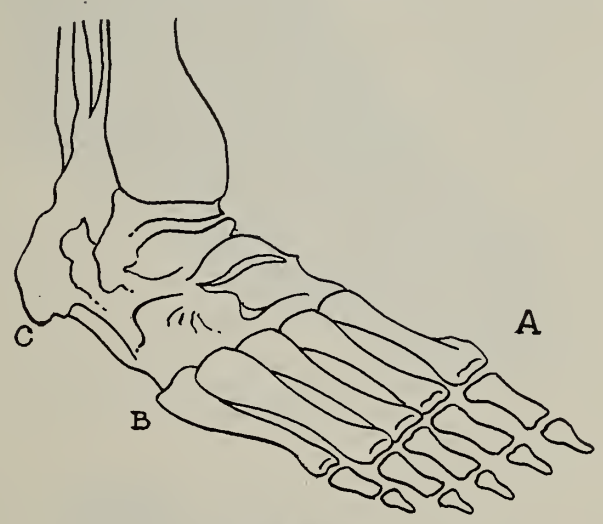


Figure 2

necessary for confirmed cases of fallen arches or flat foot and will give relief in any case whether of short or long duration. The flexible arch undoubtedly permits exercise of muscles and develops them to the advantage of the displaced bones but there is always the danger of them not being corrective enough. In neither case may the shank be said to be absolute as to flexibility or otherwise. For outstanding or chronic trouble the stiff shank seems to get the most support because it gives it.

Some Opinions

One of the largest Ontario shoe men says that for the past two seasons especially his sale of corrective footwear has grown with leaps and bounds. He says he can hardly say whether it is a development of the increased use of light footwear by women but in this department the development has been greater than in men's. At all events, he says, it has been a welcome relief in a time when business in ordinary lines was both slack and unprofitable.

A large city retail establishment writes: We came to the conclusion a considerable time ago that there was so much foot trouble in existence that we opened a special department for foot appliances and corrective shoes. This department has grown immensely in the past two years so much so that we have had our salesman take up a course on corrective fitting and are now in a position to handle almost any case that is not a hospital one. By the way, we find that the business is centering more on shoes than on appliances. People have begun to ask for shoes instead of putting supports and so forth in their old ones. Of course, there is a little more money in this for the dealer as well perhaps as satisfaction for the customer.

Fitting The Foot

EXPERIENCE and tact are the principal essentials in the shoe salesmanship that wins ultimate and permanent success. The shoe man must know his business and should go about it as though he did. At any time there is nothing so disconcerting to a customer as uncertainty or "fussiness," and with those whose feet are at all troublesome or abnormal there is sure to be dissatisfaction when the salesman makes two or three attempts to fit without success.

The best salesmen have dropped the size stick and diagram except in extreme cases. It is not considered good business now to tell a customer his or her "size". In all cases the first thing is to get the shoe off the foot. Examine the inside to find out the size and width and note carefully the fit of the shoe that remains on the foot. The rest should be simple to a man who makes any pretence to be a shoe man unless there are some abnormalties in the foot itself and this he should proceed to discover. First let it be remembered that most people, and particularly women, are sensitive about their feet and even if there be no physical troubles dislike to be told, especially in the presence of others, that they require a large sized shoe. As a rule, however, people will to-day accept a good fit and say nothing about size. The salesman, if tactful, can usually head off discussion on the subject.

With those who suffer from their feet in any way, the salesman should discuss first the symptons of discomfort, and then the remedy. Where arch trouble exists it usually originates in a last with a short waist or shank. When the longitudinal arch is right the foot should bear the weight of the body evenly at three points like a tripod, as shown in fig. 3, these being the heel and the inside and outside

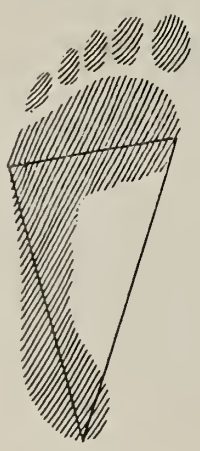


Figure 3

of the ball. If the foot falls naturally in this position in the shoe there will be no trouble with the arch unless the foot has been strained by previously ill fitted shoes.

If the longitudinal arch is not strong the scaphoid bone, which is the keystone to the arch drops and causes flatfoot. In this case an arch support will be necessary either separate or built in the shoe. Where the transverse arch between the great and small toes is weak, support is needed under the metatarsal bones to prevent them dropping. The salesman who makes a thorough study of the foot and makes a careful examination of that of his client ought to be able to decide just what help is needed to give immediate relief. There are three types of foot that are met with regularly, the normal, to which standard measurements apply, the short thick foot with high instep, and the long thin foot with small heel, low instep and thin ankle. These require different types of shoes even when the foot is in healthy shape.

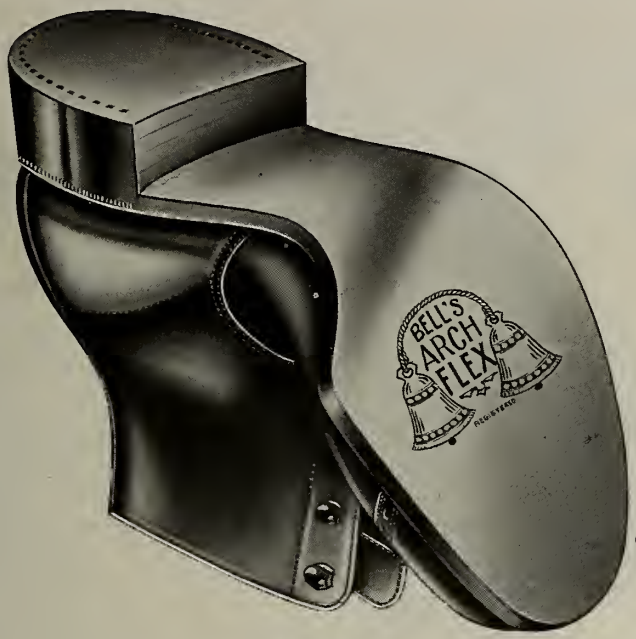
The shoe last is more and more becoming a matter of fit than of style. The shoe should be so built upon it that it gives proper support to the body, carrying the weight on the outside and relieving the inside arch from undue strain. This will keep the foot muscles in good trim through proper exercise, and at the same time, give the right poise of the body.

Where the foot is at all irregular or the arches out of shape an impression on paper will usually determine the location and extent of the trouble to the shoeman. Without a proper knowledge of the foot and the application of the correct remedies, the novice is apt to make serious mistakes. Never fit an arch support for either longitudinal or transverse use without knowing what you are doing. Unless you understand the exact effect of the appliances you may do more harm than good. Even a corrective shoe of thoroughly scientific construction may do considerable injury to a malformed foot by forcing the process of correction in a wrong direction or making the adjustment too rapidly or drastically. As these malformation usually develop gradually the correction must take place in the same manner.

Salesmen should beware unnecessarily recommending corrective appliances. They should be resorted to only when absolutely needed. Nine times out of ten where there is trouble with the feet it can be corrected satisfactorily by properly fitting the foot with an ordinary common sense shoe.

Until comparatively recently the foot corrective business was in the hands of specialists with appliances to sell at a good handsome profit. Dealers have been induced to go into the game largely through the prospect of easy money, with the result that these appliances have often been handled unwisely and to the detriment of the dealer as well as the customer. Undoubtedly many of them are useful when used intelligently, but hundreds of them have undoubtedly been discarded by disgusted purchasers and corrective appliances pronounced fakes. A bad name is thus given the whole business and incidentally a "black eye" to the particular dealer.

Now that shoe manufacturers have taken up the business of corrective shoemaking and are turning out shoes scientifically constructed to meet the needs that exist along this line, the work of the retailer is simplified materially. The responsibility for adapting appliances is always more or less of a danger and as the shoe manufacturer takes this to a large extent off the shoulders of the retailer the whole situation has become changed. With corrective shoes there is also sent out literature that is helpful to the salesman as well as to the consumer. Altogether it looks as though in spite of the style craze there is setting in a regular current of sensible ideals in shoes which will mean not only greater happiness and satisfaction to the dealer as well as consumer but profit as well.



Arch Flex
J. & T. Bell Ltd.

John Ritchie Co. Ltd.

Tarsal Ease
Smardon Shoe Co. Ltd.

Natural Tread Shoes of Canada, Ltd.

Arch Preserver
Talbot Shoe Co. Ltd.

Archgrip
Blachford Shoe Mfg. Co. Ltd.

A PAGE OF CANADIAN CORRECTIVE SHOES

Blachford "In-Stock" Service

Three Leading White Shoes

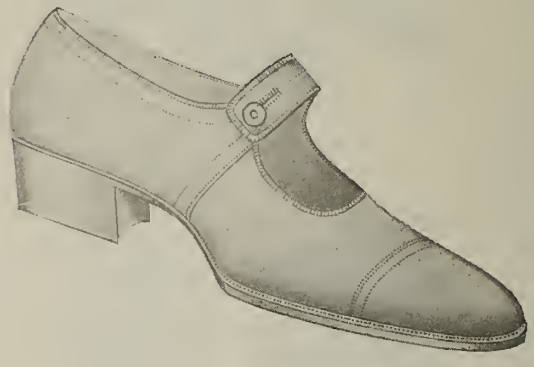
One Strap
White Cloth

8527—White Cloth One Strap, Petite, White Welt, Leather Sole, Enamelled Rubber Heel, Last 51, Code Winona. Price $4.65

8528—White Cloth One Strap, Petite, White Welt, Leather Sole, Wood Cuban Heel, Last 110, Code Winifred. Price $5.10

Combination Fitting
White Cloth

8525—White Cloth Lace Oxford, Whole Cut, Combination Last 133, Code Wilma. Price $4.65



One Strap
White Cloth

8529x—White Cloth One Strap, Petite, White Ivory Sole and Heel, Last 54, Code Wilson. Price $5.00

SIZES

A—4½ to 8
B—4 to 8
C—3 to 8
D—3 to 8

Blachford Shoe Manufacturing Company Limited
MAKERS OF
Onyx — Archgrip — Georgina
SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST
Toronto

Archgrip
"Grips the Arch"

Preserves
Prevents
Corrects

Shoes that give real foot comfort

Archgrip Shoes are Money-makers

They represent the best in materials and shoemaking.

They are designed so that they do not become unseasonable.

They are all year round sellers, therefore eliminating depreciation in value, and giving the highest possible net profit.

They are carried in stock at the factory, which means that you carry less stock, and thereby get a quicker turnover.

They BUILD your trade; your customers come back for them and will have no other.

In Stock,
No. 9611—Last 56—$5.65.

In Stock
No. 9617—Last 57—$5.65.

In Stock.
No. 3521—Last 133—$5.65.

Have you the Archgrip Agency for your town?

Write us for dealer's helps and advertising service.

Blachford Shoe Mfg. Company Limited

MAKERS OF
Onyx—Archgrip—Georgina
SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST.
Toronto

Shoe Manufacturers At Ottawa

Shoe Manufacturers' Association of Canada gives evidence before Special Agricultural Committee.

REPORTS have appeared recently in Canadian daily newspapers which would serve to give the public an entirely erroneous idea of conditions in the shoe manufacturing industry of Canada. These dealt with the visit of a deputation to Ottawa by which certain facts were set before a special committee of the government, and the statements and figures published were, to say the least, quite misleading. In order that the shoe trade of Canada may know what occurred, the actual facts were as follows:—

At an enquiry held on Tuesday May 1st., the Shoe Manufacturers' Association of Canada took up the defence of their industry before the Special Agricultural Committee now holding investigations at Ottawa. The enquiry was made at the request of the Association in view of statements made before the Committee by Robt. J. Deachman, of Calgary. In his remarks to the Committee Mr. Deachman had stated that shoe manufacturers were taking advantage of the tariff in fixing prices. He also produced figures purporting to show that the average Canadian factory was larger than the average factory in the United States. He said that as there was no duty on boots and shoes entering the United States the factories in this country had the United States market open to them in the same way as shoe factories in any state of the Union. When Mr. Deachman's statements came to the attention of the Association the following wire was sent to the Chairman of the Committee at Ottawa:—

> The Chairman,
> Special Agricultural Committee, Ottawa.
> Mr. Deachman's allegation that Canadian manufacturers are taking improper advantage of the Tariff is absolutely untrue. Canadian prices are regulated by intense and unrestrained domestic competition. Casualty list among Canadian shoe manufacturers since 1918 includes fifty firms, representing almost one for every three factories. . We ask opportunity to present facts to your Committee.
> Shoe Manufacturers' Association of Canada.

The Committee made an appointment with the Association for Tuesday, May 2nd., and Mr. J. E. Warrington, President of the Association, Mr. Jos. Daoust and Mr. S. Roy Weaver, Manager of the Association, went to Ottawa.

Mr. Warrington was the first witness called, and first explained the reason for requesting the hearing. He said that at the sitting of the Committee on Wednesday, April 25th., certain statements in reference to the shoe manufacturing industry were made by Mr. Deachman which were inaccurate or misleading and which misrepresented the situation. He and his two fellow delegates were there to place before the Committee the facts with regard to the boot and shoe industry. He assured the Committee that they had nothing to hide and invited the most searching examination. Having brought the necessary records with them they were prepared to give all the information which the Committee might care to have.

Mr. Warrington stated that shoe manufacturing in Canada is, and always has been, an industry of intense domestic competition. The latest report of the Dominion Bureau of Statistics showed 173 shoe factories in Canada. The selling prices are regulated by home competition, without reference to Tariff. No combine existed in the trade. No millionaires were numbered among shoe manufacturers. The shoe industry had suffered many failures among its firms, and the profits were very small even to the most successful factories. As to the prices and profits of the company with which he is connected, Mr. Warrington was able to convince the Committee that although the company had as favorable a record as any shoe manufacturing firm in Canada their profits had been only nominal. He had records to show that their profits over the last eleven years averaged only 18c. per pair. From that 18c. per pair they had to provide for all bad debts, pay business profits and income taxes and a return to the shareholders upon their large investment, and provide a surplus for contingencies. He stated further that on some lines the profit is only 5c. per pair. In this connection he pointed out that the profit of the shoe manufacturer is considerably less than the amount taken by the Government in sales tax.

Mr. Joseph Daoust was the second witness to testify. His remarks dealt chiefly with the unfair criticism that had been directed against the shoe industry on the ground that shoe prices have been excessive in relation to the prices received by the farmers for hides. He gave accurate information as to just what the prices of hides were in relation to the price of shoes. He pointed out that hides from Western Canada were not suitable for making leather for use in the uppers of shoes. He told how the prices of both leather and shoes were made up and that the margin of profit of manufacturers was very small. The members of the Committee gave very close attention to his talk and questioned him on a number of points, but by reason of his thorough familiarity with his subject he was able to give a complete answer to all questions.

Mr. S. Roy Weaver was called at the evening session and questioned in regard to the Canadian Shoe Manufacturers' Association. He was able to state that in the activities of the Association he had not heard a single suggestion that the Tariff should be made to bring about an increase in prices, or to arbitrarily fix prices. In answer to Mr. Deachman's statement that the average Canadian factory is larger than the average factory in the United States, Mr. Weaver supplied the following statistics:—

	United States	Canada
1. Number of factories (approximately)	1,450	160
2. Production in 1919, in pair	329,528,900	19,160,749
3. Production in 1922 (approximately) in pair	310,000,000	16,000,000
4. Home population to serve	108,000,000	9,000,000
5. Number of factories per 1,000,000 of population, approximately	13½	18

Even with a smaller number of factories in proportion to population, the United States is supplying a very considerable export business.

(*Continued on page 47*)

Quick Turnover!!

Do you know what this means to your business?

It does *not* mean *reduced prices* to encourage buying and increase volume!

It means up-to-date merchandise that can be *purchased to-day* and *sold tomorrow* with *full profit*.

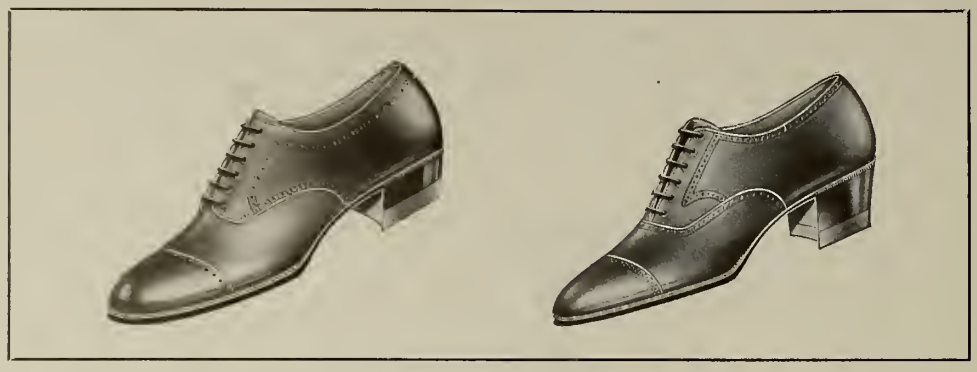
Buying novelty and staple shoes from a reputable IN-STOCK house affords you this opportunity.

"Watch for our Summer In-Stock Sheet"

CANADIAN SHOES LIMITED

"The House with a Policy"

TORONTO



Hartt's Natur-Arch

The Light of publicity will always shine on those who design, make or market a practical product.

The excellent memory of the trade will substantiate the claim of supremacy of the Natur-Arch shoe, which was the trail blazer in Canada for what is now termed "corrective" shoes; but Natur-Arch has a far greater meaning to those affected with foot discomforts.

Descriptive pamphlets illustrating the merits of this shoe as well as the symptoms, prevention and treatment of foot ills on request.

"Canada's Best Shoemakers"

The Hartt Boot & Shoe Co., Limited

Fredericton New Brunswick

THIRD
SEMI-ANNUAL EXAMINATION for
RETAIL SHOE MERCHANTS and
SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

EXAMINATION QUESTIONS.

1. If your gross expenses are 25% of your total sales and you wish to make 5% net profit on sales, at what figure would you have to mark a shoe that cost you $2.80 to realize this? Show how you work it out.
2. If your total gross sales for a year were $32,000, and your total expenses $7,200, what percentage would this represent: (1) on your sales? (2) on your cost? Figure out fully.
3. The total sales of a retail shoe business for a year amount to $40,000. The average stock inventory is $8,000. How would you figure the turnover, the average mark-up being 30% on sales?
4. What is a fair and proper markup for purely seasonal goods, or what is known as style goods. State your reasons.
5. What is the best selling system for avoiding loss on precarious lines? How would you proceed to sell or get rid of them in good time?
6. How would you handle a customer who cannot exactly explain what he or she wants, and who is so silent and undemonstrative that it is hard to tell what pleases?
7. If you cannot suit a customer and happen to know that your competitor has a shoe that will suit, what would you do?
8. In case of a woman who insists upon buying shoes which will not match her costume or hosiery what would you do?
9. When you have a very positive customer who thinks she knows exactly what she wants, and you feel sure you can give her something that will suit her better, how would you go about it?
10. What is the best way to handle a grouchy or unpleasant customer who acts as though he thinks you cannot suit him and tells you so?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES.

Highest Marks	**$25.00**
Second Highest Marks	**$15.00**
Third Highest Marks	**$10.00**

PASS WITH HONORS

All who get over 50 per cent. of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES JUNE 15th.

Competition will close June 15th., and awards announced July 1st. 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.

Mr. High Class Retailer
This is a Message from US to YOU.

Some one in your town or city is soon going to sell Taplin Natural Tread Shoes. When the Agency has been arranged the *service* we can render surpasses in completeness anything you have ever experienced. We *can sell* a population up to 40.000 in one night so that each and every street in the place will be talking our shoes.

Your townspeople will know:
Why Natural Treads are made
Why they should be worn
Who sells them
The service to expect
The comfort to look for.

We leave nothing to chance. We positively do the selling for you. All you have to do is to fit the shoes and take in the money.
Our lasts have been altered just a little. To-day they are the most outstanding line of hygienic shoes in the world. They are more than that. They are such good-looking shoes that they are practically "Self Selling."
Sit right down and spend a few cents in postage. Find out more particulars. No obligation attached of course.

Natural Tread Shoes of Canada, Limited.
Belleville, Ont.

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

Better This Season Than Ever

Buyers who have seen the new Samson Samples continue to credit us with producing the superior value Staple Shoe Line. Compare them with any shoes you will, and the strong selling features of Samson Shoes will convince you of the necessity of placing them extensively this season.

Also showing a finer range of Sporting Boots-Hockeys, Baseball, Football and Ski Boots-that keep the Samson standard still unsurpassed.

J. E. Samson, Enr.

20 Arago St. QUEBEC.

That Extra Sale

Building Volume and Decreasing Expense. How About Good Will?

WHILE prices of shoes have come down, and volume of sales has decreased, the old expense figures keep running along at the same old gait. Various means of overcoming this difficulty have been suggested, of which one popular suggestion is to make two sales grow where one grew before—that is to say, individual sales, not the kind of sales that have been cluttering up the streets and storefronts for months.

The question was, therefore, propounded for discussion by the "Round Table":—

"Do you think it is possible to increase sales by inducing customers to buy extra shoes when purchasing a single pair?"

Like most of these questions, it allows discussion from several angles, and the net result may be summed up by saying "It is not so much a case of what you do, as how you do it."

In the Affirmative.

A Vancouver man says:—

"Yes, we think sales can be materially increased by our salespeople suggesting an extra pair when one pair only was intended. We find that if a customer buys a pair of walking shoes and is pleased with her purchase, it is not hard to sell her evening shoes as well."

A Montreal man says:—

"The cafeterias, restaurants and confectionery stores are tempting our appetites through the display of foods or sweets creating a desire only satisfied by actual indulgence. A salesman in a shoe store has the same opportunity, particularly with women. The average woman has a considerable number of dresses, and gowns in number according to her means, and it is up to the shoe man to increase the average individual shoe wardrobe through the appeal of comfort, style or price according to the individual make up which a salesman must gauge to increase his sales. We find from experience that suggestions can be offered combined with a willingness to show merchandise, it greatly helps to reduce the resistance of a customer against buying additional shoes. Sometimes a double sale is not made immediately, but will follow in a few days due to the desire that has been created by intelligent and constructive salesmanship."

A London man says:—

"Yes, it is possible; but it has to be cleverly and diplomatically done by a salesman that knows his customer and his business. The idea is well worth encouraging and keeping before the salespeople as it is one which pays both the retailer and consumer, and consequently has many good arguments for the salesman to make use of and think about."

A Central Ontario Dealer:—

"Decidedly. Unfortunately our salespeople are not trained to appreciate the value of the power of suggestion 'on salesmanship'."

A Toronto Dealer:—

"We believe that it is possible and the proper thing to do at the present time, and perhaps always, to endeavor to sell a customer as many pairs of good shoes as he or she may care to purchase, believing that they are the best judges of what they can afford. As far as we are concerned we cannot sell too many to any one customer."

Another Toronto man:—

"Yes, it is good business and is not practised sufficiently."

A Winnipeg Dealer:—

"I do not think it advisable for a salesman to try to sell two pairs to a customer, where they only intended to buy one pair. But, I do think it good business to show another shoe which may be a different kind of shoe, and see if the customer is interested, or wait until the customer comes back for the second pair which is shown. An extra shoe or style, shown after the purchase is made is nearly always appreciated by the customer and is good business."

An Ontario man says:—

"We have been paying particular attention to this matter this spring, with pretty good results. They may not take the two pairs to-day, but later they will."

The Plan Has Its Dangers.

A number of the shoe men speaking on the subject were in favor of the idea, but pointed out the care necessary to avoid the dangers involved.

A Maritime dealer says:—

"Only in rare cases in the average store in these times do we get a customer who can afford the luxury of an extra pair of shoes when buying a necessity pair. We advocate the suggesting of accessories to go with the shoes, such as hosiery, trees, rubbers, etc., and only when a customer is buying service shoes and a possible opening is made for evening shoes, do we find it possible to introduce the extra pair. The forcing by clever argument of an extra purchase has been known to act adversely to more than one merchant's interests, in that the customer so persuaded to over-buy has fought shy of that store for a longer time than was good."

A Winnipeg dealer says:—

"Very rarely, and always at the risk of appearing unappreciative of the smaller sale, unless handled in such a way as to have the suggestion come from the customer."

An Ontario man says:—

"Yes, if the salesman does not over-do the suggestion, by untactful forcing, which may not endanger that particular sale, but may drive trade away. No one likes to be told what they should buy. Much depends upon the salesman's ability to 'read' his customer. What may work in some cases will not at all in others. An advantageous purchase may be welcomed in some sources, but repulsed in others."

A Nova Scotia dealer:—

"Yes, very often by tactful showing something that would be a prudent purchase by the person in question, it is appreciated by the customer as well. Must be done right or the result may be disastrous."

An Ottawa man says:—

"At the time it is all right, but naturally it takes the customer longer to wear out two pairs than one, and in the end you are not much ahead."

McKay Specialists

Producing shoes of maximum value that make volume sales.

FULL RANGE OF SPRING AND SUMMER GOODS READY FOR

IMMEDIATE SHIPMENTS

GROWING GIRLS, MISSES, CHILDREN, INFANTS, BOYS, YOUTHS & 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

The Brand The Yamaska Brand J.A.&M. Cote ST HYACINTHE, CANADA. *Of Value*

Make no mistake, Yamaska Value is the genuine article. Our long established business has been built on it, and the trade of many leading merchants is founded on it.

Many of the new ideas for Summer and Fall have been added to our range, bringing it in line with the biggest demand of the day for style as well as quality and value.

See the complete line when our traveller calls.

LA COMPAGNIE J. A. & M. COTE

ST. HYACINTHE QUE.

A Peterboro man says:—

"A very hard thing to do under present trade conditions—cash is scarce, and most people only have enough cash to buy one pair at a time—but a good method to try."

Another Ottawa man:—

"In many cases an extra pair can be sold. In our experience this was worked out very satisfactorily during the rise in prices—consequently, many people purchased more pairs, and as a result have been wearing them in place of buying now. This has its effect on the present slow trade."

A Western Ontario man:—

"Yes, providing they require more than one pair. That is up to the clerk to find out, but not to crowd them with shoes."

Some Arguments Against It.

A number of dealers, while seeing some merit in the idea, are opposed to it in principle and practice. We quote a few of them.

A Windsor dealer says:—

"In many cases two pair of shoes can be sold to a customer when they are purchasing one pair, but unless there is some reason for it, I do not consider it good business. To quote another example requires only to call your attention to the barber, who when you go in for a hair cut insists upon a shampoo, hair singe, hair rub, etc., and so on and in the end charges you $2.00. This shop you don't go back to twice. A second pair of shoes can be suggested when they are purchasing one pair, but the salesman should not be too insistent or pressing in the matter or he can drive more trade away than all the advertising in the world will bring back."

A Western Ontario man:—

"Very rarely, if you are doing a medium class trade. It might work out with a high class trade when your customers had plenty of cash."

Another Ontario man:—

"I personally question the value of high pressure salesmanship in any store excepting where they have transient trade almost entirely."

A Toronto man says:—

"Yes, you can sell some people rubbers in July, but it is not good policy. While you increase your sales to-day what about to-morrow?

"Many a customer will buy polish, slippers, etc., rather than be a piker, but will avoid you next time.

"The big success of the Groceteria Stores, to my mind, is due to the public being able to buy what they want and not being forced. How many shoemen are there who have not bought lines because the salesman was insistent, then turn sour on the line, the salesman and the house.

"It Don't Pay."

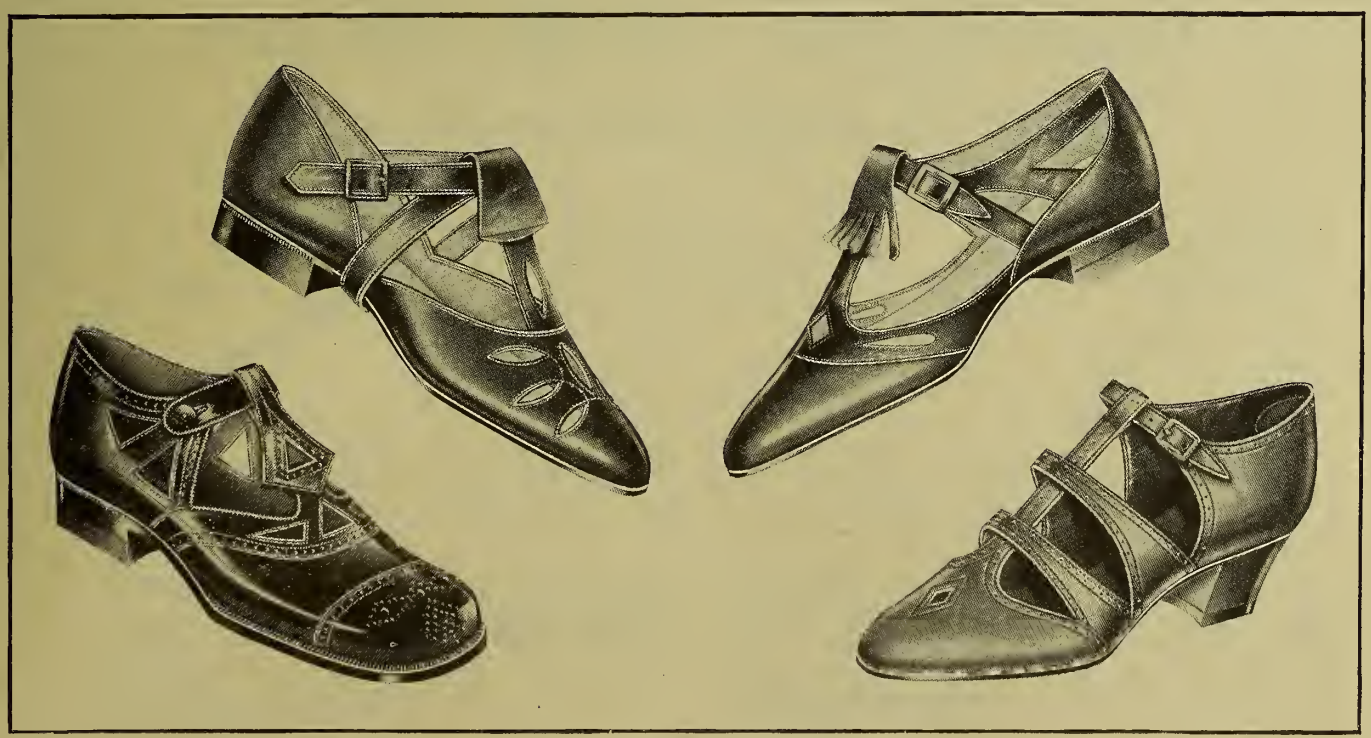
THE PASSING OF MR. J. A. CLOUTIER.

His many friends and acquaintances in the leather and shoe trades heard, with regret, of the death of Mr. J. A. Cloutier, of Quebec City. The late Mr. Cloutier was in his fifty-eighth year and had been ill for several months.

He was connected with many branches of industrial activities. Among these were the leather, shoe and glove business. He was at one time with Mr. J. E. Samson in the shoe industry, following which he started the St. Lawrence Glove Works. He was afterwards connected with the tannery business of E. L. Cantin, Regd. He was a member of the Board of Trade for a number of years.

The late Mr. Cloutier also took an active part in municipal, provincial and federal politics. Always charitable but without any ostentation, he proved a great asset to many charitable organizations, to which his death will be a heavy loss.

He is survived by his widow, Mrs. Rebecca Smith Cloutier, three daughters, Mrs. J. E. Barnard, Sister Marie Madeleine and Miss Berthe Cloutier; one son Henri A. Cloutier and two nephews, Achille Cloutier and Emile Cloutier.



A Few Sandals

OUR TRADE MARK

MAYER'S DEPENDO FOOTWEAR

MADE IN CANADA
YOUR GUARANTEE

"There's Nothing New Under The Sun"
(King Solomon, ditto King "Tut.")

If it's a SANDAL We Make It.

Full Range Of
SANDALS
and
OUTING SHOES
for
Men, Women
and Children

No. 2341 Patent Sandal
Sizes: Growing Girls 2½-6, Women's 3-8.

No. 21-P Pat. Sandal, Plain or Flowered Toe. Single Leath. Sole, Welt, all sizes.

No. 2305 Tan Cowhide Sandal, Imit. Perf. Toe or Saddle, S. Leath. Sole, Welt.

No. 2321 Pat. Sandal, 1 Strap, Unlined, Make and Finish as 2305.

No. 2322 Pat. Sandal, 2 Strap, Unlined, Make and Finish as 2305.

No. 2341 Pat. Sandal, Sheep Lined or Unlined. Single or Grain Insole, Welt.

No. 2342 Br. Chrome or Tan Side, Flexible Insole, Sheep Lined, Welt.

No. 2324 Tan Calf, Sheep Lined, Grain Insole Welt.

N.B. If your Jobber or Supply House does not stock "DEPENDO" footwear, write us direct for complete catalogue and price list.

Theo. Mayer Shoe Co., Limited
MANUFACTURERS AND EXPORTERS
SANDALS AND OUTING SHOES A SPECIALTY
169 DUKE ST., MONTREAL, CANADA

PACKARD'S
Goodyear Welt Shoes
For Spring and Summer Wear

Ready To Ship
IMMEDIATELY
From Stock

All Lines in Children's Misses', Youths' and Little Gents'

NO WAITING
Rush Orders Our Specialty

Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 5. No Heel
5 to 7½. Spring Heel

Goodyear Welt chrome soles

L. H. Packard & Co., Limited, Montreal

Ideas That Have Made Good

With competition so keen in this modern day and age, the big problem for the retailer is to get his share of the patronage, or more than his share if he can do it. That's why wide-awake dealers are always on the lookout for new ideas and plans they can use to advantage to accomplish this result, for oftimes the little idea proves a big business builder.

Here are a few plans briefly described that have recently been used with very good results, and that shoe merchants elsewhere can use to equal advantage. All these plans have stood the test.

One dealer having compiled a mailing list, went carefully through it and selected therefrom names of persons who did not happen to have charge accounts at his store, persons whom he knew to be reliable and the sort any merchant would like to carry on his books. Where the party happened to be unknown to the dealer, he would look them up in various ways to determine their reliability, and thus he compiled a list of several hundred names.

To these people he sent a letter as follows:

"Enclosed is a statement of your account. Please note that the account is not a debit, but shows to your credit the sum of $1.00. To be frank with you about the matter, the credit to you came about in this way:

"There are a number of people whom we would like to have on our books as regular charge customers, and we have taken the liberty of opening an account for each of the persons in this list, placing to their credit in each instance the sum of $1.00.

"We would be glad to have you order merchandise from us to the amount of this credit, and you are not obligated to trade one penny beyond that amount unless you so desire. The prospect of your permanent account is well worth that expenditure to us, and we trust this will be a means of your starting a regular account at our store. Possibly you have been paying cash and don't care to have a charge account, but many customers have found it a great convenience and we would like to have you give it a trial. There will be no formality about your opening this account at all; in fact, same has already been opened for you, and clerks have been informed of the fact.

"We feel that our business needs no introduction to you. For years we have been operating here a high class retail shoe store as you doubtless are aware, and we only ask you to give us a trial.

"May we not have the pleasure of serving you?"

This series of letters sent out to the selected list as above, this merchant states produced better than 50 per cent. results—truly a most remarkable result. And it ultimately resulted in dozens of new customers opening up their accounts in that store, customers who now have become regular patrons.

In another instance a group of several merchants conducted a co-operative advertising contest featuring nationally advertised products with very excellent results.

A double page advertisement was published in the Macon newspapers, each merchant using space thereon. Eighteen prizes were offered ranging from a first prize of $10.00 down to several prizes of $1.00 each, for the longest, most correct list of nationally advertised products handled by these various stores. The idea was that the contestants visit the stores in question, look around at the merchandise, and set down the names of the various lines that were nationally advertised. For instance, in the retail shoe stores, various shoes that the manufacturers advertise in national magazines, findings, hosiery, etc., similarly advertised. Hundreds took part in the contest, and the merchants in question state that it accomplished very unusual sales results. People coming into the stores to look over the merchandise did considerable buying they probably would not otherwise have done.

Another co-operative advertising plan of interest was used recently by a group of retailers. This was known as a Telephone Number Contest. There were twenty-seven merchants in this plan, including three shoe stores.

Each merchant used space in a full page advertisement, the first advertisement being published without the name and address of the merchant, only his telephone number being given. Below the number, space was provided for writing the name, address and business of the various stores. The idea was that the person sending in the largest number of correct names and addresses with nothing but the telephone numbers to go by, receive a prize of $15, and other prizes went down the list to $1.00, there being twenty prizes in all. When the contest closed another full page advertisement was run, giving the telephone numbers again and this time the names, addresses and businesses to whom those numbers belonged. As in the above case, merchants in the plan advise that unusually good sales results were obtained.

Another store recently sent out eighty night telegrams to overdue accounts, many of which were considered by the store as virtually "dead", with suit the only hope of ever collecting the money due. The telegram plan was a sort of an experiment. In each message, which was kept within 50 words, the amount due was given, month when purchased, and a request made for immediate payment. The receipt of a telegram served to let the customer know that the store meant business in its efforts to get this money, and as a result out of the eighty telegrams sent more than $1,000 was collected inside of ten days, or an average of about $13.00 per message. This is a truly remarkable result considering the fact that many of these accounts were regarded by the store as virtually "dead." The average cost of the messages was 50 cents each. Due to the unusual results obtained the store now uses this method regularly on old standing accounts, and always with excellent returns.

FIGURING MARKUP AND TURNOVER.

We are so frequently asked as to methods of figuring profit percentage and turnover, that the following rules will be found useful.

To ascertain profit percentage on sales, divide sales for any period into gross expenses. Thus if the sales for the year are $25,000. and the gross expenses are $5,000. the percentage of profit is 20%.

To ascertain the turnover, divide the net cost of sales into the amount of average investment in stock and you have the rate of turnover. In the above case the cost of sales is $20,000. and supposing the net average investment in stock nets $5,000. the turnover is exactly 2½ times. The way some retailers figure turnover would lead one to think that if a man sold an article costing $2.00 for $3.00, he was turning his stock one and half times, which is palpably false.

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

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

EDITORIALETS

Pointed Paragraphs on Practical Problems

RUNNING YOUR OWN BUSINESS

ONE of the great troubles in the shoe game to-day is that too many concerns are run from the outside and this applies to manufacturers as well as retailers. Travellers and clerks are too often allowed too much latitude, and even competitors or buyers are often permitted to dictate in a way that is both dangerous and unprofitable.

The man at the head of a business should know what he is about, and when he decides on a policy, it should be carried out. The salesmen, of course, should be consulted, but they should be given distinctly to understand that their business is to sell the goods put on the market by the establishment. The reason there are so many loose ends in the shoe business to-day, is that the man at the top listens to too many people in buying and selling his goods.

PUSHING THE GAME.

THE men who are making good to-day in the shoe business are not the whiners or "crape hangers". They have their sleeves rolled up, and are on the job early and late. One of the largest and most successful shoe retailers said recently that, while he did not do much personal selling, he kept in close touch with customers and could sell a pair of shoes against anybody on the floor. He urged that success to-day calls for three or four times the knowledge and energy it did ten or twelve years ago. Being everlastingly at it, he claimed, was the only remedy for the sulkiness of buyers and the shivering attitude of the average salesman. He said he was spending more time than ever in his history in perfecting his buying and selling methods and considered that advertising should be done much more thoughtfully and aggressively than ever.

WATCH THE QUALITY.

IT is rather hard to get it out of the heads of people to-day that shoes are down to bed rock, as far as costs are concerned. Even the shoe dealer has a lurking idea that next week or month will see a shading of prices and has not the courage to ask for what he ought to get for his shoes.

Nevertheless it is possible for "him who runs" to realize the truth that the only way that shoes can be cheapened at all to-day is through reducing the quality of the materials. There can be no relief in costs of manufacture from the present outlook except by substituting inferior materials, and this is a thing concerning which the retailer should be constantly upon his guard. It never was truer than it is to-day, that in buying shoes you get just what you pay for. For that reason price haggling is dangerous.

SELLING BETTER LINES.

THERE is no money in the selling of cheap trashy shoes and there is very little promise of good results in handling extreme novelties, so that the retailer just now who is looking for a return upon his invested capital and brains must build upon the possibility of selling good staple and fine lines of standard quality and make.

The men who are doing comparatively well at retailing these days of "watchful waiting" are those who are steadily pushing lines of the more conservative character, that will meet the demand for a combination of style and wear that is sought by the best customers. A fair amount of novelties may be needed to help things along, but the tail should not wag the dog. The business of the shoe man is to make money not to promote the sale of catchy footwear. One of the largest shoe buyers in the country says he follows the principle of carrying just enough style shoes to sell the rest.

BUSINESS TAXED TO DEATH.

IT is pretty near time in Canada that we were getting some relief from the heavy burdens that war placed upon the shoulders of the business section of the community, and which has to a very considerable extent, hampered lately the development of the country's commercial interests. In the United States they are already experiencing the benefit of the easing of the income and other special taxes and business is recuperating. It is easy of course, to criticize and one must realize that the situation was unusual, but it must seem to the most ordinary business man that the present complicated system of taxation is costly as well as vexatious. A levy on turnover would be both more economical and effective besides removing the interference with business involved in present methods.

GET RID OF THEM.

WITHIN the next month spring shoes should all be on the feet of wearers. If they are kept much beyond June 1st, they will be practically a dead loss. Every effort should therefore, be made to move them before the "white" season is on. Just as soon as the first real warm weather comes the rush will start for sport and outing shoes, and spring lines no matter how light and dainty will sag. If the weather continues on the cool side, the task will not be so difficult but no chances should be taken. In the meantime, they should be coaxed along with just enough sizing to keep them moving. One of the most successful handlers of novelty shoes claims that he never has a pair of shoes of this class in his place over three weeks. He says that the game is to keep them moving and drop them as soon as the interest seems to sag.

ABOUT GOLOSHES.

The debate on goloshes for next year has been going on in this country and the United States for some time. While Canadian figures are not available, estimates of conditions in the United States, reduced proportionately, should be of value.

According to the India Rubber World, Mr. John G. Magaw, of the Hood Rubber Products Co., Waterdown, Mass., estimates the 1923 market for four buckle gaiters for men, women and children at 10,000,000 pairs against a possible production of 7,000,000 pairs by all the factories in the country. Production for the year 1922 is believed to have been about 4,000,000 pairs which were entirely sold out, while consumption for preceding year was about 3,000,000 pairs. He regards 20% as a safe normal carry over, which does not now exist.

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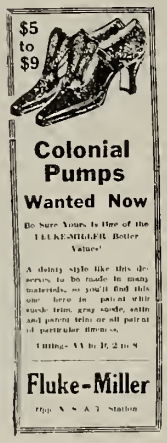

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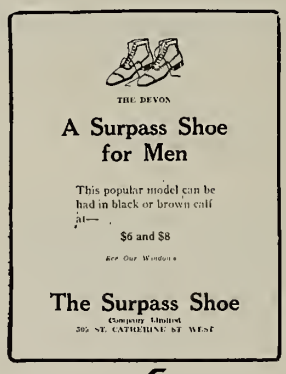

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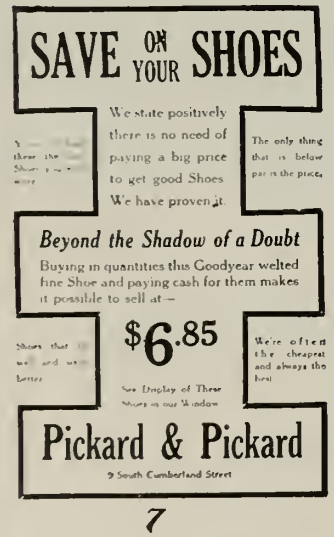

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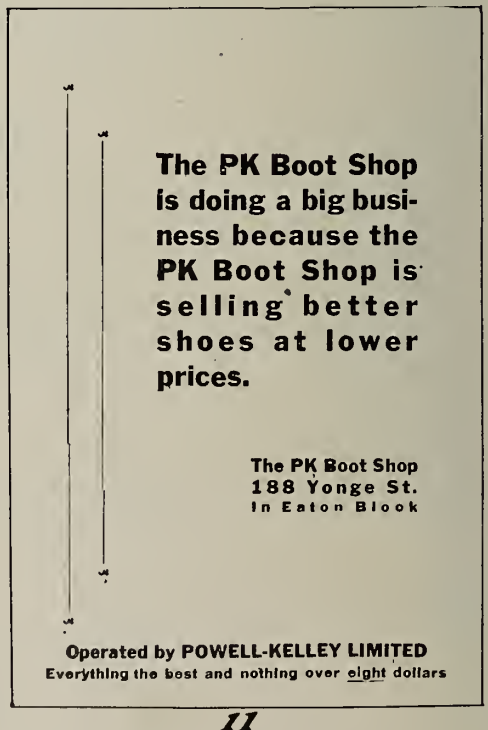


11

Retail Advertising

EVERY season is the proper season for retail shoe advertising. Consistency is one of the prime essentials of successful advertising, and this is true of retail advertising of all kinds. Nevertheless, there are certain times when the advertising programme can and should be extended. That time is when the prople are in the frame of mind to buy, or to buy after a slight urging. Get it while it is going is a good motto for the shoe dealer. There is a phrase—we have heard—that gamblers use "Riding your luck." To some extent the dealer should follow that policy—with the elimination of the word luck.

At this season of the year, the urge for new clothes and shoes is fairly strong. Hence the necessity or advisability of using paper and ink to tell the public who you are, where you are, what you have to offer, and persuading them to your store.

From a large available amount of material we have selected eleven retail shoe advertisements. They are worth examining and discussing. There is no moral to be drawn, there is no one point brought out by the group. Let us look them over together.

No. 1. comes from the Maritime Provinces. The advertiser has hooked up a rather unusual cut with an interesting line of conversation. His lay out is good for the space used. Possibly the matter is a bit crowded. But the story is well told, and prices are given. Perhaps the headings of the two middle paragraphs could have been improved by being in black face upper and lower case instead of capital letters.

No. 2. is a good example of an advertisement of children's goods. The heading and cut create a pleasant impression and the wide range of shoes quoted should draw trade.

No. 3. shows how one shoe can be featured. The shoe is not described, but the cut shown creates an impression of quality. The layout is good, and the advertiser has apparently realized the value of white space

No. 4. from St. Catharines shows how small space can be used to good advantage. The top of the advertisement is crowded. Had the prices been quoted lower down in the advertisement the cut would have benefitted.

No. 5. is from a leading Montreal store, and shows the advantages of large city advertising, so far as appearance is concerned. To attract attention is its chief aim, and this should be obtained from the layout. The indefinite description, together with the small cut of the shoe, is one unsatisfactory feature.

No. 6. creates an impression of quality in the store and its goods. The lady—and there are many of them this year—who is going to wear a grey costume should be attracted by the story, and others will doubtless have received a good impression from the advertiser's effort.

No. 7. shows how to get your printer's "goat." It is an expensive and difficult advertisement to set. Possibly the rules attract attention, but the scattered bits of copy are not likely to be read. The policy of inferring or leading the public to infer that competitors are profiteering is of no permanent benefit to any section of the trade. Our suggestion would be that advertisers educate the public to the fact that good shoes are reasonable in price, sell them on the basis of quality, the square deal, and play fair with the whole trade.

No. 8. is a good advertisement gone wrong. Errors in spelling in display lines are serious—unless this advertiser has coined a new name for his pumps, in which case we apologize. Moreover the cut used has been mounted at such an angle as to destroy the shoe's appearance of beauty or grace. The balance of the advertisement is good, but the whole effect is spoiled by the cut and display line.

No. 9. is attractive in appearance. The story is interesting in spots and might be read. The space advertises Bradley's but could not be classed as a direct business puller.

No. 10. is an advertisement directed to a certain class of customer. This firm uses consistently space large enough to draw the eye. The cuts used are always large enough to bring out the detail in the shoe, while the layout as in this case, is attractive. In space of this size it is possible to tell a fairly long story, while price is not emphasized, as the policy of the store is to emphasize quality and exclusiveness.

No. 11. is a sample of a distinctive type of advertising adopted by a new store in Toronto. The policy of this store is based on a certain range of prices. The purpose of the advertising is evidently to draw attention to the store and to its policy. To that extent, the advertising should be successful.

SHOE MANUFACTURERS AT OTTAWA.

(*Continued from page 34*)

6. Number of persons dependent upon the shoe manufacturing industry for their livelihood.....	900,000	65,000
7. Average number of employees per factory (1920 figures).....	128	76
8. Number of shoe manufacturing firms which have become insolvent or closed since 1918.		52
9. Number of shoe manufacturing firms which have become insolvent or closed since 1885 (approximately)		175
10. Capacity daily production of largest shoe manufacturing company, in pair.....	140,000	9,000
11. Present daily production of largest shoe manufacturing company, in pair.	135,000	3,750

There are four shoe manufacturing firms in the United States which together are producing 400,000 pair of shoes daily or from 33 1-3 to 40% of the total production. Canada has no such immense shoe manufacturing concerns.

12. Total daily capacity, pair	1,750,000	85,000
13. Actual daily production, pr.	1,200,000	65,000

Questions were put by members of the Committee regarding the condition of the industry and Mr. Weaver was called upon to make a defence of the Tariff on boots and shoes. In answer to the suggestion of the Chairman that the shoe factories in Canada should be in the same position as those of Wisconsin in relation to the United States market, Mr. Weaver pointed out that no manufacturer would think seriously of building a shoe factory in Canada with a view to supplying any large volume of trade in the United States. Although the United States at the present time had no duty on the importation of boots and shoes, the manufacturer in Canada was under certain special handicaps as compared to the factories in the United States. And moreover the United States market might be cut off at any time at the whim of the United States Congress.

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.

H. HANDELAN and STAFF of ARTISTS
SHOE CUTS
Woods Building Chicago

SERVING THE PUBLIC

The interest developed throughout the country in corrective shoes and in correct fitting of feet as part of the service of the modern shoe store is evidenced by the following extracts from an address by Mr. W. J. Broome, of Brantford, Ontario, at a banquet given by the Smardon Shoe Co. Mr. Broome said in part.

"We are all interested in shoes and I like to think of every man and woman engaged in the business as specialists, we are specialists in as true a sense as the chemist or physician who searches day after day, year after year in the interests of suffering mankind. Is it not true that 90% of our men, women and children are the slaves of some foot deformity? We meet them every day. How many perfect feet can you recall at this moment? Is it not terrible? One would think that by the attention given our feet that we were soon to sprout wings and flit here and there by airplane. If this is the intention of the general public let us find some less painful and graceful way of eliminating the use of these feet of ours.

"It is quite true and I do not fear contradiction that the average physician knows as much about the relief of foot ills as I do about the relief of ear ache. I wonder how much money is spent yearly for the removal of bunions by operation, how much money is spent on corn cures and salves and ointments and gewgaws for sore, tired, aching, crippled feet, not to mention arch supports and their kind.

"One does not need to be a dreamer or an imaginative person to see the opportunity that is ours for the grasping. Look at it from a purely selfish standpoint. If you could relieve the groans of suffering feet would you need worry about your salary? No, the world would make a beaten path to your door. How many times have you heard the expression, "Oh, I would give anything if my feet didn't hurt me." Every time you hear it make a mental charge of $5.00, do this for a year and at the end of a year you will find yourself to be a mental millionaire.

"Of course there is a certain amount of public prejudice to overcome, the average person to-day does not discriminate between a washing machine salesman, a haberdasher's clerk and a shoe fitter. He thinks, 'Oh, they've got something to sell.' That's true but we have a service to render, an obligation to meet and I'm sure that with the right spirit and a true sense of responsibility in our mind that we will be able in a short time to force public opinion to recognize shoe and foot fitting as a profession, a science, and our footwear specialists as public servants just as truly as our dentists, doctors and nurses.

"Let us get behind this idea; link up with those men who have had the courage to put this opportunity in your hands. The Ontario Legislature some few weeks ago honored Dr. Banting and his associate for their wonderful diabetes cure. The manufacturer and designer of corrective footwear are as deserving of this honor as is Dr. Banting. He has served a few, they strive to serve all."

The Columbus Rubber Co., of Montreal, Limited, have moved their Montreal Branch from St. Catherine St., East to the same building occupied by the Head Office and plant on Demontigny St. The extensions to this building which are near completion, allow them greater facilities and enable them to accommodate all the staff under one roof.

Among The Shoe Men

The Breithaupt Leather Co., Limited, Kitchener, Ont., have moved their Montreal Office from 4 St. Helen St., to 214 Lemoine St. Larger and better equipped premises have been secured by the company in their new location.

Mr. J. E. Bishop, well known to the shoe trade in Canada has joined the selling staff of the Columbus Rubber Co., of Montreal, Limited, and is covering Northern Ontario for this firm, working from the Toronto branch.

Mr. Art. Coleman, of the United Shoe Machinery Co., of Canada, Ltd., who has been dangerously ill with pneumonia, is now back at work, and his friends will be pleased to learn of his recovery.

Mr. Fred Perry has joined the selling staff of the Columbus Rubber Co., and will be attached to the Toronto Office. Mr. Perry will cover Western Ontario.

Mr. J. E. Laforest who has been a victim of pneumonia has recovered and has started out on his trip covering Quebec Province exclusive of Montreal, for the Eagle Shoe Co., Limited.

Mr. P. Loranger, formerly with J. I. Chouinard, Montreal, is now representing A. Lambert, Inc., in the same city.

Friends and business associates to the number of over one hundred assembled on Saturday evening April 21st., at the Artisans' Hall, Place Viger Square, Montreal, and presented Mr. Paul Lambert with a cabinet of cutlery and a solid silver tea set. An orchestra enlivened the evening's entertainment, refreshments were served and an altogether enjoyable time was spent. Addresses were given by Mr. P. A. Doig, Mr. O. Mallet, Mr. A. Lambert and others. Mr. Paul Lambert very fittingly replied to the complimentary remarks addressed to him and expressed appreciation of the marks of esteem accorded him. On Tuesday, April 24th., he was married to Miss A. Brunel. The happy couple afterwards left on a honeymoon trip to New York and Atlantic City.

Mr. W. W. Kendall, former Manager of the Hartt Shoe Store, Winnipeg, has purchased the Avenue Shoe Store at 365 Portage Avenue, Winnipeg.

The Breithaupt Leather Co., Limited, of Kitchener, has appointed Mr. William Kennedy of Glasgow, Scotland, as their resident representative in the British Isles.

Mr. C. F. Rannard has been elected President of the Winnipeg Branch of the Retail Merchants' Association of Canada.

The boot and shoe store of Mr. G. A. Walters, Brockville, recently suffered severe loss by fire.

The store of Messrs. George E. Ford and Sons, Sackville, N.B., was recently visited by burglars.

The shoe store of Mr. L. Diamond, of Ottawa, recently suffered several thousand dollars' fire loss.

Mr. George Woolway, of Woolway Brothers, Stratford, died suddenly recently.

Mr. George W. Allen, Sales Manager of the Hurlbut Co., Preston, paid a flying visit to Brantford, recently.

Mr. W. H. Semple, of the Truro, N.S., branch of the Kaufman Rubber Co., was in Toronto last week.

Mr. Geo. Chambers, of Geo. Chambers and Son, Toronto, was a recent visitor to Montreal.

The many friends of Mr. E. A. Chalk, the well known Toronto shoeman, will be glad to hear that he has successfully pulled through a serious operation.

Mayor Louis O. Breithaupt and Alderman A. A. Armbrest, of Kitchener, were in Toronto last week combining personal and municipal business.

Mr. R. G. Pape, of Harrop, B.C., who has been in the shoe business for fifty nine years, has decided to retire, and take a well earned rest.

The Corona Shoe Store, 443 King St. E., Hamilton, opened on February 1923. Mr. W. R. Smees is the proprietor. Mr. Smees was for three years manager of Goodwin's Shoe Department, Montreal.

The wife of Mr. Harry McLeod Henderson, veteran shoe repairer, Hamilton, died on April 24th in the Hamilton General Hospital.

Owing to the city renumbering the properties on Bay St. the number of the Toronto warehouse of the Kaufman Rubber Co., Limited, has been changed to 230 Bay St. The location has not been changed.

Mr. Richmond of R. M. Beal and Co., Lindsay, was a recent visitor to Toronto.

SHOE DISPLAY AT CANADIAN NATIONAL EXHIBITION.

Applications from the manufacturers are continuing to come in to the Shoe Manufacturers' Association for space in the shoe display at the Canadian National Exhibition. Applications should be made at once as any who do not make reservations promptly are likely to be disappointed. The Association will only reserve the amount of space for which it has signed applications in hand. Many of the firms who exhibited last year are taking double space for this year's Exhibition, and judging from the interest already being shown the shoe and leather display of this year will far exceed that of last year, and will be a really worth while event in the industry.

"LA DUCHESSE" SHOE COMPANY. LIMITED SOON TO START OPERATIONS

Rapid headway is being made in the rebuilding of the factory of the "La Duchesse" Shoe Co., Limited, Montreal, recently destroyed by fire. The roof and floors are already completed, and machinery and equipment is now being installed. The firm expect to be in a position to start operations in a couple of weeks. When completed the new factory will be one of the most efficient shoe manufacturing plants in the industry. With the improved construction of their building, better facilities and thoroughly modern equipment, the ability of the "La Duchesse" Company to continue to offer superior style and value in reliable footwear is assured.

AMERICAN STYLES FOR SUMMER AND EARLY FALL.

The Styles' Committee of retailers, manufacturers, anners and travellers of the United States met on April 24th and issued their report covering retail selling for July, August, and early fall. Summarized briefly it was as follows:—

Women's Shoes

Conservative welts, oxfords and one-straps, the former predominating. Toes medium tending towards fuller. Heels 9/8 to 14/8. July and August white leather and fabrics, black and brown leathers. August and early fall, black and brown leathers.

Fashion and sport welts consist of straps and oxfords, with straps predominating. Materials same as for conservative welts except that for early fall brown and black leathers are trimmed to a greater extent, and patent leather added.

Conservative turns consist of oxfords and straps with plainer type of one and two straps predominating. Toes medium with tendency to fuller toes. Heels, wood and leather, 9/8 to 14/8. Materials for July white leather and fabrics, black and brown kid, black satin and patent. For August and early fall, patent, black satin, black and brown leathers.

Fashion turns. Straps predominate. Some fancy effects prevailing with an interspersing of sandals and gorings. Heels, boxwood 10/8 to 14/8, full Louis and Spanish Louis, 13/8 to 17/8. Materials for July, white leather and fabrics trimmed and plain, patents, black satin, neutral browns. For August and early fall, patents, black satin, black and colored ooze, plain and trimmed, brown kid, and brown satin.

Evening shoes, straps will predominate with liberal proportion of openwork effects, including modified sandal patterns. Heels mostly full Louis 14/8 to 17/8. Materials for August and early fall retailing, silver and gold brocades, plain satin and brocades, white kid.

Men's Styles

In early fall oxfords will predominate. Later high shoes will be in increasing demand. Lace oxfords lead with multiple stitching holding popularity over perforations. Lasts, brogue, semi-French and conservative, 90 per cent rubber heels. Tendency to get away from flange heels except on brogue types. Tendency is towards lighter shades of tan in larger cities, with cherry red and hazel brown still strong. Black calf increasing fast. Light weight smooth leathers for general wear, boarded leathers and Scotch grains for brogue types. Active sport demand predicted. Crepe soles will have wide use.

"QUALITY CLUB" OF SMARDON SHOE CO., LIMITED HOLD SUCCESSFUL BANQUET.

The Third Anniversary Banquet of the "Quality Club" of the Smardon Shoe Co., Limited, Montreal, was held at the Place Viger Hotel on Monday evening April 23rd., and from the standpoint of both enjoyment and instructiveness was a most decided success. In addition to practically all of the members of the Club being present, and many friends, the attendance was further enlarged by the staff of the Shoe Department of the John Murphy Co., Limited.

Mr. Walter Smardon, head of the firm, was the Chairman of the evening, and under his able chairmanship the carrying out of the programme and the general sociability of the function was all that could be desired.

After the various toasts had been proposed and replied to and the very sumptuous meal had been partaken of, several entertaining and instructive addresses were given, and were listened to with enjoyment and profit. Mr. James Buchanan was in his usual happy frame of mind, delivering one of his characteristic brilliant little speeches, and highly entertaining addresses were also given by Mr. Reggie Smardon and Mr. Fred Smardon. Mr. John Hammel's remarks were along more serious lines, having to do with the question of corrective shoes. He supplemented his statements with quotations from several authors who had written extensively on the value of this type of shoe. The address of the evening was given by Mr. H. J. Broome, of Brantford, Ont., and his remarks were of such interest to every retailer of shoes, that we quote them by themselves in another column.

The committee who had in hand the organizing of the event were: W. R. Smardon, J. P. Buchanan, Miss O'Hara, J. F. Carney, A. H. Parser.

THE ARCHGRIP SHOE.

The development of the market and demand for corrective shoes of high quality and pleasing appearance led to the manufacture of the Archgrip shoe by Blachford Shoe Manufacturing Co., Ltd., of Toronto. Working along sound, scientific lines, they produced a shoe which, on several lasts, to meet varied requirements, has met with steady approval of dealers and customers.

This field, however, has necessitated education of the public—and of many dealers. Wherefore, retailers have a welcome for anything in the form of literature or advertising matter of an educational nature. In conjunction with their distribution plans, the Blachford Shoe Co., have issued literature to dealers, window and counter cards, and also mats for newspaper advertising. While these are primarily devoted to the cause of "Archgrip" shoes, they contain information on feet and shoes that should be of use to dealers and public both.

ARTHUR WILSON TAKES CONTROL.

Among the younger generation in the retail trade one of the "live wires" is Mr. Arthur ("Art") Wilson, of Hamilton. The Robert Wilson Shoe Store is one of the oldest establishments in the country. After the death of Mr. Robert Wilson, it was taken over by his two sons, Charles and Arthur. The former had direct charge of the women's department, and the latter of the men's shoes.

On May 1st. Mr. Arthur Wilson took over the whole store, having purchased his brother's interest. He is looking forward with optimism to another good year and will have the best wishes of his many friends in the trade.

Mr. MacFarlane, who has been with the establishment for twelve years takes charge of the men's department, while Mr. Harold Tanney, who has been with Murray's Shoe Store in London, will have charge of the ladies' shoes.

A THRIVING CONCERN.

Canadian Shoes Ltd., under the management of Mr. S. T. Stephens, reports a highly successful spring season, and is facing the summer and fall full of confidence and optimism. They have adopted a policy of handling staple shoes and seasonable novelties on an in-stock basis, which has given very satisfactory results. For the summer they foresee quite a demand for sandals; consequently they are prepared to meet it.

$3.25

No. 560 smooth tan Mennonite, Plain Toe, Half Bellow Tongue, Standard Screw, Munson Army Last, Chrome Waterproof Bulldog Sole. Lock stitch. Welted Back. F.O.B. Peterboro $3.25.

Peterboro Shoe

Write for Catalogue

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. **Regina, Sask.**

Western Dealers may sort from our Regina Branch

Kenworthy products are of a quality and standard of uniformity which should appeal to the careful buyer.

Kendex Innersoling
" Sock Lining
" " " Felt Backed
" Heel Pads
Kaneva Innersoling
" " Felt Backed
" F Sock Lining
Heel Pads
Piece Felts (Special selections for the Shoe Trade)

KENWORTHY BROS. OF CANADA, LIMITED

St. John, Que. **Montreal Office, 224 Lemoine St.**

REG. IN KENDEX CANADA

Remember "The feeling of the feet is reflected in the face." Wear Kendex

AND NOW LET US SMILE.

(*Continued from page 27*)

towns are feeling the same."

Newport Shoe Co., Ltd., Toronto:—

"We have just completed the biggest month's business since we started, and volume is increasing steadily. Collections have also improved materially. Prospects look bright."

Breithaupt Leather Co., Ltd., Kitchener, Ontario, see better times in sight. In a letter to their English customers, announcing the appointment of a resident representative in the British Isles, they say:—

"Owing to the reduction in rates of ocean carriage and the specially favorable rate of exchange at present enjoyed between Great Britain and Canada, we believe that trade between us and the Motherland can now be successfully resumed."

They also say:—

"Another encouraging sign is the development of our export business in New Zealand. We have received a cable this morning from Auckland ordering a large shipment of our lines.

"You have, no doubt, heard that we have moved into larger quarters in Montreal having taken over the entire building formerly occupied by the John R. Evans Co., on Lemoine Street. The enclosed card, which we are sending to our Montreal friends, tells the story. More power to your arm.

"We hope you will be successful in counteracting a lot of the grief stories which are going around. We are sure that your last editorial has done some good in this respect."

Davis Leather Co., Ltd., of Newmarket:—

"You might be interested in knowing that a firm which we consider one of the oldest and most reliable in the United States operating in Domestic and Foreign hides and skins advised us in the mail to-day as follows:—'It is bad to prognosticate, but if we are going to have any business at all it would appear as if there should be an improvement on this continent very soon as stocks are getting lower and lower as far as all kinds of leather and raw material are concerned."

London Shoe Co., Ltd., London, Ont:—

"We have the utmost confidence in business conditions of Canada, and believe the readjustment period has passed and from now on trade conditions should be normal with a rapid return to profitable business operation in the shoe and leather trade."

Dillon & Moore, St. Catharines, Ont:—

"At last, after the most trying and depressing winter that could be visited upon a long suffering public and retailer, indications point heartily to the aftermath—a splendid opening for the new trade which should promote the best feeling over the entire country.

"Even with the few warm, sunny days, in which two hot ones were sandwiched, the trade could not help but realize that the buying public are alive to the fact that conditions are much on the mend.

"True, there is a noticeable demand for the more moderate price of shoes, a tendency that is exceedingly well-advised at present, but conditions in general appear to justify our belief that business is on the mend, decidedly so.

"Given a week of semi-warm weather, there is not the slightest doubt that Ontario retailers will be pleading with the help to take another customer to keep them from walking out.

"The styles are right, the goods are right, the people are waiting to spend their money, now for warm weather and WATCH OUR SMOKE!"

Levinson's, Hamilton, Ont:—

"We are finding business considerably better than last year. Also the style situation has become more stabilized lately and in general the conditions are much better than a few months ago. We are making preparations for a good summer season."

Getty & Scott, Ltd., Galt, Ont:—

"We are in the midst of **The Best Sale That We Have Ever Experienced From Our In-Stock Department**, and look forward with confidence, to a good sale on our Fall Placing Trip."

Beardmore & Co., Toronto:—

"We have recently begun an advertising campaign in the daily papers and trade journals, on our Bulldog Sole Leather, with very successful results.

"This is the first occasion on which a trade marked sole leather has been advertised direct to the general public in Canada."

Rowland Hill, of London, Ont:—

"'Are we downhearted? No! Business is good. We've increased our total sales in number of pairs since January 1st 10% over last year. Again we've proved that when business looks blue it pays to start something. In 1914 just as war broke out and the advice was to hold back, we installed a modern store front and business immediately boomed off to a fresh start. This year when conditions generally are far from the best, we opened up a children's department on the second floor and increased our children's trade 75% in number of pairs sold the first month, as well as stimulating the sale of shoes for the older folks. Future business prospects for the shoe man are better than ever."

Arthur Wilson, of Robert Wilson Shoe Store, Hamilton, after stating that his business to date this year is ahead of the same period last year, continues:—

"I never have got downhearted in business; for if conditions get bad I immediately get busy and get after more business even so far as to dress my windows twice or three times a week. The bulk of my business is done on real good shoes at a popular price. I don't go out and buy shoes with the idea in view of making a big profit on them but to buy shoes that help to sell themselves and give good service.

"I like to hear the register ringing and prefer to sell three pairs at a small profit than two pairs at a larger profit.

"My idea of the future is that we are in for better times, that my turnover this year will be the largest we ever had and that I will make some money. I also think that it is time for me to put in some lines at a higher price. I feel that the people will want better shoes. In fact, to-day we are selling higher priced shoes than last year. Ninety per cent of our men's business has been done in the last two years on $7.00 shoes and while I have given good values, yet I feel that my customers are swinging to a better grade shoe, not the majority but a better percentage than a year ago.

"I can't see why any merchant should get downhearted, for conditions have greatly improved in the States and we seem to feel it six months or so after. I'm sure I don't, for to my mind we turned the top some time ago and every day means better and better business."

R. Neill Ltd., of Lindsay, Ont:—

"We have had a Ladies' Week, followed by a Men's Week, which was followed by a Children's Week.

"Attractive displays, floral decorations, special advertising, stirred up considerable interest with the public, at the same time putting new pep in our sales people."

John McPherson Co., Ltd., Hamilton:—

"Our own opinion is that when the weather breaks, merchants will find a tremendous run on their stocks."

Methods of Modern Management

How to construct a budget for your business—(a) budget of sales —by G. W. Hafner.

THE first test of a truly successful business man is that he knows his business. All great business men not only know their business, but usually know that they know it; and are not only right in their opinions, but they usually know that they are right in them. And the reason for this is that they have, not alone some means of studying their business, but also some method of checking up their conclusions and judgments in the light of the evidence of actual facts.

How To Study Your Business

The man who habituates himself, in his daily life, to seek for the stern facts in whatever he is engaged, will have these facts brought before him again and again as the basis upon which he may form his conclusions and base his judgments. Thus, if in his business, the proprietor or manager seeks for the accurate circumstances in connection with any business transaction, and having ascertained them, will dwell upon and think about them without the slightest care for any desirableness in them, but for their own truth's sake; then these truths will afterwards rise up and form the body of his vision of his business, united and perfected in a way to serve him advantageously.

Such a business man never stops at estimates and approximations, or generalizations of any kind, but plows them all aside, and plunges into the very central heart of the thing he is considering. Nothing else will content him. He wants to know. Whatever semblances, and various outward shows and phases each subject many possess go for nothing. He gets within all fence, cuts down to the root, and drinks the vital sap of that with which he deals.

Whatever it is advisable and desirable to know about your business, it is desirable and advisable to know as quickly and as completely as possible. Therefore you should have some means by which the necessary and vital facts of your business may be presented to you in the most constant manner; and brought again and again, not only within your thoughts, but before your eyes. Can anything be more evidently and indisputably natural and right than this: that you should desire to know what you ought; what is worthy of your attention and helpful to your business; to know that —nothing more, nothing less—and to keep records and definitions of such knowledge near you in the most vivid and explanatory form.

One way of accomplishing this—a way coming more and more into favor with business men—is the use of budgets. It is obvious to any thinking business man that all his plans should be based upon past and present performances and future possibilities. Therefore, every concern ought to map out an estimate of future business transactions, for the purpose of regulating its financial affairs and assuring a sound relation between income and expenditures.

Preparing the Sales Budget

Such an estimate, which analyzes all the elements of revenues and expenses is termed a "budget". It provides safeguards against injudicious spending; reveals the unseen items which are ordinarily overlooked; points out the path to a sounder administration of financial affairs.

Budgets for business purposes comprise two main groups; i.e.,

1. Sales budgets
2. Expense budgets

They should be based upon the records of past periods, and take into consideration any changes expected in the ensuing period.

In the preparation of a sales budget, it is necessary, first of all, to arrive at an estimate of the goods which can probably be sold during the period to be covered by the budget. If possible this should be done both as to volume and character. It is naturally to be assumed that sales statistics for past years—or at least for the past year—are available for such an estimate. This means that an analysis of sales has been maintained by the business in question which will give the sales by articles or commodities, if possible. There is a distinct advantage in knowing what your sales have been by lines of merchandise handled, and when those sales were made; that is, during what particular seasons of the year. Space must be provided for counter stocks, reserve stocks and warehouse stocks; and some sort of tangible information ought to be available as to the quantity of particular kinds of goods sold in the past, as well as the time they were sold, in order to do this successfully. Of course, you want also to know the value of the goods sold, so that the neccessary financial preparation for their purchase may be made.

Necessity For Adequate Analysis of Sales

In the case of department stores, it would perhaps be sufficient to have an analysis of sales by departments and by seasons, in quantities as well as in value; but even here a really adequate sales analysis should tell the merchant how many customers in the past have wanted particular sizes, styles and makes, and when they wanted them. If the retail merchant is possessed of this knowledge, it is evident he can always meet the demands of the future by having the goods on hand when called for.

But let us take the worst possible case, and assume that all sales have been credited to one account only. It is still possible to obtain sufficient information for the construction of a sales budget by going back over your records and analyzing this total into sales by days, weeks and months. If this is done for a period of at least a year—an analysis of two or three years would be better, of course—a fairly clear idea of the seasonable turnover for sales as a whole will be secured. In this case, it will be found advisable to make the budget period a month in length only, during which time the current sales can be properly analyzed, and this information used for the preparation of subsequent budgets. In no instance, however, should the period covered by the budget be longer than the turnover period of the business. Each enterprise must be studied to arrive at the period to be covered.

Factors Affecting Budget Construction

Now, the information secured from an analysis of your sales will give you the material for the construction of a sales budget. But it is necessary, also, to consider a number of other factors in connection with this. The proprietor or manager must decide whether it is possible to increase the volume of sales; and, further, what margin of gross profit is necessary. In this connection the business man should seriously consider reducing his margin of gross profit, if by that means the sales may be considerably increased. To sell $150,000.00 worth of merchandise on a gross profit margin of 30 per cent. is obviously more advantageous than to dispose of goods worth $100,000.00

at a mark-up of 35 per cent., even though expenses increase in the same proportion as sales.

This is never the case, however, as any business man knows. A large increase in sales will naturally bring increased expenses, but it will be found that they will not increase relatively as fast as sales. And the reason for this is that certain types of expenditures remain virtually constant, irrespective of whether the business is brisk or slow. Rent, taxes, interest or mortgage, heat, light, depreciation, insurance—all these will remain constant in both instances. Repairs will not be materially affected by the increased business. Buying expenses will be increased to a negligible degree only. The salaries of department heads will not change. And when items of this kind are summarized they will be found to represent a considerable portion of the total expenses.

Thus, the next step in the preparation of a sales budget is to determine the total expense of doing business. As has been indicated in the preceding paragraph, the gross profit may be consumed by the expenses. The business man must be ever alert to insure his margin of net profit, which is, of course, the difference between the gross profit and the total of his expenses. Consequently, when price has been forecast, if the net earnings are to be predicted, all the variable items of expense must likewise be forecast. (The matter of preparing expense budgets will be treated in the next succeeding article of this series.)

Beyond this, the amount of capital required to execute the sales programme must be estimated. This will show the probable income and expenditures for the budget period, and whether the proposed programme is financially possible in view of the finances which are and will be available.

Boudoir Slippers

Made in combination of colors or combination of patent and suede, India and Dongola kids or felts, spring or rubber heels, with or without pom-poms or in straps as illustrated.

There is good value in these slippers. Our factory is working to capacity, assuring buyers of prompt delivery.

Jobbing trade a speciality.

B & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

Using Budget Control Records

All of this information is necessary, of course, in order to enable the management definitely to determine whether the requirements of the sales budget can be met, and if the margin between cost and selling is sufficient. A decision having been reached, then, as to the sales that can and should be made for the period to be covered by the budget, these estimated quotas are listed on the budget control record for comparison with the actual sales for the same period.

The best way to accomplish this, of course, is by the use of percentages. Hence, the budget control record is ruled in triple columns; the first division of each column showing the budget estimates, the second the actual figures and the third the percentage of actual to estimated. Sales are entered in the first triple column on the record, while all the other columns, as many as may be necessary, are reserved for certain subdivisions or groups of expenses. Expense budgets will be described in the next succeeding article of this series.

The barometer of good management is to be found in the ability to forecast your business. To-day's business is in anticipation of to-morrow's requirements. The business that sees farthest ahead is the business that wins. And this is the main idea underlying the preparation and use of budgets.

Business men who never before thought of forecasting their business are beginning to sense its benefits, now that the Federal Government is lined up under a systematic national budget. Time was when a yearly closing of the books of a concern was considered sufficient. To-day, this old method is being questioned, and the thinking business man considers it necessary to close his books at least once each month, in order that the financial condition of his business may be ascertained at frequent intervals. As a next step, the progressive concerns of the country are, more and more, finding it necessary to look ahead, plan out the financial results that ought to be secured, and then hew to this line.

A Standard of Accomplishment

Hence, the budget. By its use the business man may set up a goal—a standard of accomplishment—and have a means of comparing actual results with this standard. This is only another way of saying that we stand a much better chance of getting to a place if we know where we are going. If cash is to be needed, plans for raising it may be made in due time, thus avoiding the cost which is usually entailed in hasty, forced financing. Purchasing may be done, not on a hand-to-mouth basis, but in quantities when the market is right. Every purchase, it must be remembered, is a double transaction, involving on the one hand the securing of merchandise and on the other the parting with money. Leaks in the business will be discovered, waste eliminated; correct methods of financing devised; effective methods of managerial control put into operation. All these benefits—and many more—can be secured by the use of a budget.

Then, again, the budget will serve one of its most important functions, in directing everybody's attention to the final measure of success. Those of you who were reared on a farm will recall that when you started to plow you set up a red flag as a standard at the other end of the field. You kept your eye on that. You ploughed up to that. Keeping your eye on that, you made a straight furrow. Losing sight of that, you made a crooked furrow. Much the same idea should be applied in business. The budget should be your standard.

The Shoe Repair Man

Business Improving.

WITH the casting aside of rubbers and overshoes the defects of the shoe have been laid bare to the light of day, and, therefore, the shoe repair shop has been somewhat busier during the past two or three weeks than it has been for several months. Reports come in from all over the country to the effect that business is better although not so good as it ought to be for new shoes have, to some extent, taken the place of the old ones. At the same time, there is a disposition on the part of people generally, and especially the men to hold back from purchasing new shoes as long as possible and this has thrown a lot of business into the hands of the repair man which he is not loath to see come his way.

About Prices.

The price question seems to be the paramount one at the present time. During the slack period the repair man naturally sought to induce trade by cutting prices a little, and it may be said that as far as proving satisfactory, it seems to have been the very reverse. Now that business has started in again, it is difficult to get prices back to a paying basis, and as some lines of materials have strengthened in value in the meantime, it is hard to get out whole. Some shops, of course, have held to their old prices and these are experiencing the same antagonism on the part of the public towards high prices in shoes generally. With the number of sales where many shoes range from $1.99 to $4.95, there is a decided aversion to paying two dollars or more for repairs. As a result a readjustment is in process amongst the shops in the large centres.

Fixing the Price.

As a result of the unsettled conditions we have received a number of letters during the month from subscribers asking what prices were, generally speaking, in force and in communicating with several points we have found it difficult to say just what prices are ruling. One subscriber out west says he has not been compelled so far to drop his prices, and is still getting $1.75 for men's half soled nailed and $2.50 for hand sewn. In women's he charges $1.25 and $1.50 for half soling for nailed, and sewn respectively. In Ontario the prices run about $1.00 to $1.50 for women's and $1.25 to $1.75 for men's, although there are higher and lower figures, according to locality and competition. After all price should be a matter of cost of materials, labor and overhead (including rent, light, heat, depreciation, power, insurance, etc.). There should be enough added to give a fair profit on the investment, and risk of doing business. Any repair man ought to be able to figure this out for himself.

Grading Prices.

On account of keener competition that has obtained some repair men are using the graded system of prices according to quality of materials. This would seem to be a dangerous practice, quite on a par with using inferior materials regularly. The chickens are practically certain to come home to roost. There are enough complaints about faulty repairs without deliberately setting out to create dissatisfaction through poor leather or faulty workmanship. The man who takes the risk of turning out unsatisfactory work is playing with that which should be more to him than a bit of money—his good name. The only satisfactory basis for a repair establishment is absolutely good work and this must be figured to yield a fair profit to the concern that does the work. Don't overcharge the customer, and don't rob yourself by doing work for nothing. Add enough to give you a decent living and trust to volume induced by confidence to make the turnover worth while.

Believes in Moderate Prices.

A shoe repair man who is located in a town of about 3,000 where there are two other shops, says that he has found the moderating of prices has brought a substantial increase in his business. He says he is charging $1.25 straight for half soling women's shoes, either nailed or sewn, and gets $1.25 for men's nailed and $1.50 for sewn. He says the trade

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.
If you do not carry this live line of findings accessories, by all means place your order to-day.
Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Il

has suffered from the reputation for profiteering, and that now that shoes have come down people show a disposition to give it to the repair man "in the neck." He says that his campaign of reasonable prices and good service has given him the confidence in the community and while he has not attempted to dictate to anyone else in the matter of prices, he has found the other shops in town get into line. He says he relies more upon his aggressive methods than prices to keep his shop going.

Believes in Direct Advertising.

The repair man says he has compiled a list of prospective customers, principally the heads of families, professional men, mothers, teachers and so forth to which he sends out a card regularly calling attention to his facilities for quick repairs. He advertises repairs left in the morning to be ready by evening. He also offers to call for repairs and deliver same which, of course, is included in the prices advertised. He says that the calling and delivering only costs a trifle and gets work that otherwise might never come in. Often the call means two or three pairs instead of one, and that is where the expense of calling is covered. The other day four pairs came in from the one address, a pair of men's, a pair of women's and two pairs of children's. This repair man dropped a hint that is worth while. He says it is the shoes behind the cupboard door the repair man needs to get after.

Repair Advertising.

Most repairmen stand by direct-by-mail advertising as the most productive of results. Those who use newspapers say that it is too expensive in small places for the results obtained. As a rule the repair man does not give enough attention to the kind of advertising he does and does not put enough originality or "pep" into his stuff. Whether it be circulars, cards, folders or newspapers advertising, the ad. should stand out and tell its story at a glance. For this reason, cuts are almost an absolute necessity, not necessarily cuts of shoes, but something to attract attention and drive home the message. A catchy humourous cut, is often the best for the purpose, as it is sure to hit the eye and tell its story. The reason both retailers and repairers fail to get their message across sometimes is in the failure to put the thought and effort into the matter that the expenditure calls for.

Shop Courtesy.

Courtesy and service mean more to the repair business than to most others, but this idea does not seem to get home to a lot of those engaged in the business. A little attention and especially a pleasant word will go a long way towards bringing a customer back to the shop. As a rule the repair man works at the job himself and fancies he has little time to squander on what he calls chit-chat or pleasantries, but it will pay him to get this idea out of his head. Many a man has made a fortune out of a little kindly interest in someone else. On this account a little politeness in receiving goods as well as in taking the money for work done, will always be in order. By the way, one of the courtesies most appreciated by patrons is a clean shop and a place to sit down if they have to wait for a few minutes. You may think that the business itself warrants untidiness and messiness, but you will find that a broom and a little orderliness about the place will be appreciated by your customers.

The Little Things.

It is the little things that count with most people. For instance, few folks would be exactly ashamed to carry home a pair of shoes unwrapped if that were the custom but it simply isn't done. Now some shops, use newspapers or any old thing to wrap up shoes for customers, and the result is considerable disgust, especially on the part of ladies. Wrapping paper should be put into the expense account or the customer will put it there. Figure out what the loss of a good patron would mean, and put that against what it would cost to wrap a couple of dozen pairs of shoes in decent paper. Brushing up shoes is another thing that is often neglected before returning to a customer, and yet the repair man has facilities for this little service enjoyed by few shoe stores. "Thank you!" does not cost anything and has a wonderful effect when sincerely used yet how few remember to say this or offer any appreciative remark when through with a customer. Little things make great things oftener than we know.

Foot Comfort in Repairs.

The shoe repair man has more opportunity than the shoe dealer in many cases to profit by the foot troubles that prevail both with men and women, and yet there are few who give thought or attention to the matter. You can always tell from the way a shoe is worn whether the wearer is troubled with faulty arches or other deformities in the feet. The shoe repairer is the logical foot specialist and with a little brains, patience and persistence, he can make more out of his correcting the feet than repairing the shoes. Here is a pair of women's shoes with heels worn over on the inside of the foot, which indicate unfailingly the presence of flat foot. Now the shoe repairer should before even repairing the shoes suggest the desirability of correcting the foot irregularity and if he takes the trouble to understand the feet and foot correctives, he has right at his hand the means for making his own arches, bunion protectors and so forth. There is one shoe man in Ontario who says he makes more out of correcting foot troubles than out of his shoe business. If so, why should not foot appliances be the big end of a repair shop?

PROBLEMS IN SHOE REPAIRING.

C.D.—Is it good policy when a customer brings in a pair of shoes to tell him that the shoes are not worth repairing?

Ans.—It is always wise to be honest and point out the difficulty of repairing shoes that are too far gone to get good results, but it is sometimes dangerous. Tell him you can repair them, but cannot guarantee satisfaction.

W.R.—Where two patches on a vamp already exist, would you put on a third, and make the shoe look like a cornfield?

Ans.—Would suggest the revamping of the shoe if it can be done to make it look like the other shoe. It will not cost very much more than the extra

patching and will certainly please the customer.

C.B.—Is it possible to sole turns satisfactorily and if so, what is the best plan to follow?

Ans.—Of course, the only way to resole turns properly is to turn the shoe and put on a new sole as at first, but this is expensive, and the upper will not sometimes stand it. We have had articles from time to time on repairing turns. The best way to half sole a turn without turning it is to feather-edge the old sole and cement on a light sole which can then be tacked with lasting tacks, afterwards cutting the tacks and hammering down. But as a rule turns are not repaired satisfactorily and are a nuisance to the repairer. Unless you are a pretty good shoemaker, give turns a wide berth.

T.H.—Have had trouble repairing stitchdowns on account of the curling of the top strip. How do you get over this?

Ans.—Cement the sole on before stitching, wetting the top strip and hammering it down so as to get an even surface for the awl or needle of the sole stitcher.

M.R.—What would you do with customer who objects to a patch on shoe not matching the shoe?

Ans.—Would tell him to have the shoe polished and it would not be noticed. Better still polish the shoe before delivering.

BRANTFORD ASSOCIATION.

The Brantford and Brant County Shoe Repairers' Association is still going strong.

At the annual meeting the following officers were elected:—

President: S. Rogers
Vice-President: W. J. Roach
Secretary-Treasurer: S. Hall
Executive Committee: Messrs. W. J. Roach, W. S. Pettit, W. Clarkson, T. Smith.
Paris Representative: W. Rowe.

Everyone is working hard to line things up for the convention of the Ontario Federation to be held on July 25th and 26th.

SHOE REPAIR ADVERTISING.

The Standard Shoe Repairing Co., of Toronto has distributed a folder to the householders within a certain radius of the store. The front cover carries a cut of a staple shoe, with the name of the firm and its business. On the back is display matter emphasizing quality, service, speed, and their delivery service. The inside of the folder reads as follows:—

New Shoes From Old Ones!

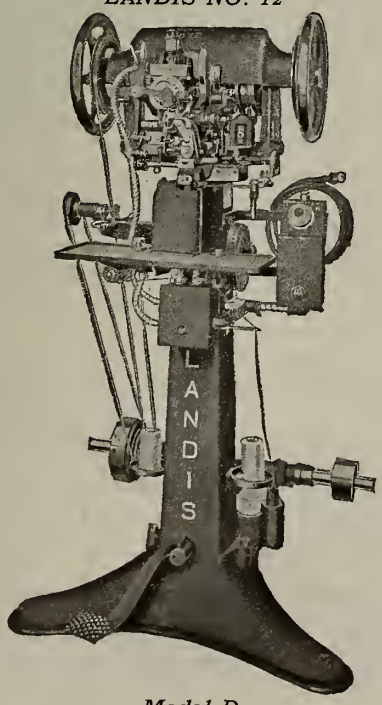
We have the most modern shoe Machinery of the United Shoe Machinery Co., of Canada.
"The Goodyear Repairing System."

Send that pair of shoes that you think are worn out to us and let us show you what a transformation we can work in their appearance.

Your shoes no doubt were made on Goodyear machines and if they are welt shoes they are stitched on a Goodyear stitcher for that is an essential part of their manufacture.

Now we have these machines and repair your shoes as they originally were when new. We recommend full soles to run under the heels as the best way to resole your shoes.

LANDIS NO. 12



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OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

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No. 1515 25th St., St. Louis, U. S. A.

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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 employ only the very best expert mechanics; every one a real shoemaker.

Our leathers are the very best No. 1. select hides used in all our repairs.

All styles of new heels made to order on any shoe.

Don't throw away your Goloshes; we half sole and heel them like new.

Look over all your shoes needing repairs send them to us, or phone and we will call and deliver them; you needn't worry about the rest your shoes will receive expert attention and come back to you like new.

AS SEEN BY A LEADING MAKER OF STAPLE SHOES.

Commenting on the situation and prospects, Mr. W. Sisman, of the T. Sisman Shoe Co., Ltd., Aurora, says:—

"We are of the opinion that retail stocks are not heavy in our class of merchandise and some of the Jobbers had bought in anticipation of better business and while they may be carrying only a reasonable stock it appears to them to be quite heavy as the retailer has not been buying in the usual quantity partly due to the long drawn out winter season.

"We firmly believe, however, that this is not a time for higher prices in leather, findings, or shoes. It is our belief with improved conditions in prices in agricultural commodities and with the holding of manufactured articles at their present levels that we will all benefit. But should there be a tendency to increase prices in keeping with any improvement in agriculture we will be defeated in our own purposes.

"We noted in a recent bulletin of Babson that many Canadian clients had written him for an opinion on the present situation. He had been advising continually against advancing prices. Many Canadian clients however have been anticipating a corresponding improvement in Canada in keeping with the conditions of the U. S. A. market. Although not committing himself definitely, Babson attributes the bettered conditions to revision of their tariff, which would not effect us in this country. He also brings out the fact that as we are practically an agricultural country our prosperity is almost entirely due to the conditions existing in this field of activity. We are inclined to fall in line with his idea and to hope that his prediction will be true that the latter half of 1923 will be an improvement over the first six months of the same year.

"In considering these comments it must be borne in mind that our trade is confined to wholesale jobbing, otherwise a wrong interpretation might be placed on some of our statements."

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

KANGAROO

We are headquarters for all Finishes, Grades and Kinds.

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RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS.

CLASSIFIED ADVERTISEMENTS

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

IMPORTANT.—Are you worried keeping books? Worry no longer. Immediate relief given. Write or phone me, J. Pascoe Beel, Emergency Accountant, 545, King St. W., Toronto., Ont.; Phone: Ad. 6507, or Ger. 8483W.

SHOE SALESMAN, young man, good appearance, long experience, desires position with retail house or on the road. Box 100 Shoe & Leather Journal, 545 King St. W., Toronto, Ont. .

FOR SALE—Shoe Business in good town in Waterloo County. Rent $37.00 per month. Stock $9,000, exceptionally clean. Turnover $20,000, splendid location. Apply Owner, Box 93, Shoe and Leather Journal, 545 King St. W., Toronto.

MAN WANTED—Capable of managing shoe factory, present capacity about 300 prs. per day, state experience, salary expected, giving references. Apply, Box 99 Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

SHOE TRAVELLER, with good connection in North-Western Ontario, just severed connection with large shoe manufacturing concern, is open for line of shoes and rubber footwear. Can show results. Box 98, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Live Shoe Business in large Western Ontario City. Stock around twenty thousand. All new. Large turnover. Long lease. Good reasons for selling. Box 96, Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Shoe Business in one of the best towns on Vancouver Island. All new stock. Carefully bought. Turnover $2,500 a month. Value of stock on hand about $12,000. Store located on main street, and one of the best stands in the city. Rent only $25 per month. No other exclusive shoe business in the city. A good proposition and one well worth investigating by anyone who understands the shoe business. Will take part cash, balance on easy terms. For full particulars, apply, to Box 248, Cumberland, Vancouver Island, B.C.

SHOE REPAIR STAND FOR SALE, consisting of one U.S.M.C. finishing machine, patcher, and other tools. Would sell as a whole or part. Apply to the undersigned, W. J. Gash, 50 Hunter St. E., Peterboro, Ont.

FOR SALE—The Empire Shoe Repair. Modern appliances; U.S.M.C. 18 ft. outfit with stitcher; English bench stands and lasts. A good business proposition. Doing a small retail trade also. Property to be disposed of same time. Write E. J. Lee, proprietor, 11 Hadley St., Cote St. Paul, Montreal, Que.

FOR SALE.—Shoe Business in live Mid-West City of 25,000 people. New stock. New Fixtures. Inventory about $16,000.00 Must be sold in 60 days. Splendid chance. Purchase must be made by satisfactory security. Apply, Box 103, Shoe and Leather Journal, 545 King St. W., Toronto. Ont.

SALESMAN.—With good connection among the lumbering, contracting, fishing and sportsmen trade, to sell American Gold Seal Rubbers. Absolutely the finest quality manufactured. Stock carried in Toronto. Only those capable of producing big business need apply. References will be treated confidentially. Allied Footwear Co. of Canada, Ltd., 29 Temperance St., Toronto, Ont.

A SOFT SOLE SLIPPER MAN experienced in the manufacturing, selling and buying from every angle, is open for engagement. Best of references. Box 102, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SHOE SALESMAN, 29 years of age, married, desires position, capable of managing dept. or store, thorough knowledge of footwear business, window trimmer and card writer. Ontario town or city preferred. Apply, Box 42, Orillia, Ont.

EXPERIENCED SOLE LEATHER MAN WANTED. Good education. Take complete charge. Large warehouse. Address, Box 101, The Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

CLARKE & CLARKE Limited
Established 1852

Tanners of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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Branch Wareroom and Cutting Department
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PERCY J. MILBURN, Agent
BRANCH WAREROOM
553 St. Valier Street, Quebec City
RICHARD FRERES, Agent

Thos. Rearden & Co. Ltd.
BROCKLEY LEATHER WORKS
LONDON, S.E.4, England
Telegraphic Address "Rearden" Brockley, London.

MANUFACTURERS OF FINEST ENGLISH CURRIED SHOE LEATHERS
Specialty
BOX & WILLOW SIDES

Also Specialists in
Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers

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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REPLACEMENTS

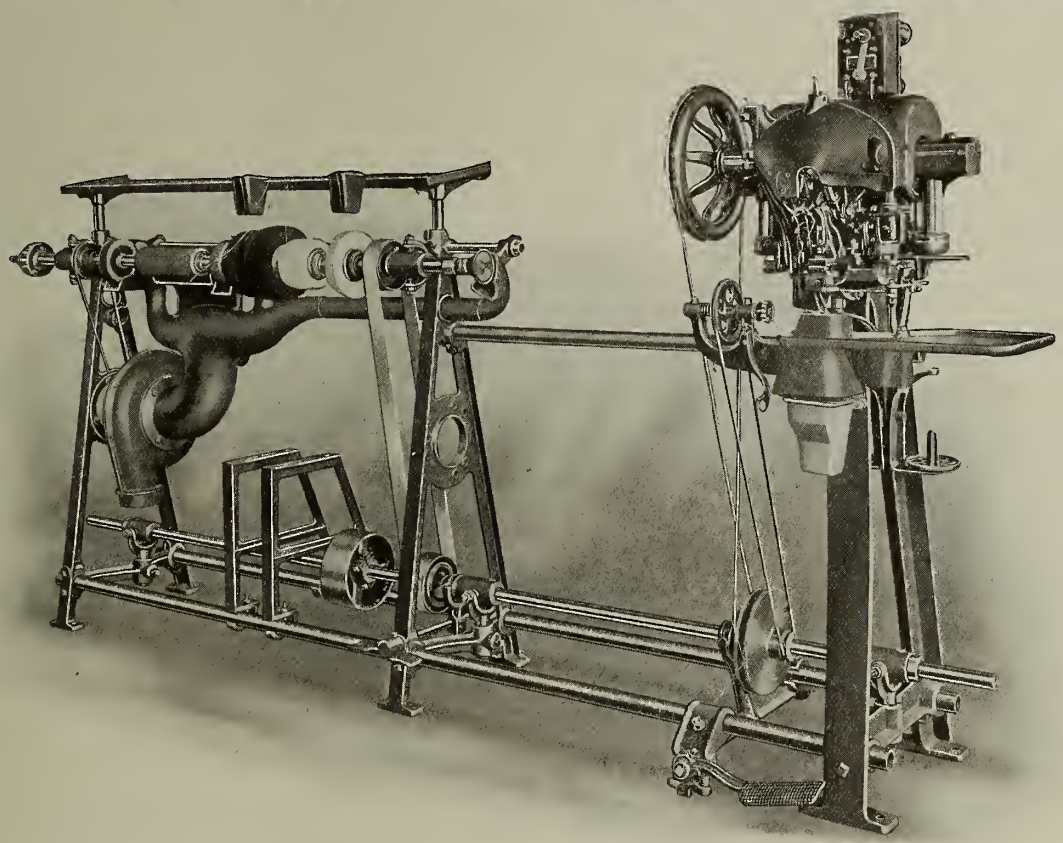
Now form a large portion of our regular business

IT IS SIGNIFICANT THAT SO MANY

EXPERIENCED SHOE REPAIR MEN

When making changes to their equipment

SPECIFY GOODYEAR SHOE REPAIRING OUTFITS



12 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

Gasolene 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	KITCHENER	QUEBEC
90 Adelaide Street, W.	88 Ontario Street, S.	28 Demers Street

One Strap Colonial Pump. Made in all Leathers and Combinations.

Capture The Trade With Clark Bros. Shoes

Our range of samples for the coming Season continue to set the standard for popular style and value.

Made to Retail at $5.00

these shoes will be the Coast to Coast Sales Leaders for the Season. See the complete range before buying your Women's Lines.

CLARK BROS., Limited

St. Stephen *N. B.*

THE SHOE & LEATHER JOURNAL

It Speeds Up Business

The Man's Shoe with a Real Chassis

If you want to swing into your shoe selling with a real zest—if you want to increase your profits with new business and maintain this greater volume of business—then give to your trade the shoe that means foot happiness—the man's shoe with the real chassis.

Men who do things—men who make good customers for you—are learning about this shoe, and they want it. Further, they are buying it and they are telling their friends, because no other shoe is like the Arch Preserver Shoe. No other shoe gives such satisfaction.

Style, foot health, comfort, good wearing quality, everything that should be in a shoe—everything that can be in a shoe.

Made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

"Keeps Good Feet Good"

The Talbot Shoe Co. Ltd.

St. Thomas, Ont.

ACTON PUBLISHING COMPANY LIMITED
TORONTO MONTREAL

Established 1857

"THE WEAR TRENT VALLEY OAK IS THERE"

Well Soled Means Well Sold

The use of Breithaupt Sole Leather gives leading Canadian Manufacturers positive assurance that their shoes are

Well Soled

The shoe dealer who knows that the shoes he handles contain Breithaupt Sole Leather gives his customers the assurance of wearing qualities that are unsurpassed. He knows that his shoes are

Well Sold

Trent Valley Oak. A quality Sole Leather

TRENT VALLEY OAK

Is Unsurpassed for Quality and Wear

A Sole to Suit Every Shoe.

Trent Valley Oak Cut Soles, in all sizes and grades can be supplied by

PROVINCIAL CUT SOLE CO.
311 Victoria Street, Kitchener, Ont.

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

Do You Make Women's Shoes?

If so the special merits of D. & P. UNION THREE PIECE COUNTERS are of vital importance to you. More flexible than the ordinary counter, as durable as a counter can be made, they most successfully meet the needs of the makers of women's lines.

In D. & P. Fibre Counters there is a STANDARD GRADE FOR EVERY PURPOSE. Whether you buy our top grade counters for finest shoes or our counters made for medium and staple lines, you get the PROPER counter for each type of shoe and the SAFE counter for ALL 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 Freres, St. Valier Street, Quebec

AIRD & SON
REG.
AIRD & SON
MONTREAL
Shoemakers To The Wholesale Trade

Distinctive Shoes

For a light, attractive, durable and stylish shoe for either men or women, there is nothing to equal

Davis' Black Kangaroo

Made from the choicest, selected Australian Kangaroo skins, the SOFTEST and the LIGHTEST weight upper leather made. Rich in appearance, scar and chip proof.

Sample on Application

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

—just a reminder!

The Season for CANVAS SHOES Is Practically Here

Have You Sorted Your Stock?

Now is the time to look it over and make sure that you can supply all the sizes in the various models that will surely be wanted soon. Many additional sales will be assured during the busy season by attending to this now. Sometimes, we fail to appreciate fully the effect of disappointing customers; a size or style lacking and your valued customer goes to your competitor—perhaps to form a permanent buying connection. Avoid these possibilities by sorting your stock in ample time.

Gutta Percha & Rubber
Limited
Head Offices and Factories, Toronto
Branches from Coast to Coast

GUTTA PERCHA & RUBBER LIMITED

Newest Style Finest Shoemaking

When a novelty style feature like the cut-out effect of this Oxford is combined with an otherwise conservative pattern and an exceptionally pleasing last, and the whole offered in a creation of Bell Quality Shoemaking--you have a shoe that naturally leads out into first place as a seller in fashionable footwear of practical wear service.

The many timely models we are showing for Summer and Fall is evidence of that co-operation which the dealer is able to get only from Bell Shoemakers in developing the best kind of trade.

J. & T. BELL, LIMITED

Montreal, Quebec

Toronto Sample Rooms; Room 206 Stair Bldg.,No. 331 Bay Street
C. E. Fice, Representative

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

ASTORIA SHOES

Tailor-Made. Original Lasts. Right Fit. Individuality. All Leather

Because all these points combine to make Astoria the shoe your customers want, we believe that it would be to your advantage to stock Astoria Shoes.

SCOTT-McHALE LIMITED
LONDON :-: CANADA

GLOBE

Who Makes The Children's Shoes You Sell?

is a question that has an important bearing on your entire trade. If they are made the "Globe" way and equipped with our Patented Pillow Welt Insole, they are made the only way that Children's Shoes should be made for healthful fit and maximum comfort and wear. Globe "Pillow Welt" and "Baby Pillow Welt" Shoes sell on their superior merit and value.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

Send for a Globe salesman and order any needed lines for Spring and Summer Trade.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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

Newport News

"Watch your step and watch the style."

This is the best advice we can give shoe dealers to-day. The man who buys now for next month's selling is not taking many chances. It is dangerous to look much farther ahead. Shoes left on your shelves will not pay a profit to anyone. Styles and colors are changing every few weeks and it is up to the dealer to guess right.

The Brooklyn Style pageant will indicate the trend of Fashion, as seen by the style leaders of America. It will be a strong factor in lining up what will sell in Canada.

We told you last winter that our samples would embody the best ideas as seen at Chicago and they did.

Our new samples will not be ready till after the Brooklyn show. They will cover the safest and best ideas brought out there. That is why we do not wish to display our samples earlier. It will be worth your while to see them—when the style trend is more firmly established.

"Watch your step and watch the style."

Newport Shoe Co., Limited

51 Wolseley St. at Ryerson Toronto, Ont,

Trinity 3425

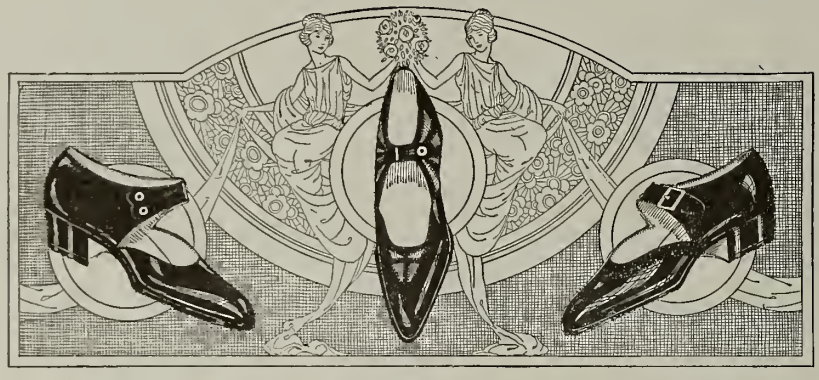
The MINER RUBBER CO. Limited

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.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
The Miner Rubber Co., Limited	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.

Miner's Boy Scout and Girl Guide Rubbers and Tennis Shoes enable the merchants to feature footwear that makes a special appeal to not only the boys and girls but to their parents also.

With Miner goods and Miner dealer help advertising you can add to your profits by increasing your sales.



Black Beauty

Chrome Patent Sides

Appeals to all who seek beauty as well as durability in their shoes. Its excellent finish imparts a dressiness that delights customers and creates business. Specify Black Beauty.

The Robson Leather Company Limited

Oshawa, Canada

PERTH

IN-STOCK

No. 776: All white buck, 1 strap, 2 button slipper, 13/8 Cuban heel.

No. 776-1: Same on Sport last with 9/8 walking heel.

Prices of 776 and 776-1 with white enamelled ivory heel **$5.20**; with white enamelled leather heel. **$5.00**

No. 575: All fine white cloth, 1 strap,two button, 13/8 Cuban white enamelled leather heel. Price **$3.95**

No. 558: All fine white cloth oxford, 11/8 military white enamelled leather heel. Price **$3.85**

Net 30 days. June 1

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Perth -:- Ontario

W. S. PETTES	H. B. McGEE	J. H. McGEE	G. H. FERGUSON
Room 413, Windsor Hotel, Montreal, Que.	Room 706, King Edward Hotel. Toronto, Ont.	Royal Alexandra Hotel, Winnipeg, Man.	807 Bower Bldg., Vancouver, B. C.

TRADE WILSON SEWED MARK

Stampt on the Sole

Turn-style-
Welt-wear-
Wilson-sewed!

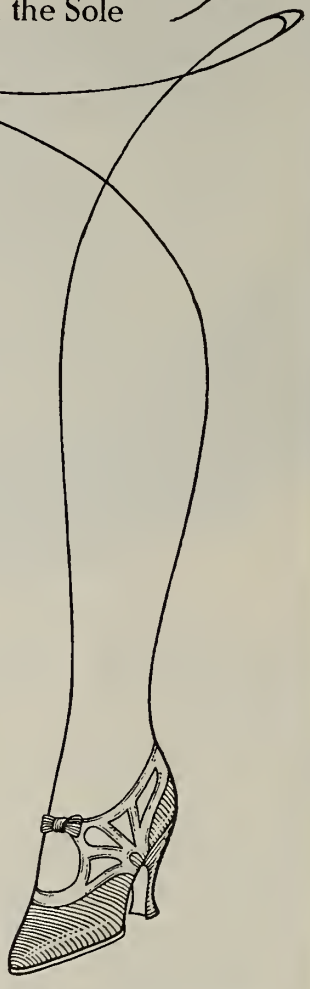
FUNDAMENTAL improvements in shoemaking give Wilson Sewed shoes unsurpassed and exclusive selling features—everything of style and material that may be put into any shoe—plus the inherent advantages of the Wilson process.

Weight for weight, grade for grade, and dollar for dollar—regardless of who makes them—Wilson Sewed shoes are more durable, dependable, and better to sell than any light, airy style-shoes the same factory might make by the older Turn or McKay methods.

Any responsible shoe manufacturer will be granted a license to make for you better footwear for women—light, flexible, tackless Wilson Sewed shoes, free from slack linings, soft toe boxes, and trouble.

A score of famous factories make them now.

Ask the next shoe traveler to show you a sample Wilson Sewed Sheo.



TO MANUFACTURERS
USMC Machines and Service are guaranteed to all Wilson Sewed Licensees

Address all Inquiries

Wilson Process Incorporated

Canadian Pacific Building

City of New York

SHORT STITCHES

"Will you have parrot-colored shoes—or have you any other preference?" asked Cerno, the shoemaker.

Parrot-colored shoes, forsooth! Green, yellow, red, and blue! Sounds as up-to-date as Fifth Avenue, doesn't it? But no, the so-called millinery footwear problems are not so modern. That remark dates back quite a few fashionable generations more than 2000 years.

Cerno was the shoemaker in one of Aristophanes' plays of about 414 B.C.—and I might add that he "made his sale."

But he had more than parrot-colors and parrot sales-talk to offer. He had a reputation. It had been said of him that in his art he was unerring, that his handiwork compared with that of the goddess Athena, and that his shoes were "an enchantment to the senses."

In other words, his "latest patterns" were never freakish, his shoemaking was durable, dependable, and well finished, and his shoes were delightful to the eye and unusually comfortable to the foot.

Ah, if Cerno were at work to-day, his factory would be making Wilson Sewed. To all the age-old attractions of style and craftsmanship, he would have added the new Wilson Sewed improvements. Leaders on three continents make Wilson Sewed.

Hark to Hanger, Chattaway & Smith, famous shoe manufacturers of Leicester! This firm says that Wilson Sewed shoes in England "have gradually gained favour, and are to-day acknowledged to represent the premier system of light shoemaking."

For the benefit of your business, find out why. Ask any traveler. Ask anyone why Wilson Sewed gives better service-and-selling results than McKay or Turn. Ask me, if you like. I'll mail you Booklet C, photographs and all, post-free and post-haste. H.L.A.

This is a fac-simile of Marsh's MEDICO Label. Used only on cartons containing MEDICO Shoes, and all live retailers should have this label shown in their fixtures. For **20** years this MEDICO viscolized Full Double Sole Shoe has stood the test for Fall and Winter wear. WHY? Because both Uppers and Soles are made from Choicest Materials.

MEDICO Shoes made only by

THE Wm. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

KINGSBURY

Canada's Pride

Nothing Finer For Summer

Summertime and "Snow-Wite" Footwear go hand in hand to create big trade for the shoe dealer. These two extremely popular models typify the originality, grace and character that blend in all our white shoe creations, and make them undisputed leaders in white shoe selling.

Order Now

You need the "Snow-Wite" Line to meet the Summer demands of your women patrons. See the complete range, and win all the sales possible by getting them on display early.

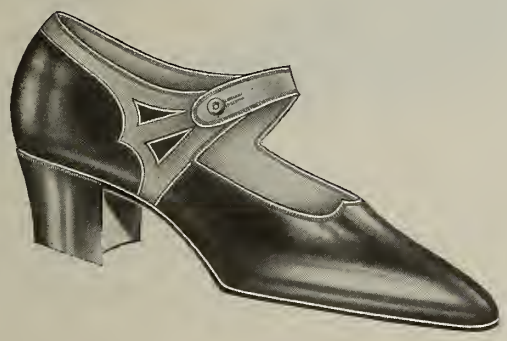
KINGSBURY FOOTWEAR CO.,
Limited
MONTREAL

DeLyte

KINGSBURY Sno Wite SHOE

CRESCENT SHOE

Women's
High Grade McKays,
Imitation Goodyears
and Turns



The reception which our coming season's lines are receiving from the Trade is the verdict of approval that the keenest buyers give only to shoes of highest sales merit.

You will find that it requires the minimum of effort to sell Crescent Footwear. Women who are shown these shoes are quite certain to purchase. The pleasing styles, the distinctiveness, the faultless shoemaking and the value are entirely convincing to the most discriminating.

If you have not seen the line send in your request now for a salesman to call.

CRESCENT SHOE CO.

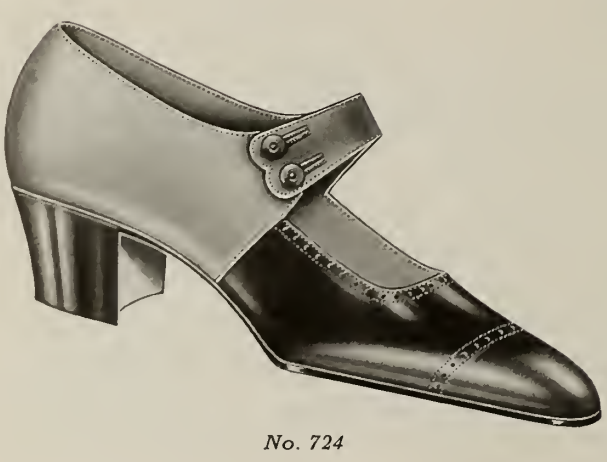
864 Laurier Ave., E. Montreal

Where Styles Are Right And Values Big

No. 723

The one place to look for shoes with these two essential selling features is in our fine range of samples for this Season.

The latest and most popular styles in lasts and patterns are shown. The extremely moderate prices make it useless for you to look for better values.



No. 724

The splendid results obtained from handling these shoes is the logical result of the strong attractiveness and the reliable shoemaking we put into them.

SEE THE COMPLETE RANGE WHEN DOING YOUR BUYING.

"The House of Service"

EASTERN SHOE MFG. CO.,

LIMITED

MONTREAL

La Duchesse

WAIT TILL YOU SEE OUR LINES

Machinery is now being installed in our new factory.

Production of our lines will soon be in full swing.

MODISH SHOES MODERATELY PRICED

New Lasts, New Patterns, Wonderful Values

Such will be the trade winning character of our new samples that the dealer who with-holds placing his orders until they are shown will be repaid by money saved in his buying and trade gained in his selling.

Temporary Office, 640 Craig St., East.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.

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

Quebec's New

WHOLESALE DISTRIBUTING HOUSE

A Complete Footwear Supply Service Founded On

Experienced Management
Quality Goods
Right Prices
Reliable Delivery

In the establishing of our Wholesale Shoe and Rubber Service is combined the honest purpose to serve the retailer well, PLUS the complete knowledge of what the retailer needs.

Knowing character in shoes from the maker's standpoint, value in shoes from the merchant's standpoint and requirements in shoes from the public's standpoint, our service will be based on submitting only worthy samples—correct in style, reliable in shoemaking, and at such prices that they can be retailed at a good profit at the proper figure for big volume sales.

Our service will be further rounded out by ability to ship when specified, and by a full well kept stock from which the merchant can sort at will.

When you want goods RIGHT and when you want them IN A HURRY, our House is the logical place to send your orders—large or small.

See our samples for the coming Season. In Fine Style Shoes, Medium Lines or Staples, they are without a peer for selection or value.

In "Partridge" Rubber Footwear we feature the Brand that through actual superiority has proven a trade builder from Coast to Coast.

WE SPECIALIZE IN MEN'S BOYS', YOUTHS' and GENTS'

WE CAN SUPPLY YOU WITH TENNIS SHOES

A trial order from us will start you using our service with satisfaction and profit.

QUEBEC SHOE & RUBBER CO.,

LIMITED

898 St. Valier St. :: Quebec

Wilfrid Dubois, Secretary & Manager

SPEED UP YOUR SPRING BUSINESS WITH

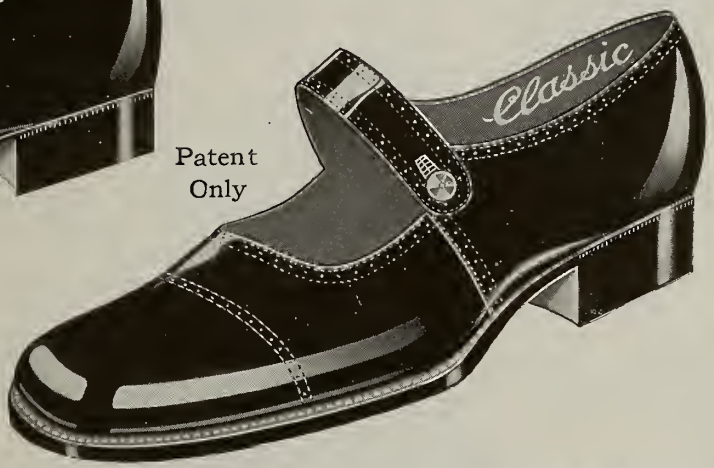
"CLASSIC"

SHOES IN STOCK

Patent and White Buck

8071—One of the most popular lines for the growing girl. A good shoe for Summer wear. 8/8 Heel, C & D widths, 2½-7½, Patent.....$3.65
8072—Same shoe except in White Buck.....$4.00

Patent Only



9219—Our best customers have this shoe in their stock all the time and continue to demand it. Goodyear Welt; One strap in Patent only. B, C, D, widths; 2½-7½.....$4.25
9216—Same shoe as cut except in a Velour Calf Oxford, B, C, D.....$4.25
9217—Same shoe as cut except in a tan Calf Oxford, B, C, D.....$4.25

A Popular Shoe For Summer

8092—One of the snappiest shoes for the growing girl who desires both STYLE and COMFORT. Made on our new G & S process. 8/8 Heel, C & D widths, 2½-8, PATENT.....$3.65

Send your sizes to-day
Welts and Mckays
All Leathers

Every retailer should have these oxfords in stock at all times. Can be had in a Genuine Goodyear Welt or McKay at popular prices.

WELTS
4040—Tan Calf, 11-2 B, C, D.....$3.25
4041—Velour Calf, 11-2 B, C, D.....$3.25
4047—Patent, 11-2 B, C, D.....$3.25

McKAYS
4028—Patent, 11-2 D width.....$2.75
4029—Velour Calf, 11-2 D.....$2.75
4030—Tan Calf, 11-2 D.....$2.75

Getty & Scott Limited

Makers of Classic Shoes for Women & Children

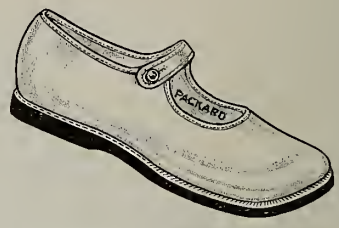
Galt, Ontario

PACKARD'S
Goodyear Welt Shoes
For Spring and Summer Wear

Ready To Ship
IMMEDIATELY
From Stock

All Lines in Children's
Misses', Youths' and Little Gents'

NO WAITING
Rush Orders Our Specialty



Our FIRSTRED Baby Shoe also in stock

SIZES { 1 to 5. No Heel
5 to 7½. Spring Heel

Goodyear Welt chrome soles

L. H. Packard & Co., Limited, Montreal

In-Stock---Immediate Shipment

Wos. Brown Calf Oxford, McKay Welt, Sizes 2½-7 Also Made in Black.

A McCAUGHAN OXFORD
Tried
And Proven A Seller

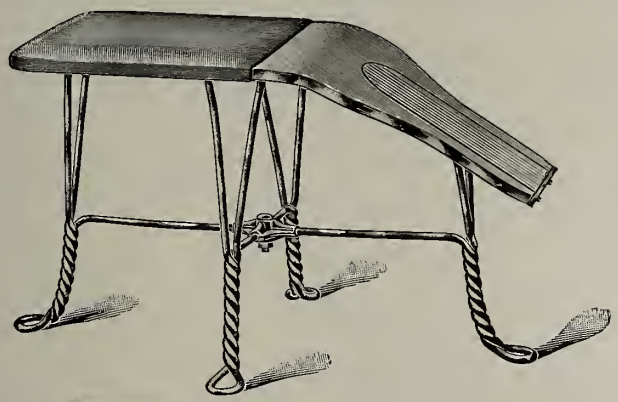
This last is one of those ever-popular models, always in style, always in big demand, and on which the dealer takes no chances—a neat, serviceable shoe that also gives you the selling advantage of very special value, the outcome of McCaughan shoemaking. A shoe you need for Summer trade.

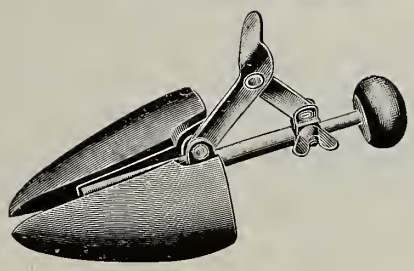
Compare our range of samples with any that are showing, and you will know that placing McCaughan Shoes means volume sales.

J. A. McCAUGHAN & SON

390 Papineau Ave. Montreal

Ralston's Shoe Findings





Every Need of the Shoe Store and Repair Shop

in the way of shoe findings can be supplied from complete stocks at short notice. Well chosen lines of high quality goods assure you the best in sales and service. Write to-day for complete catalogue.

Ralston's Polishes

Sell 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. A dressing for every shoe.

Robt. Ralston & Co.,
Limited
Hamilton Ontario

The Yamaska Brand
J. & M. Cote
ST. HYACINTHE, CANADA.

They Make The Sale

That fact tells why so many dealers would not be without Yamaska Brand Shoes, and why they always show a Yamaska Shoe to the customer who can be sold only when there is the appeal of full value together with reliable shoemaking and popular style.

The lines our salesmen are now showing will solve all your problems of picking safe sure everyday sellers for the coming season.

LA COMPAGNIE J. A. & M. COTE
ST. HYACINTHE QUE.

Collis Calf is made in all weights and grades.

Samples and complete information gladly sent on request. Send a post-card with your name and address, and let us show you how we can lower your leather costs. Do it to-day.

COLLIS CALF

Produces Better Shoes

With Collis Calf it is possible to practise real economy because the high quality of the leather, in finish, texture and wear, allows the maximum production in cutting, with the minimum of waste.

Uniform in color and finish, and showing all the latest shades. Collis Calf is the ideal leather for both men's and women's better class shoes.

Samples Sent on Request

The Collis Leather Co., Ltd.
Aurora Ontario

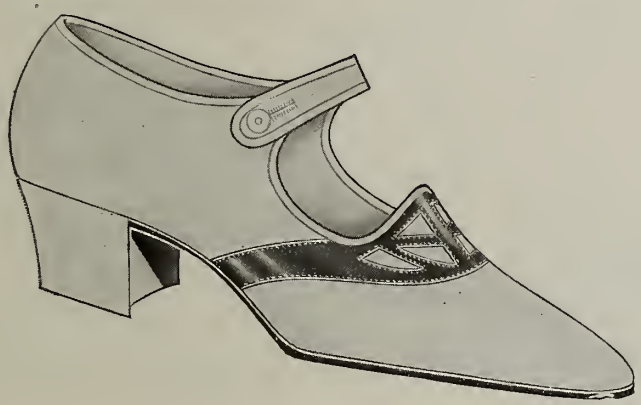
Maison Girouard

WHITE CANVAS FOOTWEAR

In-Stock—Immediate Shipment

Ready to meet your season's needs with a complete stock—Newest novelties featuring the most popular styles—Moderate prices adding the appeal of maximum value.

Order your lines NOW, feature them early, and win extra Summer sales.



Also offering many special trade attractions in Leather Lines, in both Style Footwear and Staples.

Quick service assured. Send for samples or write for salesman.

La **MAISON GIROUARD,** Limitee

Wholesale Shoe Distributors

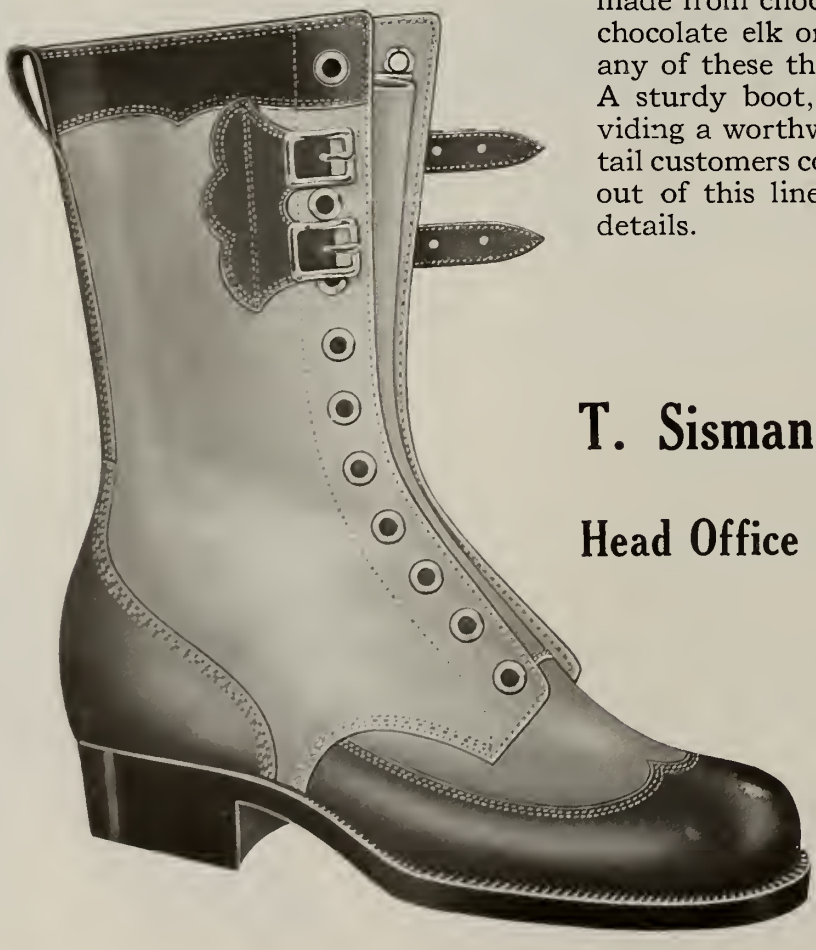
102 St. Paul St., West Montreal

Over a Million Men Need These Boots

In the markets you are serving there are over a million prospects for boots of the Sisman quality. Over 1,000,000 men! These million men buy long wear and comfort. Style is a minor factor.

Once they have tried a Sisman's Staple they will never look for anything better. They will come back for more. Push Sisman's all along the line, particularly to those customers of yours who deal mostly with the prospectors, survey and construction gangs, lumber camps, farmers and all outdoor men.

Here is an especially good number. It is a man's 13″ highcut Blucher made from chocolate, black, or smoked chocolate elk or storm calf leathers in any of these three color combinations. A sturdy boot, fairly priced, yet providing a worthwhile margin. Your retail customers could make a good thing out of this line. Write for complete details.



The

T. Sisman Shoe Company
Limited

Head Office - Aurora, Ontario

If your Jobber does not carry our line, write us direct.

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

We Need Faith

THERE never was a time in the history of Canada when people were in a better position to spend money on shoes than to-day. Witness the boom in luxuries and travel or visit the race tracks if you have any doubt on this score.

We seem to have the "staggers". It is true the weather has been disappointing, but we have had Springs just as backward in the past. There seems to be a great lack of confidence in the future and a decided tendency to hold back in purchasing staple commodities.

In his budget speech the other day in the House of Commons, Hon. W. S. Fielding struck a hopeful note. He said that a prominent American business man accounted for the present increased activity across the line by the fact that the people "have faith in themselves." The Finance Minister said there was every reason to hope that within a short period, Canada would experience the same encouraging revival of business.

Now that all uncertainty with regard to the tariff is at an end, with a more hopeful outlook as to basic industries, especially agriculture, and a healthy tide of immigration setting in, there is every reason for taking courage and pressing forward.

Let everybody hold up his chin and step out with faith in the future, and do his part to make it what everybody wants it to be.

Just now a little courageous buying would do more than anything else to help to get everybody in step for better business. There is no valid reason for not anticipating reasonable needs for Fall this year. The retailer who buys now will escape the increased sales tax and avoid complications that may arise before the beginning of autumn trade. Prices moreover are strengthening instead of weakening.

Buy up to your reasonable requirements for present and future needs. Let us show our FAITH by our WORKS.

In The Market Place

General Conditions

THE business situation is steadily improving throughout the country. In the central provinces better weather conditions have contributed to increased activity in many lines, particularly in building and agriculture. As a consequence the demand for staple commodities has shown a welcome increase. The fact that unemployment is practically over and that employment and government agencies report more jobs than men for them, would indicate that the slack in business is being steadily taken up. There has been some steadying of the situation in iron and steel, but the prospects of extensive railroad improvements and public works is a guarantee that for some months to come there will be a good movement in basic commodities and those entering into construction of every kind.

The delivery of the Government budget and the discussion on the proposed changes in customs and excise laws have relieved the situation to some extent, and manufacturers breathe more easily. The only practical change in the tariff has been the increase of the British preference, which is only ten per cent. on the present schedule. Elections in Ontario will have no appreciable effect upon business.

In the West, the new crop is now in and as yet definite statistics are not available, but it is estimated that the acreage will be about the same as last year, although some districts may show less. In the Maritimes, the effects of the floods are now over, and business is steadily on the mend.

Retail Shoe Trade

Reports are in from various parts of the country and May, so far, has shown an appreciable increase over April although complaints are quite general that business has not been quite up to the mark on account of the weather.

Some retailers report business to the end of April as almost equal if not as good as that of the same period last year. But the majority state that there has been a falling off in sales of from ten to fifteen per cent. They attribute this almost entirely to the weather which has been so uncertain. A few days of warm weather would see quite an acceleration of sales and then a couple of days of cold or rain would put the lid on as effectually as though it were February. Retailers have been playing a careful game and have been holding back to some extent on summer lines, trying to get rid of their spring stuff while the going is good.

In men's lines sales have improved in the past month, the increased demand being for oxfords, about seventy-five per cent. being tans and twenty-five black. Dealers say that the demand is for fancy stitching rather than perforations and that brogue effects do not seem to be as popular as last year.

In women's shoes the call has been for oxfords and straps, blacks, browns and greys selling well. In materials, kid, patent, satin and calf come in about the order named. There has been some demand for two-toned effects and trimmed goods but the season has been so backward that fancy lines have not had a chance. Nevertheless the stores handling high class specialties report a good enquiry and women seem willing to pay for what they want.

Children's trade has been good, practically better than other lines and since rubbers were discarded there has been a noticeable change in the demand for goods of the better class.

Retailers still complain of slowness of sales and as a consequence payments are more or less slow. One dealer said a few days ago that the past two weeks had been practically a "frost" and he had to meet his bills out of capital account.

In the meantime, sales of shoes at cut prices give the public the impression that regular lines in the hands of responsible dealers are too high and must come down. There is a feeling abroad that the retailer who is to-day selling shoes on a closer margin than for the last seven or eight years, is still profiteering. Most of them are content to make expenses and very many are not doing that. Nobody is apparently making money just now at retailing.

The Wholesale Trade

A good deal of sorting has been done during the past two weeks, but manufacturers and jobbers claim that retailers are buying in a most deliberate hand to mouth fashion. They do not show any disposition to buy ahead. The complaint is general that the dealer expects to-day that the manufacturer and jobber will carry his stock. Some manufacturers when met with the statement that they encourage the existence of "cut rate" shoe stores lay the blame on retailers who do not take goods made up for them or who hold back their orders. The manufacturer urges that he has to keep his plant going to keep down his costs, and his only resource as goods accumulate is to sell them to some one who will pay for them.

In fall goods there has been little doing so far as even the most liberal buyers do not appear as willing as formerly to anticipate their needs even in well known reliable staples. The factories working on women's specialties seem to be busy and some concerns making in-stock lines adapted to immediate needs are working full time. Otherwise, the factories complain of continued slowness. But all seem to feel that the general outlook is brightening up and that May will show considerable improvement to April.

Hides and Leather

The hide situation continues inactive, buying being restricted to small lots in both packers' and country hides at Chicago. Light native steers are held at 15½c. with heavies at 18c., April salting, but not many are changing hands. The country market is also slow and buffs free from grubs are quoted at 13c., with a little shading for quality. South American hides have eased off again as the demand abroad has fallen off to some extent. There are few accumulations of native hides and receipts of cattle have diminished, so that although the market is weak at the moment any demand would be felt almost immediately.

Tanners report business as very "spotty" and not as satisfactory as usual at this time of the year. Shoe manufacturers have only a portion of their fall orders in and have not been buying very freely. Calf leather has been moving a little better especially for men's lines and some fair sales of side leather are reported but at a slight shading of market prices. Sole leather is selling moderately well and as the market is fairly clear of stock, prices remain firm. It is expected that the next two or three weeks will see considerable change in the situation.

Stray Shots from Solomon

Ignorance is the mother of impudence. When you find a man finding fault with everything that is put before him at a hotel table, you can put it down that he was brought up in a shack and was glad once to get his meals off a packing box. The man who parades his importance and who insists upon being waited upon hand and foot, is usually a bog trotter, who has not to go far back to run up against a pick or a buck-saw. We meet these people everywhere—on the street cars, railway trains, in hotel corridors and in stores, who act the farce until it makes one regret that the fool killer has quit the job. A very pompous alderman in a city not a hundred miles from Toronto, who was noted for the money he had and the brains he hadn't, was a striking example of this characteristic. He undertook to interfere unnecessarily with a corporation foreman one day, and the latter snubbed him. "Do you know who I am sir?" he said, swelling himself out like a bull paddy, and glaring at the man of fustian. "Yes," replied the other quietly with a twinkle, while the other employees leaned on their picks to hear the sequel. "You are Jimmie H., and I helped to carry all you owned on my back from the wharf when you landed in this country." The wealthy alderman strutted off with dire threats of vengeance, but he kept away from the job afterwards. When the hog can't do anything else it can grunt, and some folks have no other way of inspiring folks with their size. Don't grunt.

GRUNTS AND GRUNTERS.

* * *

An empty head and a big mouth are the qualifications for professional criticism. When a man's ideas are sufficiently numerous to hold themselves together without rattling, the world has peace and preachers have sunshine, but every fool must express himself. If you are to believe some people, the whole world is wrong and they are the only ones who know it. All clocks, yea the sun itself must move in harmony with their watches or they are not right. These soreheads find fault with government, society, business and religion in turn, and insist on having their say. The country is going to the devil because their party is our of power, and they are just waiting for the etetnal smash. They find fault with rich people for being rich and poor folk for being poor, and with the world at large for not appreciating them. Business they always insist is going to the "bow-wows," and good times will come again no more. They go around whining about how things were when they were young, and, like a millstone about the neck of their own business, their conservatism throttles every effort of younger blood to keep things moving. In religion everybody is a hypocrite and a sham, and there is "none righteous, no not one," with the exception perhaps of their own sweet selves. They can see right into the hearts of their fellows and discern the underlying motives of all their words and acts. They transcend angels in their power of looking into the mysteries of godliness. Your poor little growler, the reason that you are alive is that your carcass is not worth putting buckshot into or your hide worth taking off, otherwise your breed would have been extinct long ago.

GROWLERS AND GROWLING.

* * *

"Give a beggar a horse and he will ride to the devil," is not a proverb of Solomon, but the same truth is represented in the words, "The prosperity of fools shall destroy them." It takes a man with a good head to stand success. The ruin of some men is prosperity. They make good neighbors, decent citizens and faithful husbands until they get on in the world, and then the Devil himself can hardly stand them. Of all the pitiable objects in the world the pin headed ape that has by some strange chance made a little money is the most harrowing. He proceeds to impress his importance upon everybody within range with a diligence that is appalling. He writes lawyer's letters to his neighbors about encroaching fences or eavetroughs, is nasty to those who have to sell him goods, and walks down the street with a "keep off the grass" air that would make a mule smile in fly time. On a Sunday morning recently one of these individuals who happens to be an usher in a local church, was strutting about, and excited the attention of a very small boy who eyed him for some time. In a stage whisper the lad asked his parent, who sat next him, "Say, Pa! is this God's house?" On being informed by a nod and a smile, after a pause of a few minutes the youngster, pointing to the pompous usher enquired again, "Say, Pa! is that God over there?" He thought the gentleman in question looked as though he owned the earth.

THEIR DESTRUCTION.

Solomon

The Budget and The Shoe Trade

New Sales Tax Provisions—No Change in Customs Tariff Except British Preference.

BEYOND the change in the Sales Tax the Budget brought down in the House of Commons by Finance Minister Fielding offers little chance for upsetting conditions in the shoe and leather trades. The alteration in the British Preference of ten per cent. does not mean a reduction of that amount in present duties, but 10 per cent. upon the existing duty of 17½ per cent. which brings it down to 15¾ per cent. The placing of the maximum cheque and draft tax at $1.00 instead of $2.00 will afford some relief.

Instead of the varied sales tax of 2¼ and 4½ per cent. to manufacturers and wholesalers and 6 per cent. on goods imported by retailers the whole rate is placed at 6 per cent. on the manufactured goods whether home or foreign. The shoe manufacturer will pay the tax to the government, and it would appear that he has the option of either adding the tax when invoicing goods or absorbing it in the cost. The jobber will pay the tax to the manufacturer and absorb same on the cost of the goods, invoicing the latter in the regular way.

The provisions of the Act do not become effective until August first, so that there will be two months and a half to make adjustments, and it looks as though there might have to be a few. It would be better for one thing that uniformity be secured in the method of billing the tax, so that there could be no misunderstanding or evasion.

The Covering Resolutions

Here are the resolutions affecting the sales tax as brought down by the Finance Minister:

Resolved, that it is expedient to introduce a measure to amend The Special War Revenue Act, 1915, and amending acts and to provide:

That the existing provisions respecting tax on sales be amended by providing for the imposition of a consumption or sales tax of six per centum on the sale price of all goods produced or manufactured in Canada, including the amount of excise duties when the goods are sold in bond, the tax to be payable by the producer or manufacturer at the time of the sale thereof by him, and of a like tax upon the duty paid value of imported goods, the tax to be payable by the importer, or transferee who takes the goods out of bond, at the time when the goods are imported or taken out of warehouse for consumption, subject to the following conditions, that is to say:

A manufacturer or producer who produces goods to the value of ten thousand dollars or more during any fiscal year shall take out an annual license, the fee therefor not to exceed two dollars; the minister may direct that a manufacturer or producer, who does not manufacture or produce goods to the value of ten thousand dollars a year, and who uses a substantial portion of goods which are exempt from the tax in the manufacture of goods which are liable to the tax, shall take out a license and shall be subject to the same conditions as the licensed manufacturer or producer.

A wholesaler or jobber who sells not less than thirty per cent. of his total sales of goods to a licensed manufacturer or producer to be used in articles to be produced for sale, may be granted an annual license, the fee therefor not to exceed two dollars. Such licensed wholesaler or jobber shall give security that he will keep proper accounts and render true statements of sales to licensed manufacturers or producers and pay any tax imposed by the said act.

The said tax shall be payable by a licensed wholesaler or jobber at the time of the sale by him to other than a licensed manufacturer or producer of goods the price of which shall include the amount of excise duties, if sold in bond, or the price of which shall be the duty paid value thereof, if imported.

The said consumption or sales tax shall not be payable in the following cases, that is to say:

(a) on goods exported; or

(b) on sales by a licensed manufacturer or producer to another licensed manufacturer or producer of goods to be used in the production of articles for sale; or

(c) on goods imported by a licensed manufacturer or producer to be used in the production of articles for sale; or

(d) on goods sold by a licensed manufacturer or producer to on goods imported by a licensed wholesaler or jobber whose sales are to be accounted for in accordance with the provisions of paragraph two of section three of this Resolution.

A manufacturer or producer who does not produce goods of a value over ten thousand dollars a year, unless he comes under the provisions of paragraph one of section three of this Resolution shall not pay the said consumption or sales tax on goods produced by him, but he shall pay the tax on importations.

A refund of the amount of the said consumption or sales tax may be granted in the following cases, that is to say:

(a) to a wholesaler, jobber or other dealer on goods sold to a licensed manufacturer or producer to be used in articles produced for sale; or with the consent of the wholesaler, jobber or dealer a refund or deduction may in the like case be granted to a licensed manufacturer or producer; or

(b) to a licensed manufacturer or producer or a licensed wholesaler or jobber in respect of goods on hand on the 1st of August, 1923, and which are to be used in the production of articles for sale, no refund to be allowed in respect of goods on hand after the 31st of December, 1923; or

(c) on goods manufactured or produced in Canada when satisfactory evidence is produced that such Canadian goods are at a disadvantage by reason of the fact that like goods may be imported into Canada free of duty, such refund or reduction not to exceed twenty-five per cent. of the said tax otherwise payable; or

(d) on imported goods on which customs duties have been refunded on exportation; or

(e) to a manufacturer, producer, wholesaler, jobber or other dealer, of taxes paid under sections 16A, 19B, 19BB, 19BBB of the said act on goods sold to His Majesty in the right of any province when His Majesty in such right is exempt from taxes in respect of such goods.

That the "duty paid value" of any article be defined as meaning the value of the article as it would be determined for the purpose of calculating an advalorem duty upon the importation of same into Canada under the laws relating to the customs and the customs tariff whether such article be in fact subject to an advalorem or other duty or not, and in addition the amount of the customs duties, if any, payable thereon.

Getting After June Weddings

Seeing that the Bride is Properly Shod. Suggested Shoe Styles for Going Away. Making Hay While the Sun Shines. Look After Advertisements and Windows.

TO most people weddings come only once in a lifetime, and the tendency is naturally to make the most of it. It is the one great occasion when to be well dressed is essential, and when, as a rule, money is not stinted in attaining this goal. Both the man and the woman must be well shod as well as well dressed, and it should be the business of the shoe retailer to see to it that they are not only comfortably and stylishly shod, but amply for all purposes.

Neither bride nor groom will usually balk at paying for a suitable pair of shoes and salesmanship is thus simplified being confined to showing such goods as are adapted to the purpose. But the salesman should remember, if the bride or groom should not, that a full trousseau in shoes as well as lingerie and other apparel is absolutely necessary. There should be not only the bridal slippers and a good pair of "going-away" shoes, but a change such as sports shoes, as both bride and groom are sure to find it necessary to change from travelling clothes to lounge, sports or sea side equipment. Here is the opportunity of the year for selling extra shoes for usually money is no object.

Preparing Wedding Windows

It is not necessary to have them bizarre or sensational, in fact some of the stunts such as having a couple married in the window for a consideration seldom if ever, bring any legitimate paying trade. If you want something elaborate you can doubtless borrow wax figures, and with the assistance of a costumier arrange a bridal window. But there are a number of means of reaching the desired end of effective publicity without going to the trouble or expense of a wedding scene. A background of orange blossoms, a cupid, or simple two or three display stands or stools will suffice for a good showing of both shoes and hosiery with which might also be included luggage, which is so essential a part of honeymoon equipment. A very effective decoration seen some time ago was a background showing a large wish-bone decorated with wedding flowers. A horseshoe may be used for the same purpose, although the latter emblem is now used very largely for racing windows. At all events, the background should be appropriate to the occasion and the goods as well, the latter being confined to not more than half a dozen styles.

Using Effective Publicity

In connection with the "newly wed" trade it is necessary to be foresighted. It is not wise to leave publicity planning until the last moment. In the first place, it is necessary to find out if possible who are contemplating "jumping the broomstick" in order to get after them early. In the smaller localities, this is not a very difficult proposition, but in the cities, it is not so simple, although the society column reporting engagements will usually provide a fair list. Someone should be deputed to get or make up lists of prospective brides and grooms to whom a neat invitation should be forwarded to visit the store. A wedding card or invitation should be used printed in neat script or text, extending felicitations and asking the parties to visit the store and make a selection of goods to meet their needs. This will go a long way towards ensuring sales if done in the right way. Be sure that the invitation is free from ordinary advertising talk and cuts. Let it be an invitation pure and simple.

(*Continued on page 44*)

Summer Ideas

A Profitable Department

Push Travelling Goods Now—Anticipate The Coming Season—Advertising Leather Goods.

THE summer holidays will soon be here, and it behooves the wide-awake shoe retailer to commence a publicity campaign on behalf of his travelling goods department, that will put this branch of the business on a truly profitable basis, instead of its being merely a "sideline" regarded more as a liability than an asset.

Ladies' Traveling Case in Cobra Grain Cowhide, Black
M. Langmuir Mfg. Co., Ltd.

Now is the season to put forth every effort to move the stock of trunks and leather goods. The travelling movement is just beginning, and during the next few months many thousands of trunks, suit cases, and the like, will be distributed throughout the country. The mail order houses, will no doubt, do a large percentage of this business, chiefly due to the retailers not pushing these goods energetically and effectively.

Club Bag
L. McBrine Co., Ltd.

Use Your Opportunities

Now, trunks will not sell themselves. If the shoeman does not sell a trunk except when he is asked for one, his business in this direction will be very limited indeed. And yet, that is just the attention the average shoeman gives to his trunk and bag department. No opportunity of interesting your regular and transient customers should be lost. Have the goods displayed in some prominent position in the store. Many shoemen place a dozen or more trunks in a row in the centre of the shop. In this way, shoe buyers cannot overlook them. Natty show cards should be used, giving in a few words, a general description of the goods, or aiming at arousing the desire for the stock displayed.

Utilize Findings' Case

For those shoe dealers who stock an assortment of leather goods, such as ladies' hand bags, pocket books and various other lines of like character along with trunks, bags and suit cases a neat show case, similar to that used for displaying findings, will answer very well. Very winning displays can be made in such a show case, and if placed on one side of the entrance, just inside the door, it will prove a great magnet for women shoppers, for what woman ever shows lack of interest in such things? A neat companion case in the same position on the other side of the store and containing a finer class of shoe findings, such as buckles, bows, the more expensive laces and so forth, will prove an additional drawing card to every woman customer. She will seldom get by these two showcases, and the true salesman will generally interest her in a purchase.

Wardrobe Trunk
M. Langmuir Mfg. Co., Ltd.

Travelling Goods Window Displays

It is also a good policy to keep one of your windows, to which you should invariably devote some special attention, constantly occupied with attractive travelling displays. There is little use in placing a trunk or two, a few suit cases, and some smaller articles in a window without any plan of demonstrating them. This is one of the chief reasons why the travelling goods department in many shoe stores is only a mediocre profit maker, or very often an investment that ties up many dollars and yields no return. Absolutely no window attention is given to the sideline, although there are few lines that lend themselves more favorably

to treatment, and as a result it suffers. Instead of piling trunks one on another for a background and crowding the intervening space with a motley array of suit cases, hand bags, and smaller leather articles, good display schemes should be thought out, showing some of these articles put to various uses. Get a central idea, and make the remaining part of the display subservient to this idea. For instance, a packing scene

Wardrobe Trunk
L. McBrine Co., Ltd.

can be shown, with an open trunk and various articles of apparel ready for placing therein. A bridal window of this kind was recently arranged to show trunks and club bags with trousseau, etc.

Useful Display Idea

A striking display of this type was made by a departmental store, having as a central unit a medium sized sectional trunk opened up. From the top section peeped forth a Panama hat, two or three negligee shirts and ties to match. The lower sections were drawn out showing therein a neatly folded suit or two and various other articles of wearing apparel. Around the trunk, on chairs and on the floor, were clothes waiting to be packed away. Nothing could have shown more effectually the capacity and efficiency of this class of trunk. Moreover, it impressed itself upon the minds of those who viewed it, and proved a strong money puller for the store in question, drawing in many extra dollars that would otherwise have gone elsewhere if they had been spent at all.

Again, try and feature something novel in travelling goods. There is always something new coming out, such as added conveniences on bags, special feature locks or interior divisions that are out of the ordinary and unusual. During the summer months, such trunks, bags and suitcases as lend themselves readily to convenience while travelling, should be pushed. These are legion, and full descriptions can be secured from the various manufacturers, who are always ready to do all in their power to forward the interests of the retailer.

Advertising Hints

Circulars and mailing cards will also be found of great aid in booming sales in your trunk department. They should be crisp, newsy, and descriptive of the articles advertised, but need not necessarily be as brief as your newspaper advertisement. Such matter should be relieved by appropriate cuts, showing the article or articles advertised, in use. This always makes the general appeal stronger.

An Eastern shoeman, to boost his trunk department last Spring, sent out a neat card, bearing his name and address and also a letterhead of like nature, telling

Black Enamelled Duck Case with Leather Binding and Corners, a Favorite Case for Auto Travel.
M. Langmuir Mfg. Co., Ltd.

of the existence of his travelling goods department and the service he was prepared to offer, stipulating also that each person presenting one of the marked cards would receive a discount of 10 per cent., on any article in the department. The letters were mailed to every possible customer in the town and surrounding country, and made the department a success from that time on, merely through the use of a bright idea. Many other plans can be worked out, by giving your individuality a little scope. If the trunk department is taken hold of in the spirit outlined above, failure is impossible.

Finally, if you sell trunks and bags, don't "hide your light under a bushel," and before you look for success, see that the signs on your windows and over the door make mention of your travelling goods department.

Club Bag in Various Leathers and Finishes
M. Langmuir Mfg. Co., Ltd.

Employee Trade

The Staff Of A Store Can Be Of Value In Many Ways In Bringing And Holding Trade.

TOO many stores are rather inclined to neglect the trade of their employees or their employee's friends; that is, they overlook the excellent opportunity this little field of endeavour offers them for the development of new business, the obtaining of new customers. Such business, in fact, that the store would not otherwise obtain.

For instance, recently a department store put over a big special sale, made it one of the most successful sales they had ever held, by taking advantage of this opportunity. The thing was accomplished in the following manner:

Fifty of the store's salespeople were asked to supply the names and addresses of twenty-five or more persons in the city whom they knew fairly well; preferably, names of people they could call their personal friends.

The salespeople did so, and after the complete list had been compiled, duplications stricken out, etc., it contained around 1,500 names. Some of these people, of course, were already customers of the store, but others were not, though in using the idea the store had worked out, this fact was not taken into consideration.

Then about 1,500 letters were multigraphed, and written to appear as though they came directly from the clerks. Each was individually filled in with the customer's name and address, and started off with "Dear Mr. Jones," or "Dear Miss Smith," or "Dear Mrs. Brown," or whatever the name of the prospective customer happened to be.

Each of the clerks who had furnished the names was then given the letters to those whose names he had supplied. Whereupon he, or she, as the case happened to be, signed them and returned them to the office. They were then mailed out under two cent postage.

Now, then, these letters referred to the coming sale, told about the splendid values to be offered, the low prices, etc., etc., and because they were virtually personal letters the customer's opinion was that he, or she, was receiving a bit of "advance information," a bit of "inside dope" on the approaching sale, from the salesperson. You can readily see what effect this would be likely to have on the average person, why it would be likely to bring many persons into the store for this sale that would not otherwise come; that would not re-act to other advertising appeals of the usual nature.

At the same time interest in the matter was further aroused in this instance by the store management, through a prize contest which was also announced in each of the letters. It was stated that each salesperson had sent out a certain number of letters to friends and acquaintances, and that the one whose letters obtained the best sales results would win a liberal prize, etc. And the appeal was made to the recipient of the letter by the salesperson for support, in order that he, or she, might win the coveted prize.

As stated previously the sale proved one of the most successful the store had ever held, and this was very largely due to the results obtained by this plan. Because of the prize contest it was necessary to keep account of names and purchases, and it was learned afterwards that several hundred people receiving the letters had been among those patronizing the store during the progress of the sale.

Doubtless here is an idea that could be used just as successfully by almost any store. Nor is it at all necessary that a sale of any kind be held in connection with the plan. For example, when some extra large shipment of new merchandise comes in, why not use the idea—with or without the prize contest as preferred—and have it appear to the people receiving the letter that they are being handed a little "inside information" about this particular shipment? That here is an opportunity for them to get in on the "ground floor" as it were, and take their pick while the merchandise is fresh? All because they happen to be a personal friend of this or that salesperson. People appreciate anything like this as a rule, and are quick to react to this sort of an appeal. The trouble is that too many merchants do not realize what they can accomplish by direct mail advertising, principally because they have never given it a thorough enough trial.

In the search for new business no merchant should ever overlook the opportunities his employees and their friends may offer him for the securing of new customers. Whether the store may employ five people, or 100 people, they have friends who are your possible patrons. If five people bring in ten new customers in the course of a year, that is ten each, the total is fifty; and it's to be presumed that you would go to some length to obtain fifty new customers, isn't it? Well, go after this sort of trade then and you can get it.

In another store a good deal of trade results—that is, extra trade that probably would not otherwise be obtained—by playing upon this idea from a little different angle. This particular store employs about twelve salespeople. It has had newspaper cuts made of each one of them, the picture when reproduced being of oval shape, and about one and one-half inch in height, and one inch wide.

During the last holiday season an advertisement was published in which the whole twelve pictures were used in horseshoe shape, and each salesperson extended Christmas greetings to the store's customers. It was a good idea with a personal touch about it.

Most of the time, however, only one or two of the pictures are used in any single advertisement.

For instance, a shipment of merchandise may be received for the department in charge of W. F. Dunn, one of the salesmen. An advertisement will be published with Mr. Dunn's picture, in which he will call attention to this new merchandise, and invite his friends, and everyone else, of course, to come in and see it. The advertisment, in fact, appears to have been written by Mr. Dunn, and there is the personal touch about it that gets the sales results.

Or there may be a special sale in some other department, of which Miss Jennie Lane has charge. Her picture will appear in the advertisement, and as in the previous case it will appear to have been written by her. It will call attention to the sale, to the special values offered, etc., etc., and as in the above case accomplishes the results primarily because of this personal touch.

Generally, you know, people will go out of their way to patronize the store where they may have a personal friend working as a salesclerk; I know I would and I'm only an average customer. Take advantage of this tendency by going after this sort of business. It's there to be had, and the "go-getter" is the chap that is going to obtain it.

Show Cards for June Selling

Feature shoes for wedding folk —Also outing and summer camp shoes—Use plenty of cards in your store and window displays.

THE beauty month of all the year is here,—the month of flowers, brides, weddings and joyfulness, the month of June. And it is the month when every shoe retailer should make an extra effort to make sales. This year summer goods should find ready sales in June, as the earlier months have been so cool and often March-like in temperature that people have not felt in the buying mood for summer. But with June, even though it may not be so warm as other years people will not be able to put off their summer buying. So summer lines will surely sell.

Travelling goods should be featured too, for it is but a month till people will begin to go a-holidaying. Those who handle this line will find it good business to start in June to advertise and display the goods, and show cards should be used in the displays.

The sample cards shown on this page are easy to make and should greatly help in making sales. The "June Bride" card shows how easily one can adapt magazine pictures to show card work and with what splendid results. The picture on this card is attractive, and with the ornamentation done in pale tints, and the lettering in bright colors, the whole design will stand out very strong. The card is 11 x 17 inches, a size that permits three cards being taken from one sheet of standard card 22 x 28 inches. If the ornamentation on this card is done in pale blue or mauve, and the small letters in black, and the large ones in red shaded with black, the effect will be very pleasing. This card should be used with a display of footwear suitable for weddings, both for brides and bridesmaids. Then a display of shoes for street wear both for men and women could be featured as shoes for the wedding party or "Going away" shoes for the Bride and Groom. Such little things as this give a turn to the situation that attracts attention and make good advertising.

The "Summer Styles" card shows the possibilities of a plain card. In fact, the very plainness of the design makes it attractive. It is for a display of summer goods and immediately tells its own story. It can be made in different colors, but bright ones should be used. Bright red or blue, or if a dark card is used, yellow and black will look well. The stripes on the letters should be done with a lighter color than the body so as to relieve the plain effect of the design of lettering. The sample is done in bright red, shaded with black, and striped with yellow. The ornamentation and border are in grey.

The "Suit Case" card is for a display of travelling goods whether in the window or the store. The large letters are done in bright blue, topped with black and shaded with pale blue, and striped with white. This combination works out well in making an attractive line of lettering. The small letters are black, while the lower line is blue the same as the top line. The border is the same tint as the shading of the letters. The round tops and bottoms of these letters should be noted, for this is a style of lettering that is very easy to make, much easier than a square topped stroke, and for those who do not do much lettering it is a style that will be found very convenient.

The "Summer Outing" card is for a display of sport shoes, tennis and other outing shoes. This design is a good example of simplicity in design that is also attractive. All the ornamentation there is, is the small narrow panel at the left side of the card, which gives a very attractive effect to the whole design. This should be in a subdued tint such as a pale blue or grey. The large letters are red, topped with black and shaded with light blue, the same tint as the panel. The other letters are black, forming a contrast to those in color.

It will be advisable to use price tickets with all these cards. Tinted stock may be used instead of plain white cards if desired; but the color of the lettering may need to be changed in order that it may show effectively on the colored or tinted cards.

Something To Help The Ad. Writer Along

By Advertising Service Department

When writing or planning your advertisements, don't leave everything to your printer; put your own pep and energy into it. Choose one good type face and stay with it,adapt a house slogan and use it all the time. Keep your cuts up with the styles and keep them in good condition. Make your copy read as if you have a message to tell. Tell your prospects why they should buy at your store, describe your shoes—the style, the make, the finish, and put the price in so it can be seen, clearly. 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, put some life into them as well as a good argument.

The following suggestions are for your files. Keep them, they may be your inspiration for still better ideas.

They show a rubber advertisement, a men's Summer shoe advertisement, and a women's sport shoe advertisement.

No. 1

No. 2

No. 1—Men's Summer Shoe Advertisement.

No. 2—Rubber Advertisement.

No. 3—Women's Sport Shoe Advertisement.

No. 3

National Association Takes Important Step

National Association Links Up With Retail Merchants' Association.

AT the last convention of the National Shoe Retailers' Association of Canada in Montreal, the question was raised and discussed as to joining forces with the Retail Merchants' Association of Canada. A resolution was finally passed empowering the executive committee to investigate the situation and take such action as they considered advisable.

A great number of conferences have been held since that time; meetings have been held in Toronto, Montreal and Ottawa; the matter was thoroughly thrashed out in all its various phases, and looked at from many angles. The step was a serious one, and merited serious thought. This it has received at the hands of the executive, who have given their time and attention to it in greater measure than would be imagined by those "on the outside, looking in." The decision was finally made to affiliate with the Retail Merchants' Association and definite arrangements completed.

As a result the following letter was sent out to the membership of the N.S.R.A.

> "After much serious consideration and no small amount of work and thought, the officers and executive of this Association have arrived at an arrangement with the Retail Merchants' Association of Canada by which the National Shoe Retailers' Association becomes one of the leading sections of that organization and will henceforth be known as the National Shoe Retailers' Association of Canada, branch of the Retail Merchants' Association of Canada.
>
> "The officers and executive of the National Shoe Retailers' Associaion wish to express their thanks to the many members of this organization for their loyal support in the past and as no change will be made in the executive or the policies formerly adopted and carried on, it is most sincerely hoped that every retailer of shoes in this country will stand behind this Association by continuing his support if already a member, or by joining at once the new Association.
>
> "In Unity is Strength, let us stand shoulder to shoulder for the good of the Canadian retail shoe trade."
>
> Howard C. Blachford
> President.
> On behalf of the Executive Committee of the National Shoe Retailers' Association.

The chief obstacle to the merger was the danger that the Shoe Retailers' Association would lose its identity. This has been overcome by the retention of the name, and addition of the words "branch of the Retail Merchants' Association." Moreover, the affairs of the Association, so far as they touch the problems peculiar to the shoe trade itself, will be handled as freely as before, and by men appointed by the shoe men. Questions of style, trade arrangements, etc., fall in that class.

In the opinion of those who have been closely in touch with the negotiations, the new arrangement will make for greater strength and permanence than would be possible under the old organization, while the influence of the larger body should be of unquestioned value.

The Retail Merchants' Association is a Dominion wide body, though heretofore they numbered but few retail shoe men as members. In addition they have Provincial organizations for Provincial problems. With permanent, paid officials they are in a position to look after the interests of their members, particularly when it comes to matters of legislation, widespread evils, or movements of Provincial or Dominion wide scope.

The interests of the retail shoe men will be looked after also by the officers of the National Shoe Retailers' Association, functioning as a branch of the Retail Merchants' Association. The names and positions of these officers and the additional officers to be appointed under the new arrangement, will not be available for a short time.

The Shoe and Leather Journal has always been actively interested in affairs of importance to the shoe trade of Canada. It was particularly interested in, and to a large extent responsible for the formation of the National Shoe Retailers' Association. It has always been jealous of the rights of the retail shoe dealers of Canada. For that reason we felt that the proposal

Mr. Howard Blachford

to merge with the Retail Merchants' Association was one that required most careful and mature deliberation before a decision was reached.

Now that the decision has been made and the step taken, it is up to the members of the trade to line up behind the movement, and to make the branch one of the outstanding forces in retail circles of Canada. For our own part, the Shoe and Leather Journal will lend its full influence to this movement, as to any other movement that is to the advantage of the Canadian trade as a whole, and as long as it continues to be of advantage to the trade. The weight and value of the association depends directly on the support and interest of the members of the trade. A trade organization cannot function properly without widespread membership and interest. Far better to have no association at all than one which cannot be considered as thoroughly representative.

Women and Their Feet

Non-professional comment on style trend in Shoes.

A peg on which to hang a story is not hard to find when the newspaper man or woman has some space to fill. Perhaps that is the reason the daily papers occasionally—and all too infrequently—carry a story dealing with shoes and the woman. Far be it from us to discourage the practice. Such an important part of the outfit as shoes should be neglected neither by the public who wear them, nor by the papers which form the staple reading matter of the average citizen. It is greatly to be deplored that reports of social events include descriptions of everything but the shoes—though these go far towards producing the effect desired by the woman who wishes to be seen and favorably commented on.

The casual story, however, will sometimes carry a message better and deeper than the article which has an obvious and definite purpose. A writer for the Toronto Star had apparently worn her shoes thin in search of material to fill space and, in all innocence and unsuspecting, stepped into a shoe store and her story at the same time. Whether the story has a moral or not we leave to our readers. Here it is:—

"It was in a Toronto shoe store, and there were three young women waiting to have shoes tried on.

"'I wear sixes,' said the one in the mauve homespun, 'I like them comfortable.'

"'I wear sevens,' said the one in the burberry and the Roman striped muffler, 'and I'm proud of it.'

"'I only wear fives,' said the one in the cape apologetically, 'but I always ask for a good wide width.'

"'This is interesting,' thought The Star, and went and sat opposite and watched the young woman who took sixes and the young woman who took fives (and was ashamed of it) help the young woman who took sevens to pick out a pair of brogues built on army lines. And afterwards The Star sought the manager of the store and asked for the explanation.

"The truth, the manager explained, was that women are no longer afraid to face the facts about the size of their own feet. The great battle of orthopaedics, fought so grimly and so long between the men who sold the shoes and the ladies who wore them, has been won at last. In proof of which, the manager opened his showcase and took out a shoe. Inside there was printed in large plain numbers, the actual size of the shoe.

Old Dodges Failed

"For many years, it will be remembered, shoe dealers found it necessary to withhold this information from the feminine public. Instead of printing the size of the shoe they put in a little code which was a trade secret among themselves, and which looked like a combination of a chemical formula and a typographical error. Thus when a large lady came in and demanded a four and a half the shoe dealer went off and came back with a shoe marked 99brpx23, which fitted her precisely—as it had, indeed a right to do, for it was a six and a half. But apparently some one betrayed the code, and presently ladies began to reject the shoes marked 99brpx23, and to demand shoes marked 33bbbx13, which was a very different thing. So the struggle had to be begun all over again. Finally the shoe dealers, in desperation, adopted a mechanical contrivance with a scale, with which they measured the feet of their customers and endeavored to convince them, by mathematical demonstration, that the greater cannot be exceeded by the lesser, and that you can't work a six and a half foot into a five and a half shoe. And what did they do, these obdurate ladies? They went straight across the road to a rival shoe store, and bought a four and a half!

"It was really extraordinary. Women who were entirely simple and sincere about every other detail of their lives, became evasive and devious at once when questioned about the size of their feet. There was a general feeling that if you wore broad, flat-heeled shoes, life, so far as you were concerned, was over. The lights were fled, the garlands dead. Or else, which was more sinister still, you were a reformer and an agitator and a crank. Half a dozen years ago, it was actually impossible to wear a flat-heeled, comfortable shoe without looking conspicuous on the street.

Manufacturers Not to Blame

"It wasn't fair to blame the manufacturers, for after all it is the demand that regulates the supply, rather than the supply the demand. Nor is it fair to blame the shoe dealers, many of whom prophesied swollen joints, broken arches and permanent crippling. Everybody, in fact, warned us. The doctors warned that we would have curvature of the spine. The eugenists warned us that we wouldn't have children. The sociologists warned us that we were digging our semi-Louis heels in the ground and holding off the evolution of woman. But it didn't make the slightest difference. People continued to wear spool heels and double A width toes and to let the evolution of women and the next generation take care of themselves.

"The orthopaedists made the psychological error of attempting to introduce hygienic footwear as a reform instead of as a vogue. As a reform orthopaedic shoes languished on the back shelves of the darkest part of the stockroom, but as a vogue they swept the country. And when they became a vogue we didn't care whether our feet were large or not. La Mode is, literally, the destiny that shapes our ends.

"Orthopaedic shoes began as a vogue, but they have not passed with the passing of the flapper who introduced them.

"'A great many women had never worn flat-heeled shoes until within the last two or three years,' said the dealer, 'and now that they have started they won't give them up. Moderately high heels became fashionable again last fall, but many of our customers refused to return to them.'

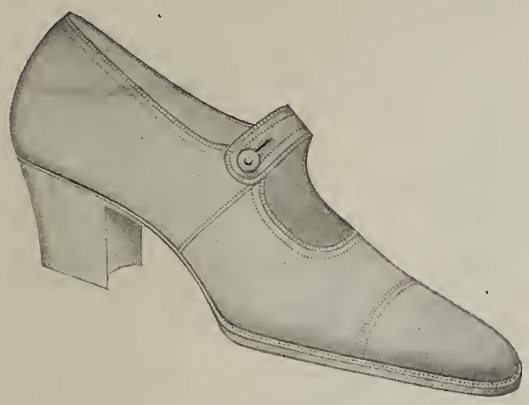
"And now we sit and boast of taking fives and sixes and sevens in the very same shoe stores in which we used to send the baffled shoes clerks back for number threes in a double A width. The style directors gave us an inch when they allowed us to be comfortable though fashionable, and we have taken an ell by making it fashionable to be comfortable."

HAVE YOU PASSED?

The Semi-Annual Examination in Salesmanship has created a lot of interest during the past year. The third series of questions appear on another page of this issue. If you are interested in the shoe business, you are interested in the answers to these questions. Look them over, whether you send us in your replies or not. There is still plenty of time to get your answers in before the gates close.

Blachford "In-Stock" Service

Three Leading White Shoes

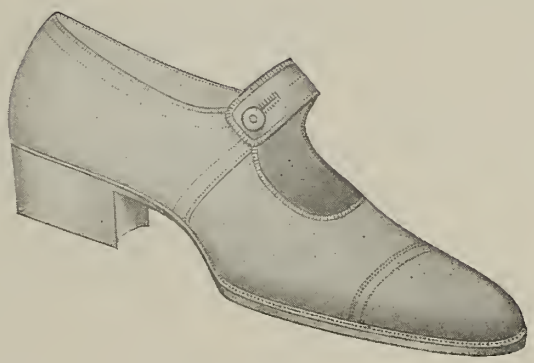


One Strap
White Cloth

8528—White Cloth One Strap, Petite, White Welt, Leather Sole, Wood Cuban Heel, Last 110, Code Winifred. Price $5.10

Combination Fitting
White Cloth

8525—White Cloth Lace Oxford, Whole Cut, Combination Last 133, Code Wilma. Price $4.65



One Strap
White Cloth

8529x—White Cloth One Strap, Petite, White Ivory Sole and Heel, Last 54, Code Wilson. Price $5.00

SIZES

A—4½ to 8
B—4 to 8
C—3 to 8
D—3 to 8

Blachford Shoe Manufacturing Company Limited
MAKERS OF
Onyx — Archgrip — Georgina
SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST
Toronto

Using Your Windows

Shoe displays help to hold old customers and bring new ones—The changeable person.

THERE are many artistic and attractive shoe window displays. But making an artistic or an attractive show window does not necessarily imply originality.

Consider, if you will, the main shopping street of a large city. There may be a dozen or more stores selling shoes. Artistic and attractive—yes, in nine cases out of ten. Originality, yes, in perhaps one of the windows.

We know that many people remain faithful to a shoe store where they have been treated right. We know lots of people, too, who shop around just as butterflies flitter from flower to flower.

Consider your window display as a flower and the changeable person as a butterfly. The butterfly is apt to pick out the most gorgeous floral specimens it can find on its travels. The changeable person is attracted in a like way to an unusual window display—and will buy if her attention is held long enough. The originality of presentation will first engross the changeable person and finally result in her stepping into your store.

The following ideas are more or less original in that they have been successfully employed by merchants in various localities, so they may provide ideas that are original for your town—which is the point that really matters.

What Was and What is

Quite an effective manner of presenting a new feminine footwear model was adopted by one establishment. Stylish shoes were exhibited on a number of display trees around the sides and rear. The entire centre space, however, was monopolized by the life-like wax figure of a stylishly dressed middle-aged woman. She wore one of the latest styles in oxfords on one foot, while the other foot was shoeless. She was examining in one hand the old shoe she had discarded. In her other hand she held the classy mate to the new pair. "What Was and What Is" was the cleverly captioned sign beside the exhibit.

Symbolizing One's Country

It is hard to get away from the conventional wax figure, but it can be done. One way is to introduce the figure symbolic of one's country. This was accomplished in a striking window display by a large store. The figure in question was, of course, Britannia, who stood in a majestic pose at the centre of a brown velvet covered dais. The ends of the brown velvet trailed to the floor. Miss Britannia was garbed in a loose flowflowing Grecian robe of white silk, with bands of silver braid draped around the bust. A long length of deep rose velvet was thrown over her right shoulder, with the ends draping to the floor. Her sleeves had an overdrape of transparent chiffon, while the helmet was made of gilded cardboard. Her feet were clad in white satin slippers. Brown shoes were displayed elsewhere in the window on stands and on the floor.

Novel Presentation of Price Appeal

In a window display by another store, the price appeal was emphasized. Along the front of the window several glass pedestals were arranged in a single row. A stylish feminine shoe was exhibited on each such pedestal. Pasted to the window glass in front of each footwear model was a hollow circle of white paper, inserted above which was a price ticket. One did not have to look twice to see the price of each shoe model. This important factor in attracting sales could be determined without even giving the window a "close-up" inspection.

The Argumentative Form of Treatment

A shoe store in another city utilized wallboard screens to put across the merits of the shoes featured in the window. The screen, placed near the rear, had five panels. The centre panel announced "The Story of Our Calfskin Shoes". A gilded silver dollar on the first panel was captioned: "They are as Solid as a Dollar". The next panel bore a horse shoe, backed up by the statement: "They wear like a Horse Shoe". Another panel contained a razor, with the Caption: "They are as keen as a razor". The argument on the last stated that—"They will bear inspection". This was visualized by a magnifying glass.

The Calf Exhibit

Imagine displaying a realistic stuffed specimen of a calf in the show window? This was the feat to attract attention to a display of genuine calfskin leather shoes. The calf took up a lot of space, but sufficient room was left around the sides to display a few pairs of genuine calfskin shoes. The window was greatly talked about, the girls and children being much impressed by the "sweet thing".

A Peep-Show For All

A novel way of showing women's, men's, and childrens' shoes in the same window was as follows:— The entire window frontage was screened in with black cardboard, across the top of which the following message was inscribed in bold lettering: "SIDE—SHOW—— FREE." In the middle of each section was a large peep hole, captioned, respectively, "For Women Only"; "For Men Only"; "For Children Only". Human nature being what it is, few passers-by could control their curiosity. The women viewed an attractive display of feminine shoes and slippers, while the men were treated to an exhibit of latest shoes for men. The peep-hole through which the kiddies looked, was near the base of the window, and they saw shoes for themselves—for rough and best wear.

The Chic Frenchwoman

A store appealing to a high-class feminine clientele, keeps its window displays in perfect harmony. The attraction in one of the recent displays was a little French doll, about eight inches high. The doll was exquisitely attired in a white evening gown, silk hosiery and little high-heeled gold pumps. The tiny ostrich feature fan imparted the finishing touch. A dignified sign announced that—

"This dainty French lady buys her feminine things at———."

Pumps for evening wear, silk hosiery and other dress accessories were artistically grouped about the window.

A Study in Greys

An all-grey window featured grey-tone shoes. The entire window, meaning the background, sides and floor, was enveloped in various shades of grey crepe de chine. Grey pumps were exhibited on stands, backed up by the following card:

"Latest styles in Greys."

Usually a contrasting color is necessary, but grey is

(*Continued on page 44*)

We have it from ancient history and old legends that the wise old King had one thousand wives (may be that's where he got his wisdom). The old book tells us that all the women wore sandals in those days so the problem of style was an easy one to solve.

To-day the styles are like the colours in Joseph's coat.

Imagine the old King's problem if he were alive to-day—1000 different women with 1000 different tastes and 1000 different styles.

Have you seen our sandals of 1923?

MORAL: The wise merchant buys current novelties and staple shoes in small quantities as fashion demands from a reputable IN-STOCK House.

CANADIAN SHOES LIMITED

"The House with a Policy"

TORONTO

THIRD
SEMI-ANNUAL EXAMINATION for
RETAIL SHOE MERCHANTS and SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

EXAMINATION QUESTIONS.

1. If your gross expenses are 25% of your total sales and you wish to make 5% net profit on sales, at what figure would you have to mark a shoe that cost you $2.80 to realize this? Show how you work it out.
2. If your total gross sales for a year were $32,000, and your total expenses $7,200, what percentage would this represent: (1) on your sales? (2) on your cost? Figure out fully (assume no net profit.)
3. The total sales of a retail shoe business for a year amount to $40,000. The average stock inventory is $8,000. How would you figure the turnover, the average mark-up being 30% on sales?
4. What is a fair and proper markup for purely seasonal goods, or what is known as style goods. State your reasons.
5. What is the best selling system for avoiding loss on precarious lines? How would you proceed to sell or get rid of them in good time?
6. How would you handle a customer who cannot exactly explain what he or she wants, and who is so silent and undemonstrative that it is hard to tell what pleases?
7. If you cannot suit a customer and happen to know that your competitor has a shoe that will suit, what would you do?
8. In case of a woman who insists upon buying shoes which will not match her costume or hosiery what would you do?
9. When you have a very positive customer who thinks she knows exactly what she wants, and you feel sure you can give her something that will suit her better, how would you go about it?
10. What is the best way to handle a grouchy or unpleasant customer who acts as though he thinks you cannot suit him and tells you so?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES.

Highest Marks	**$25.00**
Second Highest Marks	**$15.00**
Third Highest Marks	**$10.00**

PASS WITH HONORS

All who get over 50 per cent. of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES JUNE 15th.

Competition will close June 15th., and awards announced July 1st. 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.

The MARYON Shoe

WHOLESALERS!

Reap Extra Trade by Featuring Maryon Styles and Values

Buyers are extremely well pleased with our samples for this Season, finding in them the popular features and distinctive creations in lasts and patterns that make them leaders in the fashions of the day in footwear.

You will find a wonderful selection including a showing of most attractive Strap Effects and Colonials in pleasing combinations.

The values are the noted Maryon standard, which defies comparison.

See the new Sport Oxfords we are showing for Summer. They are real trade winners.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q.

GETTING AFTER JUNE WEDDINGS

(*Continued from Page 31*)

Your Newspaper Advertisements

Once or twice a week or as occasion demands, use an announcement in the local paper calling attention to your ability to furnish shoes for wedding purposes. It is a good thing to have a small stock cut at the left top corner of a bride or bridal couple,at the lower right hand side towards the bottom a cut of a wedding slipper might be used, and if the space permits, a strap oxford or dainty sport shoe suitable for going away. The matter should suit the advertisement and be dignified but bright enough to make the proper appeal. A very effective advertisement seen some time ago had an old worn down shoe at the top tied with ribbon with the words "Good Luck" at one side. The advertisement stated that "newly weds" could be fitted with new suitable shoes as comfortably as any old shoe in the wardrobe. The style was jaunty, but appropriate and convincing.

Overlooking the Man

Too often the entire trend of the advertising is towards the female side of the nuptial celebration, and the man is left to shift for himself. This is a mistake as the men's shoes are likely to provide more profit to the dealer than the women's. At all events it ought to be possible to sell the average man a couple of pairs of shoes for his wedding. Get out after the men as well as the women, and in the displays as well as in the advertisements see that the groom is given due consideration. This is wise because he will likely purchase travelling equipment and other necessaries which will make his trade profitable apart from the shoes he may require. In all cases keep the luggage idea prominent in all your advertising at this season.

USING YOUR WINDOWS

(*Continued from Page 40*)

a neutral color, anyway—and the different shade of grey crepe de chine drapes provided adequate color contrast in this instance.

The Box of Mysteries

A Western store provided a curiosity-satisfying feature as a main adjunct to their shoe display. At the center was a large box, draped with black velvet. This box opened and closed at short intervals, thanks to a concealed electric motor. As the box opened, it revealed a plaster foot with the correct shoe for it. A seasonable line of shoes occupied the sides of the display. Every passer-by had to stand and wait until the box opened in order to satisfy his or her curiosity.

Theatrical Effects

A good effect was produced by an establishment which believes in providing high-grade merchandise with an elaborate setting. The center of attraction consisted of a huge velvet draped cabinet, about three feet square. The front side of the cabinet had a gilded picture frame and gold fringe hung from the top edge in order to represent a theatre. Within the cabinet was a revolving tray, regulated by electricity to turn slowly, containing an array of beautiful rhinestone buckles for slippers and pumps. The cabinet was lighted within. In different parts of this revolving stand were elaborately dressed kewpie dolls, each holding a rhinestone buckle to show its beauty.

Messrs. Severin and Philippe Lajoie of Grand Falls, N.B., have formed a partnership as Lajoie Bros., shoemakers and cobblers.

Langmuir-Hartmann Cushion Top Wardrobe Trunks

"NOT A WRINKLE AT THE END OF THE TRIP"

A Modern Hope Chest

To-day a new Langmuir-Hartmann Wardrobe is the "Wish" of every Bride-to-Be.

The illustration shows No. 3904, one of our new lines, n the popular three-quarter size, fully equipped, that can be retailed at less than fifty dollars. It is covered with vulcanized fibre on 3 ply construction. All edges are rounded and bound with heavy vulcanized fibre, patented cushion lift top, drawer locking bar, shoe box, double spring lock, lever bolts top and front, fancy cloth lining in attractive pattern with laundry bag to match. One trinket drawer, two deep drawers and one hat drawer with hat shape and reversible tray.

Our new catalog showing the complete range of Langmuir-Hartmann Wardrobes has just been mailed out. Please write us if you have not received your copy.

The M. Langmuir Manufacturing Company of Toronto, Ltd.

Toronto -:- Ontario

"NO TRUNK LIKE A WARDROBE — NO WARDROBE LIKE A HARTMANN"

MORE SMILES.

Some more optimism arrived too late for our last issue. As it is never too late to pass on a good word, here it is.

Mr. S. T. Stephens, Canadian Shoes Ltd., Toronto, heads his contribution, "By Business Outlook," and says:—

"Times are not bad in Canada now, but they are not as good as in the United States.

"It seems to be a fundamental principle of economics that we in Canada lag about six to eight months behind the United States, both in action and re-action, decline and recovery. At the present time business is booming in the United States, whilst conditions here are steadily improving, and judging from past history business is likely to be very good this Fall, and particularly good next year. In fact a boom is looked for in Canadian business in 1924.

"Business conditions are much like a storm, they travel across the country in waves. Each section gets the storm, but all do not get it at the same time. We in Canada have suffered greatly through the workings of the new American tariff, which has struck our agriculture a heavy blow, but there is a general improvement in European conditions, and we are finding a market for our goods that have been barred from the United States, and money is beginning to flow back to Canada.

"The British demand is wonderfully improved, and the embargo having been removed on cattle a ready sale has been found in the British Isles, also certain international loans are being paid up, and general money conditions are easing.

The majority of the industries in Canada at the present time are not lacking of business, and all in all prospects look very bright for a very healthy increase this Fall, and I would not be surprised to see 1924 break all records."

Mr. Geo. H. Wilkinson, of Windsor, Ont., says:

"Trade is improving nicely, and I believe that as industrial conditions improve so trade will follow along. If I had any advice to offer shoe men it is that they stick to standard lines, In-Stock lines and medium priced goods. The public are looking for cheaper shoes and will get them where they can."

Mr. R. J. Kidd, of R. Neill Ltd., Peterboro, says:

"While the first three months of the year has generally been looked upon as very slow, we found it very nearly up to that of 1922. The Easter trade was somewhat disappointing on account of the weather conditions, but now that the season is warming up, we have found that it has had a very desirable effect on business which now we have no reason to complain of. We are able to take care of all that comes our way, but it is a big improvement on what we have experienced in the last three or four months, and we look for it to still improve as the weather warms up."

HAVE YOU PASSED?

The Semi-Annual Examination in Salesmanship has created a lot of interest during the past year. The third series of questions appear on another page of this issue. If you are interested in the shoe business, you are interested in the answers to these questions. Look them over, whether you send us in your replies or not. There is still plenty of time to get your answers in before the gates close.

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

SAMSON SHOES

No Better Staples Showing

Careful in the selection of our leathers, expert in the making of our shoes, it is impossible to find staples of a higher standard than the Samson Lines. With our moderate prices they assure big sales through offering big value.

Wherever Sporting Shoe selling shows best results you will find Samson Sporting Lines featured—the trade's best productions in Hockeys, Baseball, Football and Ski Boots.

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Arch Support Shanks

Our thoroughly equipped die department has made it possible for us to meet the tremendous demands for Arch Support Shanks.

Don't forget we manufacture dies in our own plant and can produce any special design of Shank you require from your pattern.

We also manufacture a full line of Leatherboard, Steel and Combination McKay, Turns and Welt Shanks.

Write for prices

The H.W. Steel Shank and Specialty Company - Limited
PRESTON ONTARIO

NEW CASTLE N.C.K. KID TRADE MARK REG. U.S. PAT. OFF.

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.

"And the "Hotel Cleveland" *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

Methods of Modern Management

How to construct a budget for your business—(b) budget of expenses. —*by G. W. Hafner.*

THE idea of planning profits has come into steadily increasing favor with business men during the last few years. In the past the head of the particular business was forced to compare his current performance with the average of the past, because the figures of past periods were the only ones available. Too many business men, even to-day, pin their faith to last year's figures—on percentages based on what they have done and not on what they are now doing. They live in the past and not in the present. They are comparable to a mariner sailing a chartless sea, without sextant or compass, standing on the stern of his ship, which he attempts to steer by the line of foam following in its wake.

Controlling Expenses

On the other hand, the progressive business man is finding it advantageous—if not, indeed, vitally necessary—to compare current performance with plans for the same period, instead of with past periods during which different conditions may have existed. The thing uppermost in his mind, of course, is to maintain a satisfactory rate of **net** profit; or if possible, to increase that rate. Now as everyone knows, two elements are involved here; the first being the gross profit (or the difference between the cost of the merchandise and the price at which it is sold), and the second the total of the expenses of the business.

It is at once evident that selling prices, and consequently the amount of gross profit realized from sales, are not, at least to a very large extent, subject to control, due to competition and other related causes. But while the realized margin of gross profit cannot be controlled the other element affecting net profit—expenses—can be brought into subjection. And the net effect of **decreasing** expenses is just as certainly an **increase** in the new profit, as if an increased selling price could be charged. Therefore, expense budgets, prepared in the same manner as sales budgets, which were explained and described in the preceding article of this series; that is, on a basis of past experience, but in the light of present conditions, will make it possible to plan **net** profits.

Expense Budget Requirements

The expense budget is a preliminary statement of the estimated expenses for a given period, in the same sense that the sales budget is an estimated reckoning of the probable sales for the same period, as explained in the preceding article. In the gathering and preparation of the expense budget figures, very much the same procedure is followed as that in making up the sales budget. Thus it becomes necessary to meet the two following conditions:

1. A detailed classification of expense accounts, by departments and subclassifications of expenses falling within such departments, is necessary, according to which the expenses for the past year—or preferably number of years—have been analyzed.

This means that the particular business should be divided into a number of operating, sales and administrative departments, each with its particularized expense items. If such a classification has not been used, it will be found necessary to go back over the records, for at least a year, and analyze the various expenses of the business according to some well-defined plan of departmental expense classification.

A department may be defined as being any homogenous group of business activities. The aim should be to split the business up into as many departments as are naturally indicated by the nature of the operating activities.

2. A well planned sales budget is necessary.

The importance of the sales budget, described in the preceding article, will be acknowledged immediately, once attention is directed to the fact that it is only by knowing the planned sales that all the expenses of the business can be estimated.

Analyzing Expenses

These preliminary conditions being met, all the expenses of the business are divided, first, by departmental groups, and secondly, by detailed itemized subclassifications within each particular group. Overhead expenses often go up mysteriously. Unless the expenses are closely analyzed, it is hard to get behind the totals and find out just what is causing the increase in expense. Wages, salaries, insurance, taxes, depreciation, rent, heat, light, power, are all details which the business man needs to group in such form that ready comparisons may be made. Itemized, comparative figures make it possible to find the reason for high overhead expense in the statements of a business. Bulk totals of expense have little, if any, significance. A satisfactory method by which a proprietor or manager may watch and control the expenses of his establishment involves three things; classification, tabulation, comparison. These make up the means of discovering the leaks in expense so far as ink and paper can show them.

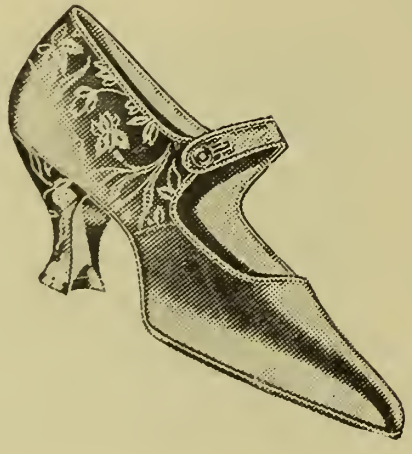
Setting in **all** the items of expense is the beginning of any worthwhile expense budget. Charging every outlay in its proper place is no less essential. Treat your business with no more consideration than you would show a customer—make it pay you for every single item it uses. Charge it with every expense incurred; not merely with the direct expenditures—the items that are seen—but with every item. If you are a sole proprietor or partner charge for your own services. Make a charge for depreciation, for deterioration of stock, for rent always, even though you do own the building in which your business is housed. The business **owes** you a certain sum for everything used by it. Some of the things used by the business are not direct expenditures—money actually paid out—as, for instance, depreciation. But they are none the less actual expenses which the business must pay, or which you must settle out of your profits, ultimately, in the long run. They are just as much an expense as the payroll you meet and the merchandise and supplies you buy.

Every expense possible should be charged **directly** to the various departments of the business. Thus rent may be and **should** be made a direct expense by charging each department or division of the business with its equitable proportion of the total on a basis of square feet of floor space used or occupied. Depreciation on buildings should be directly charged in the same manner. Depreciation on machinery and equipment should be charged directly to departments on a basis of the value of the equipment; insurance on buildings, on the square feet of floor space; insurance on stock and equipment, on value; taxes on real estate, on square feet of floor space; taxes on personalty, on value; light, on the lamps in each department; heat, on rad-

Did You Say Sandals?

Sandals, by the grace of King Tut, will be one of the big features for the Summer. In black and bright colors they will be worn with Summer costumes. We have already prepared to take care of your requirements on short notice, and at figures that meet the purse more than halfway.

Or Is It Staples?



The sturdy work boot, the high class man's shoe, the woman's farm or street boot, the neat oxford, and the dressy one-strap in patent, or combinations,—these and many others are staple merchandise to us. We have them on hand ready to ship.

Write for prices if our representative does not reach you in time.

White and Sport Shoes In-Stock

The H. W. Pearson Shoe Co., Limited

84 Wellington St., West, TORONTO

iation surface; and so on, throughout all the various items of expense.

Departmental Sub-Budgets

This means that practically all the miscellaneous items making up the total of the expense burden can be so distributed. However, there will always be certain expenses which cannot be distributed, and must therefore be handled as general expense and spread over all the departments of the business on some more or less arbitrary basis.

You see, then, that all the estimated expenses of the business, based upon past periods and with such necessary changes, increases or decreases, as are advisable to bring them into accord with the proposed sales programme—all these expenses are finally set up against some one and all departments. This means that each department should have a separate and distinct sub-budget of expenses worked up, in order that the responsibility for staying within the budget allowance may be placed on the department head or manager of each.

In the modern business organization, control is exercised through the individuals who compose the organization. If control of expenses is to be effected through members of the organization, it is necessary that they be classified into sub-budgets for each department, so as to show the responsibility for each class. Thus each department will be charged with its own direct expenses, over which, for the most part, the executive head of the department may exercise control. Beyond this, each department will, of course, be charged with a certain pro-rated share of the general indirect expense which is fixed, or at least, which is beyond the control of the individual department manager.

Comparing Actual and Estimated Expenses

Now, it is this analysis of expenses by departments of the business which provides the basis for the construction of the expense budget. After the figures are drawn off in groups by departments, they are gone over and carefully revised by a committee composed of the heads of the business. This committee reviews all the estimates; consults with the various department heads; corrects any questionable items; authorizes any necessary changes, pro-rates the general indirect expense to the various departments; and summarizes all the sub-budgets into a master budget for the entire business.

As in the case of the estimated sales, these estimated expense figures are entered on the budget control records for comparison with the actual expenses as they accrue. From this, it is at once evident that the monthly analysis and compilation of **current** expenses must be made according to the same subclassifications and departmental groups as the budget estimates. A means is thereby presented of comparing each item of estimated expense for a given period with the **actual** expenditures for the same period, both by dollars and cents, and by the percentage of actual to estimated.

The advantage of this record is manifest. All these expense items bear a natural relationship to your sales. Thus, once you have determined the percentage office expense, for instance, ought to bear to sales, you have the key to the subsequent controlling of this item. The ratio may have to be increased gradually because of increased costs, but if you do increase it, you do so intelligently. You know precisely why. You do not waste brain power wondering why your total expense is so big, and where you ought to cut. Your budget shows you just what departments, and just what expenses in those departments are above or below their normal ratio.

A Picture of Your Business

From a budget of this kind you can watch the outgo of your business in all its details and ramifications. Expense may be compared to a group of water-courses draining some common region. The streams flow in every direction, all of them centering at the same source. Some are brooks, some creeks, some rivers, but all drawing away the same waters. To attempt to follow each separately would be a long and tedious task, but from an elevation you may study the course of every one.

Likewise, you can scan the expense streams of your business from the eminence of a budget. No item will be too small to see. Each particular kind of expense will be summarized under its proper classification. In looking over your budget, you can put your finger on items that appear too large or uncalled for, or which need explanation. You can point out the spots where expense streams need to be dammed.

Right figures check, guide and control any business. A suitable budget system matched to the size and needs of the particular business, will throw significant facts to the surface. It will bring to the man at the head of the business grouped and related details which otherwise would escape attention. Every merchant and manufacturer is busy with the manifold duties, questions, perplexities which confront him day by day. He has only a certain amount of vital energy and there is plenty of work to absorb it all. But it is of prime importance that he spend some of that energy in the study of a composite picture of his establishment. Unless that picture is plainly painted for him, he will not study it—**cannot** study it. Routine duties crowd it out. To paint a picture which will be of absorbing interest to the business, is the purpose of a budget.

TANNERS AND RESEARCH.

The Tanners' Council of the United States have devoted considerable attention to the question of scientific research in connection with their industry. The results to date, under Professor George D. McLaughlin, have been so encouraging that at their annual meeting in New York a few days ago they voted $110,000 for the erection of a building of their own at the University of Cincinnati.

That Canadian leather men have been watching the progress of the work was shown by the number of them who attended the address given in Toronto by Professor McLaughlin, a few weeks ago. This was definitely voiced by Mr. Torrance Beardmore, of Toronto, who attended the Tanners' Council Convention, and in the course of the discussion, said:—

"Any research work which helps the American tanners naturally interests us very much, and I would like to see a closer co-operation between the American tanners and Canadian tanners. I am going to be perfectly frank. I don't see why the American tanner should pay the whole shot and we get the benefit of it. I hope that through the good offices of the Tanners' Council that the tanners' section of the Canadian Manufacturers' Association can be brought very much closer together, and that we can help in this research work and in any general campaign which is for the benefit of the tanners on both sides of the line; and that we will be able to get together and make our contributions."

May Smiles

Teacher—"Now, how old would a person be who was born in 1890?"

Bright Pupil—"Man or woman?"

—Awgwan.

* * *

"Huh! Your papa is a shoemaker and you haven't any shoes!"

"Huh yourself. Your papa's a dentist and your little brother's only got three teeth."

—Le Rire (Paris).

* * *

"Sorry to inform you, ma'am but I won't be able to come any more."

"Why not, Sarah?"

"I can't afford it. My husband says if I earn any more money he'll have to pay an income tax."

—London Punch.

* * *

Old Lady: "My good man, were you wounded in action?"

Private Flannerty (arm in sling): "No, ma'am. I was cleanin' out the cage of the colonel's canary and the darned bird bit me."

—American Legion Weekly.

* * *

An authority on the fuel situation declares that we must "learn to eke out by burning oil, gas, electricity and what not." We are glad he mentioned the whatnot. Mary, hand us the axe.

—Boston Transcript.

* * *

Shoe salesman (to young sport): "Do you prefer long or short vamps?"

Sport—"Why, personally, I like the short blonde variety."

—Store Chat.

* * *

"I understand," said Mrs. Kawler, "that one can learn different languages from the phonograph."

"Well, I don't know," responded Mrs. Wagg, "but I do know that since our neighbours got theirs, Mr. Wagg has used language I never heard him use before."

—Selected.

* * *

The caller, who was neither youthful nor of prepossessing appearance, anxious to gain the confidence of the son of the house, remarked pleasantly, "Why, Bobby, how grown up you are! But still, you are not too old to kiss, are you?"

"No," said Bobby, with conviction, "but you are."

—London Tit-Bits.

A quaint notice appeared in a local paper of a New England town, wherein the name of the versatile advertiser is the only thing changed.

"Notice—I have opened a shop on Front Street and am prepared to file and set saws. I carry a line of Cigars, Tobacco and Confectionery and can furnish hot oyster stews, boiled eggs, etc., at short notice. Repairing umbrellas and sewing machines, also bottoming chairs. Shooting gallery in connection. Henry Moss."

—Philadelphia Public Ledger.

* * *

"Smile!" commanded the photographer. "You look too mournful."

"But I'm going to use this in my business advertising," the subject protested.

"Well, don't you think it would be better for your business if you didn't look so solemn?"

"No," was the surprising reply. "Who in thunder would hire a grinning undertaker?"

—Good Hardware.

* * *

Rolle—I understand you have been attending the artists' summer school at Barbizon Springs. I suppose you came back with a wonderful collection of sketches.

Schram—No; the girls took me on so many hikes in the daytime and danced me so much at night that all I came home with was a collection of poison ivy sores all over my body and corns on every toe.

* * *

"So you asked Geraldine to marry you?"

"Yes, but I didn't have any luck. She asked me if I had any prospects."

"Why didn't you tell her about your rich uncle?"

"I did, hang it all! Geraldine's my aunt now."

—The Pathfinder.

* * *

A well-known lawyer had a horse that always stopped and refused to cross the mill-dam bridge leading out of the city. No whipping, no urging would induce him to cross without stopping. So he advertised him:

"To be sold, for no other reason than the owners want to go out of town."

—Specialty Salesman Magazine.

* * *

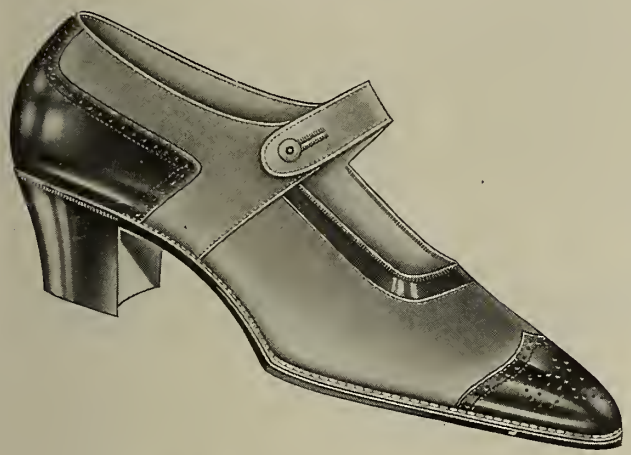
A prospective customer wrote to a firm whose advertisement never seemed to change:

"Have noted your picture of one pair corduroy pants in Home Magazine for past four months. More I see of them better I like them. If not sold as yet, please enter my order for same."

—Puzzler.

Note the STYLE and the PRICE

$3.50



No. 4515. Wos. Grey Buck One Strap, Patent Trim, Lock Stitch, Imitation Goodyear Welt, Half Rubber Heel, 12/8 Heel, Kendex Insole
PRICE -:- $3.50

$3.25

No. 4514. Wos. Gun Metal Calf Oxford, Patent Apron, Lock Stitch, Imitation Goodyear Welt, Half Rubber Heel, 8/8 Heel, Kendex Insole
PRICE -:- $3.25

IN STOCK---IMMEDIATE SHIPMENT

Two Special Sellers every dealer should have for Summer Trade

Write, Wire or Phone Now

Sample Pairs Gladly Sent on Request

Terms net 30 days from date of shipment

GEORGE ROBINSON, LIMITED

29 VICTORIA SQUARE
MONTREAL

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

gilco

SUEDE-NAP BRUSH

Picks Out the Dirt---
Picks Up the Nap

The most efficient suede brush on the market—and the easiest to sell. The customer readily recognizes its advantages.

The wire bristles are set in a curved fibre and canvas base which is attached to the block at both ends. Easy to manipulate and effective in restoring the original appearance to suede footwear.

If Your Jobber Can't Supply You, Write Us

E. T. GILBERT MFG. CO.
228-36 South Avenue Rochester, N. Y.

McDOWELL & LINCOLN LIMITED
FORMERLY
INTERNATIONAL SUPPLY CO.
EST. 1915 SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES INC. 1923

Largest Shoe Factory Supply House In Canada

MAIN OFFICE:
154 NOTRE DAME ST. W.
MONTREAL

FACTORY AND BRANCH:
77 ONTARIO ST. S.
KITCHENER, ONT.

BRANCH:
563 ST. VALIER STREET
QUEBEC

McDOWELL & LINCOLN LIMITED MONTREAL KITCHENER QUEBEC
SERVES YOU RIGHT

WHY IS BUSINESS GOOD?

We can't say, but the fact remains our Business is Good!

Each month this year has been better than the corresponding month of 1922. Why?

The only answer of which we can think is:—

"A Service that puts the goods you want in your factory when you need them is the greatest single factor in successful Shoemaking under present conditions."

WE *SUPPLY* THAT SERVICE.

Our Montreal office telephones have been overtaxed so we have arranged for consecutive numbers, only one of which will be listed.

MAIN 4644

Will reach us at any time.

McDOWELL & LINCOLN
LIMITED
formerly
INTERNATIONAL SUPPLY CO.

Retail Shoe Problems

Some of the conditions to be faced and problems to be solved by the shoe dealer.

MR. W. W. WILLSON, addressing a class of the New England Shoe and Leather Associations' Continuation School, covered a number of points in connection with shoe retailing which, while they are not all new, are well worth reviewing. He said:—

"The shoe retailer, while last in the circle of operations, is by no means the least important. The methods of retailing footwear have undergone a radical change during the past 25 or 30 years. Formerly shoes were sold over the counter in practically a single width, while to-day it is more a matter of fitting than of selling.

"The merchant who to-day plans to establish a retail shoe store, must first carefully study the question of which section of the city his store is to be located in, what street and which side of the street. The width and depth of his store are also important considerations, for right here in Boston there are shoe stores the rental of which is $1500 per front foot, and the total rental may be anything up to $20,000 or $25,000 annually, compared with $5,000 or $10,000 rentals at an earlier period.

"The prospective merchant also must decide whether he is to handle men's or women's footwear, or both, and whether he shall sell an average $5.00 or $6.00 line, or $7.00, $8.00 or $12.00 line. He is obliged to figure out how many pairs of shoes he must sell to meet expenses. All of these problems, together with the cost of light, heat, advertising, etc., must be thoroughly studied before the store is started at all.

"In earlier years the fittings of a retail shoe store were of far less importance than to-day. All modern stores must be fitted up properly in walnut or other expensive woods on the principle of a single box to a shelf. The mere question of chairs and their alignment is of much importance.

"Comparing the retail shoe stores of 30 or 40 years ago with those of to-day, one of the most striking contrasts would be that of lighting. The window is a large part of what the merchant is paying his high rent for. This must be as well constructed as architects can make it and every square inch must be accounted for. Even the glass panes are mitred so as to save every possible square inch of visibility.

"It sometimes takes many weeks to properly work out the plans for a new store, and then comes the question of the line of goods to be carried. The shoes when received must be opened and carefully checked up before being placed on the shelves.

"After this comes the question of selling, and this requires good management and judgment, especially in the matter of proper fitting of a customer by the salesman. The modern salesman measures the feet of a customer with a measuring-stick, and it is up to the store to have the correct sizes on hand for the customers.

"An average store will carry 55 or 60 different sizes and widths of each style that it has on hand. That is why retail shoe stores need so much shelf room to-day.

"A good many people think that the retail shoe merchant makes large profits, but the fact is that in recent years the average retailer has made but little money.

"To-day people are demanding service in footwear requirements more than ever before. The salesman of the present time must know something about the anatomy of the feet, so as to be able to detect foot troubles. There is need of a lot of judgment on this point, and also in 'sizing up' the customer when he first enters the store. A customer should always be properly greeted by someone, for half the battle in the retail shoe business is making a good impression upon the prospective client.

"The salesman, himself, must make the most of his opportunities in each case, but at the same time should not try to sell any customer, so to speak, 'gold bricks.' The retail shoe business to-day requires real salesmanship, and the salesman should remember that he is there to serve the customer."

On the occasion of the marriage of Lady Elizabeth Bowes-Lyon and the Duke of York, the shoe manufacturers of Leicester presented her with a number of shoes, some of which are shown above. At the top left corner is shown one with a handpainted tongue. In the lower row are illustrated shoes with hexagonal and pentagonal heels, decorated with aluminum plates.

J. A. McLAREN COMPANY LIMITED

THE IMPERIAL SHOE REG'D

A HOT TIME IS COMING WHEN WHITE CANVAS SHOES

will be the only footwear in demand We have "THE GOODS" and can fill your order on the spot whether received by telephone, telegram or through our salesmen.

"IMPERIAL" White Canvas Strap Shoes and Oxfords on all newest lasts and patterns. The attractive features of these warm weather shoes make such an immediate and favorable appeal as to call for no special selling effort.

SPEED KING Tennis and Outing Shoes. The King of Rubber Soled Shoes for every Summer sport and a coast to coast leader that puts volume and profit into your sales.

Rush your white goods sorting orders to us. No delay. No lost sales. Money saved in you r buying.

Reliable Shoes For Men **"IMPERIAL"** Fine Shoes For Ladies

SHOES

"Imperial" Shoes are solving the buying problems of more dealers than ever this Season. In Style and Value their worth is being proven under the closest comparison.

MEN'S FINE SLIPPERS

Have you placed your Slipper Orders for Fall? You will be particularly interested in our Men's Fine Leather Slippers in Everett and Romeo Patterns.

HOCKEY BOOTS

Remember our reputation for reliable Hockey Boots. Orders should be placed now. Our new samples offer new and exclusive trade winning features.

Ordering Shoes Here Means That Your Lines Are Made Right, Bought Right And Shipped Right.

J. A. McLaren Company Limited

30 FRONT STREET, W. -:- TORONTO

The Problem of Distribution

Mr. H. L. Nunn, Milwaukee shoe manufacturer, speaking before the Chicago Shoe and Leather Association touched on some of the present day problems of the shoe trade. He said in part:—

"The problem of production seems to have been better taken care of. Some economists say to apply the same efficient methods in distribution that have been successful in production. In my opinion the solution does not lie in big corporations manufacturing and distributing direct to the consumer and thereby eliminating the retail merchant.

"The small saving that could be gained by this method would probably not equal the increase in cost, due to the elimination of individual store competition, nor would the people be as well served through such organized distribution, because with it individuality and personality would to a great extent be eliminated and personal service abandoned.

"There are now two large units manufacturing shoes who are also to a great extent producing their own leather, cartons and even stains and dye, but there is little danger of the small manufacturer who is efficient being eliminated by this competition.

"People are demanding more in the way of style, varieties of lasts, patterns and material than ever before and these can best be supplied by the smaller manufacturer who can, because he is smaller, put more individuality and personality into his product.

"The problem of distribution as it exists to-day would look tremendous to our ancestors could they come back and view present conditions; likewise living conditions as they exist to-day would look like sheer extravagance as compared with what was prevalent in the days of our ancestors. We are accustomed to so many things to-day that did not exist in former days, that it is idle to talk about economy in the elimination of service. It is also idle to talk of cutting down wages as the means of solving the problem. Every workman in every walk of life must be paid a fair wage for services rendered.

"The answer to the problem of distribution must come through the elimination of waste. The elimination of unnecessary middlemen in certain positions, but largely through the elimination of waste due to careless buying, and careless manufacturing to prevent left-overs with their attendant loss. The public must be taught that so long as they demand high styles that they will necessarily have to pay high prices.

"We are on fairly safe ground if commodities are produced at the cost of raw materials, plus a fair margin of profit for manufacturing and distributed at a fair margin of profit plus the cost of distribution."

"Large retail merchants in the big cities, have frequently refused to handle trade mark shoes and so have made it necessary for the manufacturers to open their own stores in order to get an adequate distribution of their product.

"In turn this has caused many of the large merchants to form close working agreements with other manufacturers, and as a total result the consumers are receiving better shoes for their money than they otherwise would get. Unfortunately this condition has not been worked out so satisfactorily among the small merchants and in the smaller towns.

"The smaller merchant will have to learn to concentrate on fewer lines in order to reduce his own selling expense and that of the manufacturers who serve him.

"The solution of the problem of distribution as it exists to-day means a great deal to industry; to farming, to manufacturing, to mining, and to every other branch of trade.

"There is great danger in the spread between the cost of farm products, and the commodities that the farmer has to buy. Some way or another better methods of distribution must be found for farm products. A product that is being consumed twelve months in the year cannot be profitably marketed in three months of that time."

A GRAND OPENING.

Edwards and Edwards Ltd., of Toronto, having just moved into their new quarters at 73 Front St. East, Toronto, held open house on Thursday May 10th. A large number of their friends in the trade and in other circles were on hand to inspect the premises and stocks. "Bill" Edwards made an excellent host, and saw to it that his guests were made thoroughly at home. Mr. W. S. Edwards was also on hand to entertain the visitors. Scotch dancers and entertainers were interspersed at intervals during the evening, though a bunch of shoe and leather men can generally be trusted to

Mr. W. S. Edwards

provide entertainment enough for any evening they are gathered together under the proper circumstances. The guests came early and stayed late, partaking freely of the generous repast of fun and food. The evening may be properly characterized by the old phrase—"A good time was had by all."

Edwards and Edwards Ltd., are justly proud of their new offices and warehouse, and of the lines they are offering, which, in addition to regular goods, include some of the newest "Tut" and Paisley effects.

HAVE YOU PASSED?

The Semi-Annual Examination in Salesmanship has created a lot of interest during the past year. The third series of questions appears on another page of this issue. If you are interested in the shoe business you are interested in the answers to these questions.Look them over, whether you send us in your replies or not. There is still plenty of time to get your answers in before the close.

Tipperary Shoes

The Superior Outing Footwear For Big Summer Trade

Be ready for the extensive demands of the coming Summer days with a complete well-sorted stock of Tipperary Outing Shoes. We are showing the latest innovations in White Canvas Footwear—dainty modish models, as popular for dressy style as they are for comfort and economy.

Columbus quality in every pair is top grade. It sells the shoes and satisfies the customers.

Order any needed lines now.

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches At

Montreal, Que., Ottawa, Ont., Toronto, Ont., Winnipeg, Man., Calgary, Alta.

Sales Agencies:

Wm. Cook Shoe Co.	Moncton, N.B.
Fleetwood Footwear Ltd.	St. John, N.B.
Poliquin & Darveau	Quebec, Que.
Louis McNulty	St. John's, Que.
J. I. Chouinard	Montreal, Que.

S. Marantz	Winnipeg, Man.
Wholesale Distributors Ltd.	Winnipeg, Man.
Tree Spriggs Co. Ltd.	Winnipeg, Man.
W. A. Law Footwear Co. Ltd.	Winnipeg, Man.
Shaw Brothers	Edmonton, Alta.
Anderson & MacDonald	Vancouver, B.C.

Among The Shoe Men

Mr. C. Dufresne, Sales Manager of Dufresne & Locke, Limited, Montreal, and Mr. Peter Chouinard, of the same firm, have just returned from a business trip to New York.

Mr. Jules Payan, of Duclos & Payan, Montreal, spent some days recently in Quebec City on business.

Mr. John Normandin and Mr. Louis Scheuer, of Scheuer, Normandin, Limited, Montreal, have returned from New York where they spent several days on business.

J. A. McCaughan & Son, Montreal, have moved into their new offices, which are situated at 390 Papineau Ave. With these new premises the company have large, roomy well appointed offices which provide the staff with still better facilities in looking after the executive affairs of the company, and also place at the disposal of visitors commodious showrooms in which the company's lines can be inspected to best advantage.

Mr. P. A. Doig, of the Tetrault Shoe Mfg., Co., spent some time recently in New York City on business.

Mr. W. Hebert, of Gagnon, Lachapelle & Hebert was one of the many Montreal shoemen to visit New York recently.

Mr. C. F. Rannard, President of the Winnipeg Branch of the Retail Merchants' Association at a recent conference of the Association declared that strong opposition must be made against any attempt at taxing retailers internally or after the goods have been placed in the stores.

Mr. G. H. Ansley, of Perth Shoe Co., Limited, has just returned from a successful trip to the Pacific coast.

The shoe store of Messrs. Chapman and Co., of Ailsa Craig, was destroyed in the recent disastrous fire that wiped out the business section of the city.

Mr. Francis Sellery, of Kincardine, a life long member of the tanning and shoe trades, died suddenly in his 78th year.

Mr. F. Reid, of the Hartt Boot and Shoe Co., Fredericton, N.B. has been at the King Edward Hotel.

Perth Shoe Co., Limited, have recently made some changes and additions in their staff on the road. Mr. Ed. Lynch is representing them in Eastern, Northern and parts of Western Ontario. Mr. J. H. McGee is covering the territory from Fort William West to Manitoba and Saskatchewan. Mr. Geo. H. Ferguson is covering British Columbia and Alberta.

Mr. J. A. McLaren, of the J. A. McLaren Co. Limited, of Toronto has been in Montreal and Quebec recently.

Mr. Jeffrey, of Blackstock, was in Toronto for a short while recently.

M. W. H. Semple, of the Truro, N.S., branch of the Kaufman Rubber Co., called on the head office in Kitchener recently.

Mr. E. M. Sabiston, of Perth Shoe Co., Limited, made a short trip to Toronto where he saw many members of the trade in that district. He reports a satisfactory spring season with good outlook.

Mr. Len Hutchinson, of the Toronto branch of the Kaufman Rubber Co., was in Kitchener last week.

Mr. C. L. Peters, of C. H. Peters and Son, St. John, N.B., was a recent visitor to the Queen City.

Mr. E. Wettlaufer, of Chas. A. Ahrens Co. Ltd., Kitchener, has returned from a trip to the Pacific coast. He reports prospects in the West as looking good.

The firm of Dupere & Garant, Quebec, have given up business. Mr. Alfred Dupere of this firm will continue in business at the same address, 601 St. Valier St., holding the agency for Cotton Threads, and will also be open for agencies dealing in shoe factory supplies.

Mr. J. A. Morin, formerly representing the Kaufman Rubber Co., Quebec branch, has started to manufacture children's shoes. Mr. Morin will have his factory at 615 St. Valier St.

Mr. Wilfrid Dubois, of the Quebec Shoe & Rubber Co., spent a few days in Montreal recently, on an important business trip.

Mr. Henri Audette has opened up another up-to-date store at 882 St. Catherine St. East., Montreal. Mr. Audette is also proprietor of a store at 1367 St. Catherine St. East.

The death occurred recently of Mr. Alexander Adams late of 593 Parliament St. after an illness lasting three months. Mr. Adams, who was in his 85th year, was born in Montreal, but came to Toronto about thirty years ago, where he conducted a shoe repair shop for a number of years.

Mr. J. Ellis Warrington, of the John Ritchie Co., Quebec, and President of the Shoe Manufacturers' Association of Canada, sustained a painful accident when he fractured his arm, while cranking the engine of his motor boat at Lake Edward, Quebec, last week. The injury while not serious, will necessitate a few days' rest on Mr. Warrington's part.

McPhails Shoe Store, Hamilton, suffered small fire damage recently.

Mr. J. A. Boughner, retail shoe merchant, of Simcoe, died recently.

Saxe's Boot Shop are now located in their new premises 170 Sparks St., Ottawa.

Mr. W. Girouard, of La Maison Girouard, Limitee, Montreal, has returned from Boston, where he went on a business trip for his firm.

Mr. R. Smardon, of Smardon Shoe Co., Montreal, spent some time recently visiting the trade in Eastern Ontario.

J. A. M. COTE ENLARGE PLANT AND ESTABLISH IN-STOCK DEPARTMENT.

The already extensive plant of J. A. & M. Cote, St. Hyacinthe, Que., has been further enlarged by the addition of a large warehouse. This is to accommodate a new In-Stock Department which the Company is establishing and which will be at the service of the Trade beginning June 1st. This new departure has been brought about by the Company in order that the needs of their many customers may be supplied with readiness and satisfaction, as it is their intention to carry a full stock of their staple lines most in demand, for immediate shipment.

ANOTHER LEATHER MAN.

The family of Breithaupt, so well known in Canadian leather circles, has been further augmented by the arrival of a son, born to Mr. and Mrs. W. W. Breithaupt. "Bill" Breithaupt is one of the younger generation of Breithaupts which is becoming increasingly active in the business. Our congratulations and best wished, and those of the trade are extended to "Bill" and his wife.

LARGER FACTORY FOR LA GIOCONDA SHOE MANUFACTURING CO.

To meet the growing needs of their business La Gioconda Shoe Manufacturing Co., Montreal, have had to seek larger quarters, and have located in a factory at 322 Papineau Ave., Montreal. This plant gives the company more extensive facilities to carry on the production of their popular lines in hand made turn footwear.

OUT OF THE ASHES.

It has been announced that a new factory building will be built for the Brandon Shoe Company. Mr. A. G. Ludlow of the Realty Organization stated that the building would be modern in every respect and fireproof. It will be erected on the site of the one recently destroyed by fire, 125 Pearl Street, and will be 40 feet by 160 feet, with an office 12 feet by 20 feet of reinforced concrete and structural steel. There will also be a boiler house and outside elevator. The building will be two storeys high, but provision will be made for the addition of two extra floors in the future.

BLACHFORDS PUT IN NEW WINDOW.

H. & C. Blachford, Ltd., of Toronto, have just installed new backgrounds in their windows which they feel will improve the facilities for the display of their goods. The backgrounds consist of panels of cucassian walnut, surrounded by attractive carving. The panels are removable for greater access to the windows. They can also be replaced on various occasions by panels covered with silk. The windows were installed eight years ago, after thorough investigation of the best in window ideas. This is the first change that has been made since that time, and they feel that it will serve to set off the goods displayed to good advantage.

TO CONFER WITH AMERICAN ASSOCIATION.

Mr. Howard C. Blachford, President, of the National Shoe Retailers' Association of Canada is one of the many Canadian visitors to the Style Show at New York. He has been in correspondence with Mr. John J. Slater, President of the American N.S.R.A. and received a very pressing invitation to confer with him and the American Executive in New York on May 21st. The spirit of co-operation has been decidedly in evidence between the two Associations, and this is another of the many occasions when the desire to work together has been shown.

MUTUAL CO-OPERATION.

It is perhaps not exceptional that a manufacturer and retailer should work closely together in the marketing of shoes. Indeed, it is desirable. It is particularly the case in distributing a definitely branded shoe, of the corrective type. J. P. Cook Co. Ltd., of London, have been using intensive methods to increase sales of the "Archgrip" shoe. The window shown below is one method adopted. In addition advertising literature was put out by the store to customers or prospective customers. The material supplied by the manufacturer formed the basis for some of the folders used, the balance being provided by the dealer. The results obtained were gratifying and easily warranted the confidence the dealer had in spending his money to build business.

There is sometimes a tendency on the part of the dealer to feel that the manufacturer should sell his shoes to the public, and on the part of the manufacturer that the dealer should do it all alone. Mutual co-operation between dealers and manufacturers is one of the solutions of present day shoe problems.

Special window display in the store of J. P. Cook Co., Ltd., London, Ont.

MANY APPLICATIONS FOR SPACE FOR SHOE EXHIBIT AT CANADIAN NATIONAL EXHIBIT.

The list of exhibitors in connection with the shoe exhibit at the Canadian National Exhibition is already a lengthy one, with more being added daily. The Manager of the Shoe Manufacturers' Association, Mr. S. Roy weaver, urges all firms who contemplate showing at this exhibit to make their applications for space immediately. The Association has been counting on an increase of fifty per cent. in space, and most of this space has already been taken up by applications already in hand, and a number of additional enquiries have been received from other firms. As the exhibition authorities have to be advised by the end of the month exactly what amount of space the shoe exhibit will require and as the Association will reserve only such space as they have actual applications for, those who want space will be well advised to make immediate reservation. Below is a list of the exhibitors who have to date arranged for space, from which it will be seen that this exhibit will feature the products of the leading firms in Canada's shoe and leather industry.

The following firms have already applied for space:—

The Hurlbut Co. Limited, 3 booths; United Shoe Machinery Co. of Canada, Limited, 2 booths; Chas. A. Ahrens, Ltd., 1 booth; The Slater Shoe Co. Limited, 1 booth; The John Ritchie Co. Ltd., 1 booth; Eagle Shoe Co. Ltd., 1 booth; Scott McHale Ltd., 1 booth; Getty & Scott, Ltd., 1 booth; Defender Shoe Co., 1 booth; The Miner Rubber Co. Ltd., 2 booths; Davis Leather Co. Ltd., 1 booth; Blachford Shoe Mfg. Co. Ltd., 2 booths; Weston Shoe Co. Ltd., 2 booths; The Talbot Shoe Co. Ltd., 2 booths; The Walker Parker Co. Ltd., 1 booth; Chas. Tilley & Son, Ltd., 1 booth; J. & T. Bell Ltd., 1 booth; W. B. Hamilton Shoe Co. Ltd., 1 booth; Owens-Elmes Mfg. Co. Ltd., 1 booth; A. R. Clarke & Co. Limited, 1 booth; Beardmore & Co., 4 booths; Williams Shoe Ltd., 2 booths; The MacFarlane Shoe Ltd., 2 booths; Smardon Shoe Co. Ltd., 1 booth; Perth Shoe Co. Limited, 1 booth; Kingsbury Footwear Co. Limited, 1 booth; Edwards & Edwards, 1 booth; Tebbutt Shoe & Leather Co. Ltd., 1 booth; The John McPherson Co. Ltd., 1 booth; The Brandon Shoe Co. Ltd., 1 booth; Gutta Percha & Rubber Ltd., 1 booth.

ONTARIO SHOE WHOLESALERS MEET.

On the evening of Friday, May 11th., a dinner meeting of the Ontario shoe wholesalers was held at the Ontario Club, Toronto, under the auspices of the Shoe Wholesalers' Association of Canada. Mr. J. A. McLaren, President of the Association, presided at the meeting and the Ontario wholesale shoe trade was well represented. The Manager of the Association, Mr. S. Roy Weaver, submitted a report dealing with the activities of the Association since the first of the year, including membership and organization work, the successful representations made to the Freight Classification Committee in connection with the freight rates, and the work of the Shoe Trade Credit Bureau. The meeting expressed appreciation of the credit reports issued by the Association. The Manager was instructed to ask members to send to the Association the names of customers who asked for unfair adjustments or made unreasonable returns, or who returned drafts without an explanation. It was decided also to seek co-operation of one of the larger universities in obtaining a survey of the wholesale shoe trade, similar to that in respect of the shoe trade which has been carried on by the Bureau of Business Research of Harvard University.

Considerable time was also spent on the discussion as to the desirability of shorter terms, and this subject will be a feature of the next meeting of the Association which will be held in Hamilton.

A HOPEFUL OUTLOOK

The Finance Minister in outlining the present financial and trade conditions in Canada said: Canada, in common with other countries, has been passing through a decade of severe depression. Some of our farmer friends have come to us from the West with gloomy stories of the conditions of affairs in their part of the Dominion. Unfortunately, there has been depression, not in the West only, but in the East as well. Not many months ago, the conditions in the neighbouring Republic were in every respect as bad as, and in some respects worse, than in our Dominion. Suddenly, so suddenly as to leave room for doubt as to a continuance of it, a great revival of business has arisen in the United States. Whether there is economic ground for it is doubted by many thoughtful students. The buying power of the western farmer in the United States is still at a low point. Foreign markets are still so much disturbed that the prospects of large sales in that quarter are not bright. Nevertheless, there is a boom on in the United States. I asked a friend who is a careful observer of these things on what he thought the American people found ground for their present activity. His answer was, "By faith in themselves." However that may be, we need not analyze the conditions.

Stern economists will wonder what our American friends are going to do with the products they are having turned out so rapidly from the American factories. Meanwhile there is no question that the boom is on. Experience has shown that the United States are usually ahead of us by a few months, perhaps a year, in the change of conditions. The prosperity which comes to them reaches us a few months later. The adversity which sometimes comes to them comes to us a few months later. This experience justifies us in believing that history will repeat itself in this respect. Already we see signs of reviving activity in our country. That we may check the exodus and bring back many of those who have already gone is a reasonable expectation. If we have faith in ourselves, faith in the intelligence, industry and courage of the Canadian people, faith in the vast and splendid resources of our Dominion, we may justly look forward to an early revival of the prosperity of former days.

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

KORRECT MEASURING MACHINE

The Universal Machine for Buyers and Sellers of Leather and for checking in the Cutting Room of Shoe Factories.

Many of these, as well as other Machines of our make, are in daily use in Canadian Tanneries.

The Best Machines will help to make the Best Leather.

THE TURNER TANNING MACHINERY CO.

MAIN OFFICE AND WORKS:
Peabody, Mass., U.S.A.

BRANCH OFFICES:
Newark, N.J. Philadelphia, Pa. Milwaukee, Wis.

FOREIGN BRANCHES:
Leeds, England Paris, France

The Shoe Repair Man

Has Poor Work Injured Repair Trade?

A FEW years ago the shoe repair business looked so good that many incompetents entered the field as an easy means of making a livelihood, in the same manner as another class go into bond selling or insurance as a last resort. The net result is in both cases to take work away from those who are trained and capable of handling it, and who have gone into the line as a serious business vocation. Another result is to give a black eye to the whole field.

There is no question that a lot of botch work was turned out by these people in the process of learning or trying to learn the shoe repairing business. The chances are that most of them have been weeded out by this time, though we would not go so far as to say there are no botched jobs turned out by Canadian shoe repair shops.

This point and others are touched on by Mr. P. L. Brown, of the United Shoe Repairing Machine Co., in an address to repairers. He says:—

"Shoes are being manufactured to-day at the rate of about 325,000,000 pair per year, which is nearly as many as were made during the boom year of 1919. But you are not repairing anywhere near as many of them as you were then. What, therefore, is the reason?

Industry Over Equipped.

"The first is that the industry is over equipped. By that I mean there are too many shops. That is not your fault. It is the fault of manufacturers of shoe machinery, and the fault of leather dealers who have encouraged the establishing of new shops. In our anxiety to get business, machines have been placed, in many cases with men who did not have the necessary capital or experience, but we cannot blame these men; this is a free country,and a man may go into any legitimate business he sees fit. But neither we machinery manufacturers, nor the leather dealers are assisting the industry as a whole or the individuals themselves by encouraging anyone to go into business, who has neither the necessary capital nor the necessary knowledge of shoe repairing. Not having the sufficient technical knowledge to serve the public satisfactorily they are a menace to the industry. They usually fail, finally.

"The second and greater trouble has been caused by your fault. This trouble is poor workmanship. After the war when people had plenty of money and were easily satisfied, and when new shoes were high they accepted inferior work, but as conditions gradually changed, and as money became less plentiful, as new shoes became lower in price, the public became less satisfied with the quality of shoe repairing, and this, gentlemen, is the great trouble to-day. The shoe repairers as a whole are not turning out good work.

Poor Work The Big Cause.

"We have all seen shoemakers hurriedly rip off the old sole, fit a new tap, and without even looking to see if the welt is loose rush the shoe to the stitching machine and when they have put some stitches in the leather and the sole seems to stay they feel that everything is all right. But are they sure that the lock is in the right place so that the sole will not fall off after a few days' wear. And most important of all are they sure that they did not cut into the innerseam, so that the upper will become loose in a few days? As one lady expresses it, 'it doesn't pay to have the shoes repaired, because, while the shoe repairer fixes them in one place, he ruins them in another.'

"A careful investigation, which has covered the whole country and extended to hundreds of shoe repair shops, and to the examination of thousands of pairs of shoes has developed a startling fact that over 11 per cent. of the shoes sewed are damaged in the stitching process because of the awl cutting the innerseam. This investigation was conducted with all fairness, to both the shoe repairer and the wearer, and this large percentage of damaged shoes, caused by sewing into the innerseam and either cutting or weakening them, is a conservative report by experts who knew what they were investigating. Of the large percentage of shoes so damaged 76 percent. of them were women's shoes. You will perhaps say that this is not true of your shop, but are you sure of this?

Shoes That Do Not Come Back.

"If the customer would bring the shoes back to

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Il

you, you would, wishing to hold their trade, fix them up, but usually they are taken to another repairer, or worse yet, the customer swears off on shoe repairing either for the time being or forever. In any case you lose. The shoes that do come back represent but a small percentage of those that are damaged. Just to convince yourself on this point, recall some occasions when you have seen on the street people who were regular customers of yours, and who haven't been in your shop for months. You realize that they must have transferred their trade to some other repairers, and you wonder why, because so far as you can remember they have never complained of the quality of your work. Yet, when you stop to think of it, the usual reason for any customer leaving a firm with whom he has been doing business for a long time is poor service.

"Another cause for complaint, especially on the part of women, is that the shoes have been made smaller while being repaired. This complaint could have been easily overcome if the work had been properly prepared before stitching. The extra cost per pair of shoes is very slight, the extra time is almost nothing, but the improvement in your work is considerable.

"Now I have pointed out to you what investigation has shown to be the two great troubles in the shoe repairing industry to-day, and next we must all consider what we are going to do to improve conditions.

How Conditions Can Be Improved.

"There are three groups of people vitally interested in the shoe repairing industry; the shoe repairers themselves, who directly serve the public, the leather dealers, who furnish the leather, rubber heels and findings, and the manufacturers of shoe machinery, who furnish the mechanical equipment. It seems to us that more can be accomplished by all three groups working together than by one group working alone.

"It is obvious that the company which I represent can work directly only with our own customers who are using Goodyear machinery, but anything which we do to help one group of shoe repairers is bound, eventually, to be of some assistance to all shoe repairers. We are sending men from our service department to personally call on our customers, inviting their attention to several new devices which we have to improve their work, and otherwise assisting them in turning out better shoe repairing. We have also established a series of signs both fixed metal, and electric flash signs displaying a certified symbol of good shoe repairing, and in addition to this we are advertising in newspapers and pamphlets that such shops are certified to do satisfactory work."

FEDERATION COUNCIL MEETING.

The Ontario Federation of Shoe Makers and Repairers are looking forward to July 25th and 26th, the dates of the Convention to be held in Brantford. Plans are being shaped up and initial action was taken at a meeting of the council held in S.O.E. Hall, Hamilton, on Wednesday, April 25th. With the exception of one member, the entire council was on hand.

President W. S. Pettit was in the chair. The others present were Mr. W. Legg, Vice-President; Mr. Walt. Stevens, Secretary-Treasurer and Messrs. W. Thorne of London; A. Butterworth and S. Burnett of Toronto; W. Inglis of St. Catharines; F. H. Revell and Thos. Grayson of Hamilton; A. Johnson, S. Rogers and T. Smith of Brantford.

The President greeted all members present, and commented on the fine turnout of councillors, expressing his very sincere appreciation of it.

After the usual good fellowship greetings the meeting opened for business at four o'clock.

The minutes of last meeting were read and adopted.

On motion, the Secretary was instructed to send particulars of the meeting to the trade journals.

A general discussion took place regarding the members' fee of $1.00 which has been asked for by circular letters to the number of 1900, each repair man of the Province receiving one whether he was a member of local association or not. A great many were in strong sympathy with the idea, a few had other ideas, but as the Federation requires funds it was decided to carry on.

It was therefore moved by F. H. Revell, seconded by S. Rogers that the action of the President and Secretary be approved re. collecting of membership fees, and that a committee be formed to make copy by By-Laws for the Federation Guidance in all particulars.

It was moved by Mr. Revell, seconded by W. Stevens, that the following committee have charge of By-Laws,

S. ROGERS, President

W. J. ROACH, Vice-President

S. HALL, Secretary-Treasurer

etc:—Messrs. T. Grayson, S. Burnett, W. Legg, W. Thorne, T. Smith, W. Stevens, W. S. Pettit.

On motion it was decided that councillors should hold their next meeting immediately prior to convention opening on Wednesday July 25th, 1923, in the morning.

Secretary, W. Stevens gave a favorable report on Federation affairs to date, relating to the great enthusiasm shown by the different manufacturers and jobbers, and a little outline of what was being done concerning advertising, etc. All present expressed their hearty support in all things pertaining to the building up of the Ontario Federation of Shoemakers and Repairers.

The next business taken up was the programme for the convention that is to be held in Brantford, July 25th and 26th.

It was decided to ask Mr. Hurlbut to give a paper at convention on the services that could be rendered to the public by Shoe Repairers.

The Secretary was asked to write Mr. E. O'Dell, of Hamilton, to give a paper on "Organization", this to be followed by general discussion.

At this point Mr. Legg gave some interesting ideas on organization work which was thoroughly enjoyed by all the councillors present. He spoke very highly about the recently formed association at Niagara Falls, Ontario, and guaranteed it would be one of the strongest in a very short time, all the members seeming to take hold with good intentions.

A paper, which is more advantageous "Cut stock" or "Side stock", was thought to be a very interesting subject, and will no doubt be taken by someone with a thorough knowledge of the differences. A general discussion to follow on same.

On motion it was decided that the election of officers for the ensuing year be held on the first day of convention, and that they be installed in their various places of honor just prior to closing of convention on second day.

Moved by Mr. Legg, seconded by Mr. Johnson that the next Convention City be selected before the election of Officers; also nominating committee; this all to take place on the afternoon of the first day of convention.

A motor trip is to be planned to take place after the adjournment of the convention for the day, and the banquet to be held at eight o'clock shortly after return from motor trip. That a telephone demonstration be put on some time during convention was also suggested.

On Thursday morning, July 26th, the report of committee on By-Laws and Legislation for the Federation will be considered clause by clause.

Moved by Mr. Revell: Seconded by Mr. Inglis that the balance of the programme for the convention be left in the hands of the Brantford Councillors.

Resolutions adopted at convention were next considered. First:—Whereas the Wholesale Findings' Houses have recently formed an association, and whereas we believe it is to the advantage of the trade to be fully organized, and that all branches should co-operate, therefore be it resolved that this Federation extends its greetings to the new association, and its desire for full co-operation, and further be it Resolved that the Executive Council of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to get in touch with the Executive of the Finders' Association, to take up such matters as credits, protection against unfair competition, and such other matters as may seem advisable.

On motion it was decided that Mr. Burnett and Mr. Butterworth, of Toronto; Mr. Grayson, of Hamilton, and Mr. Pettit, of Brantford, be a committee to carry out this resolution and report at the convention; also that the Secretary send a copy of this resolution to each of the committee.

Second:—Resolved that the Executive Committee of the Ontario Federation of Shoe Repairers be instructed to use such methods as they deem advisable to advertise the advantages of this Federation of Ontario Shoe Repairers, and to institute a regular programme with a view to increasing the membership and maintaining the interest in the Federation as continuously as possible. It was unanimously agreed that this work was being carried on at the present time, and that the results were quite satisfactory.

Third:—Resolved that the Executive Council of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to study the question of univer-

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sal costs and prices, and that a report be brought in not later than at next year's convention, showing what can be done along these lines. Moved by Mr. Butterworth; Seconded by Mr. Revell that this Councillors meeting go into a committee as a whole to deal with this resolution. After some discussion it was moved by Mr. Butterworth, seconded by Mr. Inglis, that universal prices be considered out of the question under existing conditions, and that this be reported to the convention.

The meeting then adjourned to meet at the call of President Pettit.

VANCOUVER NOTES

Summer appears to have taken the place of spring as bright warm weather has been ruling for several weeks. Reports of business from the shoe stores are not as encouraging as one would like to give. There have been too many sales and too many bankrupt stocks thrown on the market, which has caused the purchasing public to hold back for more.

Since our last report two more stocks have been sacrificed. Wood and Son, after sixty years connection with the boot and shoe trade, have had to dispose of their stock through the Credit Men's Association, Mr. J. Rea being the purchaser at 50 cents on the dollar.

Mr. G. Wooding purchased the small stock of Mr. J. Moore. Mr. Moore will now give his whole attention to the repairing business.

The verdict of the suit brought by Mrs. Rod Campbell (plaintiff) against Mr. J. Storey (defendant) of the firm of Storey and Campbell about six weeks ago, has been handed down by Mr. Justice Morrison of the Supreme Court in favor of the plaintiff, Mrs. R. Campbell. The aid of the court was sought with reference to the will of the late Mr. Rod Campbell, a late partner in the firm of Storey and Campbell.

The repair trade has been greatly agitated during the last month owing to the unusual method employed by the manufacturer of Neolin soles. Large quantities of these were distributed gratis to the public through the garages and fire halls of this district. The shoe repair trade naturally resented this, and upon representation being made to the manager of the local branch, every effort was made to recover the balance of the soles that had not been given away, and they were ordered to be destroyed.

Ingenious methods of theft have from time to time been practised. One of the latest was sprung upon Mr. G. Scott of Commercial Drive. The thief with the aid of a long stick and fish hook obtained several pairs of repairs by using the trap door used by the customers to leave repairs when the store was closed.

Mr. W. Eldridge, of Davis Street, has moved into new and modern premises opposite his old stand. Mr. Eldridge is anticipating making his store entirely up-to-date.

Mr. T. Milner, of Kerresdale, in exhibiting one of his pedigree dogs (Point Grey Social) Yorkshire terrier, was successful in taking seven prizes at the Vancouver Kennel Club show, taking their first, two seconds and two specials.

The roof of the home of Mr. J. J. Alery suffered damage by fire owing to a defective flue. The fire brigade attended and saved a total destruction of the premises.

A Spring Clearing Campaign is being undertaken by a few of the repair stores to give the very necessary clean-up to their establishments. Shoe repairing as a rule does not lend itself to tidiness, as much as might be wished.

CLARKE & CLARKE Limited
Established 1852

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Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years.

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TORONTO

The Collection Service, which has been proved most satisfactory by all users of it, is

OVER 70 YEARS' RECORD OF EFFICIENCY

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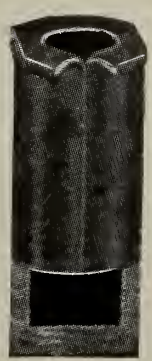
Made in all sizes straight and flange

"The strongest Last Tube in the World"



E. S. Morton & Co.

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Pat. Sept. 14,'15

13 Bay St., Brockton, Mass.

Pat. Feb. 26,'05
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CLASSIFIED ADVERTISEMENTS

MR. MANUFACTURER—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL & THE MARITIME PROVINCES, offers you His Services. Address, Box 75, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED—By an experienced salesman with connection in Maritime Provinces line of shoes for above territory. Manufacturer's line preferred. Ambitious and can furnish good references. Must be a good line. Box 81, Shoe and Leather Journal, 545 King St. W., Toronto

SHOE SALESMAN, young man, good appearance, long experience, desires position with retail house or on the road. Box 100 Shoe & Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE—Shoe Business in one of the best towns on Vancouver Island. All new stock. Carefully bought. Turnover $2,500 a month. Value of stock on hand about $12,000. Store located on main street, and one of the best stands in the city. Rent only $25 per month. No other exclusive shoe business in the city. A good proposition and one well worth investigating by anyone who understands the shoe business. Will take part cash, balance on easy terms. For full particulars, apply, to Box 248, Cumberland, Vancouver Island, B.C.

FOR SALE—The Empire Shoe Repair. Modern appliances; U.S.M.C. 18 ft. outfit with stitcher; English bench stands and lasts. A good business proposition. Doing a small retail trade also. Property to be disposed of same time. Write E. J. Lee, proprietor, 11 Hadley St., Cote St. Paul, Montreal, Que.

FOR SALE.—Shoe Business in live Mid-West City of 25,000 people. New stock. New Fixtures. Inventory about $16,000.00 Must be sold in 60 days. Splendid chance. Purchase must be made by satisfactory security. Apply, Box 103, Shoe and Leather Journal, 545 King St. W., Toronto. Ont.

SALESMAN.—With good connection among the lumbering, contracting, fishing and sportsmen trade, to sell American Gold Seal Rubbers. Absolutely the finest quality manufactured. Stock carried in Toronto. Only those capable of producing big business need apply. References will be treated confidentially. Allied Footwear Co. of Canada, Ltd., 29 Temperance St., Toronto, Ont.

A SOFT SOLE SLIPPER MAN experienced in the manufacturing, selling and buying from every angle, is open for engagement. Best of references. Box 102, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SHOE SALESMAN, 29 years of age, married, desires position, capable of managing dept. or store, thorough knowledge of footwear business, window trimmer and card writer. Ontario town or city preferred. Apply, Box 42, Orillia, Ont.

EXPERIENCED SOLE LEATHER MAN WANTED. Good education. Take complete charge. Large warehouse. Address, Box 101, The Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

OPPORTUNITY FOR ADVANCEMENT. — Leading Manufacturer of Sole Leather requires traveller with practical experience in Shoe Manufacturing. One who can call on both the Repair Trade and Factories and actually demonstrate correct method of working the Leather. This should interest a man now employed in a Shoe Factory, who is ambitious, and desirous of improving his position. Box No. 104, The Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

FIRST CLASS SHOE STORE FOR SALE.—Situated in good residential district of Toronto. Good reason for selling. Apply, Box 105, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

FOR SALE.—Shoe Business in busy location in Toronto, going concern, carrying $5,000 of new stock. Also fully equipped repair plant in connection. Owner has good reasons for giving up business, will either sell or rent. This is an A1 proposition and worthy of your consideration, either as a shoe store or repair shop. Box 106, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

WANTED SALESMEN to handle our line of high grade men's and women's shoes in Ontario, Western Provinces and the East. When applying, please give full particulars as to experience, territory, etc. Natural Tread Shoes of Canada Ltd., Belleville, Ont.

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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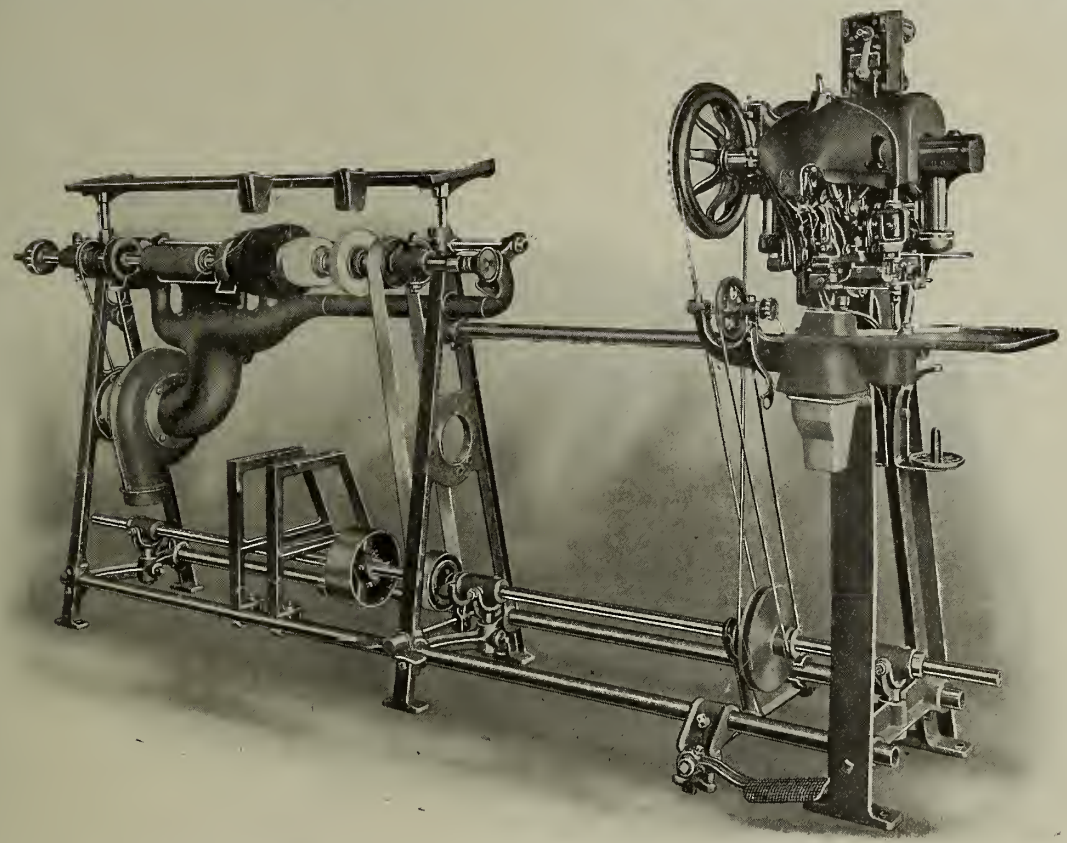
REPLACEMENTS

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



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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
Gasolene 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

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Patent
The
Logical
Leather
For Stylish
Shoes
ARC
BRAND

THE THIRTY-SIXTH YEAR TORONTO, JUNE 1st, 1923

THE SHOE & LEATHER JOURNAL

Joyous June

Earth gets its price for
what Earth gives us;
The beggar is taxed for
a corner to die in.
The priest hath his fee who
comes and shrives us,
We bargain for the graves
we lie in;
At the devil's booth are all
things sold,
Each ounce of dross costs
its ounce of gold;
For a cap and bells
our lives we pay,
Bubbles we buy with a
whole soul's tasking;
'Tis heaven alone that
is given away,
'Tis only God may be had
for the asking,
No price is set on the
lavish summer;
June may be had
by the poorest comer.

—*Lowell*

ACTON PUBLISHING COMPANY LIMITED
TORONTO MONTREAL

In Your Windows

"GUTTA PERCHA"
CANVAS SHOES

ATTRACTIVE displays of "Gutta Percha" Canvas Footwear go a long way in intensive selling during the season. In your windows and in your local advertising be sure that you are constantly letting people know that your store is headquarters for "Gutta Percha" Footwear. The "Gutta Percha" name is extensively advertised, the merit of the products is well-known to consumers; by tying up your local displays and advertising, the power of "Gutta Percha" publicity is made to work for you and your store.

At Your Distributors or Our Nearest Branch.

Gutta Percha & Rubber
Limited
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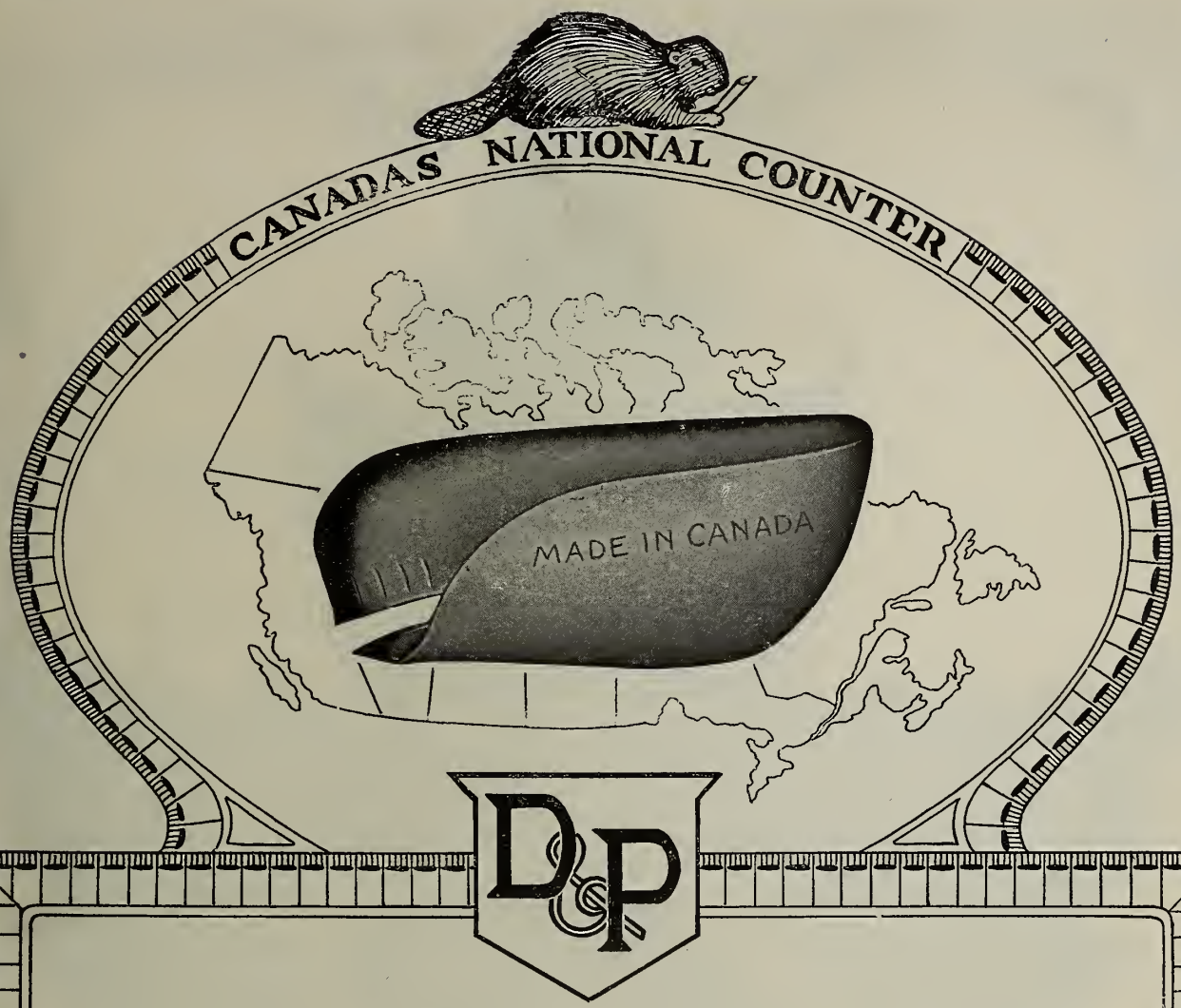
Branches from Coast to Coast



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Different grades of shoes require different counters. Long experience has enabled us to produce the proper counter for each type of shoe.

D. & P. UNION THREE PIECE COUNTERS are the specialized Counters for Women's Footwear. They are light and flexible but tough and durable, conform exactly to the last, and are still in sound condition and shape when the shoe is worn out.

The grading of D. & P. FIBRE COUNTERS corresponds to the grading of manufacturers' lines. For finest footwear our top grade Fibre Counters are essential, while medium and staple shoe production requires our Counters graded expressly for that purpose.

Consult Us And Buy Your Counters Wisely

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AIRD & SON
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MONTREAL
Shoemakers To The Wholesale Trade

Something Different

Change for change sake is poor policy, but there is wisdom in specifying

Davis Black Kangaroo

Because it is not only "different" but has the supreme qualities that make for STYLE and good SHOEMAKING.

It is the lightest weight upper leather made, having all the strength and wear of calf with the softness and lustre of kid. It will not chip or peel.

Sample on Application

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

A Warm Cordial Welcome for Every Canadian

The Boston Show July 9-12

Our brothers from across the line are strongly urged to come to the Boston Show this year. There will be enough new features to make it well worth the time of even the busiest buyers.

Note the dates—and come! It will make you a better shoeman and merchandiser.

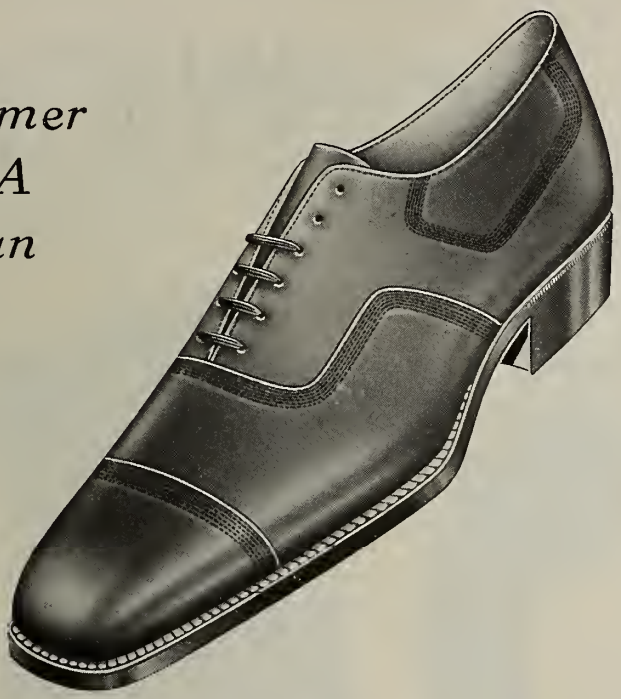
A Style Revue without equal will show you the very newest designs in fine footwear.

Come and Learn More About Hosiery

Hosiery departments are becoming more and more important factors in the business of retail shoe merchants. The show management has recognized this fact and will have displays of interest to the hosiery buyer.

New Styles-New Business New Confidence

The Summer Shoe Of A Gentleman



This Bell Oxford has all those important characteristics that make the Bell men's lines the footwear of Canadian Gentlemen.

For the worth-while trade the Quality Shoe is the ONLY shoe The Bell creed is Quality, and it allows no lowering of standards to meet any "shoe-at-a-price' plan. The best material that can be secured, the best shoemaking that skill can produce, the best style that art can create—that is the Bell Policy. And leading merchants know that it produces permanent trade and prestige.

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C. E. Fice, Representative

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

CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

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La Duchesse

GOOD NEWS

FOR THE

WHOLESALERS

"La Duchesse" new lines will soon be ready

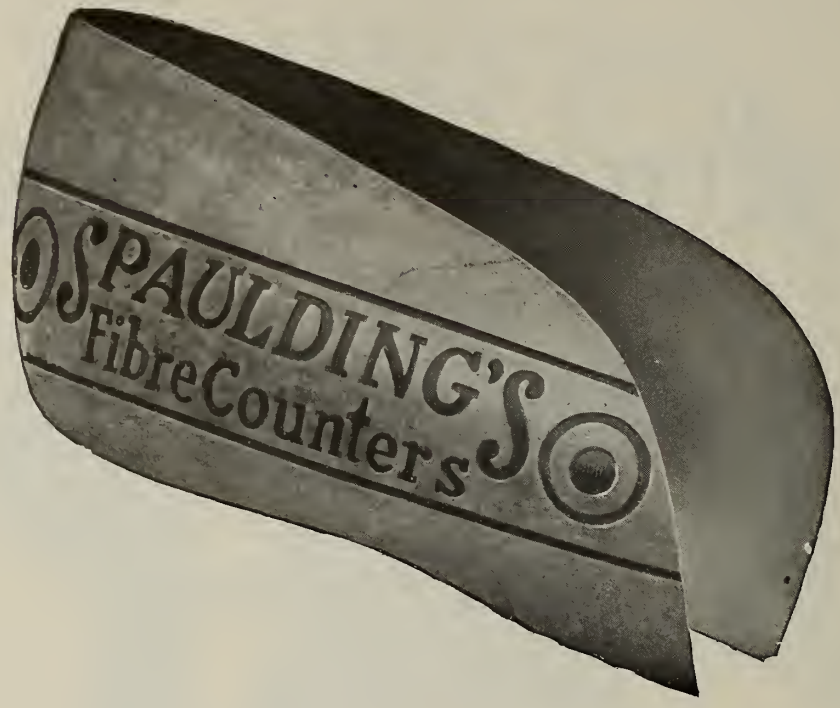
About to start operations in our large new well equipped plant, we are coming back stronger than ever with a range of samples that will set a new standard in the trade for stylish shoes moderately priced.

The policy of "wait and see" is well worth while when it brings you such unequalled buying opportunities as these lines afford.

Temporary Office, 640 Craig St., East.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.

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



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

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No. Rochester, N.H.
Rochester, N. H.
Milton, N.H.
Townsend Harbor, Mass.

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June Is Fleet Foot Time

The month of June is the best time for featuring and selling Fleet Foot shoes. That is why every Fleet Foot dealer should make sure:—

(1) That he has a well-balanced assortment of Fleet Foot shoes for men, women and children.

(2) That selections of his Fleet Foot stock are prominently displayed in the windows.

(3) That the Fleet Foot cards are featured in his window displays.

(4) To tell his customers that the name Fleet Foot stamped on the shoe is the guarantee of quality and value, and that they are not Fleet Foot unless the name Fleet Foot is on the shoe.

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Dominion Rubber System Limited

Head Office - Montreal

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OTTAWA, Ont.	WINDSOR, Ont.	EDMONTON, Alta.
TORONTO, Ont.	NORTH BAY, Ont.	VANCOUVER, B.C.
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F830—$3.15

F859—$3.85

F781—$3.35

F786—$3.10

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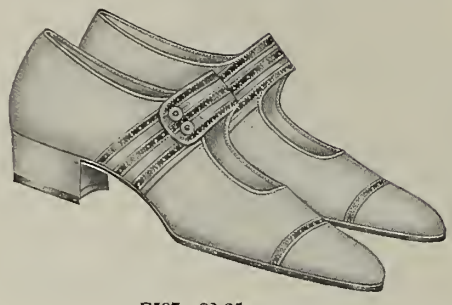


F587—$2.35
Green Kid Trimmed. Also Carried with Red Kid Trimming.

F210—$3.50

HANNAHSONS FOOT WEAR

DESCRIPTIONS

S830 Black Satin Two Button One Strap, suede trimmed, imitation turn, B to D, code "Rainbow" $3.15

S859 Black Satin One Strap, Suede Collar and Cut Out Tongue, Turn, 15/8 Full Louis Heel, widths A to D, Code "Madlyn" $3.85

S861 Same as above except imitation turn, 12/8 Cuban Heel, three cut-outs, B to D, code "Sylvia" $3.15

S780 Black Satin One Strap, 16/8 Full Louis Heel, Leather Lined. Widths A to D Code "Bab" $3.35

S781 Same, except 14/8 Full Louis Heel. Code "Hattie" $3.35

S786 Black Satin Wide One Strap, 9/8 Flapper Heel, rhinestone button, genuine turn, leather lined, widths, B to D, code "Clover" $3.10

S776 As above except imitation turn, code "Edna" $2.75

S805 White Satin Brocaded One Strap Pump, Leather Lined, 14/8 Louis Heel, widths B to D, code "Vera" $3.25

S800 White Satin One Strap, leather lined, 14/8 Louis Heel, widths B to D, code "Helen" $3.15

S587 White Whipcord One Strap, Two Button, Green Kid Trimmed, Imitation Turn, 9/8 Heel, widths B to D, code "Cannes" $2.35

S589 White Whipcord One Strap, Two Button, Red Kid Trimmed, Imitation Turn, 9/8 Heel, Widths B to D, code "Reviera" $2.35

S210 (Levor's) White Washable Kid One Strap, Imitation Turn, Leather Lined, Covered 9/8 Heel. Widths B to D. Code "Trixie" $3.50

S250 As above, except Genuine Turn and 14/8 Full Spanish Heel. Widths A to C Code "Billie" $4.25

S252 As above, except Genuine Turn and 12/8 Cuban Heel. Widths B to D Code "Buddy" $4.00

Send for HANNAHSONS NEWS

A Quick Turnover

Turnover is the keystone of merchandising success. As the profit margin contracts, stock turn must increase.

HANNAHSONS Fashionable Footwear Novelties will triple your turnover. Let us show you how you can make more money with a smaller investment.

HANNAHSONS interest in your account does not end with one sale—this is but the beginning of our service to you.

We want you to try HANNAHSONS shoes because we know the results will prompt you to merchandise more of them.

HANNAHSONS SHOE CO.

HAVERHILL, MASS., U. S. A.

Manufacturers

CANADIAN REPRESENTATIVES

A. E. Jones, 153 Peel St., Room 112, Montreal, P. Q.
V. A. Pearsall, 11 Fern Ave., Toronto, Ont.
Wm. McLean, 4312 Pine Street, Vancouver, B. C.

In Stock HANNAHSONS In Style

Black Beauty

Chrome Patent Sides

It is the attractive dressiness of Black Beauty that will appeal instantly to your customers, and close sales without strenuous selling effort. That is why many shoemen specify Black Beauty Chrome Patent Sides.

The Robson Leather Company Limited

Oshawa, Canada

THE
FOOT ARISTOCRATIC

VICI kid advertising is continuing in The Saturday Evening Post and The Literary Digest. Over 85,000 copies of these magazines circulate in Canada. On an average of three persons read each copy. A quarter of a million Canadian people may be safely counted upon to read VICI kid messages regularly. They will want shoes of VICI kid. They will buy shoes of VICI kid.

Shoes of VICI kid meet the demands of fashion

Shoe sales are most easy to make when the shoes most truly meet all the demands of Fashion.

VICI kid is fashionable in its colors. It is fashionable in its finish.

It is the leather that has *set* shoe fashions since Robert H. Foerderer revolutionized methods of leather tanning in 1890 and gave to the world VICI kid.

Shoes of VICI kid sell because of their fit, their firmness, their flexibitity and their refinement.

No other leather combines ALL the advantages of VICI kid.

VICI KID

ROBERT H. FOERDERER, Inc.
Philadelphia
Selling Agencies in all parts of the world

VICI kid
(Reg. U.S. Pat. Off.)

THERE IS ONLY ONE VICI KID - - - THERE NEVER HAS BEEN ANY OTHER.

Shoe Knowledge is Selling Safety

Stock No. 10 Russia Calf Oxford, Andover Last
Stock No. 12 Gun Metal Calf Oxford, Andover Last
Stock No. 14 Russia Calf Oxford, Councillor Last
Stock No. 16 Gun Metal Calf Oxford, Councillor Last

Price $4.75

Terms: Net 30 days

For less than three pairs an extra charge of 15 cents per pair.

IN-STOCK

We now have two more styles on the Councillor, a last not quite so extreme as the Andover.

The exceptional features of these shoes will appeal to your customers instantly, resulting in immediate sales.

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

BULLDOG SOLE LEATHER

BULLDOG SOLE LEATHER rises to popularity and public approval over night because it offers the public out-of-the ordinary service.

Manufacturer, Retailer or Repairer, you can add to your own business through the business building possibilities in BULLDOG SOLE LEATHER. Feature BULLDOG and let public demand with a fast turnover swell your profits.

"Twice the wear in every pair."

Advertised from coast to coast.

Toughest Leather Ever Tanned

TANNED ONLY BY

TORONTO
QUEBEC

BEARDMORE & CO.
Tanners Since 1844

MONTREAL
— ACTON

PERTH

IN-STOCK

No. 776: All white buck, 1 strap, 2 button slipper, 13/8 Cuban heel.

No. 776-1: Same on Sport last with 9/8 walking heel.

Prices of 776 and 776-1 with white enamelled ivory heel **$5.20**; with white enamelled leather heel. **$5.00**

No. 575: All fine white cloth, 1 strap,two button, 13/8 Cuban white enamelled leather heel. Price **$3.95**

No. 558: All fine white cloth oxford, 11/8 military white enamelled leather heel. Price **$3.85**

Net 30 days. June 1

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Perth -:- Ontario

W. S. PETTES	H. B. McGEE	J. H. McGEE	G. H. FERGUSON
Room 413, Windsor Hotel, Montreal, Que.	Room 706, King Edward Hotel. Toronto, Ont.	Royal Alexandra Hotel, Winnipeg, Man.	807 Bower Bldg., Vancouver, B. C.

Can You Give The Summer Buyers What They Want?

Dalaco CANADA

Summer selling, long delayed, will soon open up with a rush, and the merchant with the READY STOCK will make the sales.

DALACO IN-STOCK DEPARTMENT

can give you at once shipment of the Season's leading styles at the trades' very best values—in a full varied selection in both Men's and Women's lines.

Do not face the Season unprepared. Order from the quick-turnover Dalaco Lines now.

Daoust, Lalonde & Co., Limited

Manufacturing Plant and Showrooms

45-49 Victoria Square Montreal

Branch — The Metropolitan Shoe Co., 49 Victoria Square

Kewpie Kewps for Kiddies

In- Stock
Sizes, 2-5, Chrome Sole

No. 6100 Pat. Butt.
No. 6102 Blk. Kid Butt.
No. 6103 Blk. Kid Bluc.
No. 6104 Brn. Kid Butt.
No. 6105 Brn. Kid Bluc.
No. 6122 Pat. Butt. Wht. Qr.
No. 6137 Pat. Bluc. Gry. Qr.

Infants' Chrome Sole Button, made in sizes 2-5 and in all leathers.

Infants' 2-5 sizes made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

In-Stock

Sizes, 2-5
S. No. 6147

Sizes, 5-7½
S. No. 7147

Sizes, 8-10½
S. No. 8147

A Flexible Cushion Sole Shoe for Children

(Process fully protected by Patent)

Comfort, foot health, quality and wearing dependability, are a few of the reasons for KewpieKewps' selling popularity.

Kewpie Kewps for Kiddies are manufactured on a welt process with our Patent Cushion Sole absolutely flexible. Made with full insole which eliminates repair troubles.

SpecialNatureLasts guarantee proper foot development and allow the foot space to grow. The shoe that tickles the kiddies with a price that pleases the parents. Specify Kewpie Kewps for Kiddies for your children's department.

The Eclipse Line

Turns and McKays
For Growing Girls, Youths, Misses and Children.

A high grade line at a reasonable price. Eclipse Shoes are well known for their wearing qualities and easy, comfortable fitting.
Steady Sellers that make good friends and customers that repeat.

In-Stock S. No. 2490

50 Lines Carried In-Stock For Immediate Shipment

Write for Complete Details and Illustrated Price List

Galt Shoe Manufacturing Co., Ltd.

GALT, ONTARIO
TORONTO PERMANENT SAMPLE-ROOM
Room 7c Cosgrave Bldg., 167 Yonge St. (Telphone Main 2250)

UNITED

THE LAST WORD
STYLE QUALITY
UNITED SERVICE

Speed, Accuracy, Ideas

These things are indispensable in a last and pattern service, and on each one of them United Service lays particular stress.

Added to these is that other strong point in which we stand absolutely alone in our field — our country-wide organization that girdles the entire industry. We are at home in every style centre and in every shoemaking city.

United Last Company Limited

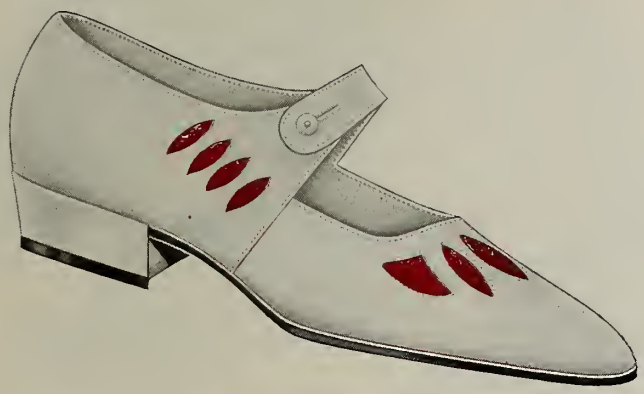
Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East

United Lasts — United Patterns

G.L.&H.



Wos. One strap, made in White Kid, White Buck, White Calf, Red or Green Inserts.

One Of Our Snappy Novelty Creations In White Summer Footwear

Bright colors in footwear is Fashion's fancy for the Summer. This attractive combination of White and Red has just the right moderate touch of smartness to accord with this latest vogue and to strongly appeal to your particular women patrons.

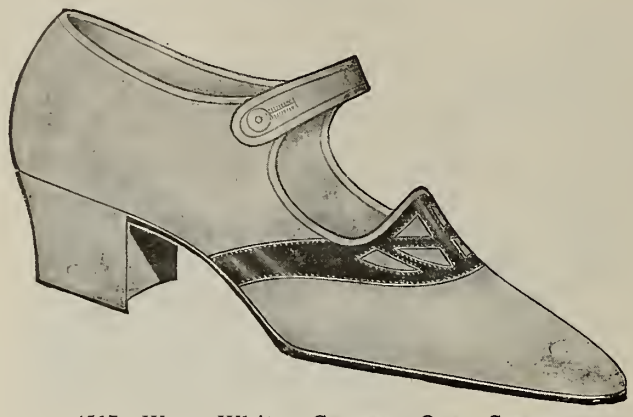
In the complete G. L. & H. Line you will find the original creations and the extremely popular values that give you unequalled opportunity of increasing Summer Trade. See these lines at once and profit by making them your feature offering for the Season.

Gagnon, Lachapelle & Hébert

55 KENT STREET, MONTREAL

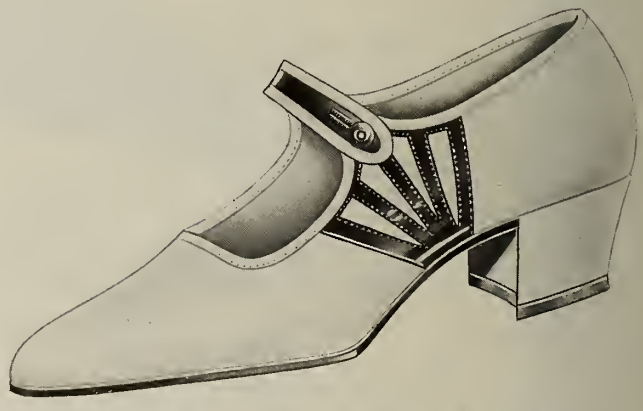
$2.50

IN STOCK---AT ROBINSON'S



4517—Wos. White Canvas, One Strap, Semi-Colonial, Patent Trim, 12/8 Covered Wood Heel, M.S. PRICE $2.50

4519 Wos. White Canvas, One Strap, Patent Trim, 8 8 Covered Wood Heel, M.S. PRICE $2.50



4516—Wos. White Canvas, One Strap, Patent Fan Strap, 12/8 Covered Wood Heei, M.S. PRICE $2.50

The Special White Shoe Offering Of The Season

Three Sure Sellers Ready For IMMEDIATE SHIPMENT

Write, Wire
Or 'Phone Now

Sample Pairs
Gladly Sent

Terms net 30 days from date of shipment

GEORGE ROBINSON, LIMITED

29 VICTORIA SQUARE

MONTREAL

Are you using our "In-Stock Department?" If not, why, not?

All "Classic" lines illustrated on this page delivered the day YOUR order is received.

Thousands of Pairs Ready for Delivery---NOW

8092—Our most popular shoe for the growing girl. It is a good seller, good fitter and bound to please your customers. C & D widths, 2½-8 ..... $3.65

Have you, Mr. Retailer, any of our Misses' Oxfords in your store? We stock both the Genuine Goodyear Welt and our new G. & S. Process McKay Oxfords. They are wonderful profit makers.

WELTS
4040—Tan Calf, B, C, D, 11-2 ..... $3.25
4041—Velour Calf, B, C, D, 11-2 ..... $3.25
4047—Patent, B, C, D, 11-2 ..... $3.25
McKAYS
4028—Patent, D, 11-2 ..... $2.75
4029—Velour Calf, D, 11-2 ..... $2.75
4030—Tan Calf, D, 11-2 ..... $2.75

4021—A new "CLASSIC" Patent one strap for Misses. Fine fitter, made on our new G. & S. process. Imitation turn, Reg.Heel, PATENT, 11-2 ..... $2.60

Send your order for WHITE BUCK NOW, while we have the sizes.

A most popular shoe for the growing girl. Imitation turn, G. & S. process; 8/8 Heel, IN-STOCK in PATENT and WHITE BUCK.
8071—Patent, C & D, 2½-8 ..... $3.65
8072—WHITE BUCK, C & D, 2½ 8 ..... $4.00

Getty & Scott Limited

Makers of Classic Shoes for Women & Children

Galt, Ontario

"Harrington"

From East To West

has spread the fame of

St. Andrews Golf Shoe

Registered

From Atlantic to Pacific merchants are making straight telling "drives" on the Golf Shoe Trade with these highly specialized Golf Shoes. Everywhere people are enquiring about them—buying and wearing them.

PATENTED RUBBER STUDS

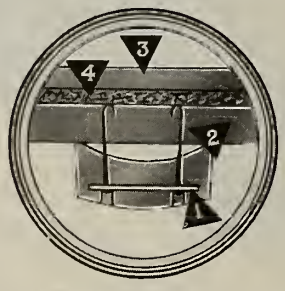
The outstanding and distinguishable "St. Andrews" feature. Cannot be used by other manufacturers.

THE OUTSOLE

Light, strong, viscolized, water-resisting.

THE INSOLE

"Sani-Pore,"—absorbs perspiration, keeps feet cool—does not harden or crack.



Patented Rubber Stud

1.—Steel washer inserted in Rubber Stud.
2.—Rivets securing stud to outsole
3.—"Sani-pore" Reg'd. innersole.
4.—Cork filling.

Summer trade will be big for the "St. Andrews" dealer. Our agency proposition enables you to control this profitable business. Arrange NOW for the selling rights in your town.

TETRAULT SHOE MFG. CO., LIMITED

MONTREAL, QUE.

Attractive Display Of

ST. ANDREWS GOLF SHOE, Reg.

As Shown by Geo. G. Gales, Limited, Montreal

Mr. Gales is one of the many merchants throughout Canada who is taking advantage of the unique trade-winning opportunities offered by "St. Andrews" Golf Shoe, Reg., and by means of prominent displays is creating extra golf shoe sales.

A display like the one here shown, appropriate in setting, correct in arrangement and direct in its strong appeal, cannot fail to be productive of splendid selling results.

With the floor of the window in imitation grass effect and golf sticks, bags and balls arranged at the sides, a suitable touch of "the game" is given to the showing. Besides featuring various models of the shoes for men and women, the display shows twelve of the parts in the shoe's construction, as well as a piece of the sole leather before being viscolized, also a roll of the calfskin upper leather. Among the parts specially featured are the Sani-Pore Insole and the Patented Rubber Studs, and attractive display cards call attention to the many exclusive points of superiority in the shoe. The whole showing has that most essential characteristic of a window display—the ability to IMPRESS the passerby QUICKLY with ALL the shoe's merits and the advantages it offers.

A "St. Andrews" display in your store is the magnet you need to draw the Golf Shoe Trade in your town.

VACATION SHOES

In-Stock Now

THE RITCHIE SHOE

No.3306 Black Calf Presto Oxford, Single Sole, Rubber Heel, Code "Oar"

No.3305 Saxon Brown Side Leather Oxford, Single Sole, Rubber Heel, Code "Ocean"

No.3307 Black Nubian Side Leather Oxford, Single Sole, Rubber Heel, Code "Olive"

No.3308 Brown Presto Calf Blucher Oxford, Single Sole, Rubber Heel, Last 7 Code "Onyx"

No.09413 Colored Calf, two-tone effect, Rubber Suction Sole and Heel, Last 7, Soft Toe.....Code "Ode"

The John Ritchie Company, Limited

Quebec

Mention "Shoe and Leather Journal" when writing an advertiser

Vol. XXXVI. No. 11 Toronto, June 1st, 1923

Shoe and Leather Journal

Published Twice a Month

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Boston Office: 161 Summer Street

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Following Through

THERE is no doubt that the shoe and leather industry is passing through the most trying experience if not in its history, at least in the memory of those at present engaged in it. We have had periods of depression that have been acute, but they have neither been as pronounced nor as prolonged as the present one.

However, there are encouraging circumstances that ought not to be forgotten, and promises of betterment that should lead those who deserve to remain in the business to determine to "hang on." There are breaks in the clouds, and although it may be some time before we bask in the clear skies and bright sunshine of prosperity, we are fairly on the way to better things.

In the first place in this industry, we are down to a basis where conditions cannot possibly be any worse. From hides to the manufactured product, everybody has been hammering away at the problem of reduced costs until there is practically nothing left to hammer. There may be rumors of further concessions but these must inevitably be at the expense of quality. The man who buys cheaper leather or shoes to-day may rest assured that the reduction is taken out of the goods.

We may talk about the attitude of the consumer and of "buyers' strikes", but the crux of the situation in the shoe industry to-day lies in the fact that there are too many at the game. This applies to all branches, but particularly to shoe retailing, which during the war nearly doubled in number of establishments.

There are too many shoe factories and this is what is perpetuating and accentuating present retail selling conditions. Manufacturers in the effort to keep their plants moving have been making up stock and, failing to sell them in the regular way, have disposed of them to mushroom concerns and others at close prices for cash. These goods are thrown on the market and naturally tie up regular retail stocks.

On the other hand, there are retailers who are still attempting the impossible feat of eating their cake and keeping it. There is no doubt that lack of adequate liquidation in some cases and high markups in others, are still militating against progress in legitimate shoe retailing.

In the meantime, there are retailers who are saying nothing, but just "sawing wood". By cleaning up their stocks, putting ginger into their store methods, and push into their publicity, they are keeping their stocks moving.

It is the man just now who keeps his eye on the fairway, accurately measures his drive, puts the right stroke behind the ball and "follows through" who is going to win out. And the game is worth while.

In The Market Place

General business conditions—Slow improvement in seasonable lines.

General Situation

IT may be said that in general business there has been a perceptable quickening during the past two weeks, although the weather is not yet what it should be to help merchants either to get rid of spring or summer lines. Both retail merchants and manufacturers have therefore been endeavoring to unload and the cut prices quoted on clothing, underwear and other goods in spring weights or styles have helped to demoralize things still more for the retailer who finds people puzzled by the fact that they see lines quoted at prices that represent about half the value of ordinary goods at the present time. In staple goods, such as hardware, groceries, and builders' supplies, the demand is good, but there is nothing in the way of a boom. In spite of reports to the contrary building has eased off in large centres on account of the increased prices of materials and especially labor. In Toronto, Montreal and other large cities there is comparatively little being done beyond the erection of dwellings and the situation in this respect is becoming easier. Nevertheless, there are indications that trade is steadying, and the very absence of boom characteristics is a guarantee that we are on comparatively solid ground. The one thing that seems to be dawning upon everybody gradually is that there are too many people distributing goods for the amount really needed.

The Hide Situation

The hide market is so dead that only one carload was reported sold last week in Chicago. There is an absolute lack of interest in hides and skins of all kinds although there are a few enquiries that indicate the possibility of sales in the near future. Tanners continue to sit back and await developments in the leather game, and packers do not seem inclined to make any concessions especially on small lots. The break in the South American market has contributed to weaken the domestic market still further. Heavy native packer hides are quoted eighteen cents for heavy with seventeen for lights. In country hides there is practically no market and concessions do not seem to interest buyers. Buffs are quoted 12 cents with no takers. Calfskins have dropped another cent during the week.

Leather Conditions

Trading is very slow and apart from a little flurry in the export of sole to Great Britain and the United States there is little to say. The market has remained unchanged in sole although there are reports of concessions in response to the continued hammering of shoe manufacturers for stock to produce shoes at lower prices. Sales have been so slow during the month that tanners have barely been able to keep their plants moving and had it not been for the export trade there would have been accumulations. In side leather, the same conditions prevail, although tanners say there is a little better demand for stock for standard, staple lines. In the finer lines, especially in light weight goods there has been a little increased activity, but the constant cry is for cheaper leather. One leather man says that tanners can sell stuff to-day that they could not give away five years ago.

Shoe Manufacturing Improves

The factories that are making novelties or high class goods of the lighter makes are all busy, in spasms. Dealers want goods to fill up and want them in a hurry. As manufacturers with few exceptions have not been prepared for sorting demands a good deal of friction and trouble have resulted. Shoe manufacturers with the exceptions noted have not been busy. In fact, few of them are working over half time regularly except those making staples and even these have not the usual run of business. All, however, say that there is a slight improvement in demand, and, since the warmer weather has set in, it is easier to get retailers to talk fall business. Manufacturers are keeping their sails trimmed and everything in readiness for a real start in business for autumn requirements, which will undoubtedly be later this season. Meanwhile regular trade is slow.

How Jobbers Feel

Wholesalers claim that there has been a little flutter on account of stocks of novelties being cleaned up, but there has been no real business during May. The jobber like the retailer has been very cautious about stocking the novelties, and thus has not been in a position to meet the demand. He complains that manufacturers have not been able to supply the goods fast enough and therefore, numbers of sales have been lost. They report shoe prices as still firm in the east although here and there small concessions have been made but not enough to affect the situation. With all the hammering and knocking of the past three or four months, it does not seem possible to get the cost of shoes down below the present basis. As one jobber puts it, all it needs to start things going is an advance of ten per cent. on shoes.

The Retail Trade

During the month retail trade has been good in spots. Some dealers report a substantial increase but others say it has been no better. It is claimed that the special shoe sales announced by large departmental stores and bargain shops handling so called bankrupt or manufacturers' stocks have created the impression with the public that ordinary retail prices are nearly double, what they ought to be. People seem to be bewildered when they see goods ticketed in windows at $5.00, that look as good as those they find in a regular shoe store marked at $9.00. They can't seem to figure where the difference can be and get impatient with the dealer who tries to properly explain it. In the meantime, they do not seem to object to paying $50.00 for a real suit of clothes or $7.00 for a hat, they used to get for $3.50 or $4.00.

The Rubber Shoe Trade

The regular season is practically over and manufacturers seem satisfied with the result although towards the last the going was somewhat slow. The demand for sports goods has already set in with retailers and the windows and shops are full of white canvas and other lines of outdoor rubber soled footwear. Already repeat orders are coming in and some of the factories say they expect a busy month ahead. People have not bought leather goods extensively but seem ready to put their money on less expensive lines of outing footgear. Some manufacturers report a big demand for crepe soles, which is only being partially met on account of the lack of facilities for turning them out. Another year, however, will undoubtedly see these shoes more or less strongly featured.

The Joy of Work

By Dr. Frank Crane

The joy of doing one's work is the purest, least diluted, most permanent, divine, and abiding joy of which a human being is capable.

There are other joys that are fiercer, and with these our souls are lured into snares of pain.

The appetites have their pleasures, but behind every one of them stand the dark constables of sorrow. Behind the banqueter stand repletion and disease, gout and dyspepsia; behind the drinker's jovial hour stand folly and excess; behind the crowning moment of desire stand the Cossacks of disgust and remorse ready to charge; behind pride looms humiliation; behind riches the hollowness of luxury; and behind life itself, and its indulgences, death and the grave.

But behind work, rest; behind all good craftsmanship, unstained satisfaction; behind endeavor, heaven.

If work be a curse of God inflicted upon mankind for the sin of our first parents, as some theologians have contended, then as shrewder theologs have reasoned, the curse of God is better than the blessing of men.

But work is no punishment. On the contrary, it is the most redemptive of things.

He who loves work gains all the favors of the gods.

He gets health; for there is no purge nor tonic so efficient to the body as work.

He gets joy, for the most perfect joy of which we are capable is the forthputting of all one's powers.

He gets poise, for in loving labor is the true balance of all our faculties.

He gets dignity, for man never appears nobler than when he is glorified in his work. He gets praise, for the only commendation that does not make us feel sheepish is that bestowed upon us for good work.

He gets fellowship, for there is no companionship so pure and wholesome as that of those who work together at some worthy business.

He gets self-respect, for there is no satisfaction so unalloyed as the consciousness of having done well that which we have undertaken to do.

He gets rest, for work alone brings rest in all its grateful sweetness, such as the idler in his restive hours of inaction cannot understand.

He gets goodness, for it is doubtful if any virtue at all can be held unspoiled by those whose souls are thrown into no task.

He gets faith, for all belief in the eternal laws of goodness comes from the doers, and all doubt and despair from the triflers and undoers.

So for heaven I imagine no place of everlasting rest, but of eternal youthfulness in labor where "no one shall work for money and no one shall work for fame."

Neither do I fancy it as a triumph. For human blessedness is not found in success, but in effort; not in arriving, but in traveling; not in wages and guerdons of work, but in work itself.

Therefore heaven seems to me as the place
"Where human power and failure
Are equalized forever,
And the great light that haloes all
Is the passionate bright endeavor."

Copyright, 1923, by Dr. Frank Crane

EDITORIALETS

Pointed Paragraphs on Practical Problems

CO-OPERATION AGAINST OUTSIDERS.

THERE are numerous reasons why dealers in the same line or at least merchants in the same town should establish some basis of mutual co-operation in keeping business from straying to other localities. Educational propaganda to promote loyalty to local interests is perhaps the least of these, although there is a promising field here for cultivation. Most people buy from outside sources from pure thoughtlessness rather than from a desire to save a few cents on a purchase, so that a great deal of this trade may be kept at home by wise publicity. In cases where catalogue houses or fly-by-night establishments sap the foundations of local trade the town merchant can do comparatively little to meet the situation alone. Co-operation on the part of merchants in the same locality, however, can soon limit if not eliminate catalogue purchasing and as to "scallawag" enterprises, united action can put an effective end to their spasmodic efforts. Cultivate the acquaintance of your fellow merchants. It will pay in more ways even than those indicated.

HEADWORK VS. FOOTWORK.

THERE are many people whose heads never save their heels. They are always about three jumps behind in doing things. This accounts for more of the failures in life than any other single thing. Brains are given to people to save or at least direct their efforts. Nevertheless, you see men every day who plug along in ruts up to the axles instead of getting out on a road where energy will count for something. Just now the man who does not use his head in business is running a danger greater than ever experienced before. In the shoe business to-day this is particularly true, as conditions call for the most careful watching and planning. For the next year or so there is going to be a steady weeding out of the weak concerns. The survival of the fittest is going to mean the election of those who win, not by the sweat of their brow, so much as by the expenditure of grey matter. Brains and persistent effort are the combination that is going to tell.

WATCH CARRYING COSTS.

If you let a business drift to-day, it will get on the shoals before you have time to realize it. There may be periods when you can give the ship some leeway, but the present is not one of them. The wise mariner will keep his hand on the tiller, and his eye ahead. He will take no chances with spread sails, but will travel as close-hauled as he can and keep a straight course. Amongst the great hindrances to satisfactory progress are barnacles and leaks. Get rid of hindrances and plug up the holes. Cut down your overhead where you can, and eliminate every possible expense that will not yield returns in sales. Watch the carrying costs of your business just now and get them down to bed rock.

WATCH THE MARK UP.

THE man who tried these days to apply a general mark up system to retailing is on dangerous ground. In handling novelties, as a correspondent points out elsewhere, the thing to be considered is the last dozen pairs out of the sixty pair lot. It is what you have left over, and what the left-overs will bring that have to be reckoned with. In some lines that are selling in shoe stores just now a hundred per cent should not be too much to add to invoice price. There will be a lot of fading, drooping lines carried over at the end of the current month unless something is done to get them out of the shop. Within two weeks the summer will be in full force and some of the colored and combination effects of elaborate design will languish on the shelves. There should be a determined effort in the next fortnight to get Spring and early Summer styles out of the way. Don't bank on Autumn.

STUDY YOUR CONSTITUENCY.

WHAT may be selling in an adjacent city or town maybe altogether foreign to the needs of your locality. It is a nice thing to know what goods are moving in New York, Boston, Montreal, Toronto or Winnipeg, and in fact a man need never fear being too well informed in regard to his business or what is going on around him. Your first duty, however, is to your constituency and yourself. If you have made a thorough study of the people of your district and know what your store sells best you need never worry about the other places and their style fads. One of the most successful retailers in the country says he can tell to within ten per cent. what he can sell to his trade and he uses that ten per cent. outside staple needs to create more business. In other words he just buys enough novelties in style shoes to maintain a reputation for being up-to-date and to give customers a little zest, in buying. He says just now in shoe retailing the retailer is letting the tail wag the dog.

HARD TO CONVINCE.

THE reason why the average person holds back on his shoe purchases is not due to the fact that his purse is lean but that he is convinced that prices have not touched bottom even yet. This belief is due to two things very largely. The buyer sees quite presentable looking shoes displayed and ticketed at $4.95. He comes to the conclusion that the retailer who asks $8.00 or $9.00 is profiteering. His memory goes back to the charges made in 1918 and 1919, that shoe retailers were exacting an exorbitant profit and the fact that these charges were at the time backed up occasionally by shoe manufacturers themselves. It is the old story of chickens come home to roost. The public seems never to have gotten rid of the suspicion that shoe men are robbers. The only way to meet this spirit is to demonstrate the fact that good shoes cannot be made to-day to sell for the prices advertised in "bargain" stores. Manufacturers and retailers should combine to combat the unwarranted suspicion that is killing the shoe trade.

Round Table Conference

What retailers think of pressing problems—Growth of corrective shoe business.

THE questions under discussion this month are on topics that at present concern every live dealer in the country. One of these was the question of how to promote the sale of more shoes to both men and women, and the feasibility of education to use suitable shoes for various occasions. The views expressed are from various parts of the country from east to west, and you may not agree with the writers, but you will certainly be interested in reading the opinions. In the meantime, feel free to put in your "spoke" and if you have a suggestion to make pertinent to any of the subjects discussed, or any others that agitate your mind as a shoe retailer, "shoot."

Selling More Shoes

A Montreal retailer of this subject says: "The average person, particularly a man, is inclined to wear one pair of shoes for all occasions. This is wrong, of course, and we shoe men should educate our customers to buy proper footwear as the occasion may demand. There is a wide field for the intelligent man who is endeavoring to sell proper fitting shoes. Most of us line up our shoes without any definite reason, other than that they are good looking, and at a good price. The successful shoe stores on this continent have achieved their success by buying their shoes along a set policy or plan which through its own momentum has built up the business as time rolled on."

A Saskatchewan dealer thinks that the trouble lies largely to-day with the multiplicity of styles, and says that a standardizing of these should be secured. He also thinks that a proper fitting campaign is in order that shoes might be made comfortable, not only for walking but working and other purposes. He thinks that if the styles were simplified and there were fewer changes, people could be induced to wear more shoes.

A Winnipeg dealer says that just at this particular time when buyers are holding back and are only purchasing necessities, it is a very difficult thing to induce the purchase of extra shoes. However, he thinks that if the dealer will persistently and systematically advertise shoes suitable for various occasions, a certain number of people may be induced to invest in extra footwear. This is particularly true of ladies, who to-day are beginning more and more to realize the importance and advantage of having shoes to match their costumes and the occasions for which they are worn.

An Ottawa shoe retailer says that the best method of promoting the increased sale of Canadian shoes is a joint national advertising campaign of manufacturers, wholesalers and retailers, similar to that inaugurated in the United States. He suggests a slogan such as "Walk and Be Healthy" in order to promote the larger use of comfortable, well made shoes, and creating a healthy demand by active use.

An Ontario dealer expresses the view that the education of the public can best be carried on by store and window displays backed up with extensive newspaper advertising. He urges that after all it is a matter of education and not of real need of money, as the people seem to have plenty of money for other purposes, some of them not nearly as worthy as properly providing themselves with shoes. He claims that good results may be obtained from keeping the subject constantly before the people.

Another large retailer in Ontario backs up the opinion given above saying that the education is really a question of some little time, and that when momentum is secured, good results will be accomplished by a system of education through advertising and propaganda. He suggests that one of the best ways to increase the sale of shoes just now is to make their cost lower. This will be open to criticism not only by manufacturers but retailers.

Another Ontario dealer says that only about 10% of the people know what to wear on various occasions. The other 90% buy just shoes. He says that the only argument that will appeal to the consumer to-day in inducing him or her to buy additional footwear, is economy. If you cannot show him that he will save money by having two or three pairs of shoes extra, you might as well save your breath.

A Western Ontario dealer says that a great deal depends upon the clerks who should be thoroughly drilled as to the advantages to the customer of having extra shoes, and they should be depended upon to sell the customer the idea. He says that in the effort clerks should come first, windows second, and lastly good straight interesting talk along these lines in the regular advertisements. He does not see any reason why a great many people could not be convinced of the personal advantage of having extra footwear.

An Eastern Ontario dealer says that just now it is a difficult thing in small towns and cities to get people to buy anything beyond the actual necessities in shoes. He says, however, that by giving the best possible values and having the stock varied enough to cover the different requirements, clerks by a little tact and foresight can no doubt induce extra sales.

One of the most successful Ottawa shoemen, says that he has found that the most successful method of increasing the number of sales to individual customers is to get the salesmen to suggest an extra pair for special occasions. He says a great deal depends upon the clerk and that he should impress upon the customer the necessity for the proper use of particular shoes. He is very sure that the problem is one of salesmanship, and that while it may be assisted materially by advertising and store displays, after all it is up to the man behind the shoe.

The Mark Up of Stock

In talking over the retail shoe business the other day with a man who has been nearly forty years connected with the shoe game, he said that until the war very few retailers had any idea of the proper mark up of their goods. The common practice was to put about 25% to ordinary stock and in case of some staples that sold rapidly it was even less than this. The result was that very few retailers made any money. What they managed to accumulate from year to year was by sheer saving and doing salesman's work at about half the amount they would be called to pay to a good man. In his own words, it was sheer luck and hard plugging that got the average dealer anywhere in the shoe business. It has been only within the past five or ten years that the shoe retailer throughout the country has developed any idea as to the cost of doing business, and when it was demonstrated to him that it was costing him as much to sell his goods as he was adding in mark up, he began to change his tactics. One of the best results of the war and one of the good things that came out of the Board of Commerce was to give retailers an idea that they were at sea with regard to adding per-

centages to the cost of their goods. To-day the average retailer adds about 33⅓% instead of 25% to the invoice price of the shoe that he received. This may be taken as fairly general throughout the country. There are a few, however, who still seem not to grip the fact that 25% on the cost price of their goods does not give them enough leeway.

Here are some opinions received from large dealers throughout the country, which show that the process of adding percentage varies to some extent.

A Winnipeg retailer for instance, says that he adds 33⅓% on staples, but on some styles as low as 20%, while on rubbers he only adds 10%. On shoes not likely to sell beyond the immediate season, he says that he adds 33⅓%, while on novelties he marks 40%.

Quite a number of city dealers write that their average mark up is 50%, with novelties at 60%, and children's and staples as low as 40%. There is a decided difference with those in the large down town stores that sell principally the high class or fancy lines.

A Montreal dealer says that his average mark up is about 50%, while on extreme novelties he has to add 70% in order to clear himself. He says that a staple shoe that is selling rapidly can be sold more closely than a style shoe that will be out of the running in a few weeks' time. He says in figuring mark up it is necessary to take into account the fact that the real net profit exists on the last five or ten pairs of every sixty pairs sold.

A Western dealer says his cost of doing business is 26% on sales and he adds 30% gross profit on sales after all deductions and depreciation is made. He says he does not use any set mark up, however, as one line may bring 40% easily, while another may only bring 20%. This, of course, will involve the fact that he must know his constituency and his lines well enough to be able to gauge the turnover fairly correctly.

A Western Ontario retailer says that he considers 40% on regular stock sufficient in the majority of cases, with some lines at 50%, that are not moving as rapidly. He says the mark up of seasonal goods should be at least 75%.

One of the most successful retailers in Ontario who knows the shoe business thoroughly, and who has demonstrated the fact by success in business, says that he adds 35% to invoice price on all lines, and as they do not carry enough novelties to make it a danger, he finds this covers it. We fancy that this should apply fairly largely to businesses of the character of that of the writer, but would it be a safe procedure to follow with the average retail shoe store?

An Ottawa retailer who does a large business in fancy lines claims that 40% to 50% on the cost of regular lines with 60% to 65% on novelties should be sufficient to add in cases where a retailer thoroughly understands his business. This he states involves the matter of keeping novelty goods thoroughly on the move.

The above discussion will give you an opportunity of making a comparison with methods adopted in your own business. It would seem that at least 33⅓% on the sales price, or 50% on the invoice price of the goods should be added in the average retail shoe store in order to play safe with oneself and his creditors.

Sale of Corrective Footwear

The opinion seems to gain ground that we are on the eve or at the beginning of a general change in the policy of selling shoes merely for style, looks or even good shoemaking. People are beginning to learn that they may have their feet fitted with shoes that are comfortable, as well as pleasing in appearance and are beginning to ask more and more for footwear of this type. This is evidenced by the large number of concerns within the past year or two who have begun to manufacture corrective footwear. While a great deal of good may have been done by the use of appliances, after all the latter are simply a comment upon the failure of the shoe maker to give them foot satisfaction, and prevent abnormal developments in their feet.

A prominent Ontario dealer who has made a study of this subject, and who thoroughly believes in proper shoe fitting says that moderate styles in corrective shoes are here to stay. He says the big future, however, of the corrective shoe lies with the manufacturer and depends on whether he sells his ideas to salespeople. Getting the retailer to put in a certain line of corrective shoes is not enough. The line must first of all be sold, and sold strong to the salespeople, and sales are sure to follow. He thinks, however, that at present corrective shoes have appealed only to a small percentage of the retail trade.

Another large Ontario dealer says that while people have taken to foot fitting shapes with children, that there is not the same interest in this question by grown-ups. This is probably due to the fact that the same effort has not been made to induce adults to give proper consideration to the question of proper fitting shoes.

A Western retailer of large experience says "I am inclined to think the style will pass away, or that the corrective shoe is being pushed abnormally, and to such an extent that it will be overdone. There are some people that will continue to wear these shoes, because they suit their feet, and find more comfort with them. In that case, it will get down to a staple business. I do not think that at present it is affecting the staple and stylish lines of shoes, of which we carry nearly three fourths of our stock."

A Montreal retailer is confident that we are only at the beginning of this development. He says: "A few years ago the public did not know anything about narrow widths and combinations. To-day they ask for these fits. This has been done through the process of education that has been prevailing in the shoe trade during the past few years. The development of corrective shoes is a healthy one, and is bound to increase as time goes on. Women to-day do not care so much about the size of their feet, as they do for the comfort which they realize is necessary. The average woman demands comfort, but has no intention of wearing an ugly looking shoe. In developing this business it is necessary to do so on lines that are not extreme, and that carry fitting qualities that are fundamentally right. The development of corrective shoes does not interfere with the sale of staple or stylish shoes, but it promotes extra business."

An Eastern Ontario retailer writes: "With us the sale of corrective shoes has not assumed proportions that have affected the sale of ordinary lines. Personally, however, I feel that this trend towards scientific fitting is not a passing phase, but will develop a demand for more sane footwear."

A central Ontario retailer, who has been in business a great many years is convinced that the corrective shoe will form a permanent factor of the shoe business in the future. He says: "I firmly believe that the demand for this class of shoe is a sign of superior education, and should increase instead of fading away. If properly handled it should prove just as staple a bread and butter proposition as rubbers in winter. As it improves in quality and style, the demand will undoubtedly increase. Some makers already embody real style and give great promise along this line."

Notes from American Shoe Centres

The sport season has stared early—Lack of Spring Selling being made up.

REPORTS of business from all parts of the country show an improvement during the month of May, although in some localities as in Canada, business has been held up by unseasonable weather. Nevertheless in almost all centres, even places like Boston, New York and Chicago, where the season has been backward there has been an increase of interest in spring and summer goods. Large sales have to a certain extent interfered with profitable business, but the enormous demand for novelties of any kind and especially in colored kids, has given the retailer some advantage over departmental stores and bargain shops. Business for the past two weeks has been much better and already the sport season is in full swing.

New York Notes

Quite a difference may be noticed in the class of trade as between downtown and uptown districts. In the business sections or districts where the short skirt is still popular, pumps, and straps of every kind hold sway so long as they are pretty. Sandal effects are being very freely used, many of them exposing a good deal of the foot. The shoe business has become a riot of colors with red in the lead, followed by green, blue and purple to some extent. The vogue seems to be to match stockings and hats with the color of the shoes.

In uptown districts the styles are quieter, especially in sport lines, which run into two tone effects. In the better class of stores, patent and satin still keep a good lead, and greys have considerably fallen off. There is a good sprinkling of combinations in grey and patent, and two tone effects in white and black, as well as in white and brown, but especially in dark and light shades of tan. Prominent dealers spoken to in regard to colors seem to think that the demand for strong colors will run itself out during the next month or so, and there will be a reversion to softer shades such as ecru, ivory, cocoa, terra cotta and field mouse. Greys, however, are on the wane and very few will be seen in any of the samples for the coming autumn.

In sport goods, the crepe sole has been very popular especially in men's lines, but women are looking for lighter effects in golf and outing shoes. This affects weights as well as colors. The great favorite seems to be light tan trimmed with dark tan and smoked elk trimmed with tan or ivory. The white goods trade has already started in, but has been somewhat held up by the demand for colors as well as by the combinations of patent, tan and beige with the white. In men's goods the crepe sole seems to be having a good demand, although some still look askance at it with regard to serviceability. In men's sport goods, smoked elk with rubber soles and combinations of light tan on dark sell well. There is a demand in both tan and black for a light kid in men's oxfords.

Dealers say that the popular leathers in women's goods for the coming fall will be ooze and suede in popular shades of tan and brown as noted above.

Chicago Chat

In Chicago business has pulled up remarkably during the past couple of weeks of fine weather, and the sale especially of sport goods has been remarkably good. Colors, in fact, have become a problem, retailers not being able to secure supplies to meet the demand. It is stated that in one establishment, where three hundred pairs of red shoes came in recently, the entire number were disposed of inside two or three days. Retailers, however, are somewhat afraid of the fad and are not ordering largely believing that it will run out inside of the next thirty days, and that people will get down to saner ideals. However, the vogue of matching hats, hosiery and other articles of female attire is running strong, and there will be no stop to it until a marked change takes place in women's wearing apparel. In regular trade, patents and suedes lead, and quite a few two color effects in straps and sandals are noticed particularly in the latter. A novelty that has come on the market during the past two or three weeks, has been a shoe with patent quarters and vamp of kid or suede. In some cases the quarters are slashed to give a novel effect and as a change from the patent vamp with kid quarters, the line has had quite a run. The sport season has started in well in both women's and men's lines and the array of fancy footwear to be seen on the streets is something hitherto unknown to the shoe trade. The variety in color and style is almost bewildering. As one dealer puts it: "Women are now making their own styles, and come in with hazy ideas of what they want, that they pick up anything that seems at all different from the general run." The business outlook is good, and the probability is that the sport season will run well into the middle of the summer.

It is difficult to say what the chances are at present for fall trade. Dealers have not been ordering to any extent, and do not seem to be able to make up their minds what is going to sell when the present excitement of summer shoes has worked itself out.

St. Louis Situation

April was reported by the trade here as about the poorest in many months considering its being a month of spring trade. May has turned out considerably better and towards the close of the month trade seemed to get into a regular swing.

Colored goods, of course, stand first, and have been selling as they say, like hot cakes. Red is considerably in the lead, with blues second and greens making a good third. Dealers who have laid in large stocks of white goods are somewhat worried about the outcome as up to the present time there has not been the usual demand for this class of footwear. However, as soon as the real hot weather begins, there is no doubt that white will back some of the colors off the map, and while there will still be a call for white trimmed with black and colors, and there will also be a good demand for two tone effects, the white shoe will come back again into its strong position as an article of summer wear.

Sandal patterns are selling largely in colors, although there are quite a lot still selling in black and tan. Greys seem to have been relegated to the background for the time being, and the fact that retailers realize this is evidenced by the effort to get rid of them in forced sales. There is a general shortage here of colored goods owing to the fact that retailers were not confident enough of their selling value.

Ladies!
Here's the Smartest Thing Yet
"Utilla" Calf Oxfords and Strap Pumps
CATH CARTS
WM. CATHCART & CO., Ltd.
1

Wm. H. MACK
"Better Fitting Footwear."
IMPERIAL THEATRE BUILDING
After you have worn Smardon "Tarsal-Ease" Shoes, properly fitted, you will realize the foot-freedom and lasting gracefulness they afford
The illustration is that of a neat "Tarsal-Ease" Oxford that can be had in Brown or Black Kid and Brown Calf
2

Work Shoes For Men
Work Shoes to fit your job here, whether in field or factory. They're built to give a full measure of service and comfort, at reasonable cost.
Work Shoes, made with uppers of oil-treated brown and black urus calfskin, sewn and nailed, solid leather soles and heels, double stitching to prevent ripping
PRICED AT $4.50 A PAIR.
Ashplants
3

"Better Footwear"
POPULAR PRICED FOOTWEAR FOR MEN AND WOMEN
$5.00 to $7.50
HIGH AND LOW STYLES
At the above prices we know that you cannot duplicate the value anywhere to-day. We have a wonderfully large range of styles and leathers to choose from. Buy now at these popular prices.
COLES SHOE CO.
TWO STORES
122 and 320 Colborne St.
'Phones 474 1589 J
4

Fair Play!
WHETHER you golf or sell shoes, the main thing is to play the game—give the best value you can get. This is the policy that has made the success of Smardon's
Today we offer Sport Shoes—correct for the best of sport wear
E. & M. SHOE CO. LTD.
Seven-Seven-One Granville St.
5

Women's Brogue Oxford
In black or brown, exactly like cut. A splendid shoe for street or sports wear, and an unequalled value.
Special, per pair $5
O'MALLEY'S SHOE STORE
101 Bank St.
We have everything new in Spring Footwear.
6

The Weather
The cold weather has been bad for business, but owing to our past good record for Style, Quality and Fair Dealing our business has kept up nicely. Our Goodyear Welt Oxfords and Straps are the best fitting to be had in the city. This season we are handling Snappy Fitting Comfort Oxfords for women and also Hygienic Shoes for children.
J. D. CLIMIE 22 King E.
7

2 SPECIALS
Men's Footwear
Men's Oxfords and Brogues
In Blacks and Browns. Double soles and flange heels.
$7.40
Sport Oxfords
Rubber Soles. Special Pair
Misses $5.10
Boys $4.35
Bruce Stuart & Co.
275 Bank Street
8

A SALE OF LATEST SPRING FOOTWEAR
$4.95
$2.95
$6.95
$4.95
$6.95
DRASTIC REDUCTIONS
OUR NEW ADDRESS
SAXES BOOT SHOP
OUR NEW ADDRESS
170 SPARKS STREET
9

"K" SHOES
Mens Light Weight "K" Bals in Black and Brown Calf and Black Kid.
Light, Stylish, Easy
Sold By Leading Retailers
WHOLESALE AGENTS
STEVENSON & HOYLAND, LIMITED
VANCOUVER, B.C.
10

Leslies for Good Values
First, Last, and All The Time.
MEN'S OXFORDS
WOMEN'S OXFORDS
The Leslie Shoe Store
11

Retail Advertising

Some recent publicity reviewed and criticised.

THE following nut was put before us to crack. "Why is it, that two retailers in one town, both serving the same field, and carrying well known, dependable lines of shoes, have such widely different advertising?" One man plays prices, description, style and generally packs a wallop in every advertisement, while the man across the street, with the same advantages, falls with a sickening thud as far as his advertising is concerned. As far as we can see, it depends on the personality of the man who wrote the advertisement. A good many shoemen are cracker jack salesmen and managers, but they can't write good "copy". In the above case, the man with the pushing publicity, probably spends hours whipping his copy into shape, while the other chap writes it while he is waiting to sign his letters. Good copy in the long run comes down to nothing but thoughtful study, several re-writings, and a couple of consultations with your printer.

No. 1. Here's an advertisement that depends solely on type to get attention. The two main black head lines stand out, and get the eye. The typography is good, and the layout acceptable. On the whole a good advertisement but could have been improved with a cut.

No. 2. Which is more important, the retailer's name or the goods he is selling? In this case, the dealer's name is advertised more than the shoe. Would suggest that the cut and copy be placed at the head of the advertisement and the signature and soforth at the bottom —the logical place. The price would most likely appeal to the readers as well as the features of comfort.

No. 3. In this advertisement, the entire story is told from first to last. How, when, where and why, including the price. A good advertisement with a good layout, that tells the story and should pull business. Readers of this type of advertisement should be pretty well sold before entering the store.

No. 4. Eight lines of black face headings that tell a selling story. This would have been easier to read if set in upper and lower case. The cuts are not good ones by any means, but give some idea of the shoes offered. An advertisement that should pull business.

No. 5. The advertiser is selling sport shoes, for how much, or style, color or combinations are not mentioned. The cut though large, does not leave a favorable impression. The layout is attractive and the type setting good. There is no strong selling story that would cause a reader to go in and buy.

No. 6. An excellent layout and very well set for a small advertisement. No wasted breath or idle talk, but plain, straight facts put over in a selling way. A reader once starting to read this advertisement would be forced to finish. A good many shoes should be bought from this advertisement.

No. 7. A quiet advertisement without a kick. No real selling story. No price, nothing to back up his cut. A lot of type crammed into a small space, with no message. Would sell one strap slippers if the reader was looking for someone who sold them.

No. 8. Another small advertisement with a good layout and typography. The white space plays an important part in getting the reader's eye. All details of his offerings, prices where they can be seen, and read easily. Business should come from even a small advertisement of this nature.

No. 9. A good supply of live cuts and panels with prices enclosed give this advertisement the weight it has. There is no shortage of details. A dignified advertisement that should pull business.

No. 10. A wholesaler's advertisement to boost his customers' (the retailers) business. The cut is looking out of the picture, and should therefore, be lifted to the left of the advertisement. An earnest effort on the wholesalers' part to increase the retailers' sales.

No. 11. The old, old story,—too many type faces. Here the printer has used three or four faces, when one would have given better results. The headings could have been made a little smaller and the prices a little larger. This advertisement could have been improved greatly if the printer had given it a little attention.

SHOE MEN AT OTTAWA.

In connection with the investigations of the Special Committee on Agricultural Conditions at Ottawa, several shoemen were heard. Mr. J. E. Warrington, Mr. Jos. Daoust and Mr. S. Roy Weaver gave evidence as reported a month ago. Later, Mr. C. E. Hurlbut, of Preston, and Messrs E. A. Stephens and J. W. McElroy, retailers of Ottawa gave evidence.

Mr. Hurlbut's evidence dealt largely with the question of fixing a dealer's selling price to the consumer. His contention was that the fixing of a resale price on an advertised shoe of standard quality, by means of an agreement between dealer and manufacturer, served to protect dealers against price-cutting competition, gave them confidence in the line, and stimulated sales. Increased volume obtained in this way reduces manufacturing costs, and eventually allows manufacturer and dealer to lower prices. It is therefore of advantage to the consumer. Price-cutting, Mr. Hurlbut said, led to the cheapening of the shoe and ultimate dissatisfaction of the consumer, and the net result was lost prestige and lost business to the manufacturer. The prices they fixed allowed the retailer an average of about 23 per cent. gross profit on his sales.

Mr. Ed. A. Stephens, Past President of the N.S.R.A. gave evidence as to the practice in connection with mark-ups in the retail shoe store. His chief purpose was to deal with the statement that a Western dealer had sold a shoe at $8.00 that cost him $3.22. He assured the committee that this was far from the regular practice. That the average mark up on shoes was from 25 to 50 per cent. on cost, and when losses from left overs were considered, the net markup was well below the fifty per cent. In some cases he was in favor of the retail price being fixed, to protect against price-cutters, though he would not want all his prices fixed for him. Asked if there were too many dealers in the shoe business, Mr. Stephens said he did not think there was a shoe store from coast to coast operating near its capacity. If volume was increased, costs would decrease. The same thing was true of the factories.

Mr. McElroy, shoe dealer of Ottawa, testified along similar lines. He further explained that the eight dollar shoe referred to might have been sold at $3.20 whereas it was really worth $5.00. He gave an instance of a manufacturer who was hard up selling 1,800 pairs of shoes at $1.50 per pair, which cost $3.00 to $4.00 to manufacture. These were later retailed at $4.00 to $6.00, which looked low, but was really very profitable to the dealer. He was not in favor of general price fixing, but was satisfied to have it on certain lines.

Shoe and Leather Industries Sound

Prices of raw materials almost back to normal—Some encouraging touches to existing clouds.

ONE of the sanest and most helpful addresses dealing with business conditions in general and the shoe trade in particular was delivered recently at a joint banquet of the Pittsburg Shoe Dealers' Association and the Pennsylvania Shoe Travellers' Association recently by Mr. F. A. Miller, President of the H. C. Godman Co., Columbus, Ohio. Mr. Miller is a banker as well as a shoe man of standing in the United States.

The first part of the address was devoted to demonstrating the dangerous situation business was facing generally of re-inflation and the speaker called attention to the recent fall in industrial and other stocks as an evidence of the timidity of capital. He said that the aggressiveness of labor was making industrial effort more dangerous and this with the attitude of the buying public made profits problematic if not impossible.

He pointed out that the leather and shoe industry was in a better position than most others because it had been deflated and the very fact that production had been in a very cautious and conservative basis forbade any slump in any department of the trade.

Reasons for Confidence

I presume that one given to polite business parlance would say that this discussion had sounded a note of warning. Personally, I am not given to this sort of beating around the bush. I cannot admit that I have sounded a mere note when my conscience tells me that I have sung a complete dirge from the first verse straight through to the last.

It no doubt seems strange for an officer of a concern seeking business to speak with such brutal frankness, but I would be guilty of a breach of that faith if I attempted to avoid an issue and made any statements that I did not believe.

Furthermore, the best interests of our trade are our best interests and it behooves all of us who have mutual interests to be perfectly frank with each other and if trouble does lie ahead, to minimize the effects of the trouble by frank discussion.

You will recall that early in our discussion we spoke of caution and of confidence; caution concerning conditions external to the shoe industry and confidence concerning things internal.

The reasons for caution have been dwelt upon sufficiently. The factors that should make for confidence have been only partially covered.

You will recall our statement that the shoe and leather industry had completed its necessary post-war liquidation sometime back, and that none of the tendencies of re-inflation so marked in other industries were present in our own.

You will also recall our belief that our mutual disappointment in not receiving the orders that we expected, was a blessing in disguise, in that it gives evidence of a condition that will permit of neither inflation nor over-production, and where inflation and over-production do not exist, deflation and complete suspension will not be necessary to strike an economic balance.

Additional assurance comes from the fact that the tanner's uncomfortable position so far as our unsatisfactory profit or no profit at all is concerned, will have a strong tendency to maintain leathers upon their present level of price, even in the face of a declining hide market.

And speaking of hides, it may be interesting to know that hide prices to-day are as near exactly on a pre-war basis as is possible.

It is quite evident that hides are on a fair and stable basis and there is absolutely no possibility of another such precipitous drop as occurred in 1920-21, when hides fell from the peak of August, 1919, to the low point of April, 1921.

I believe that you will agree with me, most fully, that the shoe and leather industry has long since liquidated its war time inflation and that values even descended to levels that were most emphatically subnormal, and that if pre-war prices are any basis to reckon on, our statement that shoe and leather values of to-day are in no way inflated is true beyond any possible doubt.

Professor Irving Fisher's index of 200 representative commodities, taking the pre-war level of 1913 as 100, puts the peak in May, 1919 at 247, the low point of January, 1922 at 138, and the average of May 4 at 165, (having dropped from 168 on April 6). In other words the commodities included in Professor Fisher's computation are 65 per cent. higher than pre-war level.

Hides Near Pre-war Level

A similar comparison of hides, placing their pre-war level at 100, shows that they rose to 357 in August, 1919, dropped to 50 in April, 1921, and to-day are 95, or actually five points under pre-war level.

To me these figures spell assurance and are the foundation upon which my confidence in shoe and leather values rests. Other industries have the potential liability of having to liquidate 65 points before they strike a pre-war level. The basic raw material of the shoe and leather industry is now five points under a pre-war

(Continued on page 38)

Rubber shoes presented to Lady Elizabeth Bowes-Lyons by the North British Rubber Co., Ltd.

Colors for Fall

The following bulletin was issued by the Textile Color Card Association of the United States:—

The shoe's the thing that makes or mars the tout ensemble. Just at present fashion is strongly in favor of the beige and tan shades harmonizing with the cork, sandalwood, and oakwood tones so popular for the spring costume and which give promise of being leading colors for midsummer. Grey too is popular, and in many cases these more neutral tones are brightened by insets of periwinkle, cleopatra, harlequin, or scarlet, or by a buckle in one of these colors. Then too, the Egyptian vogue has broken into the precincts of shoe manufacturers who long fought to keep their premises sacred to the conservative in footwear styles, and sandals like those worn by the ancient daughters of the Nile have begun a reign of popularity for red, and green, and yellow footwear which it is possible will continue into the fall.

But whatever the whimsical lady, Dame Fashion may sponsor six months hence, provision has been made on the fall 1923 Color Card, issued by the Textile Color Card Association for every color contingency. There are the ten shoe, leather and hosiery colors under separate grouping. These include several shades which have been recalled owing to their continued favor with the smartest American women. Among them are beige, thrush, hazel, mandalay, and congo, ranging from a light ecru to a dark brown. Silver, fog, cruiser, are three greys of the spring 1923 Card which Dame Fashion has decided to sponsor for another season. A distinctly new shade, slightly greyer than otter is log cabin, and another is a rich dark hue dubbed autumn brown.

Should the vogue for brilliant shoes continue, the Egyptian colors and the other new shades on this Card will be found particularly attractive when dyed in the soft pliable kids, and worn on the notably beautiful feet of American women. The weather vane of fashion, however, points directly towards the light beiges and browns as being the best bets for fall.

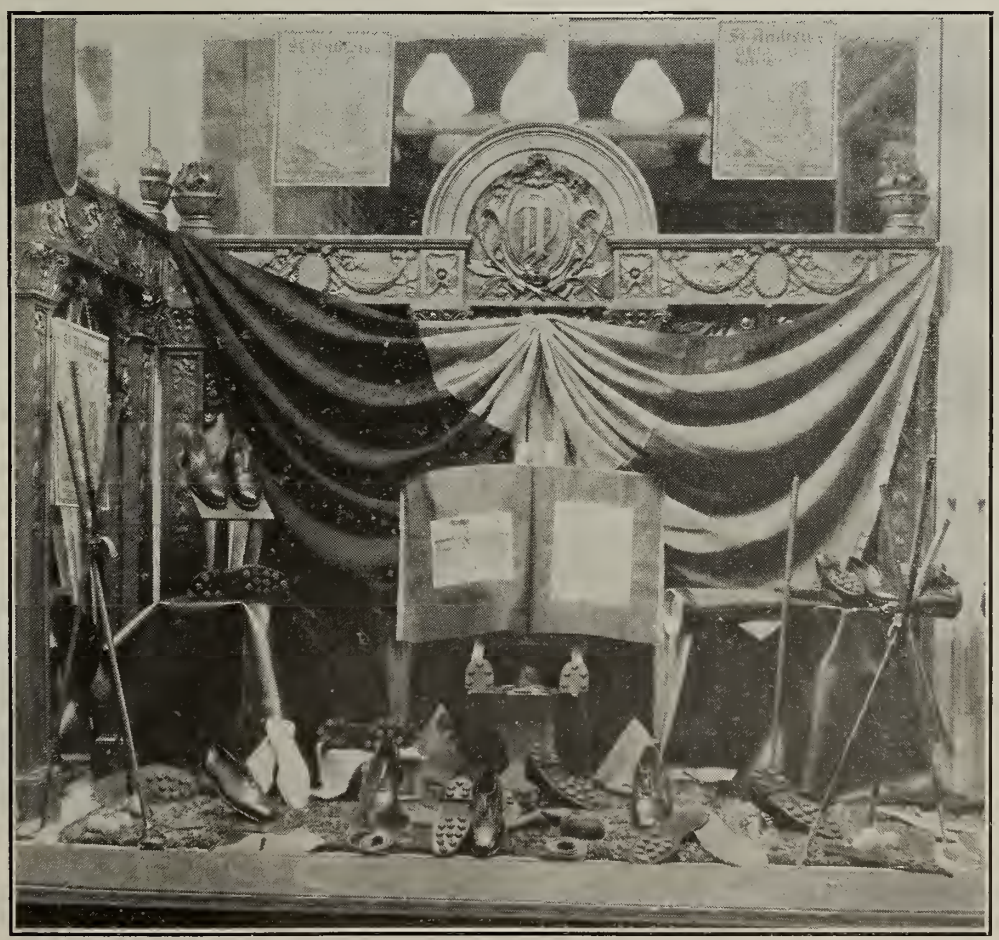
A GOLF WINDOW.

With the golfing season on again, shoe store window dressers are everywhere displaying their skill in arranging appropriate displays of golf footwear, and the illustration shows a display by T. Dussault, Ltd., 281 St. Catherine St. East, Montreal, that is notable because it is both attractive and effective. It features the St. Andrews Golf Shoe Regd., made by the Tetrault Shoe Mfg. Co. Limited.

Imitation grass is used as the floor covering of the window, golf balls and sticks are grouped at each side and in the background is shown a large print of a golfing illustration, giving an appropriate setting to the whole display. The different models of St. Andrews golf shoe are shown, attractively arranged on the floor and on display fixtures.

To show the special workmanship of the shoe and its many features, the various parts used in its construction are displayed, including the "SANIPORE" Insole, the counter, and the sole showing how the Patented Rubber Studs (an exclusive St. Andrews feature) are attached. Samples of the sole and upper leather are also displayed.

The window created considerable interest as it was not merely an attractive showing of these well known golf shoes, but it told the story of their making as well, and impressed the onlooker with their merits.



A Golf Window by T. Dussault, Montreal.

The New York Shoe Style Show

THE Style Show put on at the Hotel Commodore, New York, by the Shoe Manufacturers' Board of Trade, was one of the most elaborate affairs of its kind yet undertaken. The display arrangements were in charge of Ned. Wrayburn who stages the Follies and other New York spectacular productions, and the living models were some of the best procurable at that centre of art and theatrical effort.

The show was staged in the Grand Ballroom of the Biltmore, which was gorgeously decorated for the occasion, the runway of green carpet banked with flowers running down the centre from stage to door. The models appeared in the latest modes, the apparel and millinery being supplied by some of the foremost fashion houses of New York. The semi-circular stage was decorated with silver cloth and two pretty girls, dressed as pages on either side of the stage, announced the displays on cards as the models appeared on the stage.

An outstanding feature of the show was the limited display of bright colored shoes, very few of which were seen even on the promenade. The same obtained in regard to freakish or outré styles. The goods shown were all high class. The tones where color was used, were all of the softer type. Afternoons were devoted to street wear and evenings to evening wear. The evening displays, of course, developed a wider variety of materials.

In the lines for ordinary wear there was a decided tendency towards browns, with beige, fawn and champagne showing up strongly. The lighter shades in combination with dark were also prominent and there was a good sprinkling of patent, ivory and grey. Suedes seem to be running strong.

It looks as though manufacturers were expecting two-straps and oxfords to be the main sellers this coming fall, the straps, of course, preceding the oxfords during the warmer weather. Oxfords and two-straps predominate in welts. In turns there is a wide variety of styles, and the ankle and cross straps seem to be running strong, although there was a large showing in one, two and three straps. Violent colors seem to have been almost entirely eliminated.

There seems to be a general tendency to introduce gore effects into both oxfords and straps with fancy effects covering in many instances the goring. These make very pretty shoes, but dealers know the trouble given by the gore, and it is doubtful whether they will have a very large call.

Sandal effects were not very strong notwithstanding the furore created by the Egyptian craze. As far as can be made out the season at New York simply emphasizes what is existing in the trade to-day in the way of pretty shoes. There are no particularly different styles, and there is a certain amount of conservatism and, therefore, elimination of freakish shoes. The outstanding impression created was that the coming fall is going to see the development of browns very largely, and the limiting of patent and blacks to some extent.

In evening shoes, there was a wide variety of materials as well as styles. Black satin in solid effects or trimmed with black suede, silver, or gold cloth, solid or trimmed with contrasting leather. In addition Paisley cloths in different designs and trims with cut-outs, dark brocaded satins with buckles, and also some plain satins with beading on straps or vamps, as well as heels.

SHOE AND LEATHER INDUSTRIES SOUND.

(*Continued from page 36*)

level and if there is anything in the doctrine of economic balance (and I am a firm believer in this theory) these figures mean that while other industries are going through the stages of liquidation, declining prices and serious reductions in volume both of which will involve heavy losses, the shoe and leather industries will enjoy a comparative stability of values and while the total volume of business will no doubt be somewhat reduced our losses will be reduced to a minimum.

In typical descriptive American slang, the shoe industry so far as a marked shrinkage in merchandise values is concerned is "sitting pretty." These facts, gentlemen, are my reasons for optimism and confidence in our own industry.

However, there is one cloud on the horizon that may bring perplexity and loss to merchant and manufacturer alike and that cloud is nothing more or less than the shadow of impending danger from the public craze for novelties.

As merchants and salesmen you men know better than I can tell, the grief and loss that always accompanies a wave of novelty demand even under the most prosperous conditions. We have learned by experience that novelties cater to passing fancies and not to real needs and as the fancy passes it leaves in its wake stacks of unsaleable merchandise, profits made more than wiped out and often an actual impairment of capital.

With this experience even under prosperous conditions, what will be the effect under a condition of unemployment and flattened pocketbooks? Passing fancies find no place when economy must be practised. It is then that real needs must be met and staples come into their own. I cannot help but feel that novelties in the medium priced and cheaper grades of footwear are doomed to a sudden and violent death.

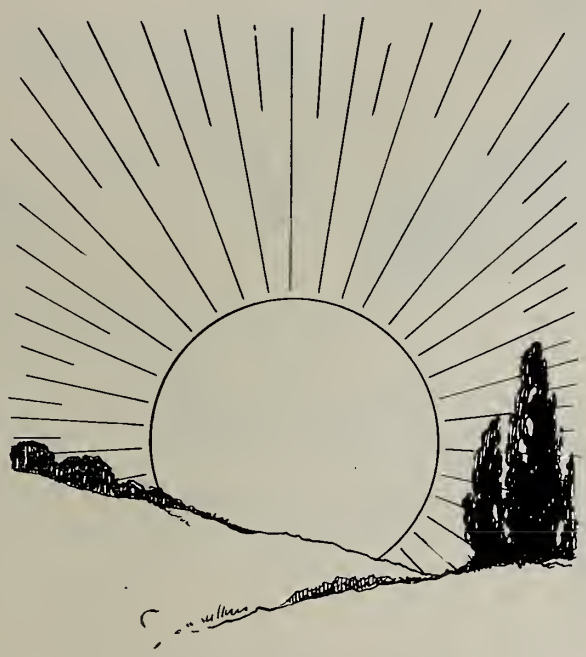
Shun Fleeting Fancies

Under to-day's conditions it would seem the part of wisdom to forego an occasional prospective profit on the sale of novelties, rather than to make any attempt to cater to the fleeting fancies of novelty demand, thereby tying up capital that would otherwise be liquid, possibly resulting in an unenviable reputation for slow pay and possibly ending in the wiping out of profits even including those made on the sale of staples.

It is usually the fellow that tries to make all the money in the world that gets hurt, but the fellow who is more anxious to preserve the solidarity and integrity of his business than to chase every dollar that he sees rolling by his door, will be ahead in the long run.

Shun novelties and put your confidence in the present sound value and certain saleability of staples. This, I believe most earnestly, is the policy that will best serve the interests of all branches of the shoe trade.

The "Pasha," St. Andrews Golf Shoe. Reg'd Tetrault Shoe Mfg., Co., Montreal.



"Count that day lost whose low decending sun finds prices cut to glory and business done for fun."

MORAL: Buy seasonable novelities and staple shoes from a reputable IN-STOCK House guaranteeing quick turnover and satisfactory profits, and no dead stock.

CANADIAN SHOES LIMITED

"The House with a Policy"

TORONTO

The Yamaska Brand
J. & M. Cote
ST. HYACINTHE, CANADA.

STANDARD Shoe Value Of Canada

You will find that in every locality in Canada the reputation of Yamaska Shoes stands for the greatest worth in value and the best in reliable shoemaking.

You will find, too, that our lines showing for this season are even a little better, both from the standpoint of price and quality, which means that they are stronger in popular features than any line you can offer.

WITH OUR NEW IN-STOCK DEPARTMENT LEADING YAMASKA LINES ARE NOW AVAILABLE FOR IMMEDIATE SHIPMENT. KEEP YOUR STOCK COMPLETE AND SAVE MONEY IN BUYING BY SENDING US YOUR RUSH ORDERS.

LA COMPAGNIE J. A. & M. COTE
ST. HYACINTHE QUE.

A NEW OVERGAITER

with a Patented Re-enforced BUTTON HOLE

—PATENTED 1923—

Something You Have Been Looking For

The Imperial Overgaiter

can in future have this newly Patented Re-enforced Button hole at a slight additional cost, (an exclusive idea, to be found only in the Imperial Overgaiters). Helps the overgaiter to fit snugly. Makes the overgaiter last longer and give better satisfaction. Our travellers are now on the road with samples. Ask them to show this overgaiter to you.

L. H. PACKARD & CO., LIMITED
MONTREAL

The Mark of a Well Made Shoe

Joli Last, 17/8 Louis D. Width.

122	Pat. one strap	$3.50
129	Kid one strap	3.50
138	Kid 2 strap, 2½ to 7 Plain Toe	3.50

Grecian Last, 13/8 Mil. D. Width.

103	Pat. and Grey Buck, 1 strap	$3.50
142	Pat. one strap. Grey Buck Quarter	3.50
144	Br. Kid and Biege Buck, 1 strap.	3.75

All Imt. Tip, 2½ to 8.

Paris Last, 13/8 Mil. D. Width.

168	Br. Calf Bal. Oxf	$3.50
169	Pat. Bal. Oxford	3.50
105	Br. Calf, Blu. Oxford	3.50
110	Pat. Blu. Oxford	3.50
172	Blk. Kid Oxford, Cushion Sole, Rubber Heel.	3.65
117	Same in Bal.	4.65

Imt. Tip, 2½ to 8.

FLEXILE PROCESS
THE GRACIA SHOE
TRADE MARK
GUARANTEED

The Famous Aunt Mary Cushion Sole Rubber Heel.

83	Kid one strap	$3.25
84	Kid Button	4.25
86	Kid Fat Ankle Bal.	4.25
87	Kid Bal. Comb. last	4.25
88	Kid Bal. Stand leg	4.25
89	Kid Bal. Kid tip	4.25
90	Kid Oxford	3.25
91	Kid Oxford, Kid tip	3.40

2½ to 8, (size 9, 50c. extra) no 8½ E E Width

All these and many other lines in stock for immediate shipment.

Patrician Last, 14/8 Mil. D. Width.

133	Blk. Kid 3 strap	$3.50
132	Pat. 3 strap	3.50
130	Pat. 1 strap. Grey Buck Collar.	3.35

2½ to 7.

152	Blk. Satin, 1 strap. (Skinner's, "A" grade) 14/8 Spanish Heel.	3.35

Grecian Last, 13/8 Mil. D. Width.

124	Patent 1 strap	$3.35
135	Blk. Kid, 1 strap	3.35

Oxfords.

106	Br. Kid Oxford	$3.75
107	Br. Calf Oxford	3.50
112	Pat. Oxford	3.50
123	Blk. Kid Oxford	3.50

Imt. Tip, 2½ to 8.

Fairy Last, 8/8 Mil. D. Width.

402	Satin 1 strap, Plain Toe	$3.35
403	Patent 1 strap, Grey Buck Qr.	3.50
417	Patent, 2 button, 1 strap	3.50
423	Black Kid, 2 button, 1 strap	3.50
424	Patent and Grey Buck, 1 strap	3.60
425	Brown Calf 2 button 1 strap	3.50

Oxfords.

408	Black Kid Oxford	$3.40
419	Patent Oxford	3.50
431	Brown Calf Oxford	3.50
411	Black Calf Oxford	3.35

THE

W. E. WOELFLE SHOE COMPANY, LIMITED

Kitchener :-: Canada

PILKINGTON

BROTHERS (CANADA) LIMITED

SOLE CANADIAN AGENTS FOR

STORE Kawneer SOLID COPPER CONSTRUCTION FRONT

MANUFACTURERS OF ALL KINDS OF

GLASS

FACTORIES

THOROLD ONT. St. HELENS & DONCASTER ENG.

DEPOTS

HALIFAX, MONTREAL, TORONTO, WINNIPEG,

CALGARY EDMONTON VANCOUVER

"PILKINGTON Quality is Unexcelled"

Building A Store Front

The installation of a window and store front frequently presents unexpected problems. Certain effects or results are desired by the dealer, and these requirements must be met by the designer of the window. Such was the case with the front of the Powell-Kelly Store on Yonge Street, Toronto, which is here described.

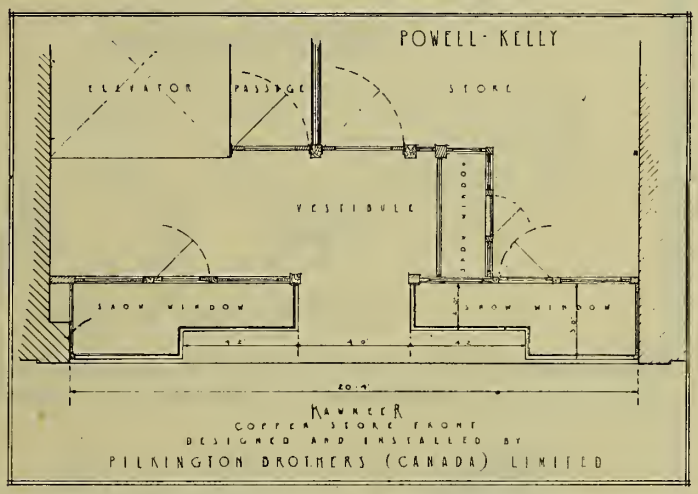
This is a Kawneer Solid Copper Front, finished in a light statuary finish with Show Windows of Plate Glass, designed and installed by Pilkington Brothers (Canada) Limited.

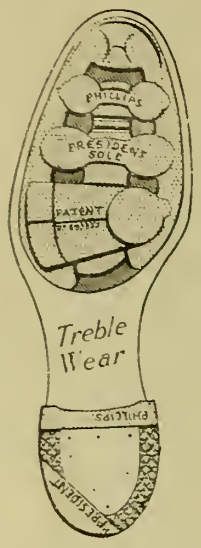
The object in view of the designer was to give the owner the full advantage of street frontage for Show Window purposes, and the displaying of his merchandise, and yet get service through one opening to the store, passage and elevator, at the same time the artistic and business drawing qualities had to be considered.

Therefore a plan as now installed was drawn having a central entrance of 4′ with Show Windows on either side running parallel with the street. Being a shoe store it was not necessary to have a deep window, thus the windows on either side of the entrance were made 2′ in depth to a frontage of 4′ 2″ after which they widen out to 3′ in depth, thus giving more space for special feature dressing at the sides. This jog out of 1′ 0″ also gives the public a chance of seeing around three sides of any special shoes that might be shown in the corner thus formed.

Just inside the entrance to the right is another window running back to the store door, this window is a very attractive feature, as owing to its position it has to be lighted up most of the time for eight out of the twelve months, and the very fact of this little spot of light being inside catches the eye and draws the public to closer inspection of the goods displayed therein.

The floor of Show Windows which is of Quarter Cut Oak with a 1″ Walnut border, is 2′ up from the sidewalk, and the bulkhead is of copper divided into panels. The sash is ventilated to help prevent frost in the winter, and is provided with a slide to close in summer. Just above the plate is a hooded transom bar 12″ deep to take an awning. This awning when rolled up being thus protected from the weather and from snow rotting in the winter. Water white cathedral with a pattern of Arctic and a small plate in the centre on which is a red shield having the letters "P.K." in gold on a diagonal band of black forms the transom light. Gumwood panelling stained a light Walnut with the moulding picked out in a darker shade forms the backing. The swags on this panelling are colored a blue with golden ribbons to match the blue and gold window valances, thus giving a very pleasing general effect.





PHILLIPS PRESIDENT SOLE

For A Springy Step And A Sure Tread

Phillips President Soles, while possessing all the fine features of the Phillips Famous Military Soles, are specially made for fine shoes for both men and women. Light and resilient, they give wonderful satisfaction in ease and safety in walking, and being very durable they cut down shoe expense by adding months of wear to the sole. Wearers of Fine Shoes will be quick to appreciate the merits of Phillips President Soles. Be sure to feature them.

Just The Thing For Summer Footwear

B. B. SHOE POLISH

The popular Beau Brummel Polish made by National Polish Co., Toronto. Distributors for Quebec Province.

SHOE FINDINGS

Carrying the leading lines and always offering lowest prices and reliable service. Specializing in Quality Laces.

R. L. BROWN

60 St. Paul St., East **Montreal**

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

SAMSON

Sporting Lines And Staples

Whether you buy our well known Staple Shoes or our highly favored Sporting Footwear, you get shoes that you can recommend with fullest confidence, and that will give you a hold on the biggest share of patronage in your community.

Everywhere dealers are pronouncing the values we are now showing as something unequalled in the trade. Take advantage of them when doing your buying.

J. E. Samson, Enr.

20 Arago St. **QUEBEC.**

Peterboro SHOE

No. 560 smooth tan Mennonite, Plain Toe, Half Bellow Tongue, Standard Screw, Munson Army Last, Chrome Waterproof Bulldog Sole. Lock Stitch. Welted Back. F.O.B. Peterboro, $3.25.

Write for Catalogue

B. F. Ackerman, Son & Co., Limited

Peterboro, Ont. **Regina, Sask.**

Western Dealers may sort from our Regina Branch

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

HYDRO SHOES

Honest Shoes----Honest Values

Hydro Shoes respond to the call of value in staple shoes. They are made of dependable material throughout and embody the true quality and good workmanship that appeals to your customers.

Their quality sells them and keeps them sold.

Hydro City Shoe Manufacturers
Limited
Kitchener, Ont.

"And the **"Hotel Cleveland"** *is my home when my trip brings me to Cleveland!"*

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.

Men's Displays In Canada

Comments on Shoe Windows from Coast to Coast.

—By Ernest A. Dench

THE sex barrier in Canadian shoe displays, as noticed while travelling across the Dominion over the Canadian Pacific Railway, is recognized to the extent of devoting separate displays to men's and women's footwear. This is as it should be, and I take pleasure in passing some of the best display examples for your possible adaptation.

Headquarters for Brogues

The Invictus Store Store, Montreal, had a window drive on men's brogues. A mound at the middle of the display was covered with rose cloth, over which two pedestals were placed. A nigger brown brogue reposed on each pedestal. A card on the mound in between the two pedestals announced:

"Headquarters for Brogues."

A Pleasing Display

Stephens, Ottawa, Ont., floored their men's footwear display with a rough white cloth that resembled Turkish toweling, bordered all the way around with a six-inch fringe of emerald green crepe paper. Both brown and black oxfords were displayed in all parts of the display on the customary pedestals. A large card attached to the rear wall had the following message to impart:

"Trying conditions will never alter our policy of selling only what is good. No uncertainty in buying here."

Each type of shoe displayed in the window bore a little descriptive sign of which the following are two examples:

"Nothing to beat these."

"Oh boy, this is a Beauty."

Featuring Form-fitting Shoes

The Natural Tread Shoes, Ltd., Toronto, Ont., featured form-fitting shoes for men in one of their recent window displays. A lesson was driven home by a convincing photograph laid on the floor at each front side. One photo showed a pair of natural-shaped feet because form-fitting shoes were constantly worn, while the other photo showed two feet with the toes badly cramped because of improper fitting shoes. Behind the two photos at the center, was a card placed on a mahogany stand. The card was captioned:

"Query—Which does your's most resemble?"

Beside the center card was the bronze figure of a Greek slave girl, her feet entirely bare. Different types of form-fitting shoes were exhibited on a rose satin runner trailing around the sides and the front. Another exhibit in the window was the plaster foot form of a normal man.

What Young Men Are Interested In

The United Shoe Stores, Ltd., Saskatoon, Sask. had a footwear display that was noteworthy because of the excellent examples of window cards it contained. Here are two of the cards in question:

"Young men are attracted by the style.
Young men are interested by the finish.
Young men are sold by the fit.
Young men are held by the quality."

"The young man demands Quality, of course. But if the shoes do not carry style, fit and finish, he will never know the quality because he will not buy them."

Covering a Multitude of Shins

J. F. Mitchell, Fort William, Ont., backed up a neat display of men's socks with the card as below:

"These hose will cover a multitude of Shins."

The Autumn Atmosphere

George McLeod, Calgary, Alta., was there with the atmosphere in arranging his footwear display at the advent of autumn. Loose straw covered the window floor, with sheaves of wheat and other grain, tied with rose ribbon rosettes, stacked here and there. Pairs of shoes were displayed about the window on pedestals. The stuffed specimen of a prairie chicken was stationed at the middle. A card served to announce:

"Make your feet glad. Our feet are comfortable and reasonable."

Combatting Mail Order Competition

That bugbear of the shoe retailer—mail order competition—was ably handled in a little newspaper advertisement by The Cash Shoe Store, Ltd., Truro, N.S. The copy used ran as follows:

"We have a man's Dong, Kid Elastic side boot in tan or black at $4.00 a pair. You will see this shoe in the catalogue firms at $4.29, a pair. Don't let the odd cents fool you as they do in many cases."

Good Looking Footwear

The newspaper advertising of The Two Macs, Ltd., Ottawa, Ont., is always of a high standard of excellence. Take, for instance, this example dealing with their good looking footwear:

"Worth While Looking Into"

Beauty is only skin deep—in some shoes—
The beauty of our shoes is that their good looks last.
And they're good looking lasts.
New ones for fall—high or low in style—all low in price, figuring on the service basis.
$8.50—$15.00"

I am not bothered to quote the name and location of the store which appeared below the above matter, because these particulars are taken for granted. But I do want to call your attention to the striking illustration which adorned the lower part of the advertisement, of a tall, slim young man bending over a huge high shoe in order to look inside it. Perhaps the only improvement would have been to run the illustration at the top of the advertisement, blow the caption, where it would have caught the eye more readily.

More Window Card Examples

My only excuse for giving you more window card examples is that this silent salesman helps to increase the effectiveness of your shoe window.

Martin and Company, Sudbury, Ont., volunteered this useful information:

"No trouble to show shoes.
No shoes to show trouble."

A card noticed in the window of the Sample Shoe Market, Kitchener, Ont., pointed out that—

"We have a shoe for every foot, though your particular style may not be in the window at the moment. Come right in and see what else we have."

Excellent advice in that there are still old-fashioned folks who judge a store by the amount of stock displayed in its window—particularly if devoted to footwear—for some shoe establishments follow the policy of displaying a large range of footwear in a single window display. If you believe in the single unit display, a card such as the example given might be employed to good effect.

Note:-Entries accepted if mailed on or before June 20th

THIRD

SEMI-ANNUAL EXAMINATION for

RETAIL SHOE MERCHANTS and SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

EXAMINATION QUESTIONS.

1. If your gross expenses are 25% of your total sales and you wish to make 5% net profit on sales, at what figure would you have to mark a shoe that cost you $2.80 to realize this? Show how you work it out.
2. If your total gross sales for a year were $32,000, and your total expenses $7,200, what percentage would this represent: (1) on your sales? (2) on your cost? Figure out fully (assume no net profit.)
3. The total sales of a retail shoe business for a year amount to $40,000. The average stock inventory is $8,000. How would you figure the turnover, the average mark-up being 30% on sales?
4. What is a fair and proper markup for purely seasonal goods, or what is known as style goods. State your reasons.
5. What is the best selling system for avoiding loss on precarious lines? How would you proceed to sell or get rid of them in good time?
6. How would you handle a customer who cannot exactly explain what he or she wants, and who is so silent and undemonstrative that it is hard to tell what pleases?
7. If you cannot suit a customer and happen to know that your competitor has a shoe that will suit, what would you do?
8. In case of a woman who insists upon buying shoes which will not match her costume or hosiery what would you do?
9. When you have a very positive customer who thinks she knows exactly what she wants, and you feel sure you can give her something that will suit her better, how would you go about it?
10. What is the best way to handle a grouchy or unpleasant customer who acts as though he thinks you cannot suit him and tells you so?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES.

Highest Marks	**$25.00**
Second Highest Marks	**$15.00**
Third Highest Marks	**$10.00**

PASS WITH HONORS

All who get over 50 per cent. of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

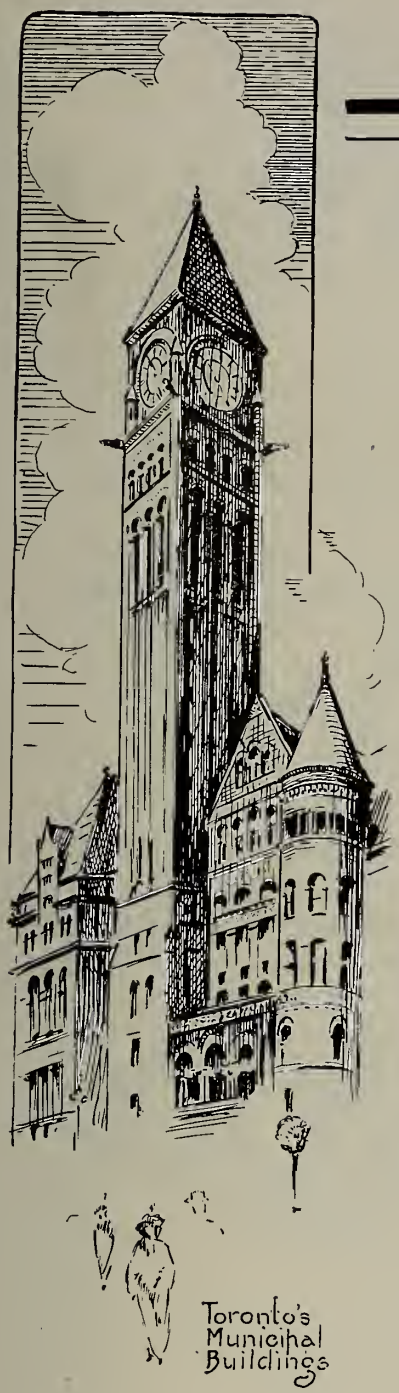
OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES JUNE 15th.

Competition will close June 15th., and awards announced July 1st. 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.



Under the Shadow of Big Ben!

IN every town, in every city, anywhere, big business is transacted under the shadow of Big Ben. It is surprising how often weighty decisions depend on the printed appearance of a contract, a letter head or circular. Good printing on your shoe labels, tags, account forms, and soforth, will establish a worthwhile business confidence in you and your house.

There is no printing requirement of the shoe trade that we cannot design and print, from price tag to catalogue. Write for particulars.

Sell By The Printed Word

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

McKAYS of MERIT

THE DOMINION LINE

Price, Style and Shoemaking combine to produce big turnover.

IMMEDIATE DELIVERY

Full range of sure selling models for Summer ready to ship at shortest notice.

GROWING GIRLS, MISSES, CHILDREN, INFANTS, BOYS, YOUTHS & 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

KENDEX *for* COMFORT

REG.IN KENDEX CANADA

From the standpoint of service alone KENDEX is preferable to any other insole material, but added to this are the exclusive comfort giving qualities of KENDEX that make it an essential to complete satisfaction in footwear.

KENDEX is porous and unaffected by moisture or perspiration. It being porous permits perspiration to pass off by evaporation, keeping the feet dry and free from sting or burn.

KENDEX channels perfectly, holds stitches firmly, will not harden or crack, and altogether helps you to produce faultless shoemaking.

Some of our Lines

Kendex Innersoling
" Sock Lining
" " " Felt Backed
" Slip Insoles
Kaneva Innersoling
" " Felt Backed
" F Sock Lining
Heel Pads
Piece Felt

KENWORTHY BROS. OF CANADA, LIMITED

St. John, Que. Montreal Office, 224 Lemoine St.

Remember "The feeling of the feet is reflected in the face." Wear Kendex

GLOBE

The Shoe With The Sole That Can't Be Copied

Because our "Pillow Welt" Insole is PATENTED it not only has protection from the products of imitators but it gives assurance to Globe Dealers that their customers are getting satisfaction and value in their Children's Shoe buying not obtainable in other lines than Globe "Pillow Welt" and "Baby Pillow Welt" Shoes.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

Call for a Globe Salesman to show you our full range when completing your lines for Summer.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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

Harry E. Thompson

Announcing---

the complete showing of Chipman, Harwood Company originations in fine specialty footwear in our

Sample Room, 119 Windsor Arcade
153 Peel St., Montreal

For the convenience of our many Canadian friends and customers we have established a Montreal Office and Sample Room in the Windsor Arcade Building, 153 Peel Street, managed by

Harry E. Thompson

who will represent us in Canada.

Samples also shown by---

GEO. E. BOULTER
3 Wellington St., East, Toronto

Sample pairs sent upon request.

Chipman, Harwood Company

564 Atlantic Ave. *Boston, Mass.*

Among The Shoe Men

Mr. A. Brandon, Manager of the Brandon Shoe Co., Brantford, was in Toronto recently arranging for the machinery for the new plant. Plans for the new building have been approved and tenders will be called for at an early date.

Mr. Charles Dale, proprietor of The Starr Shoe Store, Walker Street, Truro, N.S., has opened a branch place of business in the Queen Building, Prince Street, where boot and shoe repairing will be done at this new stand also a line of first class shoes will be sold.

Master Lawrence Burns, the nine year old son of Mr. F. R. Burns, shoe merchant of Cobourg, died recently following an operation for appendicitis.

Mr. Geo. G. Gales, of Geo. G. Gales and Co., Montreal, accompanied by Mr. Caswell, spent some time recently in New York City and Philadelphia on business.

Mr. C. S. Code, Ottawa Manager of Kaufman Rubber Co., was a recent visitor to the head office in Kitchener.

The territory from Windsor to Niagara Falls formerly covered by Mr. J. E. Bennett, for W. B. Hamilton Shoe Co., of Toronto, is now being covered by Mr. J. L. Sullivan.

Mr. J. S. Lovell, Western representative for Kaufman Rubber Co., Kitchener, was successfully operated on for nose trouble recently.

Mr. Ernie Chalk who runs a shoe store in Orillia, and travels in Northern Ontario for the Kaufman Rubber Co., of Kitchener, recently underwent a serious operation.

Mr. S. T. Stevens, of Canadian Shoes, Limited, Toronto, was a recent visitor to New York.

Mr. J. W. Garrett is covering Waterloo County for the W. B. Hamilton Shoe Co., Toronto. The lower Provinces and New Brunswick are being covered by Mr. A. F. Stillwell, formerly with Waterbury and Rising.

Mr. Murphy, of McPherson Shoe Co., Hamilton, has a sample room at the Queen's Hotel, Toronto.

Mr. R. B. Russell, formerly with Blachford-Davies, is covering the North shore and Manitoulin Island for the W. B. Hamilton Shoe Co., of Toronto.

Mrs. A. M. Dyke who has for some years been with Hamilton's veteran shoe man Mr. J. D. Climie, left on June 1st for a three months' vacation to her old home in England.

Mr. Jim Mullins, of the Kaufman Rubber Co., Kitchener, accompanied by his wife and family spent Victoria Day at Talbotsville, Ont.

Mr. Len Hutchinson, of the Kaufman Rubber Co., Kitchener, recently attended the Shriners' Convention in Washington, D.C.

Mr. "Stan" Bryant, London, Ont., Manager of the Miner Rubber Co., spent the week-end with his wife and family in Toronto with his brother Mr. "Jimmy" Bryant of the Kaufman Rubber Co., Toronto.

The genial "Bob Griffith", of the White Shoe House, Hamilton, paid Toronto a short visit on his return trip from the East.

The many friends of Mr. W. H. Meyers, of La Parisienne Shoe Co., will be glad to hear that he is rapidly recovering from his recent illness.

Mr. "Jimmy" Bryant, of the Kaufman Rubber Co., Kitchener, will do the Toronto to Belleville run with "Gracia" Shoes.

Mr. R. B. Griffith, of the R. B. Griffith Co., of Hamilton, was a recent visitor to Montreal.

Mr. John Scully, of the New Castle Leather Co., Montreal, recently visited New York on business.

Mr. Wilfrid Gagnon, General Manager of Aird and Son, Reg., Montreal, was one of the many shoemen who visited New York and Boston recently.

Mr. Antonio Bedard, of J. A. McCaughan and Son, Montreal, is receiving the congratulations of his many friends upon the arrival at his home of a baby daughter. The child was born on May 21st.

Mr. Geo. A. Blachford, of Blachford Shoe Manufacturing Co. Ltd., Toronto, visited New York and took in the Brooklyn Style Show.

Mr. John A. Walker, of Walker, Parker Co. Ltd., was one of the Canadian visitors to New York during the Style Show.

Mr. A. Lamy, of the King Kid Shoe Co., Montreal, was in Toronto for several days last week with their Ontario representative, Mr. J. Burn, Toronto.

Mr. R. Percy Thompson has purchased the shoe store operated at 238-Eighth Ave. West, Calgary, by the Ingleden Shoe Co., of Vancouver, successors to J. B. Douglas. Mr. Thompson is well known to the trade, having operated a shoe store in Pembroke, Ont., from 1905 to 1918 succeeding his father, Frank Thompson now deceased. Since coming to Calgary, Mr. Thompson has been Manager of the Shoe Department of MacLeod Bros. His Manager, Mr. Noel P. Black is a native of Amherst, N.S., who was employed for a number of years with the Amherst Boot and Shoe Company, and afterwards on the road for P. Blouin and Co., of Quebec, covering the Maritime Provinces. Mr. Black has been active in the retail shoe business of Alberta for the past eleven years, and is well known to the trade. He has been Manager of the Royal Shoe Store, of the firm of Hood and Irvine, since its inception.

Mr. B. F. Ackerman, of B. F. Ackerman and Son Co., Peterboro, was a recent visitor to Toronto.

Mr. Geo. Bickerton, of Bickerton Bros., Woodstock, was in Toronto last week.

Mr. Charles Duclos, of Duclos and Payan, recently called on the Western Ontario trade accompanied by his Ontario representative, Mr. Ed. R. Lewis, of Toronto.

Mr. A. Orendorff, of Scott-McHale Ltd., London, has a sample room at the King Edward Hotel, Toronto.

The Smardon Shoe Co., has a sample room at the King Edward under the charge of Mr. J. P. Buchanan.

Mr. Neil Thomson, of Walkerton, will open a shoe repair business in that town at an early date.

SHOE MANUFACTURE IN THE U.S.A.

More than 95,000,000 pairs of shoes were produced during the first quarter of 1923, an increase of 20.6 per cent., over the quantity manufactured during the corresponding period of last year, the Department of Commerce at Washington states. This increased fastidiousness is displayed chiefly by men, although all classes of shoes shared. Men's shoes showed an advance of 5,000,000 pairs for the quarter, women's about 3,000,000 and infants' about 2,000,000.

APPOINT QUEBEC REPRESENTATIVE.

Mr. A. E. Jones, who until recently has been engaged in the retail shoe business in Montreal, has just been appointed representative for the Hannahsons Shoe Co., Haverhill, Mass., in the Province of Quebec.

Mr. Jones has had long experience in the shoe business in its several branches, and is particularly well equipped to serve merchants in the Province of Quebec. He is very enthusiastic about his new connection, and is looking forward with a great deal of pleasure to the opportunity of showing this line to his many friends in this section.

TELLING THE STORY OF LEATHER.

The Tanners' Council of the United States, have appropriated $1,000,000 to be spent during the next three years in telling the story of leather to the general public through advertising space in a large variety of papers.

In recent years substitutes and foreign competition have both tended to affect the sale of sole leather, and tanners have been given by the public the major portion of the credit for raising and maintaining prices of shoes and other leather goods.

The proposed campaign has therefore as its primary objective, the re-establishment of the tanning industry in public confidence, which can, it is felt, be done best by educating the public as to the advantages of real leather, and the achievements in the tanning industry.

The tanners are certainly to be congratulated on the courage they are showing and on their aggressiveness in going after the public on such a large scale.

SHOES AND THE RACES.

Possibly never in the history of the trade since the days of the Caesars has women's footwear figured so largely in the race meets as they have this spring. Notwithstanding this very little has appeared in the daily press with regard to this feature, in the lengthy write-ups that have appeared of society people and race track habitues generally.

The vogue of wearing hat, hosiery and shoes to match had been given every opportunity for ocular demonstration. There were bright reds, blues, greens and even purple. One lady seen at the Woodbine wore a white costume, a mauve sweater, mauve stockings, purple hat and purple shoes and purple bag. She was, it is needless to say, the cynosure of all eyes. But there were equally striking costumes in red, which seemed to be the predominating hue. There was quite a sprinkling also of royal blue.

The colored shoe has certainly come in for a thorough demonstration in this way, nevertheless it may be said that so far, for street wear, it has not made much headway. Even what is called the flapper trade are somewhat slow in venturing, and down town in the large centres one will only occasionally meet with the short skirted demoiselle with red stockings and shoes. The fad may last for a while, but has all the earmarks of a passing spasm in footwear.

THE CREPE RUBBER SOLE.

The crepe rubber sole has been popular for sporting shoes in Great Britain for two or three seasons past, where it has been adopted for golf and tennis shoes and everything for which the ordinary vulcanized sole has been hitherto used. In fact, for eight or ten years past the crepe sole has been used on the hard tennis courts of Ceylon and other eastern places and is said to give at least four or five times the wear of the ordinary vulcanized rubber. It is practically raw rubber carefully prepared. It is taken in the "milk" state, freed from impurities and treated with acetic acid to make what is known as "Coagulum" or the raw rubber of commerce that is shipped from the rubber plantations to various parts of the world.

The "Coagulum" is rolled into thin sheets about an eighth of an inch thick and dried, when it is ready to be cut into desired strips for soles or shipped to rubber factories as the case may be. For soles the thin sheets are cemented to obtain any desired thickness, it being claimed that the rubber wears better in these "veneer" sheets. In attaching the soles the usual procedure is to attach a thin sole to the insole and welt, the edge being sewn to the welt as well as cemented. The outer sole is then cemented to the first sole and is there "for keeps." Dissatisfaction has been created by trying to heat and thin the ordinary crepe rubber at the factory. The best soles can only be made direct from the latex or milk at the plantation, which avoids stickiness and coming apart. With the soles made right from the latex there is practically no wearing out or coming off. As the thickness may be varied and the "crepe" is much lighter than vulcanized rubber, the new sole is bound to be popular.

BETTER PROSPECTS FOR LAST HALF OF YEAR.

A leading member of the leather trade in conversation recently expressed the conviction that business for the last half of the year should be materially better than it has been to date. He advances the reason, which appears logical, that while production may have been low for the past few months, a certain number of shoes must be made and worn each year. Consequently the average for this year should be maintained, and to do that heavier production of shoes must be expected between now and next winter.

THE BOSTON STYLE SHOW.

One of the big attractions of the forthcoming "Boston Show", to be held in Mechanics' Building, Boston, July 9-12, will be a shoe factory in operation producing 200 pairs of women's goodyear welt shoes during each of the four days of the Exposition.

The factory will be installed by the Thomas G. Plant Company, Boston's largest shoe concern, manufacturing the "Queen Quality" line, and will be in charge of the Company's best experts. This feature of the Show is certain to be a great drawing-card, both with visiting members of the trade and the general public. It will be supplemented by a complete retail shoe store in the same section of the building.

The manufacturing of lasts and the fashioning of shoe patterns will also be among the educational "working exhibits."

Visitors to the Exposition will find a bewildering display of exhibits covering all branches of the allied shoe and leather industries, the shoe exhibits being especially comprehensive and up-to-the-minute. The 25 or 30 exhibits of upper leathers will include all of the current popular colors, and a special exhibit of hosiery will be a new and timely feature.

The United States Government will be officially represented at the Exposition through an exhibit of the Bureau of Foreign and Domestic Commerce, Department of Commerce, in charge of Lynn R. Meekins, New England Manager, and the Shoe and Leather Manufactures and Leather and Hide Divisions of the Department also will be specially represented.

The Lynn Independent Industrial Shoemaking School, whose graduation exercises are to be held June 15th, will also have an interesting exhibit.

Aside from the industrial Exposition, itself, the four days will be crowded with a variety of meetings, conventions and outings, and there will be literally something doing every minute.

The great Style Revue, to be held on Tuesday, Wednesday and Thursday evenings, is being planned on an elaborate scale, under the direction of Messrs. Herman E. Lewis and George R. Walmsley, and the brilliantly lighted runway and its attractive living models will as usual be the focal point of thousands of eyes. Several features, new this year, are being arranged by the Committee.

The annual outing, complimentary to all visiting shoe and leather buyers, under the direct auspices of the Boston Shoe Travelers' Association, will be held at Norumbega Park on Tuesday, July 10th, the salesmen and their guests returning to Mechanics' Building in ample time for the evening Style Revue.

Plans for the big convention of the retail shoe dealers of New England, under the direction of the Massachusetts Retail Shoe Merchants' Association, in Paul Revere Hall, Mechanics' Building, Wednesday, July 11th, are well under way and a large attendance already is assured. President John Slater, of the National Shoe Retailers' Association, has accepted an invitation to address the convention.

There will be several other important trade meetings in connection with the Exposition to be announced later.

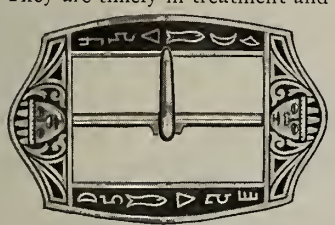
Already many retailers and wholesalers in different parts of the country have signified their intention of being in Boston during the big Trade Week, and it is expected that there will be an unusually large delegation of dealers from Canada and Cuba.

ANCHOR BRAND HARDWARE PRODUCTS

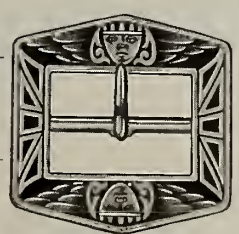
SHOE BUCKLES OF QUALITY TIMELINESS AND STABILITY

"NILE-ART" SHOE BUCKLES

are especially designed to meet the popular demand for the Egyptian influence so evident in both apparel and accessories. They are timely in treatment and *up to the minute in style.*



No. 1325
Size—1 inch
Finishes—Nickel Plate
French Grey Silver



No. 1326
Size—¾ inch
Finishes—Nickel Plate
French Grey Silver

Other Regular Finishes if Desired.

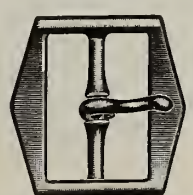
PROMPT DELIVERIES CAN BE MADE

"ELITE" BUCKLES FOR FOOTWEAR

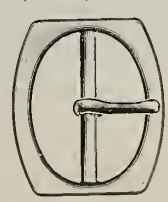
Below are shown a few leaders in our "Elite" line of Footwear Buckles. Time tried—popular—they will add that delicate "finishing touch" that makes for Sales.

No. 2416
Sizes—⅜; 7/16; ½; ⅝ inch

No. 1375½
Sizes—⅜; ½; ⅝; ¾; ⅞; 1 inch



No. 1364
Sizes—⅝; ¾; ⅞; 1 inch



No. 1368
Sizes—⅝; ¾; ⅞; 1 inch

WE ARE HEADQUARTERS FOR BUCKLES OF ALL TYPES FOR ANY PURPOSE

NORTH & JUDD MFG. CO.

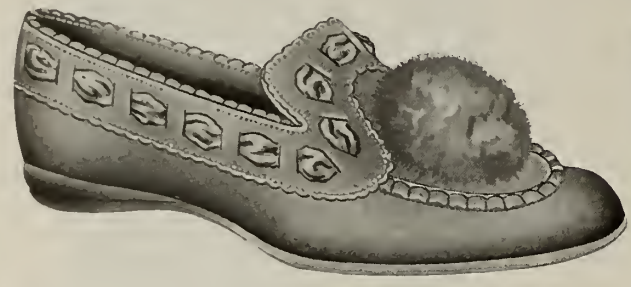
New Britain, Conn.

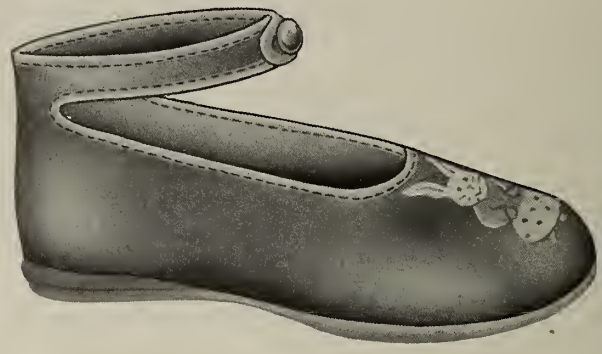
Samples Free on Request

Order from Your Jobber

Slippers That Sell

Artistic Designs---Quality---Workmanship





For a quick selling line that brings good business there is nothing to compare with the Rumpel line.

OSCAR RUMPEL

Kitchener, Ontario

An Important Legal Decision

Judges Commend Plaintiff's Course. Say Bankruptcy Act Suffers Through Faulty Administration. Finds for Appellants with Costs of Whole Action.

IN our April 2nd issue we gave a summary of the situation as to the disposal of the Davies' bankrupt stock. It will be remembered that after the tenders were opened by the inspector and trustees, the stock was by resolution awarded to J. A. McLaren and Co. at 34 cents, but later the trustee, after a conference with Swallwell, a former employee of the Davies Footwear Co. presented a verbal tender for 35 cents, which was afterwards put in writing. The stock was then handed over to Swallwell and Boyle at this figure. An injunction was sought by J. A. McLaren and Co., legal action being taken through Underhills of Barrie, Ont., one of the creditors. The judge in the first hearing, while scoring the procedure taken by the trustee, stated that he could afford no redress as far as the sale was concerned.

The case was appealed on behalf of Messrs. McLaren and Co. who felt that some definite understanding ought to be reached as to the duties of trustees and inspectors, and the rights of those who put in bona-fide tenders under the Bankruptcy Act. The following is the text of the decision of the full Court of Appeal of the Second Divisional Court rendered May 11th last.

Commend Appellants

The appellants are to be commended for having brought to the attention of the Court the facts of this case. Whether the new bankruptcy laws of Canada are to succeed or fail depends upon whether they are well or ill administered. The Insolvent Act of 1864 failed, and bankruptcy laws in Canada were quite out of favor for nearly half a century because that Act was administered in such a manner that the mercantile community thought its benefits were not coming to those for whose benefit it was passed, but were going mainly to the officials who administered it and to some lawyers. Every effort should be made to administer the present Act so as to earn and win the confidence of all those who are most affected by it and in whose interests mainly it was passed. And such methods as those which are involved in this matter must be reprobated and prevented. So, too, I may add that, in my opinion, the judge in bankruptcy should have, and exercise, such supervision of the working of the Act that every trustee unfitted for his position should be removed from office, and have his "authorization" withdrawn: sections 14 and 15.

Summary of the Case

The material facts are few: those upon which my opinion is based are taken from the depositions of the respondents themselves. The bankrupt stock was offered for sale by tender; the advertisement containing a usual provision that the trustee should not be bound to accept any tender. The stock was offered in more than one lot, but there is really no need to refer to any other than the one in question. There were five inspectors, and they, and the trustee and others, met at the bankrupt's place of business to open the tenders and deal with the affairs of the bankrupt estate. Their first business seems to have been the consideration of an application by the bankrupts for a compromise. That failed, and the tenders were opened. The highest tender for the lot in question was 34 cents on the dollar, which was an excellent offer, as appears from the evidence of one of the inspectors who testified that he believed that not more than 20 cents on the dollar could have been obtained if the lot had been put up at auction. This tender was unanimously accepted, and a formal resolution of acceptance was passed and recorded. It then became the duty of the trustee to notify the tenderer, in due course, of the acceptance; but instead of doing that, he went out of the room to one of his correspondents, who had been "Sales Manager" of the bankrupt's, and told him of the tender which had been accepted and suggested that an offer of 1 cent on the dollar more be made by this man. The suggestion was accepted, and the man went into the room where the inspectors were and made the suggested offer of 35 cents on the dollar. Two of the inspectors refused to consider it, the other three were in favour "of getting 1 cent more." The man went out to put his offer in writing; the trustee was again with him and dictated the wording of the offer; and eventually the sale of this lot was made accordingly. No opportunity was given to the highest tenderer, or to anyone else, to bid higher. There is nothing to indicate that the inspectors had any knowledge of the improper conduct of the trustee; it is hardly possible that any of them could have had any suspicion of that which had taken place, for two of them, very naturally, baulked at the manner in which the tenderers were being treated even if the higher offer was made without any knowledge of the inspectors. It is not suggested that the trustee was to gain anything in a pecuniary way by the disclosure he made and the assistance he gave. It seems to have been another instance of one possessed of some authority making use of it not in an impartial manner, having regard only to the faithful performance of his duties, but acting in accordance with his personal feelings; taking advantage of his position to give an unfair and improper advantage to those he preferred. Such conduct cannot but bring discredit on the administration of the bankruptcy laws; creating, naturally, suspicions which must impair their usefulness and perhaps lead to a repeal of them again.

Gives Appellants Costs

There can be no manner of doubt of the impropriety of the respondent; and section 39 of the Bankruptcy Act provides amply for such a case as this; see Imperial Bank V. Barber (1921) 50 O.L.R. 380. The only question can be; what order should be now made. The sale might well be set aside, leaving the respondents to take the consequences, whatever they might be. But while these proceedings have been pending, the sale has been carried into effect, and the appellants do not now urge that it be set aside. Under all the circumstances, at the present time, said Chief Justice Meredith, I am in favour of allowing this appeal, and of making no order except that the respondents pay to the appellants, forthwith after taxation, all their costs throughout these proceedings. His ruling was concurred in by Judges Riddell and Latchford.

Mr. J. A. McLaren is to be commended, as the judgment points out, for carrying this matter through to a definite issue, as affording a salutary lesson to those entrusted with the settling up insolvent estates. Inspectors and trustees must understand that in accepting responsibility for handling affairs of this kind, the same if not greater probity must be exacted as in the handling of their own business.

New Castle Kid

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

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

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

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

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

You are interested in English Leather?

then make a point of enquiring about

BOX AND WILLOW SIDES

THOS. REARDEN & CO., LTD

BROCKLEY LEATHER WORKS

LONDON S. E. 4 - ENGLAND

Selling Shoes At a Price

IT is the same everywhere and in all kinds of business. Some win success where others fail. Just now, when the majority of shoemen seem content to remain at the mourners' bench, a limited number find the way to happiness and prosperity in "following through."

Business is to be had if the shoeman knows human nature as thoroughly as he knows shoes, and both kinds of knowledge industriously and faithfully applied mean steady and profitable turnover.

At least, so thinks Arthur Wallace, according to the Boot and Shoe Recorder, who has five shoe stores within eight minutes walk of each other in the busiest part of Boston, and where he sells shoes to men and women at $5.00.

His one priced women's $5.00 store has only a frontage of sixteen feet, and seating capacity for fifty-eight customers. It is operated by twenty-three salesmen, a manager, book-keeper, porter and basement stock man. It is a common thing to find a line-up outside the shop in the middle of the day of people waiting to get in to buy a pair of $5.00 shoes. Mr. Wallace began his business before the war, and made a specialty of selling shoes at $2.50, and later on at $3.00. Five stores were built up in this way, and business has continued good from the very beginning. Of course, during the war, prices were raised to $5.00 at which figure they have remained since. Mr. Wallace does all his own buying and inspects every case of shoes that comes into his stores. He buys in such quantities, and, of course, buying for cash he is able to buy very closely; on a small margin, with a large turnover, and without any overhead to speak of, he is able to make a handsome net profit at the end of each year.

The principles adopted in connection with these stores are all cash, no charges, no credits and no deliveries. Each clerk parcels up the shoes and passes in the cash to the cashier.

A large portion of the goods sold are novelties all year round, and of course, this involves the fact that the proprietor is a good judge of shoes and styles as well as people.

He claims that women like to buy in a crowd, and that is the reason why he has small stores in the busiest places. The salesmen do not use a size stick, fitting direct to the foot and are urged to show as few styles as possible; the suggestion being made that fussy customers be asked to come back some other day. Salesmen are offered a special inducement of an extra $5.00 for selling one hundred pairs of shoes between 11 a.m. and 5 p.m.

Mr. Wallace believes thoroughly in giving the people what they want when they want it, and for this reason his buying arrangements are very thorough. He carries only the best saleable sizes in novelties and claims that he buys his staples and semi-staples well ahead. He says that they have fewer kicks in proportion to sales than any other store in Boston. His motto is "Feed them with plenty of new stuff while it is new, and quit before it gets cold." Mr. Wallace says that the average sale in one of his stores takes about five minutes.

The gist of the whole thing is that Arthur Wallace is a live wire, who is on the job and leaves no opportunity untried in the game of securing the largest turnover possible, with an absolutely clean stock.

The Shoe Repair Man

Repair Notes

Trade Quiet, Prospects Improving; Getting After Business.

YES, business is still quiet. In that respect, the shoe repair game does not stand alone. While general business conditions have shown a slight but sound advance, there has been nothing in Canada to parallel the advances made in the United States. That was hardly to be expected, as our progress in this country is usually some months behind that of our neighbor to the south of us. The encouraging factors in sight, however, are in excess of the discouraging ones. Slow advances are usually more sound than rapid jumps or booms. Crop prospects, so far as can be judged at this date, are good, and the fall should find us with improved conditions and more money to change hands.

Every day people are wearing out shoes. The retailer will tell you that they are not buying them as they should, and as a certain number of shoes must be worn, when the time for replacement comes there are only two possibilities—new shoes or repairs. If the shoes are the type sold at ridiculous figures, they are frequently not fit for repairs. But the majority of the shoes worn are of sound construction, and except in the case of women's style shoes, will be the better of a new sole and heel. It is up to the repair man to see that they get them.

The average shop has not any too much loose cash to spend on an extensive advertising campaign—some repairers would be ill-advised to attempt it. But there are many ways in which trade can be followed up at a minimum cost.

The repairman's best advertisement is his shop, and in particular, his shop window. When trade is slack, rather than sit around smoking his pipe and grousing, he can spend time profitably in dressing it, if necessary several times a week. Attractive display cards, well finished repair jobs, findings and accessories, and other articles suggest themselves as a means of varying the window. Anything that catches the eye and makes a favorable impression is good advertising. It goes without saying that the inside of the shop should be as clean and attractive as it is possible to make it, while the proprietor, or whoever has the job of meeting the public, should be pleasant in appearance and manner. The dissatisfied customer, or the one who receives an unfavorable impression does not always kick out loud. He just does not come back. You have frequently one chance—no more.

It is just as true of shoe repairing as of any other industry that the man who sits waiting for something to turn up as a rule just sits. Except for picture shows and other pleasures, the general public is not spending any more money than it has to. This is a phase of human nature that it is hard to understand, but that must be accepted to-day. There is every prospect that conditions are not going to change over night. That means that the man who wants to stay in the repair business, and who wants trade to pay him for sticking, must go after it. How to do that is a problem for each individual establishment.

One suggestion has been made that seems worthwhile and inexpensive. If the work on hand is not enough for the week, one or two days or half days could be devoted to missionary work or direct selling. The cost of a few hundred neat cards, with name, address, and a few words about the business is small. With a pocket full of these, and a heart full of enthusiasm and courage, there are door bells enough within a few blocks of most repair shops to keep any man's mind off his troubles. Perhaps a sale may be made in every twentieth call—maybe more. Each one is "velvet", and at the other places called on, a card has been left, and an impression made. A list of the names and addresses could be made up to the same time, which would form the basis of a mailing list for future use.

These remarks all deal with the problem of getting the customer for the first time. It is taken for granted that the work done and service given will keep the customer sold. That is up to the repairman entirely. If, after once getting a customer, he cannot hold him, by virtue of poor workmanship or materials, or faulty service, the inference is that he has no one to blame but himself, and that he is in the wrong business. Competition in the repair business is keen, and is going to remain keen for some time to come. The man who sticks must be on his toes every minute.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

Cost, Selling Price and Profit

In the competition for business, the desire to get and hold trade sometimes has a tendency to obscure the relation that must exist between cost and selling price. It is quite true that under some circumstances a lowering of prices increases volume, and increased volume lowers costs. But there is a deadline below which no business can sell work or goods and live.

The repairman has certain costs he cannot avoid. His materials must be paid for; his rent must be paid; his wages must be paid, and other items must be covered. If not immediately, the bill must be met some time. There is no sense in robbing Peter to pay Paul. Even if a man is alone in his shop, he must at least get enough to pay for a living—however meagre he might be willing to make that.

In setting prices at which work can be sold, therefore, the man who does not figure his costs is very likely to fool himself, and not find it out till he is on the street. In the first place, he must get the cost of his materials out of the job. Then he must get what is vaguely termed overhead, which includes rent, light, heat, power, taxes, etc. While material can usually be figured against each job, allowing a margin for waste, and for findings, overhead must be figured as a percentage on the amount of business done say in a month. For that purpose, under present conditions, a fairly normal month should be used, otherwise the overhead becomes so high as to prevent work being done at reasonable prices. Labor should be figured in the same way, in order to take care of the waste labor which is inevitable.

Without going into details as to just how these costs should be figured, what we wished to point out is embodied in the following points:—

1. There is a tendency to cut prices.
2. This is all right, to meet competition or to bring trade, providing it does not go too far.
3. The price-cutter who does not know his costs is headed for ruin. Eventually he must pay his debts or get out of business.
4. Costs should be thoroughly understood so that if you are selling below cost you know it, and have a definite purpose in view in doing it.
5. At certain periods business must be done at a loss. But if costs are known this period of loss will be limited and profits obtainable as soon as the time is ripe. But the man who does not know his costs continues to sell at a loss long after it is necessary, with only one possible result.

SHOE REPAIR PROBLEMS.

Ripping Soles:—B.C. Asks why an outsole should rip inside of a month on a man's shoe when the work was apparently well done. This may be due to faulty thread or improper waxing. If the trouble was only found in a particular shoe, the chance is that the wearer has been using it in some way that has caused the thread to rot. Being an outer sole, the trouble could not be attributed to perspiration. It is more likely a case of constant contact with a wet floor or with acids or other astringents which destroy the fibre of the thread. Find out what the wearer does for a living. If your thread is at fault, get a fresh supply.

Re-Enforcing Soles.—A.B. Asks what will prevent soles coming apart after stitching. Of course, if your thread and machine are right and your wax runs freely, there should be no trouble. Sometimes liquid wax will cause trouble of this kind, and for this reason some repairers prefer the hard variety. It is a good thing if you are having trouble of this kind to put in a few tacks to hold the sole in place although this is not a very workmanlike expedient. With proper conditions in thread and machine it ought not to be necessary to use more tacks than are needed to keep the sole in place for the machine.

About Prices.—A "Subscriber" writes that he has so far been able to get along amicably with his competitors but has recently found it necessary to make a substantial reduction in prices to hold his trade. He is now meeting considerable opposition, and above all, is being ostracized. It is better to get along with your competitors if you can and arrange matters so that you can work together on prices, but of course, a man cannot afford to see his business slipping away from him. There are other ways of holding trade, however, than by cutting prices. Give people service, attention, politeness and push for business. This often will take the place of cutting prices, and will be more profitable.

Pleasing Customers.—M.T. wants to know if it is good policy to give a customer what he wants, if you know that something else will serve him better. He refers to having got a "setting out" from a customer for trying to sell him rubber heels instead of leather ones. There is as wide a field for salesmanship in shoe repairing as in other lines, but the principles are the same. The fundamental in the game is service. If you can't convince your customer that a rubber heel is better for his shoes than leather, better not try it. Sincerity is one of the first laws of salesmanship. If your customer is prejudiced against rubber heels, don't argue with him. But if you are sure of any plan that will give him better satisfaction or comfort show him. He will usually appreciate it. Some are suspicious that you are arguing in your own interest. Show them you are not.

It Can Be Done.—A "Reader" writes in a very discouraging way about business going to the dogs, and says that people are buying cheap shoes, and those out of style in preference to having their shoes repaired. He instances a man who brought in a pair of tan buttoned boots with bull dog toes to have rubber heels put on them.

Are you sure, friend, that you have not slid back yourself in these times of high pressure? If you are doing high class repairing and know it, do you tell people about it? Are your windows what they should be? Are you pushing for business as you ought? We heard of a shoe repair man the other day who was meeting the situation by having a comfortable "rest room" put in for "repair while you wait" trade, and has added a line of men's shoes which customers may look over at their leisure.

GETTING SET FOR THE CONVENTION.

Arrangements are well under way for the Convention of the Ontario Federation in Brantford, July 25th and 26th. Those actively connected with the preliminary work are showing enthusiasm, are working hard, and predict a successful and useful gathering. The following is from the Federation Secretary, Mr. Walt. Stevens:—

Many Dollars Needed For a Good Cause

Now that all the shoe repairers of the Province have received their circular letter, asking for the small

sum of One Dollar, how many have complied with the request? We will say quite a number, but not a fair percentage as yet.

Have you all decided to come to the convention? We hope you have. Prospects are excellent and we are expecting a large turnout.

Now, down to business, as you know, a great convention cannot be run on air. Dollars are needed to the fullest extent to carry on the good work. We want to make the convention as free as possible this year and are depending on your dollars to do it. Let us all pull together and put over the greatest gathering of Shoe Repairers ever assembled before.

Now is the time to chase along that little greenback. If you have not received a letter asking for your hearty support, please take this as an invitation to that effect, pack up your little dollar, send it along to us, and get your receipt returned the same day marked Thank You, on behalf of the Federation. Nineteen Hundred (1900) letters have been mailed to date. Some of the boys are sending in two dollars saying that one is not enough to cover expenses. The treasury can stand a stampede of dollars, which will be put to use for the benefit of all who are willing to take hold and help push this great undertaking over the top, with a bang.

Arrangements for the convention are well under way. Some great speakers have consented to give their best, hotels are making things ready for your comforts, in fact everyone is preparing to look after your interests, while visiting the historic "Telephone City". We are sure you will not regret a couple of days spent in one of the best cities of the Province of Ontario.

Knowledge, when coming from hundreds of different sources and all put together, as it is at a great convention will give success to all.

As all the wise and far seeing manufacturers and jobbers are giving their hearty support and taking advertising space in our programme, it gives you all an idea of what it means to everyone who is connected with the trade, and we are going to ask every "Pusher" through the columns of the convention programme to patronize the firms who so willingly, regardless of expense, have made it possible to publish a programme for every shoe repairer of the province.

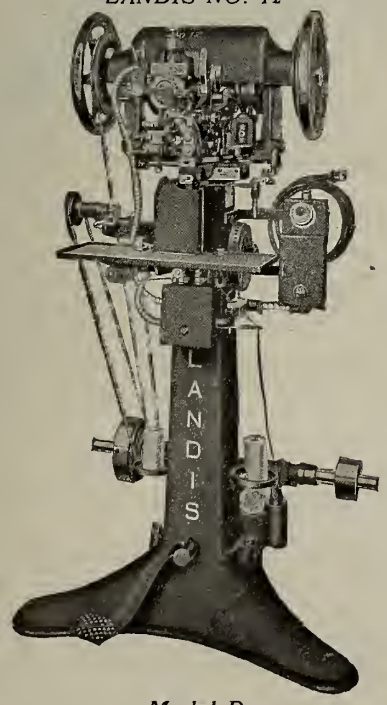
"Subscribe to and read the Trade Journals". That is one of the slogans this year. Let us all work together for the benefit of all.

GET THE SUMMER TRADE.

With warm weather on us, there are opportunities which the live repair man takes advantage of. School will soon be over, and holiday time arrived. Boys and girls wear out shoes fast knocking around in the summer. While in some localities the boys go barefooted, and in others light outing shoes are worn, it should be possible to get many a repair job to see the old shoes through the summer and until school begins. Men get their shoes fixed up for fishing, tramping, gardening, and only need someone to draw this matter to their attention.

In the matter of findings the repair man must be awake in the summer. White shoes need frequent cleaning, and a good sale can be had for cleaners, polishes, laces, and the like. Put them in the windows, talk about them with cards in the window and in the store. A real summer window is always attractive, and will bring summer trade, to be followed by fall and winter business.

LANDIS NO. 12



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

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No. 1515 25th St., St. Louis, U. S. A.

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SHEEPSKINS

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SHOES GLOVES
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Turn Into Money

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

R. G. Dun & Co., 38 King St. W.
TORONTO

The Collection Service, which has been proved most satisfactory by all users of it, is

Over 70 Years' Record of Efficiency

RETAIL SHOE BUSINESS FOR SALE. In live Western Ontario City, on Main Business Street, has been Shoe Store for 11 years. Stock Ten Thousand; Turnover Twenty-five Thousand; rent Eighty-five per month. Very best reasons for selling. Apply to Box 109, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SUPERINTENDENT for Factory in Toronto. Applicants must have thorough knowledge of McKay work, from cutting to finishing room. State fully, qualifications, references and salary expected. Box 110, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

MR. MANUFACTURER, Experienced Salesman, 14 years' connection in Quebec and Maritime Provinces. Living in Quebec City. Would like to join a manufacturers' lines for the above territory. Apply, Box 107, Shoe and Leather Journal, 545 King St. W., Toronto.

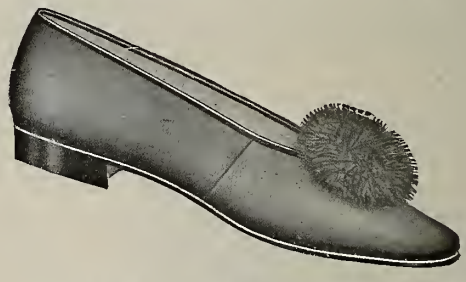
SALESMAN with good connection in Ontario, would cover the whole province, or in part, with well known lines of established manufacturer, or jobber. Box 108, Shoe & Leather Journal, 545 King St. W., Toronto.

FOR SALE.—Shoe Business in live Mid-West City of 25,000 people. New stock. New Fixtures. Inventory about $16,000.00 Must be sold in 60 days. Splendid chance. Purchase must be made by satisfactory security. Apply, Box 103, Shoe and Leather Journal. 545 King St. W., Toronto.

Everett Slippers

Made of Dongola or India Kid in black or brown with a flexible McKay sole.

Boudoir Slippers



In combination of Patent and Suede, India and Dongola Kids or Felt. Spring or rubber heels.

Write for prices and samples
Jobbing trade a speciality

B & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE And WAX SPLITS FOR HOME AND EXPORT TRADE

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

CHEAP SHOES.

ONE of the chief difficulties that have confronted the shoe industry in Canada for some time past, is the feeling on the part of the public that prices should be lower. It is a peculiar phase of human nature at the present time that a man will pay from five hundred to three thousand dollars for an automobile, and will add accessories with lavish hand or purse; but when he is asked eight or nine dollars for a pair of shoes, he balks at the price. Be that as it may, the feeling is there. Hence the five dollar shoe.

Somebody conceived the idea of selling shoes, and broadcasting the price, at five dollars. That may be quite possible, if the shoe is of a certain type, or for a certain purpose. But immediately the public got the idea that high class shoes should sell at five dollars or less. The race was on, and manufacturers in order to get business, lowered prices, in some cases below cost. What happens to quality under such circumstances, is obvious. With costs of leather, labor, and overhead stationary or rising, the only way lower costs can be achieved is by means of lower grade materials. With the exception of cases where goods have been slaughtered to obtain cash, it is safe to say that if a man buys a five dollar shoe, he gets five dollars' worth —generally less, whereas an additional few dollars gives manufacturer and retailer a chance to turn out a product they can stand behind.

Naturally, this situation is not confined to Canada. It is closely paralleled in the United States and in England. How the situation is regarded in the latter country is indicated by the following from the "Footwear Organiser":—

"During the period of the war leading manufacturers were frequently heard to say that they hoped the trade would never fall back to the bad old conditions, when price and price only seemed to be the governing factor in determining the sale of vast quantities of footwear. There are some to-day who would say that not only have we slipped back to where we were before the war, but that in some sections of the trade conditions are even worse. Mr. G. E. Britton, who as President of the Kingswood Association should know what he is talking about, said, a few days ago, that at no period within his memory had boots of such wretched character been placed on the market for sale to men who require something that will stand up against real hard treatment.

"A well-known Northampton manufacturer, who had been making a few calls in London, said he was appalled at the quality of the goods asked for and the prices offered. 'I have been told by more than one firm,' he said, 'that if I can put a boot in at, or below, a certain figure they will talk to me, otherwise it would be only a waste of time. The price quoted is more than two shillings below the cheapest boot I am making, and I have decided to look elsewhere.' This man expressed surprise at the position taken up by some of the big factoring houses in fixing a price above which they would refuse to consider anything, no matter how attractive the sample might be.

"So the tale is told throughout the trade. Every one admits the evil of the present tendency, and every section blames the other. Collectively they blame the public, either for being so poverty-stricken or for having such depraved taste. We are not disposed to lay all the blame on any particular section of the industry. All must accept some share of the responsibility for cheapening boots and shoes to the point where they become not only most unsatisfactory to every one who handles them but a positive danger to the health of the wearers.

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

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PERCY J. MILBURN, Agent
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HANDELAN and STAFF of ARTISTS
SHOE CUTS
Woods Building Chicago

ALL ABOARD Direct through Connections from **"HOOF TO BEAMHOUSE"**

Only stops to improve quality and selection. Depots at all principal Hide centres including
CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

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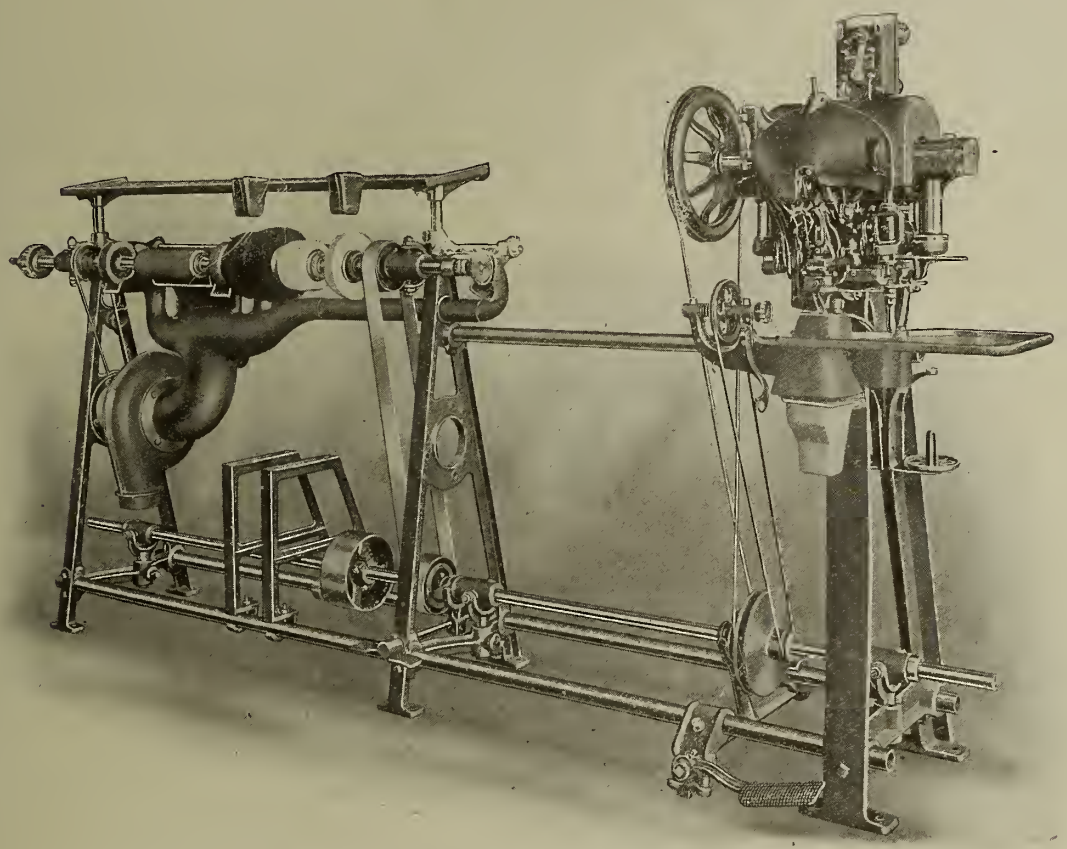
IS OF GREAT IMPORTANCE TO SUCCESSFUL SHOE REPAIRING



Illustrating our 12ft. Goodyear Shoe Repairing Outfit Model P.—Made in our Montreal Factory

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GOODYEAR WELT SHOE REPAIRING OUTFIT

IS ASSURED OF BEING IN A POSITION TO DELIVER THE GOODS

PROMPTLY AND SATISFACTORILY

Built in a size for every business—a style for every requirement

Used and endorsed by successful shoe repairers. Installed on terms you can afford

Write for our latest catalogue and terms to-day

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MAIN OFFICE AND FACTORY

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TORONTO	KITCHENER	QUEBEC
90 Adelaide Street, W.	88 Ontario Street, S.	28 Demers Street

The Last Word In Style And Moderate Price

There is no extravagant price to retard the sale of Clark Bros. Shoes.

In style, material and shoemaking our Pumps and Oxfords could well be among the higher priced lines of the day, but Clark specialization produces them

To Retail At $5.00

Samples now showing are getting a wonderful reception all over Canada.

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St. Stephen *N. B.*

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Shoe Week

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Stray Shots From Solomon

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Toronto Montreal

"GUTTA PERCHA"

Canvas Shoes

June is here. June, the month of roses, of scented honey-suckle and lilac. The bees hum, the sun shines with genial warmth. Cool green grass and sparkling blue waters lure people to the tennis courts, golf-links, canoes and motor-boats.

Just as naturally as these, and even more insistently, come the calls to the merchant for "Gutta Percha" Canvas Footwear for Summer's recreation. Is your stock complete? Are your windows showing alluring displays of the light, cool, comfortable "Gutta Percha" Shoes that are so much wanted?

At Your Distributors or Our Nearest Branch.

Gutta Percha & Rubber
Limited
Head Offices and Factories, Toronto
Branches from Coast to Coast

GUTTA PERCHA & RUBBER LIMITED

The One Best Counter for Women's Shoes

D. & P. UNION THREE PIECE COUNTER is the outcome of special effort to produce a counter that will entirely fill ALL the requirements for a light, strong, durable, easily workable counter for Women's Shoes. No other counter offers the same advantages for this particular and important branch of shoemaking. For manufacturers of high grade Women's Lines it is the ONE AND ONLY counter.

With the various grades of **D. & P. FIBRE COUNTERS** you can practice the strictest economy in your counter buying by paying only for such a grade of counter as the type of your shoe demands. For fine, medium or staple lines there is a D. & P. Counter, graded and priced to suit, that gives you maximum quality and value.

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MONTREAL
Shoemakers To The
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Davis Leathers For Popular Shoes

Without doubt the most satisfactory as well as most modish and wearable leather for all purposes in men's or women's is

Davis Colored Calf

Fashionable Shades of Brown and Red and Tan

Is the only thing for high grade lines in men's or women's. The shades are CORRECT and PERMANENT. The skins are all selected and specially treated for the purpose.

Black Dominion Calf

In Bright and Full Finishes

Has that soft mellow appearance and feel that makes the appeal to eye and touch. The most economical cutting leather on the market.

Davis Boarded Veals

In Three Colors

The demand for a POPULAR PRICED SHOE is met by this ideal leather which has the attractive appearance and feel that combine with price and cutting quality to make it a great SAVER.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

Amherst Solid Shoes and Reliable Staples

The Ever Selling Staple

Novelties may come and go, but staples sell all the time—they are the sales producing backbone of the shoe trade. As the dealer protects his business against fire, theft and soforth, with insurance, so must he sell staples to keep his business on its foundation. Reliable staples such as

AMHERST
SOLID SHOES
AND
Reliable Staples

are still going strong when other makes are forgotten. Reliable in every way—wear, comfort, fit and quality—they are the dealer's one best bet as a day by day sales maker. Amherst Shoes are built on 57 years' knowledge of shoe trade requirements.

AMHERST BOOT & SHOE CO., LIMITED
Amherst — Halifax — Regina

Your order at Amherst, Halifax or Regina, is sure of prompt attention and immediate delivery.

The Sales Backbone of the Shoe Trade!!

The Sport Shoe Of The Elite

The Sport Shoe trade of particular people can be won in the same way as their patronage in fine style footwear is won—simply by offering Bell Quality.

This fine creation in a Sport Oxford, made in White Buck with Tan Calf Trim, Cut Out Quarter, Solid Rubber or Crepe Rubber Sole, adds distinctiveness to the most carefully chosen sporting attire, and in fitting and wearing features is the ideal shoe for golfing, walking and the many other Summer recreations.

Make the Summer Season yield increased trade of the better kind by featuring prominent displays of Bell Sport Shoes.

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Montreal, Quebec

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C. E. Fice, Representative

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

Wos. Three Strap, Bamboo Buck, Came Kid Trim, Covered 16/8 Louis Heel. Also made in various other combinations!

Fresh From The Style Centre

Through the Dufresne & Locke Line this distinctive Three Strap Model comes direct to you bearing the stamp of approval placed upon it by fashion critics at the recent New York Style Show. It is one of

Twelve New Styles

we are showing representing the most popular creations from the source of Footwear Fashion, and wherever vogue in shoes is sought for these lines will produce unusually brisk Fall selling.

See them now, and keep your stock a step in advance with the latest modes and the best values.

Dufresne & Locke, Limited

Montreal, Que.

GLOBE

"Pillow Welts" Pay

There is no selling proposition for your Children's Department that pays quite as good returns in profit and customer satisfaction as the featuring of Globe "Pillow Welt" and "Baby Pillow Welt" Shoes. They are modelled to accord with every law of foot growth and Globe shoemaking always proves equal to the hardest test of wear.

They are the only genuine Goodyear Welt Shoe made with a Pillow Welt Insole.

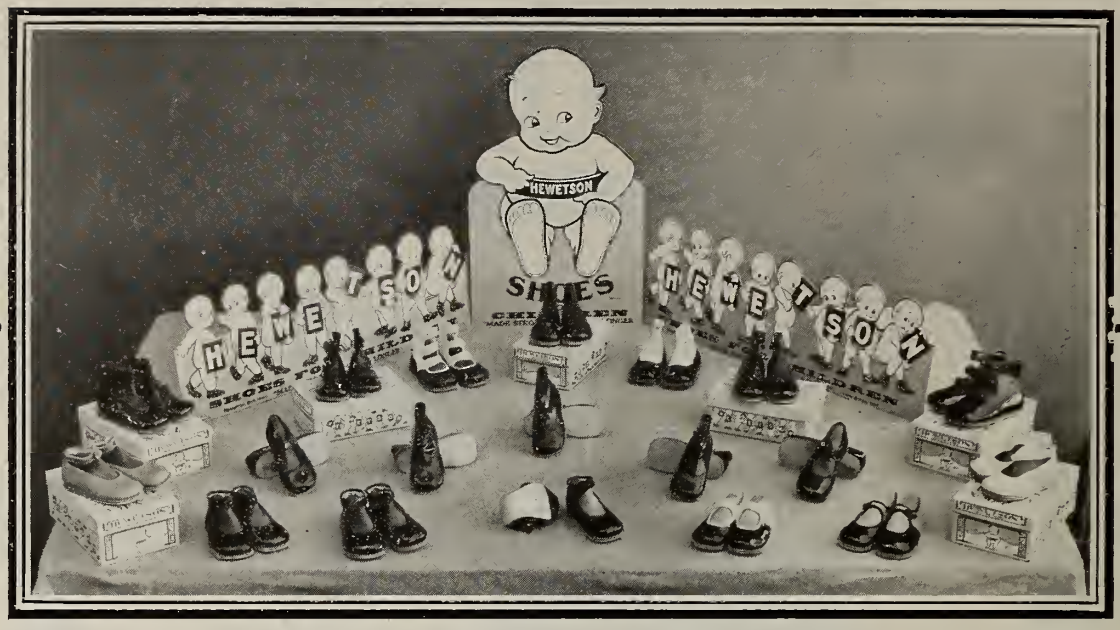
A Globe Salesman is the man to send for whenever there are orders to be placed for Children's Lines.

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

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

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



Special Window Display of Hewetson's "First-Step" Baby Welts

How Window Displays Can Increase Your Business

Every progressive merchant knows that an attractively-dressed window sells goods. The more attractive it is, the more attention it draws from those passing by and the more business it creates.

We take it for granted that you are keen for more business and lots of it this Summer. So are we. And in order to help you as far as we possibly can we have produced one of the finest window trims anybody has seen for many a day.

Just think how effective your window would look with this trim as a background and an attractive display of Hewetson Shoes for Children out in front. It will fit any window large or small, and it doesn't take a whole lot of fussing to set up. A few minutes and you have an attractive window that every passer-by will see.

It will form a splendid connecting link between our vigorous advertising campaign and your store. And the stronger the connecting link is, the bigger will your profits be.

This trim is adaptable to any size and shape of window. If your window is wide set the three pieces at the back of the window in a straight line. If your window is narrow and deep set the trim in a "V"-shape. Set it up any way and it is always attractive.

These attractive window trims cost us too much to distribute freely all over Canada. But we will be pleased to send one complete window trim to you if you will fill in and mail us the coupon below. We would also appreciate it if you would let us know how good a sales puller it proved.

HEWETSON

SHOES FOR CHILDREN

"Made Stronger to Wear Longer"

J. W. Hewetson Co., Limited
Shoemakers to Children
Brampton, Ont. and Acton, Ont.

Fill in and return this coupon

J. W. Hewetson Co., Limited,
Brampton, Ontario

Please forward to me one of your Hewetson Kiddie Window Trims, which you will ship to me free of all charge. I agree to use it whenever convenient.

Name.....

Address.....

Date.....

La Duchesse

A Surprise In Store For Wholesalers

When the new "La Duchesse" lines appear

A new plant, improved facilities and a determination to LEAD in popular priced footwear of finest style are working wonders in the production of the new "La Duchesse" Lines, and the result will be an eye-opener to the trade.

The new and original lasts and patterns, together with values that even "La Duchesse" have not succeeded in producing before, are features that make it of utmost importance that you hold off ordering until you see our lines. You will be glad you waited.

Now back at our former address, 92 Beaudry St.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.

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

PERTH

IN-STOCK

No. 776: All white buck, 1 strap, 2 button slipper, 13/8 Cuban heel.

No. 776-1: Same on Sport last with 9/8 walking heel.

Prices of 776 and 776-1 with white enamelled ivory heel **$5.20**; with white enamelled leather heel. **$5.00**

No. 575: All fine white cloth, 1 strap,two button, 13/8 Cuban white enamelled leather heel. Price **$3.95**

No. 558: All fine white cloth oxford, 11/8 military white enamelled leather heel. Price **$3.85**

Net 30 days. July 1

Packed ready to ship in 18 pair assortments containing 6 B's and 12 C's and in 12 pair assortments, C or D widths, all regular run of sizes.

Perth Shoe Company, Limited

Perth -:- Ontario

W. S. PETTES	H. B. McGEE	J. H. McGEE	G. H. FERGUSON
Room 413, Windsor Hotel, Montreal, Que.	Room 706, King Edward Hotel. Toronto, Ont.	Royal Alexandra Hotel, Winnipeg, Man.	807 Bower Bldg., Vancouver, B. C.

The Quality Goes In Before The Style Goes On

Stock No. 10 Russia Calf Oxford, Andover Last

Stock No. 12 Gun Metal Calf Oxford, Andover Last

Stock No. 14 Russia Calf Oxford, Councillor Last

Stock No. 16 Gun Metal Calf Oxford, Councillor Last

IN-STOCK

Price $4.75

Terms: Net 30 days

For less than three pairs an extra charge of 15 cents per pair.

Shoes that men like to wear, and where they come back and say "Like I had last time", are Talbot shoes. Have you inspected our two new styles on the Councillor? The Councillor is just a little narrower than the Andover.

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

Buy Shoes That Are Safe

YAMASKA BRAND

In the search for values to meet to-day's demands there is the temptation to be led away by shoes of unsound quality.
The very moderate price of Yamaska Brand Shoes is arrived at with no sacrifice whatever in the reliable shoe-making that has kept our lines at the height of popularity with both trade and public for over fifty years.
For the convenience of our customers we have established an In-stock Department enabling us to give immediate shipment of leading Yamaska Brand Lines.

The Yamaska Brand
J. & M. Cote
ST. HYACINTHE, CANADA.

LA COMPAGNIE J. A. & M. COTE
ST. HYACINTHE QUE.

"And the "Hotel Cleveland" is my home when my trip brings me to Cleveland!"

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

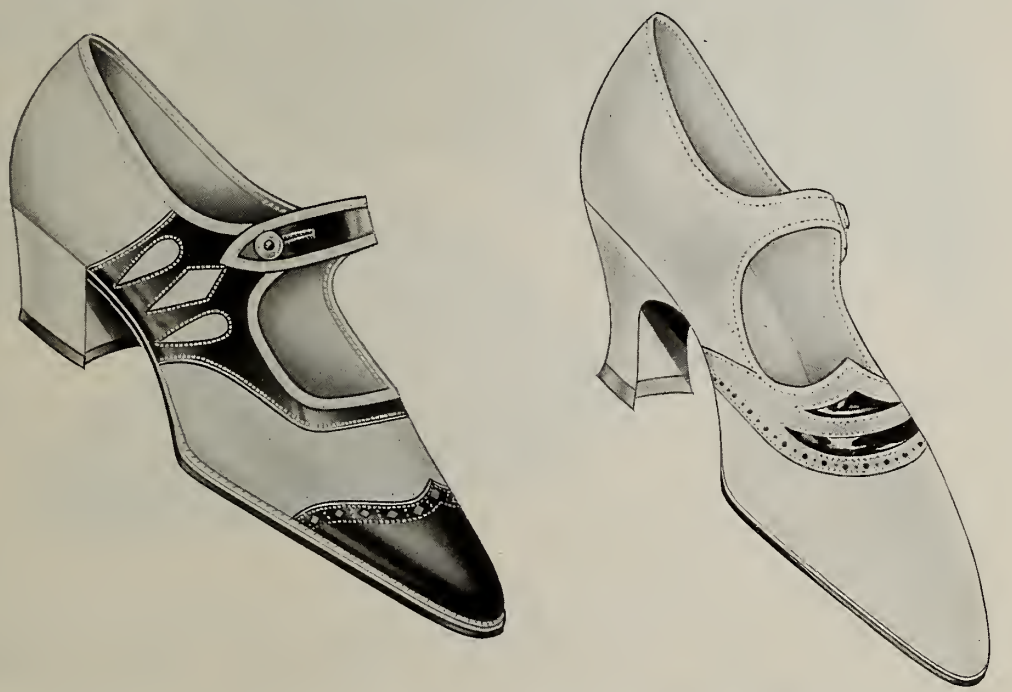
Hotel Cleveland
CLEVELAND, OHIO.

KINGSBURY

Canada's Pride

Two Winners

Summer Style---Exclusively "Sno-Wite"



Here are two modish creations in White Shoes that sell as only "Sno-Wite" Footwear CAN sell. They are chosen from a line so original in style features and so outstanding for value and satisfaction that it has become the Standard White Shoe Line of Canada. Mid-Summer selling will not lag if you feature these stylish, comfortable, economical shoes.

If you have not made use of this line this year do not fail to take advantage of it next year.

KINGSBURY FOOTWEAR CO.,
Limited
MONTREAL

DeLyte

KINGSBURY Sno-Wite SHOE

Ralston's Polishes

Sell 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. A dressing for every shoe.

Sell them Service

You can sell a Ralston Polish or Dressing with every pair of shoes you sell or repair. Ralston's Polishes protect as well as clean the surface, thereby lengthen the life of the shoe. Every shoe customer is a prospect for Ralston Polishes—a dressing for every shoe.

Robt. Ralston & Co., Ltd.

Hamilton, Ont.

Styleful
Comfortable
and
Durable

the result of their scientific modeling.

Astoria Shoes, of solid leather construction and custom-make, are amongst the best shoes produced in the world to-day.

You need have no hesitation in recommending them to your best customer. They'll provide the satisfaction needed to bring him back.

SCOTT-McHALE LIMITED
LONDON :-: CANADA

PILKINGTON

BROTHERS (CANADA) LIMITED

SOLE CANADIAN AGENTS FOR

STORE Kawneer SOLID COPPER CONSTRUCTION FRONT

MANUFACTURERS OF ALL KINDS OF

GLASS

FACTORIES

THOROLD ONT. St. HELENS & DONCASTER ENG.

DEPOTS

HALIFAX, MONTREAL, TORONTO, WINNIPEG.

CALGARY EDMONTON VANCOUVER

"PILKINGTON Quality is Unexcelled"

J. A. McLAREN COMPANY LIMITED

100 % Service

Nationally established lines, picked from the leaders of the best manufacturers all made of high grade materials by trained workmen. These goods backed by the McLaren record of prompt and satisfactory shipments mean an all around service that falls very little short of being 100% efficient.

"IMPERIAL" SHOES

For men and women, acknowledge no superiors, either in wearing or selling qualities. Dealers everywhere report most satisfactory sales to pleased customers. The latest styles at values which are sure to appeal to particular people.

"IMPERIAL" WHITE CANVAS SHOES

White canvas strap shoes and oxfords on all newest lasts and patterns. These embody all the newest features and make such an attractive appeal to customers as to practically sell themselves.

Speed King

TENNIS AND OUTING SHOES

Tennis, outing, and yachting shoes. Popular sellers that give the utmost in satisfaction and service and that are increasing in favor with the buying public each season.

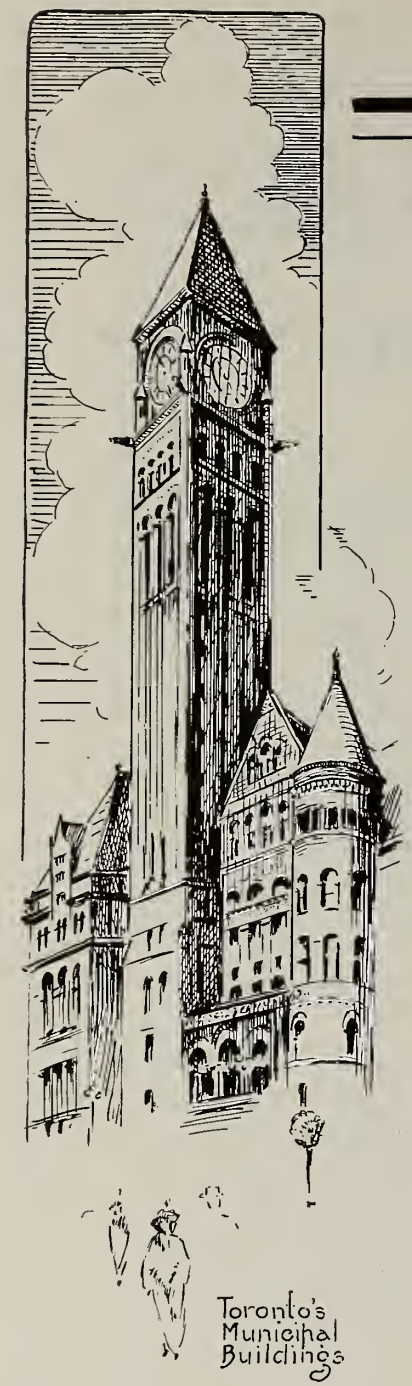
BAREFOOT SANDALS

Our lines of sandals in patent and brown leather are complete in all ranges of sizes, down to those for the smallest "Kiddie". When in a hurry to replenish your stock, wire, phone, or write us and watch for the quick response.

Independent Rubbers in stock for quick shipment

J. A. McLaren Company Limited

30 FRONT STREET, W. TORONTO



Under the Shadow of Big Ben!

IN every town, in every city, anywhere, big business is transacted under the shadow of Big Ben. It is surprising how often weighty decisions depend on the printed appearance of a contract, a letter head or circular. Good printing on your shoe labels, tags, account forms, and soforth, will establish a worthwhile business confidence in you and your house.

There is no printing requirement of the shoe trade that we cannot design and print, from price tag to catalogue. Write for particulars.

Sell By The Printed Word

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

The MINER RUBBER CO. Limited

Branches and Selling Agents

[illegible] BC
[illegible] Alta.
[illegible] Alta.
[illegible] Sask.
[illegible] Man.
Haileybury, Ont
[illegible] Ont.
[illegible] Ont
[illegible] Ont.
[illegible] Ont.
[illegible] Que.
[illegible] Que.
[illegible] N B
[illegible] C B
[illegible] N S

Attractive dealer help advertising, linked up with high quality and distinctive selling features, makes Miner's Boy Scout and Girl Guide Rubbers and Tennis Shoes real money makers for live retailers.

THE McCAUGHAN MEN

Executive and Sales Staff of J. A. McCaughan & Son

A. N. Cusson, Superintendent

Antonio Bedard, Vice-President

Chas. E. Betournay, Maritime Provinces Toronto and Ottawa

G.H.Betournay, Montreal and Quebec City

J. A. McCAUGHAN, PRESIDENT

E. L. Heureux, Quebec Province

A. E. Elmer, Ontario

At Your Service

J. E. Mireault, Western Canada

The McCaughan Men,every one of them, Management and Staff,are men devoted to the making and selling of good footwear, anxious to extend their best efforts to co-operating with merchants in the Trade in developing better business by means of McCaughan Shoes and Service.

McCAUGHAN GROWTH

Our New Factory and Offices--Home of McCaughan Shoes

Our New Factory.

Capacity 1000 Pairs Per Day

Our Old Factory Enlarged

Our new factory comprising 26,000 square feet gives us double the space we had in our old building, which with our new improved equipment allows us capacity for twice our previous output. Quantity output means two things, greater economy in production, better value in the product. With McCaughan shoemaking on this larger scale you will get not only faultless service but unsurpassed values in our lines.

J. A. McCAUGHAN & SON

390 Papineau Ave. Montreal

Five Reasons Why You Should Use

COLLIS CALF

Uniform in color and finish. All the latest shades. Maximum Cutting with Less cost. Made in all weights and grades. Highest quality.

Collis Calf is real dependable leather, suitable for both men's and women's better class shoes. Write to-day and let us tell you how to lower your overhead and increase your production with Collis Calf.

The Collis Leather Co., Ltd.

Aurora **Ontario**

No. 165 Sizes 6 to 11
No. 265 Sizes 1 to 5
No. 166 Sizes 6 to 11

For men, boys, youths and little gents. Colors, black and brown.

Men's Romeo Slippers With Elastic Sides in Black or Brown

This saleable line of Romeos has a flexible leather sole and heel. They are on a broad last with a low heel and have white quilted sock linings. The cut to the left gives a good idea of the quality and the workmanship used, this being our No. 166, made in the best brown or black kid with flexible sole. Have you tried our ever selling Everetts? Dealers are finding them profitable sellers.

Just A Good Shoe

Here is a shoe that answers the persistent demand for a stylish, comfortable and good wearing shoe at a reasonable price. Mock welts, goodyear stitched soles on a dressy last, rubber heels, oak or bulldog chrome. For men, boys, youths and little gents. A real shoe that stimulates sales.

Have Our Salesman Call, Or Write For Prices

The Bauer Shoe Company

Kitchener **Ontario**

G.L.&H.

Wos. One Strap, Made in White Kid, Blue Trim, White Calf Inserts, 16/8 Louis Heel, Also made in any color combination desired.

Another G.L.& H. Novelty

Original style and bright color that blend perfectly into the latest leading vogue are featured in this new G.L.& H. creation. Trimmed with blue, as shown, it answers the call for smart footwear while also emphasizing the beauty that appeals to good taste.

These new models we are showing are so superior for fine style and good value that they can produce only one result for the merchants who display them—a brisk Summer and Fall Trade.

Gagnon, Lachapelle & Hébert

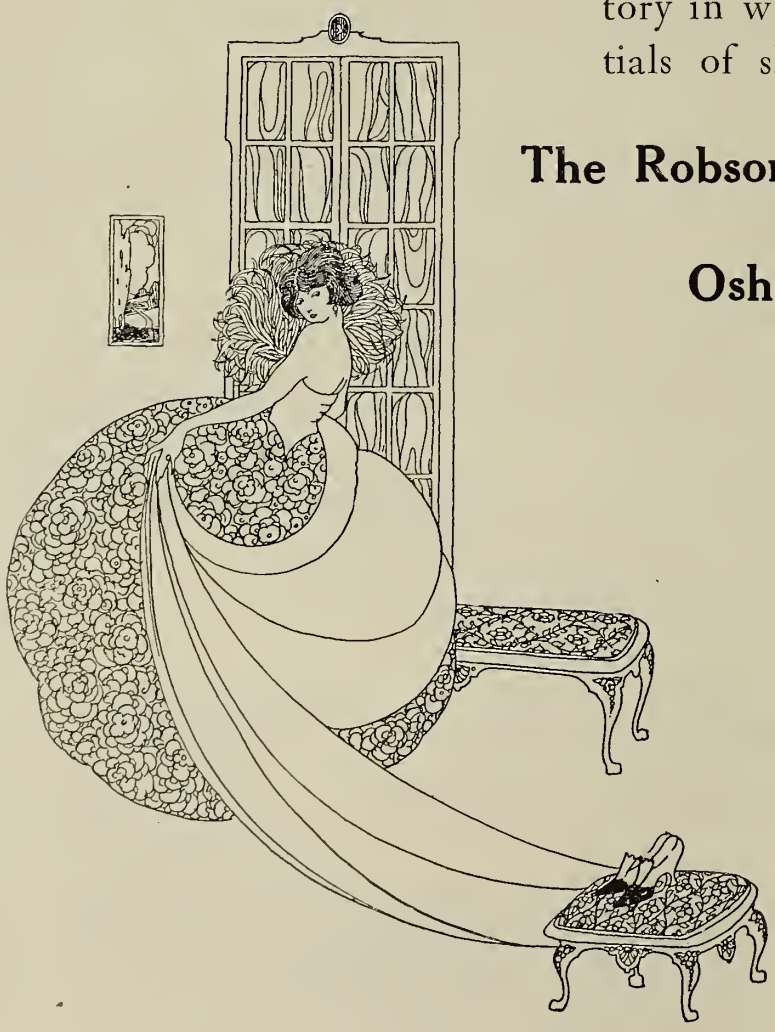
55 KENT STREET, MONTREAL

Black Beauty

Chrome Patent Sides

Lustre and Texture

Are the great requisites of high grade patent leather that distinguish Black Beauty. It retains its smooth surface and softness of feel under all conditions. It is economical in manufacturing, and satisfactory in wear, the prime essentials of shoe leather to-day.



The Robson Leather Company Limited

Oshawa, Canada

Vol. XXXVI. No. 12 Toronto, June 15th, 1923

Shoe and Leather Journal

Published Twice a Month

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JAMES ACTON, President
Montreal Office: 510 Coristine Building
Boston Office: 161 Summer Street

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

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Other Fellowship

ONE of the great lessons the great war was expected to teach was the interdependence of nations and individuals. The blood brotherhood of man was supposed to be solemnly and irrevocably sealed by the awful human sacrifice offered on the altar of the god of war.

But the gospel of "the other fellow"seems as far, if not farther from realization to-day than it was in 1914. The arousing of human passion, even in so holy a cause as saving civilization from the hobnailed brutality of the Hun, seems to have availed little to turn aside man himself from that doctrine of the pit "every man for himself."

Since 1918 we have had a revulsion from the self-denial and sacrifice entailed by war conditions and a gradual swing to the other extreme of looking out for "number one." We had two or three years of a shameful grabbing in which everyone seemed to be bent on exemplifying the doctrine "get while the getting is good", with the result that the Hun spirit possessed the business world like a legion of demons.

This has been followed by a period when the "getting" has not been so good and the process has changed from "sucking" to "squeezing" until the "other fellow" has been trodden under foot as ruthlessly and relentlessly as were those who opposed the grey coated hordes that swarmed over Belgium and France in the first eighteen months of the war.

The remedy to-day for business and other ills that have come as a backwash of the war is "other fellowship". Give your neighbor a chance. The man you buy from has his problems and is doing his best to meet them. The man you sell to has to calculate carefully the shifting sands of public sentiment.

If there was a little more hopefulness with more "give and take" all around, what a difference there might be in business shortly! There never was a better time to gauge the effectiveness of the Golden Rule in business. "Whatsoever ye would that men should do unto you, do ye even so unto them."

In The Market Place

General business conditions—June shoe selling better—Better general tone to trade.

The Business Situation

THE outlook has improved considerably throughout the country during the past two or three weeks of better weather. In the West new heart has been put into business by the improved prospects of the crops. The plentiful rains especially in Alberta promise to put agriculture upon an unusually good footing. It is rather early to venture predictions, but if nothing untoward occurs in the next few weeks the Western Provinces ought to be well under way towards a satisfactory harvest in cereals and therefore business.

Business in Ontario and Quebec has been steadily improving in most lines. People seem to be acquiring a little more confidence in regard to the future, and, the slack in employment being practically all taken up, there is more inclination to buy, especially in staple lines of household requirements. In the agricultural districts seeding and planting is now over and the farmer is hoping that a little warmer, brighter weather will come within the next few weeks. The cereal and other crops promise to be fairly large, and the hay and fodder crops have profited by the abundance of moisture to reach a point that will bring great gain to the agriculturist and advantage to cattle raising.

In the Maritime Provinces, business has developed considerable activity, during the past month and staple lines of merchandise have been selling well. The late season, following the early floods, has done considerable damage to some industries which will undoubtedly react to some extent upon business generally, but the outlook for most lines is good. Prices have militated to some extent against fishing interests, in some cases not being sufficient to pay for the trouble of handling, but the feeling prevails that both the agriculture and fishing interests have ahead of them a good season.

Retail Shoe Trade

Business has shown considerable improvement in June and dealers all over the country report the change with much satisfaction. Sales of summer goods, while not rushing as yet, give every evidence of satisfactory volume. While May did not appear to be a good month, we think that it will be generally found that the volume was ahead of last year, some say as much as 15 per cent. Sales, however, have been largely in women's lines, although there has been a steady development in men's that has been more noticeable since the first of June. From what we have been able to gather most dealers have gone light this season on outré styles such as colors and startling combinations. These are being cleaned out as fast as possible, and the white and sports' season is now in full swing. June promises to be a good month and payments already show this. Another proof of returning confidence is the inclination on the part of dealers to take more interest in fall goods.

Interest Picking Up

From quite a number of retailers during the past couple of weeks have come indications of revived interest in trade. This is particularly true of the cities and towns and to some extent in the agricultural districts, although seeding operations have militated against any marked activity in some of the smaller places. Nevertheless as dealers state, there is an improved enquiry for staple lines as well as for moderate priced lines *in* the finer class and novelties. The popular prices on hig h grade goods seem to be $7.00 to $9.00 in men's, and $5.00 to $9.00 in women's. Dealers seem to be considerably more optimistic with regard to Fall business, and think it is going to start with greater steadiness than Spring. The opinion seems to prevail that in men's lines, styles will be conservative, and that more oxfords than usual will be sold in both black and brown of medium shades. In women's, mannish styles of oxfords will sell well in plainer effects than the brogue. Early Fall will see the continued sale of straps.

Shoe Manufacturers Busier

Business has been in fits and starts and most of it has consisted of rush orders in novelties and sports goods. There was quite a demand for colored lines early in the month as well as towards the close of May, but manufacturers were as unprepared for it as retailers. There have been a few sales, especially in reds, in June, but the demand has gradually slackened off. Manufacturers of white goods and sports novelties have been kept busy for the past two weeks trying to supply the deficiencies on the part of retailers and jobbers who were afraid to take a gamble on anything in the shape of novelties. There have been several important failures and arrangements during the month, but it is thought that the worst is now over, and that henceforth business will be upon a more satisfactory basis. At all events, there is everywhere in evidence a more hopeful feeling in the trade.

Wholesale Shoe Trade

Wholesalers say that business has picked up appreciably during the past few weeks, but the demand has been principally for novelties and summer specialties. While there has been a fair amount of sorting in regular lines, it has been nothing like up to expectations of those who have thought, that with the backwardness of the past three months, there would surely be an acceleration of the demand for sorts and sizes in regular lines. Jobbers, like the rest of the trade, have been afraid to

(*Continued on page 44*)

CANADIAN HEADQUARTERS AT BOSTON SHOW.

Many Canadians will visit the National Shoe and Leather Exposition and Style Show at Boston, July 9th to 12. Realizing the importance with which this event is regarded in this country, the Shoe and Leather Journal has arranged for quarters in the buildings, in Booth Number 509-B.

We shall indeed be glad to have the members of the trade who visit Boston at that time drop in at this booth, whether it be to make it their headquarters, or just to give us an opportunity of shaking hands. If there is any way in which we can be of service to you during the show, we are yours to command.

Make Booth 509-B a real Canadian headquarters. Sometimes friends have difficulty in finding each other at such a show. Why not make appointments to meet at headquarters.

Remember the number 509-B, and be sure to call there, register, spend a few minutes at least with us, and call on us for any service that we can perform for you.

Stray Shots from Solomon

All the little men are not in the peanut business. In almost every half bushel there are some small turnips, whether the measure represents business men or church members. The worst of it is these scrub vegetables keep coming to the top and discredit their betters. Mean men are really in the minority in the world, and if they did not have so much mouth and cheek they would scarcely be noticed, but like weeds and all other things that are not wanted, they are hard to keep down. They are foremost usually in moving resolutions at business meetings, and are the first on their feet in religious gatherings. They can talk longer and pray louder than seven men that can render a reason or ten men that keep the golden rule. They manage to get on delegations to conventions, and are shoved into office through the sheer weariness of those who are glad of any expedient to secure relief from their presence and power of their jaws. They are nothing if not at the front of the show, and will do anything but spend money to get there. They do not believe in advertising, but if they can get a free write-up with a cut of themselves thrown in gratis in the local paper, they will lend countenance to the thing, and before they are through want to give the newspaper man twice as much matter as he is willing to devote to their virtues. The little fellow is always sweetly saying nasty things about his competitors, and volunteering confidential information concerning his neighbors that is not calculated to enhance their commercial rating. There is no more honest humor or genuine joy in his metallic laugh than there is music in the jangling of a cow bell, and yet the laugh is always on tap and the hand always out like a pump handle. What to do with these creatures who are all sting and no honey, it is as hard to say for ministers as business men.

SMALL TURNIPS.

* * *

The kind of knowledge that is "picked up" is like anything else that does not cost much effort, of little real use. Knowledge that is worth while has to be searched for diligently and gathered with care. The curse of the age is superficiality. Men get a smattering of things and run about cackling over their ideas like a little bantam hen over its pigeon egg. They are as tickled as a baby with a rattle when they are able to babble a little about books, people or events. In economical, political, business, social and religious matters this spirit of superficiality is carried to an extent that one wonders where this custom of letting out our thinking is going to land us "Apply thine heart" to knowledge. Get a grip on what you read and investigate. Give your whole mind to the mastery of the subject. Know what you profess to know well, if it be much or little.

HUMAN PARROTS.

* * *

Show me your tongue, and I will tell you what sort of a moral liver you have. The tongue is as unerring in moral as in physical diagnosis, for "out of the abundance of the heart the mouth speaketh." When you find a fellow with a tongue yellow with spleen or inflamed with envy, you may put it down that he has a jaundiced liver or a Cain's heart. A man may profess to have gone through all the degrees of the modern holiness curriculum, even to "complete eradication," but if his tongue gets away with him and he rips people up the back who do not see through the little slit that forms his line of vision, he could not convince a bootblack that he is any better than the old fish wife who spreads herself in adjectives that are not found in Webster or Worcester. A man may dress in style, be as courtly in manner and speak English as faultlessly and wittily as Colonel Ingersoll, but when he drops to the ideas and vernacular of the bar-room loafer and gutter snipe, he proclaims himself an accomplished blackguard. A dirty tongue bespeaks a rotten heart. A mean tongue is perhaps the commonest found, and certainly the most trying to society. The man without a good word for anyone, whose insinuations and inuendoes play havoc with reputation and ruin friendship, is the most contemptible of an evil tongued tribe. The "cut" is forever at the tip of the tongue, and the sneer forms upon his lips as naturally as breathing. With a smirk he stricks in his stiletto, and laughs at the damage his fiendishness causes. There is one consolation, this kind of thing makes the circle. The gall and wormwood you have mixed for other people will one day be handed to you in the chalice of your own creating, and your own heart will be filled with the bitterness of hell. "Death and life are in the power of the tongue, and they that lave it shall eat the fruit thereof."

HOW IS THE TONGUE?

Solomon

EDITORIALETS

Pointed Paragraphs on Practical Problems

THAT UNDERCONSUMPTION.

SHOES seem to be the last thing that people think about in the way of apparel. How often you see even an apparently well dressed woman with dirty or shabby shoes. Men are proverbial, of course, for their disregard of their pedal extremities, and are in a class by themselves. Cannot something be done more than has been done hitherto to bring people to realize that they are not well or even respectably dressed until their shoes correspond to the rest of their sartorial equipment. It may be hopeless to expect men to wear a dozen kinds of shoes regularly, as enthusiasts suggest, or to get women to match their gowns or hats with varied footgear, but it ought to be possible to shame rundown, shabby shoes off the street for both men and women.

One of the things every retailer can do along this line is to inaugurate a little effort at education in his particular neighborhood. Advertising in this direction would be money well spent, and it need not represent a very heavy outlay either. A shoe dealer out west started a discussion in his town by a series of comic cuts illustrating some of the incongruities of pedal adornment common to men and women. Even in some of our large centres of intelligence and fashion, one will still tolerate men wearing tan shoes with a morning coat or women displaying boudoir slippers in the street cars. If the people of your town are "hicks" as far as their shoes go, whose fault is it? Get busy and stir up their minds by way of remembrance.

MONEY TALKS.

IT has the habit of saying "good bye" to the fool from whom, as Solomon says, it is soon parted. Some of the retailers who made a lot of money three or four years ago, have been wishing they had some of it handy during the past six months. The best kind of talk money can hand out is in paying bills and getting discounts. All the high power automobiles and social prestige a man may acquire will not avail to sustain his reputation when his paper goes back to the bank. Work talks quite as effectually as money and often takes its place. Just now is when a good deal of this kind of talk can be used to advantage. The man who works and gives his jaw a rest this year is going to get somewhere with his business. We have been doing too much talking and running in circles. The occasion has come for downrightness and steady effort.

TALK BETTER TIMES.

WHISTLING to keep up courage is not one of the most effective ways of meeting difficulties, but it is a sight better than getting under the bed or pulling a poor mouth. There is this to be said for cheerfulness that it is catching, and those who have handled men under fire know that one man will often save a regiment not so much by his bravery, as his ability to keep smiling, and be cheerful in bearing.

There is a certain amount of psychological influence to be taken into account in business as well as physical matters. In spite of the ridicule heaped on "Couéism" there is a truth at the bottom of it, that cannot be laughed down. There is not the least doubt that people have died who ought to have lived, if they had not given absolutely up. There are sick businesses as well as men that could be saved by hope.

They tell a story about a farmer who in scooping up a bucket of water one morning to lengthen out a can of cream gathered with it a couple of frogs. One of these was of that ilk that when it finds itself in a strange element gives up the ghost and he goes to the bottom. The other made up his mind that while there was life there was hope, and he kept paddling away at the top of the can of lacteal fluid. When the farmer got to the city and lifted the lid he found this hopeful froggie calmly sitting upon a pat of golden butter that he had churned by his efforts to keep in the swim. Go and do thou likewise.

GET OUT AND LEARN.

THE summer seems the logical time for a vacation, although for some it is less convenient than other seasons of the year. A man should take a brief respite from business, if for no other reason than to get a proper focus on his business. With his nose on the grindstone every day, a business man is apt to become near sighted. When you hear a fellow say he has not had a holiday for ten years you may usually put it down that he has not deserved one. He has gotten into a rut and his business would have been the better for his getting away from it. He needs a good square look at himself and it.

The matter of health or pleasure is quite another thing, and has been discussed so much that it is not necessary to more than refer to it. But there are people who, as far as this reason is concerned, never need a holiday. They are as healthy as oaks and as for pleasure they never know how to play and probably would be the sadder themselves and sadden others by an attempt to learn. But the business man owes it to himself and his business to get out of himself and his shop and see what others are doing in his line. Two weeks' vacation wisely spent this summer, may be worth more to a shoeman than all the plugging he can do from now till the first of September. But holidays like everything else need to be taken with a goodly admixture of horse sense.

SUMMER ADVERTISING.

IT is not to be expected that business in July or August will reach the proportions of May or June, but that is no reason why a merchant who has to pay overhead should sit down and wait for opportunity to knock at his door. It may not pay to put the amount of money into mid-summer advertising, that one would devote to a spring campaign, but it will certainly not pay to let advertising go to seed or run loose. If you are cutting down your advertising, see that you get every dollar's worth you put into it back in results if possible. Summer advertising is often allowed to make retailer establishments look ridiculous. In a newspaper the other day appeared a hundred line announcement calling attention to articles that were out of general use by the first of June. It is with an advertisement as with a sermon or address. The shorter the time or space the more necessary it is to say something.

Advertising the Shoe Business

A Campaign to Build Business Discussed--Shoe Week for September.

BUSINESS is being done by those who are going after it. In various parts of the shoe and leather trade certain concerns are getting a good share of business, whether from certain circumstances, or special efforts, or a combination of both. Retailers, wholesalers, manufacturers and tanners, working individually along separate lines, are trying to stir up business.

On the whole, however, the volume of trade has been disappointing. Conditions of employment, general business, money available—none of these factors are sufficient to account for the slackness. People are spending money on all sorts of pleasures and luxuries—witness the extraordinary progress of the motor industry. But they are not buying shoes as they should.

The questions come, "Does part of the fault lie with the shoe trade? Are we aggressive enough? Is there any method that could be adopted to build up the shoe business, and build it more or less permanently?"

Two Suggested Methods.

Among other suggestions, two were considered worth placing before the trade. Leading dealers through the country were therefore approached with the following questions:—

1. Don't you think a national campaign for advertising shoes would be an advantage to both manufacturer and retailer just now, or preceding Fall Business?

2. What do you think of the "Shoe Week" idea, devoting, say, the first week in September throughout Canada to boosting the sale of shoes for "the whole family?"

The first question is one on which most members of the trade would be agreed—providing the money was in sight. It is not a project that can be undertaken or decided overnight. But it is certainly worthy of serious consideration right now. The question of advertising at all times requires study from several angles,—when to advertise, where to advertise, and how to advertise. When pockets are full and times flush, is generally the time when advertising of an educational nature is undertaken. Logically, however, the time to advertise heavily is when business is bad—to build for the future.

Collective advertising of an industry, if handled properly, is bound to bring results. Recently the knit underwear manufacturers undertook to advertise their industry and product in the United States, and already claim to have received benefits in increased trade.

The sole leather tanners of the United States have appropriated nearly a million dollars to spend in advertising.

The shoe findings' men of the United States are also discussing the possibilities of advertising to rebuild the shoe repair trade.

The question of advertising the shoe and leather industries in Canada is a very live one. It should have close scrutiny and careful thought, on the part of all the various branches of the trade. If it is to be done, however, too much time should not be lost. For that reason we are bringing on the discussion now, with the idea that if the proposition holds sufficient promise of benefit to the trade, advantage may be taken of it.

Already a large number of dealers have expressed decided approval of the suggestion. Given sufficient favor in the trade, ways and means together with the definite advantages to be obtained should be studied. That can only be done by the organizations of the various branches of the industry.

Meanwhile, look into the question, let us have your opinions or suggestions, so that the project can be fully examined and if found advisable, action taken.

What Retailers Say.

A Toronto retailer, very prominent in the trade and in association work, who is known from coast to coast, says: "Yes! If done on a large scale for Fall. It is too late for Summer trade." He asks "Where will the funds come from?"

A leading Winnipeg retailer says: "I think that a well arranged plan for the Fall season would be of advantage, but just what the plan should be, I cannot say, more than that it should be to the point."

A Hamilton dealer comes through with approval of the plan, and makes some suggestions of real value, which are indications of how the plan could be worked. These we will pass on a little later.

On Ottawa man says just, "Yes! Now!"

A St. Catherines dealer expresses approval, provided it does not conflict with seasonable advertising.

A Montreal dealer and a Saskatoon man say "Yes! It would be a blessing."

Another National figure in shoe circles says "The idea is splendid, and the combined associations should get together very soon upon it. The time—preceding Fall."

There you have a fairly uniform agreement. Only one man said that he felt the idea could not be made worth while.

The question is open for discussion. Let us hear from you.

About Shoe Week.

There are so many "Days" and "Weeks" of special significance, that the suggestion of a "Shoe Week" was considered very thoroughly before it was passed on for discussion. There is no doubt, however, that, handled properly, such an event would bring business to the shoe retailer that he otherwise would not get, and would stir up definite interest on the part of the public. This subject links up closely with the first one discussed, and might serve as a climax to a campaign, or the beginning of one.

The first week of September might seem a trifle early, suggestions have been made that it be during the second or third week. But in all quarters the idea is received even more favorably than the advertising campaign—possibly because it is more definite, and actual money returns could be seen.

In September the families return from their summer outings, the boys and girls start school,

(*Continued on page 44*)

Business Neurasthenia

Diagnosing Business Evils and Applying the Remedy. The Need for New Outlook and Plain Hard Work. Quit Grousing.

THE war has proven a cataclysm in more ways than in the great sacrifice of men and treasure involved. The aftermath has been even worse than the war itself and the results, social and commercial have been nothing short of disastrous.

Spiritual leaders everywhere bemoan the revulsion from the fear of uncertainty and shock of war time to the jazz of unbridled pleasure and passion. Business men have been puzzled and almost paralyzed by the transition that has taken place from the conditions that prevailed before and during the war. Times have indeed changed, and business is to-day no more like it was in 1914 or 1919 than chalk is like cheese.

Have You Changed?

Some men are travelling or endeavoring to travel in the same tracks or at the same pace that they did five or ten years ago, but there is a far greater proportion that are not travelling at any pace at all, but are just hobbling along waiting for things "to come 'round". This can't be done with any hope of success.

There are retailers who in the period of 1916 to 1920 made money so fast and so easily that it seemed like picking up gold nuggets on the street. People did not ask the price of footwear, for the figures went constantly up and everybody took it for granted. The spirit of recklessness which followed the war made buyers indifferent as to costs. The very relief that came with victory over the Hun caused staid people to cast caution to the winds. Women took a pride, and men too for that matter, in saying that their shoes cost them eighteen and twenty dollars. We were so used to talking in big figures that an extra cipher in the markup did not mean anything.

Business came so easy that our moral as well as social and commercial muscles relaxed and presently became almost atrophied. Men who had become accustomed to long hours and hard work "slipped". Shoemen began to think they were bankers instead of retailers.

Goods sold themselves, therefore less attention was given not only to advertising, but store surroundings and methods, with the result that everybody from the clerk to the proprietor became a "slacker". Wages and profits went up, and service and work came down. Is it any wonder that establishments lost their "punch" and even their ability to stand up before the reversal of conditions that came between 1920 and 1922? Stocks were allowed to accumulate and worse still moss was allowed to gather upon the store and its methods. With the almost general demoralization came the tendency to "jazz" up business instead of jacking it up. The style craze became alike the aim of the manufacturer and the retailer with what results both have since only too sadly realized. It has been a case of "out of the frying pan into the fire."

That some establishments have been able to adjust themselves to changing conditions is to their credit, and proves that the sane policy of buying and selling is the real remedy for business neurasthenia. All the medicine and coddling in the world will not avail for a man whose nerves collapse. What he needs is fresh air and outdoor occupation to build up his wasted vitality. You might as well try to doctor an engine whose batteries have given out, with gasoline or lubricating oil, as try to put a dead business on its feet by moaning and hoping for better things.

If the three thousand retail shoe dealers of Canada would make up their minds to roll up their sleeves and sell goods, business would be on its feet in a month. They would need more shoes, and that would start things with the shoe manufacturer and tanner.

Turn up your books for last year, and make up your mind that you will increase your sales twenty-five per cent. by August first. If you reach but halfway to this goal you will have accomplished something and if only a thousand dealers increase their sales to this extent it will make quite a handsome addition to the shoe production of the country.

There are too many people waiting for a change in the tide to carry them back to prosperity. The thing is to head the craft in the direction of success and then with oars, sail or anything else available, work like Trojans to get her to port.

PROFITABLE RETAILING.

"Every village and town in the country offers opportunity for a merchant to get rich if he will chart his purchases, his sales and his advertising," Homer J. Buckley, head of Buckley, Dement & Co., Chicago, told the Retail Advertisers' Association, in an address on "Putting the retailer on the profit side of the ledger."

Referring to the fact that the average life of a retail store is seven years, the speaker said that many misguided persons shout excessive overhead as the cause of numerous failures, when overhead cuts no figure if sales turnover is large enough.

"Instead of spending our time in finding out ways and means of reducing overhead which in time means lower wages and less buying power" he said, "let's spend our time figuring out ways and means of selling more merchandise, getting a bigger turnover out of our stocks through the means of the higher wages.

"You never see a big salesman cutting down expenses. He is always thinking of how he can spend more to sell more and all big sales and big salesmen have as their background liberal expenditures in some form or other.

"When we begin to look around for ways and means of increasing sales or turnover, what do we find? We find gross inefficiency—we find no analysis of the market—we find no budget of finance and purchases. We find no preconceived plan of action. We find no sales strategy. We find no advertising ability.

"With these fundamental principles, all stores, all businesses can and will succeed even though they may be in the most limited locations.

"In other words, there is little science in the retail business and too much guess-work and trust to luck.

"Next to poor salesmanship, the greatest leak of profits in the retail store is the waste of time. This leak is more often caused by not having a plan and working it out.

"Advertising and sales events should be laid out weeks, and in many cases, months in advance, and buying should be regulated on such a plan. This will enable goods to be ordered, displays arranged, and the clerks posted, thus everything will be thoroughly coordinated."

The Last Two Pairs

The Retailer's Problem is One of Buying as well as selling.

THE development of novelty shoes and hand to mouth buying has served to unsettle the trade to the extent that dealers all through the country have shown signs of something closely approaching panic. Cold feet cause loss of perspective. In trying to avoid one danger, the dealer runs right into another. In the effort to make sales, profit is forgotten—not deliberately, but by reason of merchandising methods; or lack of method, brought on by fear or uncertainty.

If a shoe dealer's fair net profit should be, say eight per cent., and that looks high these days, he has got to see that his shoes are all sold, which means that they must be well bought. To-day, it is safe to say that a great many dealers have their profits tied up in shoes on their shelves, which may never be sold. This is one of the results of their short sighted policy of buying.

A shoeman who has been watching this situation closely was talking to the Shoe and Leather Journal on the dangers involved in the methods at present followed by many dealers.

"Suppose a dealer buys fifteen pairs of a certain shoe," he said, "and sells thirteen of them. The other two, by reason of size or width, are left on his shelves. Now those two pairs represent more than his expected profit on the fifteen pair lot. If he cannot sell them, he shows a loss on the whole deal.

"What does he do? He buys fifteen pairs of another shoe, and repeats the performance. Then he has four pairs of obsoletes which will remain in stock to gather dust or which are jobbed off or given away. And so he continues to pile up a loss on his shelves, which may not discover itself for months.

"Will you tell me why a dealer after buying a fifteen pair lot—and it is surprising how many of them do buy in this way—should be afraid of the shoe, and turn to another one, instead of repeating? Here is a man who has sold thirteen pairs of one shoe and is through with it! How is that for good business?

"Suppose, on the other hand, that he sizes up on this same shoe, maybe once, maybe twice, or more. Say he only buys to the extent of thirty pairs of the shoe. When he is through he has the same two shoes on his shelves, or perhaps three, instead of four. Multiply this over and over, and see what a difference it makes to his stock and profits.

"Of course, I admit that it is impossible to buy shoes so as to have no obsoletes. That is why I say, if you are going to have some shoes left on your shelves, make them as few as possible, not two out of every fifteen pairs. For it is on the last couple of pairs the dealer makes his profit.

"I know dealers who are playing the game right, and making money on it. If a shoe is good for one buy, it is good for at least a second order to fill in. And often they buy three or four times on the same shoe.

"But many retailers who should know better are playing the game as I have outlined it. They place a small order on a shoe,—an order that is far too small. Then they get frightened, and instead of capitalizing on the first purchase, jump to a new shoe entirely.

"Is it any wonder that the shoe trade is unsettled and a veritable chaos?

"Manufacturers are partly to blame for the situation. They must realize that it is up to them to help the retailer buy properly. In that way only, will they develop sound accounts. And buying means not only styles, but sizes and widths. I have seen orders given by retailers, who are generally considered competent, which covered a range of sizes and widths that would make it impossible for the deal to show a profit to them."

This shoeman's opinions and comments strike at one of the prime evils of the shoe business to-day. Recently we had a "Round Table" discussion on "Styles and Sizes." Apparently the question needs study from all angles and close co-operation between dealer and wholesaler and manufacturer. It maybe all right to sell a man a bill of goods, but unless he can in turn sell so as to make a profit, there is no permanent advantage in the situation for anyone.

Wanted--A Slogan

The dictionary defines a slogan as a rallying or battle cry, but the commercial sense of the word is not quite so strong. It is said that the Indian war cry once heard is never forgotten, and in a like sense the slogan or "selling cry" of the shoe retailer, should be as familiar and positive to his customer, as their own home. A list of slogans compiled by this office during the past few months has not produced anything of a brilliant or startling nature. The average dealer seems content to say that he has "quality shoes" "shoes that fit", or something quite of that nature that is forgotten as soon as read. The retailer's slogan should carry a continual message of prestige for the store. It should if possible be short, catchy and easy to remember, at the same time, recalling the dealer's store in that person's mind. A slogan should be everywhere and on everything in the windows, on the door, on the bill and letter heads, on every wrapped parcel that leaves the store, and at all times it should sell shoes and raise in the public's mind the desire to own shoes. The slogan of the Paint and Varnish Association, "Save the Surface and You Save all" tells a whole story in the flash of an eye. What the shoe trade wants and should have is a national slogan appearing in every shoe store in Canada from coast to coast. It wants a slogan that will increase the sale of shoes, and will do for the shoe trade what "Say it with Flowers" has done for the Florist Association. The Shoe and Leather Journal is willing to offer two prizes for the two best national slogans, suitable for the purposes expressed above. First prize $15.00, second prize $10.00. The contest will close September 1st, 1923. Send as many attempts as you like, but keep each one on a separate piece of paper, the slogan on one side, and your name and address on the back. Send all replies to the "Slogan Editor", Shoe and Leather Journal, 545 King St. West, Toronto.

The following examples have been jotted down to give you something to work to.

It's Always Fair Weather,
With Shoes of Real Leather.

There's nothing like Leather
For all kinds of Weather.

The best Shoes are none
too good for your feet.

The Shoe Industry in Canada

Development and statistics reported by Dominion Bureau of Statistics.

THE Dominion Bureau of Statistics, operating under the Department of Trade and Commerce has just issued a report on the Leather Boot and Shoe Industry of Canada, which deals with the development of the industry from a historical point of view, and covers the statistics available for the year 1921.

From the standpoint of pride in the industry it is interesting to look over the historical data, though this has been presented several times from various sources. The report says:—

The boot and shoe manufacturing industry in Canada dates back to the earliest days. The first mention of it is contained in communications dated 1667 forwarded to Old France by the Jesuits, stating that it was impossible for a country to be formed entirely without manufacturers; that there was already in operation in the colony a shop for the manufacture of shoes and hats; and that progress was being made towards the establishment of a factory for the manufacture of linen and leather. The first census of New France, taken in 1667, records a population of 3,215 souls in which 20 shoemakers were included.

In the early days of Canadian colonization the inhabitants for the greater part supplied their needs by home labour. Shoemakers, however, found it difficult to live on their industry alone, and in addition took part in the manufacture of potash, in cattle raising, etc.

The First Canadian Tannery

The four years 1667-1671 saw rapid strides in the development of shoemaking. In the latter year approximately one third of all shoes required were manufactured from leather tanned locally. Previous to 1670 no tannery was operated, the tanning processes being carried on by farmers. The establishment of the first tannery was at Quebec in 1670; ox and moose skins were tanned at this place as early as 1691.

Progress Of The Industry

No public record is readily available on the development of the boot and shoe manufacturing industry during the next hundred years. Up to about 1860 the retailers had been purchasing their stocks mostly from United States' manufacturers and only a small quantity of Canadian made shoes were marketed through the stores. The shoemakers at that time were engaged for the most part in supplying made-to-measure boots which they delivered direct to their customers. In 1859, however, the import duty was increased from 12½ to 25 per cent. This additional protection proved a stimulus to the growth of shoe manufacturing in Canada, and available statistics record a continuous progress from that date to the present, output increasing year by year, especially in the medium and coarse grades. Imports at the same time diminished and an export trade was even begun. The finer grades of shoes were supplied by the United States' manufacturers until about 1882 when Canadian factories began the production of fine shoes on a larger scale. Three years later, in 1885, the total imports were only an inconsiderable portion of consumption and such sales as took place reflect a last effort on the part of United States' manufacturers to retain the Canadian market by granting to their customers the most favourable prices and conditions.

Introduction Of Machinery

Prior to Confederation the handicraft system of producing boots and shoes was general and very little machinery was used. The first record of machinery dates from 1847 when Brown and Childs, operating on Notre Dame Street, Montreal, imported several sewing machines for stitching uppers. It may be noted that this development was ill received by the workers, and that when the Parliament Buildings were destroyed in 1849, the protection of the police and militia were required to save the factory of Brown and Childs. Pegging machines were next brought into use. The McKay machine for sewing soles found its way into shoe factories during the period 1867-70; available data would indicate that Shodes and Ames of Montreal were the first to use them. The utmost secrecy was maintained for some time as to the mechanism and the operation of these machines; the men imported for their operation commanded high wages and maintained the belief that the machines were of intricate construction and demanded operators of the highest degree of skill. Shortly following the use of the McKay sole sewing machine, the screw wire machine and Goodyear machinery were put into use, together with a number of edge trimming and finishing devices, as well as several lesser machines, skivers, rollers, etc.

Modern Manufacturing Methods

The decade 1880-1890 saw the art of shoemaking revolutionized through the adoption of the Goodyear machinery. It was during this period that the original models of the highly complicated machinery in use to-day were first introduced, permitting development by rapid strides and tending to centralization of production in factories of large capacity.

As a result of the use of machinery on a continually increasing scale for the manufacturing of boots and shoes, a number of small establishments were eliminated and their place in the field of production was taken by factories of largely increased size. The tendency to specialize also became evident. Factories formerly producing all classes of shoes from the finer ladies' to the coarse stoga, now devoted their whole attention to one particular line, i.e., men's working, men's fine, children's, ladies' fine, etc. Probably the best result accomplished by this single line method was the production at the minimum cost of shoes of a maximum quality in their respective lines.

Present Conditions

To-day the boot and shoe industry not only holds high rank in the field of Canadian manufactures but is also the raison d'etre for a number of allied industries producing hundreds of thousands of dollars' worth of goods each year and giving employment to thousands of workers. Chief amongst these may be cited the tanning industry which, to-day, is carried on in Canada on a very large scale, the manufacturing of lasts and patterns, wooden pegs, shoe machinery, shoe findings, such as pegs, nails, counters, box toes, etc., thread, wax, etc.

More than 90 per cent. of all leather boots and shoes used in the Dominion now come from our factories. There are still importations of specialties in limited quantities by retailers of exclusive lines. The domestic demand, due principally to climatic conditions and the diversity of employment, has resulted in the production of leather footwear of practically every

kind and description.

Our manufacturers to-day produce the very best lines of dress shoes for men, women and children, in all leathers; staple grades, heavier shoes for farming and other occupations: summer lines and low priced shoes of good quality. Sporting requirements have not been left untouched and specialties are also produced, such as high grade riding boots, skating, hockey, football, golf, tennis, baseball boots, etc. Other factories specialize in the production of hunting boots, river divers', prospectors' and miners' boots, larrigans, moccasins and shoe-packs. Whether it be to meet the exacting requirements of city folks or to supply the need of lumbermen, prospectors and farmers or to provide comfort during our hot summer months as well as to withstand the cold of our winters, the wide range to chose from will provide the necessary footwear. The choice offered by Canadian manufacturers is such that many distributors to-day carry seven or eight hundred samples from which their customers may select.

The progress recorded to the present day is regarded as the beginning only of an era of continued expansion for this industry. Canada has special facilities to promote its growth and progress. Its fine pastures are capable of maintaining in the healthiest condition immense herds of cattle, furnishing our tanneries with supplies of skins and hides There are also quantities of tanning materials for the preparation of leather. Well directed energy could apparently place the Dominion in the foremost rank of leather manufacturing countries.

The Industrial Census returns of 1921 report 177 factories as producing 15,046,985 pairs of shoes, or an average of 85,011 pairs per factory. The total value of the shoes produced was $44,665,381.

Comparison of the production with the preceding four years resulted as follows:—

1917	$49,170,062
1918	46,387,665
1919	63,319,128
1920	66,817,174
1921	44,665,381

In 1921, production was lower than in 1920 by nearly three million pairs, while values were also lower. On the contrary, the number of pairs produced in 1920 was about 1,200,000 less than in 1919, but the value was greater on account of higher prices.

Comparison of pairs produced for three years, resulted as follows:—

Items	1921 No. of pairs.	1920 No. of pairs.	1919 No. of pairs.
Boots and shoes—			
Men's	3,494,502	4,805,005	5,417,956
Boys'	739,664	1,028,567	864,224
Youths'	443,780	521,910	565,037
Ladies'	4,724,538	5,509,992	5,747,248
Misses'	848,287	846,994	1,404,494
Girls'	903,613	1,038,655	1,774,670
Slippers—			
Men's, boys' and Youths'	565,277	732,562	502,601
Ladies', misses' & girls'	1,461,508	1,809,369	1,223,939
Infants' shoes & slippers	1,074,145	814,975	861,505
Larrigans	70,969	213,718	185,411
Moccasins	419,568	373,219	344,775
TOTALS	14,745,851	17,693,966	18,891,860

The trend of prices is shown by the following table:—

Classes	Average price per pair. 1921	1920	1919
	$	$	$
Boots and Shoes:—			
Men's	4.38	5.55	4.69
Boys'	2.52	3.56	3.01
Youths'	2.83	2.78	2.25
Ladies'	3.56	4.29	3.86
Misses'	2.13	2.60	2.23
Girls'	1.72	1.93	1.73
Slippers:—			
Men's, boys' and youths'	1.37	1.31	1.43
Ladies', misses' and girls'	1.64	1.22	1.27
Infants' shoes and slippers	1.02	1.00	.99
Larrigans	3.84	4.58	3.59
Moccasins	1.69	2.57	1.86

The figures given are factory values, and can only be taken as indicative of the general trend, as no account is taken of grade, quality, or process of manufacture.

An interesting light is thrown on costs by the fact that the increase in cost of raw materials in 1919, over 1918 was 46 per cent. This level was maintained in 1920, while a drop of 42 per cent. occurred between 1920 and 1921. This would, of course, be due not only to lowering of values, but also of quantity.

Recent figures in the United States show that the per capita consumption of shoes in that country is 2.9. Basing Canadian figures on the Government report of fifteen million pairs made in 1921 and a population estimated at 9,000,000 the per capita consumption would be less than two. The inference is that if the people of the United States need to be taught to wear more shoes per capita, the need is even greater in this country.

SHOES AT THE CANADIAN NATIONAL EXHIBITION.

This year a greater showing of shoes will feature the Canadian National Exhibition at Toronto. This show is unique in that it affords thousands of the general public an opportunity to see the products of Canadian shoe and leather manufacturers.

From the standpoint of the shoe trade, that is good. But the retailer can get more out of it than these indirect benefits.

Coming as it does, at the end of the holiday season, it ushers in the active Fall selling season. The leading manufacturers of the country and their products are gathered under one roof, in one section of a building. What better chance is ever offered of "going to market". In a day or so, the dealer can not only look over the shoes, but can meet salesmen and heads of concerns.

We believe that the dealers of Canada have been passing up a good bet. We believe it would be to the direct benefit of every retailer who can possibly make it, and who is within striking distance of Toronto, to plan to spend two or three days at least visiting with the shoe trade at the Toronto Exhibition.

Just now, when holidays and trips are being worked out is an excellent time to think about the Shoe Show at the Canadian National Exhibition, and to make up one's mind to see it.

Selling Summer Lines From The Newspapers

by The Advertising Service Department.

White goods, colored kids and colored combination sandals with the King Tut influence, are going to constitute your June and July sales. You do not need to be told that white goods will be sold, men and women must have white shoes for summer wear. All you need to do in your white and sport shoe ads. is to list your lines, give a description and a price. The demand is there, it is up to you to fill it. On sandals it is a different proposition. All women are not quite sold on the blazing red and green cut out effects that are claiming public attention. In some places they are moving fairly well, in others they won't go at any price. For the women who are half sold on the sandal idea, it is an easy matter to win their custom, by artfully appealing to their vanity, or persuade them to get sandals to match their red hats. Every argument you use must be decided by yourself, according to the district you sell. Apparently we are to thank the unearthing of old Tut for the fancy effect now in vogue. In writing copy for this style of shoe, we would suggest you endeavor to get a little touch of the East into your layout, either with type or some fanciable illustration. When you get your advertisement nicely fixed up, don't ruin the atmospheric impression by mixing some other staple line in the same advertisement. You can mix up white and sport shoes, but with novelty stuff, it is better to concentrate. Talk quality, price and style. Keep to one type face, don't crowd your ads., use good cuts or none at all, and pray that it doesn't rain, is about all you can do.

It might be in order to mention here the fact that it is not necessary to spend large sums of money on artistic illustrations; there are numerous cut services scattered throughout the country that can supply cuts at a small cost. A two or three dollar expenditure on cuts will not only liven up your advertising but will pay for itself on short order. The picture of your shoe will put your message over quicker than a long-winded descriptive selling talk.

A Twelve Year Expansion

A short history on the growth of Ludlow Brothers, Brantford.

FOR a business of practically only twelve years' existence, the combined shoe store and men's wear store of Ludlow Brothers, Brantford, stands as an interesting study of modern business expansion. Mr. Charles H. Ludlow gained his shoe experience from Mr. J. J. Watt, shoe merchant of Brantford, from where, after two years' experience, he branched out for himself, opening the "Royal Shoe Parlors" on Dalhousie Street. Mr. Austin Ludlow was for over eight years a clerk with Mr. Joseph Stanley of the "Big 22", where he learned the men's wear business from the ground up. In 1911 they amalgamated, starting a combined shoe and men's furnishings' business at 96-98 Dalhousie St. From the very first, shortage of space made itself evident, causing the brothers to search for more roomy quarters. About 1919, the Dominion Cafe at Numbers 92 and 94 Dalhousie St. came under consideration as a future home for this rapidly growing concern. This property was eventually purchased, but the Cafe running on a four year lease, hampered building activities. The lease ran out last March, at which time Ludlow's called in their contractors and commenced a thorough remodelling of the premises, inside and out.

The new store is larger than the old one, having a frontage of 35 feet and a depth of 132 feet. The frontage was divided, as shown in the illustration, giving two large roomy windows 16 feet deep, with a large glass area, and an "island" window in the centre, for extra special displays. The indirect lighting system has been used for the principal illumination, a light as near daylight as possible. The 4,000 feet of floor space, has been laid out thoughtfully and carefully with up to date shelving, modern display equipment and other aids to a well dressed store. With these improvements stocks can be handled easily, speedily and accurately.

The alterations and improvements are now complete, and the new store is open for business. The shoe department in, charge of Messrs.H. and M. Broome and Mr. S. Linscott, experienced shoemen and graduates of the School of Practipedics, presents a well equipped service to customers. At the opening of the new store, newspaper space to the extent of one page was used on the moving sale, a quarter of which was devoted to the stocks of men's, women's and children's shoes to be found in this department. This growing business has been built on "real values—close attention to business—and, satisfaction to every customer".

Windows of Ludlow Bros.' new store, Brantford, Ont.

View of Shoe Department, Ludlow Bros.

Underconsumption of Shoes

Why shoe trade lags behind—Capacity of factories too great for demand.

IN an exhaustive article on this subject, Arthur L. Evans in the Shoe Retailer takes up the statement by Secretary Hoover's Committee on "Waste in Industry" that there is an 80 per cent. over capacity in American shoe factories. He quotes census returns to show that the per capita consumption of shoes in the United States has practically remained stationary since 1879. In the latter year it was 2.6 per head of the population and in 1922 only 2.9. From this figure it would seem that each man, woman and child in the Union was using less than three pairs of shoes a year. Mr. Evans says: "While we have been busy perfecting our system of shoe manufacturing through the marvelous development of shoe machinery and methods; and while we have been absorbed in improving in many respects the raw materials and implements of shoe manufacture and their rapidity and facility of production, we have allowed the matter of shoe consumption to rest where it was 34 years ago."

Style Craze the Result.

Continuing the discussion, Mr. Evans takes up the "over-styling" as the natural result of an effort to keep up capacity. He says: "There are too many shoe styles, or to put it in its true aspect, too frequent changes in style, made unscientifically, without adequate notice and preparation. The loss on this score alone amounts to many millions of dollars a year—to everybody, including the public.

"How does over-capacity influence or cause the style evil? By a perfectly natural process. Every shoe manufacturer must charge against each pair of shoes he produces its unit share of overhead, which is pretty soundly fixed, regardless of the number of pairs produced. It is obvious that the more shoes he makes the less per pair overhead. So he seeks always to do as near a capacity business as possible. Competition is keen, and that affects his ability to get business anyhow. He needs the benefit of the considerably lower per pair overhead on the capacity production in order to meet competition. So he tries to get added business with the lure of new styles. Every other manufacturer is doing the same thing. Result: Style chaos—retailers in an upset all the while—unstable equilibrium of retail stocks—inevitable clearing-out of 'old' styles (a few weeks old) for the new—which in turn is 'old' almost before the dealer opens the cases—90 per cent of brains and time put into keeping up with the never-ending style question—10 per cent. left for wise, foresighted, aggressive store management. So, Loss! Loss! Loss! Anxiety! Dissatisfaction! Uncertainty!

"And more's the pity, no real increase in actual shoe consumption. What Manufacturer A gets toward his capacity is at the expense of Manufacturer B, and everyone contributing to the chaos and extra cost, 90 per cent. of which is avoidable."

Does the Consumer Benefit?

"Do the consumers really benefit by all this? Not in the least. A parade of 'second-story workers' absorbs these prematurely dead stocks at a dollar or so a pair, and passes them on to the public. The dollar they save at 'sales' they lose four times over in increased cost on their 'regular' purchases. An ever-widening production of strictly cheap shoes to meet this 'dumping' of good shoes is encouraged.

"This means something else again—the definite lessening of the grade of shoe which the American people are to-day on the average purchasing. Not because the people are demanding a cheaper-quality shoe, but because the industry is forcing it down their throats in the struggle to reach capacity. The trade has itself created and fostered a public appetite for shoes 'at a price,' regardless of the true economy of good shoes.

"For 30 years the industry step by step advanced the average grade of American-made shoes—then deliberately set the stage to tear down the good work of a generation. In 1922 the American people, as a whole, brought and wore, it is believed by many, the cheapest-quality shoe they have had in over 30 years. 'The American Shoe,' the exclusive crowning glory of American industry, is to-day, in the opinion of many competent critics, not so good a product, intrinsically, as it was 10 years ago. Is this industry steadily selling its birthright for a mess of pottage? It ought to be the other way.

"The deep-underlying cause, look for it where you will, is found in the over-capacity of the factories. If this evil could be removed nearly all the evils would pass away as morning mist before a July sun."

Same In Canada

We are in exactly the same position in Canada, only perhaps more so. If statistics were available for the past two years, they would undoubtedly develop the fact that the people of this country are not using as many shoes per head of the population, as they were twenty years ago, and as to production, there never was a time when there was so little profit in the making and distribution of shoes.

The question is, what can be done about it? Mr. Evans suggests that a man ought to use fifteen distinct pair of shoes for various purposes and of course the idea should be followed out with women. But this is utopian. But it would mean a wonderful difference if the per capita consumption could be raised even to five pairs. As the Shoe and Leather Journal has suggested in recent issues, one of the best means of promoting this would be a national campaign of advertising and sales promotion, thoughtfully and persistently carried out. Here is a job for the four associations. Tanners, manufacturers, wholesalers and retailers should get together on this proposition to sell more leather shoes to the Canadian people.

WHERE STYLE DOESN'T COUNT.

That every one does not buy shoes from style motive and discard them in a few weeks is indicated by the following quoted from a daily paper:—

"Thirty-one years ago, W. A. Wells, 795 Queen's Avenue, London, Ont., bought a pair of shoes from George Wyatt, shoemaker. The other day Mr. Wells took the same pair of shoes back to the manufacturer and asked that he repair them, the first repairs that had been needed since he made the purchase. Mr. Wells bought the shoes in London while on a trip to this section from Colorado. He wore them constantly for several years during his travels about the central states of America. The shoes were made of French calf and lined with red sheepskin at a cost of $7, at that time an exorbitant price."

Show Cards for July Selling

Feature sport and outing shoes, also novelties for Summer wear and trunks and travelling goods if you handle these lines.

THE beginning of the hot season is due with the first of July and nearly all businesses begin to slacken off during the hot summer months of July and August. That seems to be a habit with both people and merchant. We have grown to expect it and look for it, so there is a general letting up of business. However, no merchant should lie down but on the contrary should make an extra effort to maintain trade and increase it. To do this requires more advertising together with special offerings that will attract the people.

The first of July offers an opportunity for window displays and some suggestion for shoes for that day can be used on cards and also in your newspaper advertising. The displays should feature the latest styles in both men's and women's shoes. Sport shoes may also be displayed for the holiday, as the first of July will be a starter for the holiday season during which period sport shoes are worn more extensively than at other seasons.

Those who handle trunks and travelling goods should keep these well to the front, for the summer season is one in which these goods are sold for vacation trips and other outings. Window displays may be made of the small hand baggage, though the average window will be too small for a display of trunks. But cards in the store and in the window will let the public know you have these goods in stock. In fact show cards form splendid connecting links between you and your customers by keeping them informed about the stock you have on sale that you may not be able to keep displayed at all times.

The sample cards shown herewith are those that any one with a little talent for lettering will be able to make without much trouble. The lettering is not of that fancy type that is difficult to make but is quite within the ability of any who do lettering even as a side line. The "Summer Novelties" card is one of that plain design that is used so much these days, for fancy cards are not so popular as they once were. The panel strip at the side is a piece of wall paper pasted on to the card and an outline run around it. It has a very pleasing effect. The three bits of ornament running out from it are done in the same tint as the outline of the panel and relieve the plainness of the card without making it fussy. The lettering is done in black and being small need not be shaded. The sizes of all these cards are 11 x 17 inches but you should be governed in the size by the space at your disposal in the window.

The "New Styles" card is another example using wall paper. The panel is pasted on to the card and when this is done it is well to paste a piece the same size on the opposite side of the card to prevent it curling. It may be well when pasting wall paper on to the card to wet the back of the paper first. As a rule wall paper being rolled tightly will not lie flat enough to paste it conveniently and this slight wetting will make it lie flat and will also prevent the paper from taking too much moisture out of the paste, as a result of which it will stick better. The lettering is all in white, as the paper used is quite dark. The outline of the large letters is in black and there is a black and also a white line around the panel of paper. This card is for your special display of holiday goods, for the first of July.

The "Trunks" card is a very attractive one, the letters being large and made in bright red. There is not much lettering on the card so it can be read at a glance. The letters are all faced with black, shaded with grey and striped with white or yellow. The small letters are in black. The ornamentation and the border, which latter is made at the extreme edge of the card, are in the same tint of grey as the shading.

The "Outing Shoe" card is for a clearing of these lines but if you do not need to have this clearing the card can be adapted to your regular selling. This can be done by leaving off the two top lines of reading matter and let the card read: "Outing and Sport Shoes, Some Excellent Values." The small letters will look well in black and the large ones in a bright color like red or blue. The shading can be done in pale green and the border will be best done in the same tint.

June Jokes

A certain couple, having been married for about ten years, lived a life made up for the most part of quarrels and bickerings. One day the husband went to visit a friend whose home life was entirely different.

On leaving he said to his friend, "I have enjoyed my visit here. You seem to be so happy; how do you manage it?"

"It's quite simple," replied his friend. "I make a fuss over my wife, and kiss her quite often."

The husband decided to try this method, and when, on arriving home, his wife opened the door he kissed her. His wife burst into tears.

"What's the matter?" he asked.

"Oh, dear!" sobbed the wife. "Everything has gone wrong to-day. I fell and broke a lot of dishes, the dog has pulled the clothes off the line, the maid has given notice, and now you come home drunk."

* * *

Sometimes the Yankee's humor of exaggeration is met by as good as he gave. An American in London stopped at a coster's stall and lifting up a good-sized melon said: "Are these the largest apples you have?"

"Put that bloomin' grape dahn, will yer?"

—Boston Transcript.

* * *

Tom—I say, introduce me to Miss Van Coyne, will you? I'd like to marry that girl; she's a perfect bank in herself.

Jack—Sorry, old man, but she has just gone into the hands of a receiver.

—Boston Evening Transcript.

* * *

"The difference between a woman and a glass," said the funny fellow, "is that the glass reflects without speaking, while a woman speaks without reflecting."

"And the difference between you and a glass," said the sharp girl, "is that the glass is polished."

—The Pathfinder.

* * *

A colored man entering the general store of a small Ohio town, complained to the storekeeper that a ham that he had purchased there a few days before had proved not to be good.

"The ham is all right, Joe," insisted the storekeeper.

"No, it ain't boss," insisted the other. "Dat ham's sure bad."

"How can that be," continued the storekeeper, "when it was cured only last week?"

Joe reflected solemnly a moment, then suggested: "Maybe it's done had a relapse."

—The Re-Saw.

The editor was frightfully busy. When an old friend sent up his card he sighed and decided not to see him.

"Look here," he said to the office boy, "you must tell this gentleman I'm out. I can't see him and I wouldn't offend him for the world. So be sure to convince him that I really am out, you see?"

"Yes, sir," said the boy. "Don't you think I'd be more likely to convince him you are out if I went to him smoking one of your best cigars?"

—Los Angeles Times.

* * *

An old darky had been in trouble for stealing chickens, and was convicted on circumstantial evidence.

"What's circumstantial evidence?" he was asked.

"Well," he said, "as near as I kin 'splain it, f'um de way it has ben 'splained to me, circumstantial evidence is de feathers dat you leaves lyin' around after you has done with de chicken."

* * *

A Topeka business man employs two negroes in work on his gardens, which he personally supervises. One morning Sam did not appear.

"Where is Sam, George?" he asked.

"In de hospital, sah."

"In the hospital? Why, how did that happen?"

"Well, Sam he been a'tellin' me ev'ry mornin' foh ten days he gwine to lick his wife 'cause o' her naggin'."

"Well?"

"Well, yestiddy she done ovahhead him, da's all."

* * *

"Mamma, I want a dark breakfast."

"Dark breakfast! What do you mean, child?'

"Why, last night you told Mary to give me a light supper, and I didn't like it."

* * * *

"It's got so these days," complained a young man, "that you can hardly get married unless you can show the girl two licenses."

"Two licenses?" exclaimed the friend.

'Yes—marriage and automobile."

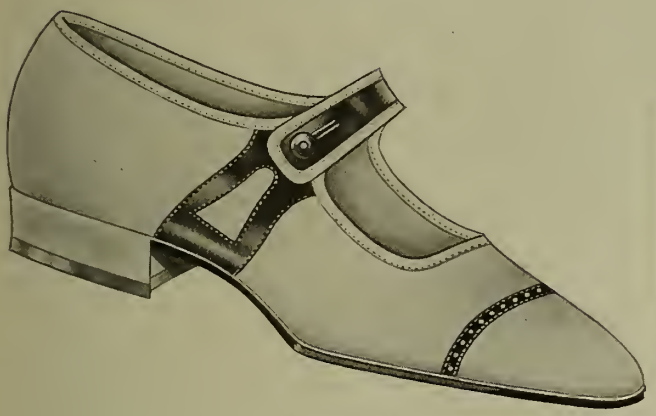
* * *

A young lady who taught a class of small boys in the Sunday School desired to impress on them the meaning of returning thanks before a meal. Turning to one of the class, whose father was a deacon in the church, she asked him: "William, what is the first thing your father says when he sits down to the table?"

"He says, 'Go slow with the butter, kids; it's 40 cents a pound.'"

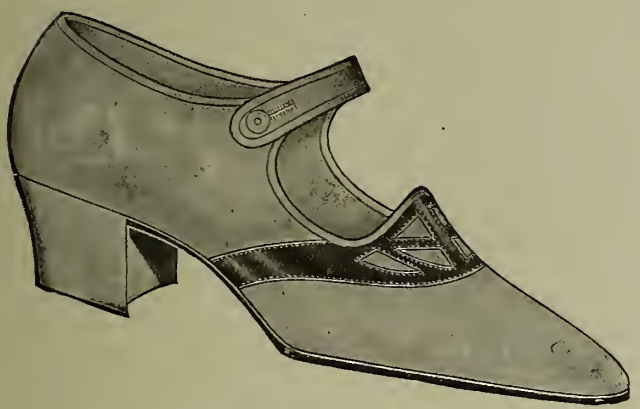
Ready To Ship

Three Summer Trade Winners

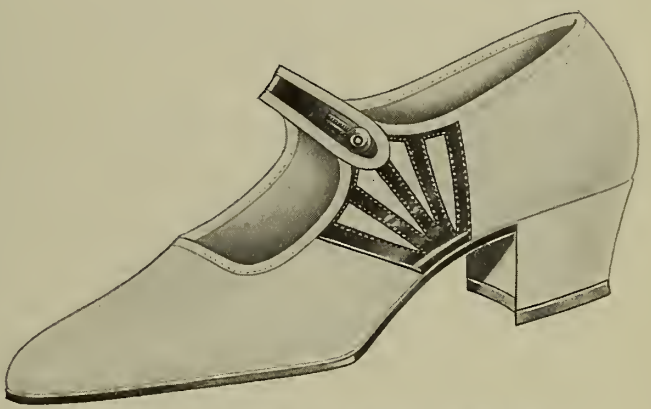


$2.50

4519—Wos. White Canvas, One Strap, Patent Trim, 8/8 Covered Wood Heel, M.S. PRICE $2.50



4517—Wos. White Canvas, One Strap, Semi-Colonial, Patent Trim, 12/8 Covered Wood Heel, M.S. PRICE $2.50



4516—Wos. White Canvas, One Strap, Patent Fan Strap, 12/8 Covered Wood Heel, M.S. PRICE $2.50

Be ready for the rush in white shoe selling

Order these special values NOW

IN STOCK--IMMEDIATE DELIVERY

Write, Wire or Phone. *Sample Pairs Sent on Request*

GEORGE ROBINSON, LIMITED

29 VICTORIA SQUARE

MONTREAL

McDOWELL & LINCOLN LIMITED
FORMERLY
INTERNATIONAL SUPPLY CO.
EST. 1915 SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES INC. 1923
Largest Shoe Factory Supply House In Canada
MAIN OFFICE:
154 NOTRE DAME ST. W.
MONTREAL
FACTORY AND BRANCH:
77 ONTARIO ST. S.
KITCHENER, ONT.
BRANCH:
563 ST. VALIER STREET
QUEBEC
SERVES YOU RIGHT

TO OUR CUSTOMERS

Our earnest desire is to make this business mean something more to you than merely a place to buy something you need. We want to know you and to have you think of transactions with us as dealings between friends.

We are human, and likely to err at times. If you ever have reason to feel that we have fallen short in any way, please tell us so frankly. We are constantly trying to improve our service, and your suggestions will be sincerely appreciated.

You would be surprised to know how much the growth of this company has been due to the recommendations of its friends.

Your influence among your friends and business associates is more valuable to us than any advertising we could do.

This is an institution of service and we want you to make it as useful as possible in every way.

McDOWELL & LINCOLN
LIMITED
formerly
INTERNATIONAL SUPPLY CO.

RETAIL ADVERTISING.

"Everyone living in America is interested in the success of the retail stores", said Charles W. Mears, counselor in marketing, in addressing the Associated Retail Advertisers' Departmental at the world convention of the Associated Advertising Clubs at Atlantic City.

"The success of retail stores means the success of our entire system of production and distribution", he said. "More money is expended for retail advertising than all the national advertisers lumped together spend within an equal period of time. First in volume, its quality has been of lower grade, but lately has been getting better and better, and will continue to show more rapid improvement in future", he went on. "It will not become better automatically. The day is coming when the advertising manager will be much more than an enlarged office boy. Not all stores are worth the time and brain-pains of a real advertising man or woman to keep them going.

"Look at the great stores in the big cities and think what tremendous, stable institutions they are, and yet, if you will take a directory of any city of,say 1900, and go over the list of merchants then active, you will be amazed to note how many of them have gone out of business.

"There is no permanency for a business institution apart from its ability to adjust itself to its environment.

"When your competitors are better adjusted than you are and when they serve the public better than you do and the public is conscious of that fact, your store is headed for the dump heap.

"A business house differs from the human individual in that it need not die, but it can only live much beyond the span of a human being's life by becoming more than the lengthened shadow of a single individual. In other words, if, for instance, any one man dominates your institution, and does not build up an organization, does not see to it that the organization is permitted to function, he is simply building something for decay.

"The successful retail store produces three levels of profit. To be steadily successful the retail store must first produce a profit for its customers—because that store which is not profitable to its customers sooner or later goes out of business. The second level of profits goes to the employees and the management, and the third level of profits, if any, goes to the stockholders. The real owners of your store then are your public.

"Most of our larger stores have been run by merchandisers. Most retail advertising people have been under the domination of merchandisers. Merchandisers think in terms of merchandise, not in terms of people, except that the merchandiser wants to shove goods on people.

"But people don't want goods shoved upon them. The lives of human beings are motivated by wants, desires, longings. They seek to have these wants, desires and longings gratified. But does any merchandiser ever think of these all-powerful influences as the biggest factors in his success?

"Merchandising deals with goods. It has to do with goods in relation to their attractiveness and their value. When the merchandiser has selected attractive and valuable goods and has made them accessible to the public, he has done his utmost as a merchandiser. For all that merchandising can do is to advance goods toward consumers in terms of attractiveness, value and accessibility."

The MARYON Shoe

Foremost Among Wholesalers' Lines

is the Maryon Shoe—because foremost among the style features of the day are the distinctive creations shown in Maryon lasts and patterns—and the unusually moderate prices quite easily overcome all competition for value.

Our wide range of strap effects and colonials, in the most popular combinations, allow you the fullest choice in your buying, with the assurance of satisfying every demand in these lines.

You can score big Summer sales by featuring our Sport Oxfords. Be sure to see them.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC P.Q.

IN THE MARKET PLACE.

(*Continued from page 28*)

load up, and, as one manufacturer put it recently, they have got down to the buying basis of retailers practically. This manufacturer who has made goods largely for the wholesale trade says that he has been driven to go to the mail order concerns for his business, and is beginning to find it steadier and more profitable. He complains that the jobber wants a three weeks' service and with prices cut to the bone there is nothing in it.

The Leather Trade

Business in leather has shown a slightly increased activity during the past couple of weeks, but as a prominent leather manufacturer said the other day, if it were not for a slight revival in the export demand, business would be at a standstill. Even the sole leather men find it necessary to chase up prospects and in spite of the solid front that it is claimed has been maintained in prices, some easement of the market is reported. Upper leather is dull and apart from some lines of heavy staple stock, for fall trade, there has not been much doing. In side leather the demand is slow on account of the low prices prevailing for certain grades of calf. In the latter product in the finer and especially lighter weights there is a steadier market. Kids and patent are slow but improving, and there is a good demand for flesh finishes such as suede and the finer varieties of grain in acceptable shades of brown as well as black. Colors are about through for the present and tanners who have cleaned up their stocks are thankful.

ADVERTISING THE SHOE BUSINESS.

(*Continued from page 31*)

the older folks instinctively think of new outfits, they are in a receptive frame of mind, and if ever advantage can be taken of circumstances it is then. Individual dealers have seen this, and spend good money to get business at that time. Concerted action in all parts of the country should get real returns and send Fall trade off to a fine start.

Here, then, is another question which, of itself, or coupled with the first question needs immediate attention, discussion, and action.

A leading Toronto dealer says, "Would a Spring shoe week" and "Fall shoe week" be even better?

Another says, "A Shoe Week, preceding same by the National Advertising Campaign would be good."

Another Toronto man says practically the same thing.

A St. Catherines man says, "The idea is admirable. Take lots of time, thoroughly acquaint every retailer from coast to coast to unite in a solid effort to sell more shoes that week than are commonly passed out in Christmas week."

A London man says, "Idea O.K. First week in September too early. Third week early enough."

Another London man says, "Good idea. Every retailer ought to co-operate in an event of this kind."

Other dealers from Saskatoon, Winnipeg, Windsor, Chatham, St. Thomas, Toronto, Ottawa, Montreal, and other centres expressed their idea of the proposal by the word "Good!"

What is your opinion?

Push The SAMSON Line

Merchants everywhere find that it pays to rely on Samson shoemaking and values to win and hold the trade of that large body of staple shoe buyers. Your Summer and Fall ordering will be safer and more profitable if you place from this line.

In every test to which Sporting Shoes are subjected, either in selling or service, Samson Baseball, Football, Hockey and Ski Boots show the superiority of their improved features and high grade workmanship.

A complete line of McKays

A leading line of Heavy Staples

Unequalled Hockey & Football Boots

J. E. Samson, Enr.

20 Arago St. QUEBEC.

Methods of Modern Management

The proper use of credit
—By G. W. Hafner.

A GREAT many business failures are directly traceable to over-expanded credit. Any merchant or manufacturer who does not place a voluntary limit on the amount of credit for which he asks, is, to say the least, running a very great business risk. The moment he expands his credit to the limit he leaves himself no margin of safety, and a sudden change in business conditions may place him in a serious situation.

Over-Expansion Of Credit

Commercial agencies usually call this condition a lack of capital. The fundamental cause, however, is not so much lack of capital, as it is doing too much business on credit. The business man has been using all the borrowing capacity he possesses; and, instead of carrying on his affairs on the capital actually invested in the business, is doing it to a very considerable extent on the money that others have loaned him.

Prices will be rising. He will know in a general way that prices sometimes fall, but if prices keep on rising through two or three years, the eventuality of a fall will seem remote. He will believe all the good news he hears and none of the bad. He prospers. He finds that he can pay his bills with something over. He views his business through rose-colored glasses.

When he is short of money he borrows, or he borrows to take cash discounts. There is always an interval between the time when money is paid to him, and the time when he has to pay his bills. If he does not take cash discounts, he may have a period of 60 or 90 days during which he can use this money. By that time other money is in, and he can use that. He may not be making a profit, but he has a "float" of money, which does not really belong to him, but enables him to live and stay in business.

The Limit of Credit

If this "float" of money is large enough to pay his bills ahead as they fall due, he fails to distinguish between profits and money owed, and begins to extend his business or his scale of living on the money in hand. If he is not quite so crude as this, and keeps some sort of adequate bookkeeping records and an inventory, he may not spend so much, but he will likely take all his accounts receivable at their face value, and price his inventory at more than it is worth.

There are two sides to this question of credit. The limit of credit is not the amount you can get—although that is the more common limit. The limit should be determined by what you can use with safety; and what you can use with safety is determined, in turn, not by the banker or the credit manager of the firms from whom you buy, but by you yourself. And the fixing of the amount of credit you can safely use, whether mercantile or bank, is not based on the volume of business you are doing, or on ability to sell, or on anything of the kind, **but only on the amount of capital at your command.**

This does not mean that credit should not be sought; or that all business should be done on the capital actually invested in the concern. It is the fact that few, if any, business establishments are so circumstanced, in respect to the necessary volume of available cash, as to be able to dispense with credit, that makes credit so indispensable a factor in commercial life. The limit of the volume of currency disproves such a possibility, and leaves the commercial public under the dominion of the credit system. Hence it is apparent what a boon credit represents to business men, and how its absence would dwarf all attempts at extended business enterprises

Relation of Sales Volume to Credit

Credit should be sought, and used intelligently; but it should not be strained. Over-expanded credit not only brings disaster to individual business concerns, but it also brings on business depression. After expansion has reached a certain point demoralization takes place. For instance, how often does a business man ask himself the question: "How much business can I afford to do?"

This might seem, at first glance, like a very foolish question. The usual answer, emphatically given, will be: "All that I can. How else can I go forward?" It may seem ridiculous to suggest that any one may have more business than is good for him. Yet it is a proved fact that a large portion of business and financial difficulty comes through failing to ask whether business should be done beyond a certain volume.

This is, unfortunately, a subject to which almost no attention has been given. Business in general is thought to consist of buying and selling. Finance seems a consequence—an incidence. Very little, if any, thought has been given by the business man to fixing the point at which to stop selling—when and where to say: "My capacity at the present time is taxed to the limit. I can take further business subject only to my ability subsequently to handle it."

Now, the ability to handle the volume of business may be physical. In that case every business man will know how to go about reforming his limits, by such extensions as may be necessary to expand them. But the wisdom of expansion is another matter, especially in boom times. More often, however, the limit to increased business is really financial rather than physical. And this is irrespective of the credit that can be obtained. Every business has at any particular moment a very definite financial limit which should be translated into the amount of business it can **safely** do. And that limit is not fixed at all by borrowing capacity.

Keeping Your Credit Good

It is not a hard matter to keep your credit good. All that is necessary is to take a few precautions, and observe in general the principles of good business. The first requisite, of course, is to accept no more credit than the business will stand. Sometimes it is possible to secure enough credit to ruin a business. Its present condition and future prospects may appear so good as to warrant securing all the credit possible under the circumstances.

It requires courage to limit the growth and the temporary prosperity of a business by keeping down the credit accepted—extraordinary courage. It is very hard to refuse orders. It is difficult not to make extensions when there is in sight, if not actually on the books, enough business to pay for the extensions. But the **acid test** of whether or not you should extend and borrow is **not** the amount of business that can be done, but the **amount of money that can be spared.** The mere fact that you have the money or can get it does not in the least mean that it should be spent.

And the reason for this is that, in order to keep your credit good, you must meet all obligations promptly. Nothing has a more chilling effect on any business than failure to meet all indebtedness when due. Immediately additional time is requested in which to meet

LECLERC

A Shoe That Fills A Real Need

If you are having any difficulty in fitting your men customers with a real comfort-giving shoe, that has plenty of style and goes the limit in wear, this specially designed Leclerc model will be your salvation.

Our many other lines all have special points to recommend them to the trade, but possibly their most outstanding features are durability and value—for on these two the growing success of our footwear has been built.

Do not place your Season's orders until you have inspected our complete samples.

LECLERC FRÈRES

96 Montmartre St. Quebec

your obligations, your credit rating begins to contract; and if, at the same time, your credit has been over-expanded the business is placed in a most difficult position. More than one concern has gone to the wall when faced with this combination.

The Safety Valve of Credit Expansion

The principal difficulty in this matter of the proper use of credit is that comparatively few proprietors or managers know very much about their financial position or operating condition during the course of the year. The most of them depend upon closing up their business once a year only, to find out what they have made or lost for the past twelve months; during all the balance of the year they have no means of determining what profit they are actually making, or what losses they are surely suffering. And, as has already been pointed out, so long as there is a "float" of money to take care of their current obligations, they do not distinguish between profits and money which may not really belong to them.

It all gets down to this. It is not possible to use your credit properly—in the last analysis, it is not possible to do business properly—unless and until you have a means of knowing, currently, month by month, as you go along, all the facts regarding costs and profits. This is the safety valve of credit expansion. Only by knowing whether you are making a profit is it possible for you to determine whether your capital is increasing or decreasing. If you wait until the end of the year to find this out, you may have wiped out your capital entirely in the meanwhile.

Any business man whose accounting records will not show him first, what he has now; second, what he had yesterday; third, what he may expect to have to-morrow, is sailing in uncharted seas.

The knowledge necessary for meeting present day business conditions can come only from an accounting system so designed as to furnish reliable and proven information about all the activities of your business. The era of bigger dividends, indeed of any dividends at all, had its beginning, in many instances, with the inauguration of proper accounting methods. For the right kind of an accounting system, in the hands of an executive who thoroughly appreciates and uses the information it furnishes, is a most effective instrument of control.

Why? Because the purpose of accounting is to present the facts of business, to direct our judgment of business events, to trace the connection between causes and effects and to draw from past occurrences general lessons of industrial wisdom.

Largest Manufacturers in the World of Black Glazed Kid

Surpass Kid

Surpass Leather Co.

FACTORY Philadelphia, Pa.

FACTORY Gloversville, N.Y.

SALES OFFICES

New York Philadelphia Cincinnati Chicago St. Louis London

SURPASS LEATHER CORPORATION, Boston, Mass.

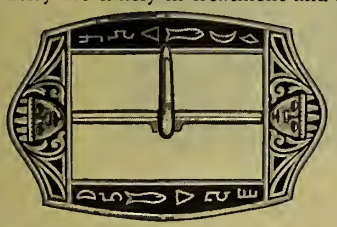
BOOTH & COMPANY (London) Ltd., London, Eng.

ANCHOR BRAND HARDWARE PRODUCTS

SHOE BUCKLES OF QUALITY TIMELINESS AND STABILITY

"NILE-ART" SHOE BUCKLES

are especially designed to meet the popular demand for the Egyptian influence so evident in both apparel and accessories. They are timely in treatment and *up to the minute in style*.



No. 1325
Size—1 inch
Finishes—Nickel Plate
French Grey Silver

No 1326
Size—¾ inch
Finishes—Nickel Plate
French Grey Silver

Other Regular Finishes if Desired.

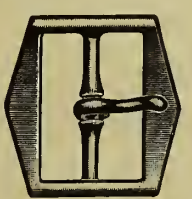
PROMPT DELIVERIES CAN BE MADE

"ELITE" BUCKLES FOR FOOTWEAR

Below are shown a few leaders in our "Elite" line of Footwear Buckles. Time tried—popular—they will add that delicate "finishing touch" that makes for Sales.

No. 2416
Sizes—⅜; 7/16; ½; ⅝ inch

No. 1375½
Sizes—⅜; ½; ⅝; ¾; ⅞; 1 inch



No. 1364
Sizes—⅝; ¾; ⅞; 1 inch

No. 1368
Sizes—⅝; ¾; ⅞; 1 inch

WE ARE HEADQUARTERS FOR BUCKLES OF ALL TYPES FOR ANY PURPOSE

NORTH & JUDD MFG. CO.

New Britain, Conn.

Samples Free on Request

Order from Your Jobber

GOSSELIN SHOES

A Good Line Improved

Nap. Bedard, President

Our lines for this season, because of their special selling features, are capturing trade wherever merchants are showing them.

As sales increasing policy you cannot do better than see our samples now, and make an immediate selection. They will add satisfied customers to your patronage.

Following the change in ownership and management of our company, Gosselin Shoes have greatly strengthened their already foremost position among the trade's most popular lines.

Their production is backed up by greater buying resources, and is under the direction of men of thorough shoemaking experience, all of which means well made shoes at much better values.

J. E. Pare, Managing Director

We Manufacture To The Wholesale Trade Only

THE GOSSELIN SHOE COMPANY, LIMITED

Bigaouette Ave. and St. Leon St. **Quebec**

THE COLORED BOOT CRAZE.

Here is how the color situation appeals to some, as exemplified by a circular sent out by Dungan, Hood & Co. Inc., of Philadelphia:—

Ladies' shoes are being colored like Easter eggs this season. Brilliant and dazzling tones in footwear, with red predominating, are the rage. The idea evidently is to make the feet as conspicuous as possible, although the less seen of most of them, the better.

In the good old days, a young woman whose feet were nothing to brag about, had sense and delicacy enough to encase them in plain back brogans and teach them to be neither seen nor heard. To-day a girl with an 8-DD foot adorns it with a boot no eye could possibly skip. Her low visibility is a knockout.

Shoe store clerks are obliged to wear dark glasses. They are threatening to walk out on the cash customers unless the manufacturers of gay and gaudy footwear put a set of dimmers on each pair.

Up to this season, a shoe clerk had a soft job. All he had to do was to smile sweetly and ask "Black or tan, madam?" shake a nimble can of footease and take the ankle census. To-day he has to be a color specialist. He has to know more about pigments than Sargent.

Thousands of shoe salesmen who have been years with their firm, had to be let out last month. It was discovered for the first time that they were color blind.

"What color will you have?" asks the modern shoe clerk, as milady comes in for fresh blacksmithing.

"What colors have you to-day?" she asks.

"We have orchid, orange, carmine, violet, american beauty, nile green, lavender, purple, taupe, aquamarine, chrome yellow, cherry and Alice blue."

"Haven't you any new colors come in since yesterday?" she asks, peevishly.

"We have some exquisite Copenhagen blues that came in this morning," he says, "but I wouldn't advise you to buy them, as they are apt to be out of style by to-morrow noon".

Size and shape used to have something to do with shoe selection, but to-day what a woman wants above all is a boot that becomes her complexion.

Naturally, red predominates. They are very razmattazz. They give the impression the wearer is standing with each foot in a racer.

Brilliant greens are running second. When you see a Sweet Creature coming down the street in a pair of these, your first impression is that she is dragging a golf course fairway or putting-green along with her.

According to rumors, men's shoes will soon be similarly gaudy. The ice man soon may be loping around in crimson "dogs", the butcher in mauve shoes, and the milkman in red, white and blue oxfords.

Turn Into Money

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

R. G. Dun & Co., 38 King St. W.
TORONTO

The Collection Service, which has been proved most satisfactory by all users of it, is

OVER 70 YEARS' RECORD OF EFFICIENCY

NEW CASTLE KID N.C.K. TRADE MARK REG. U.S. PAT. OFF.

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.

TANGUAY

Sporting and Staple Shoes

"Better than ever" is the term merchants everywhere are using in describing the Tanguay Line.

In Lumbermen's and Working Boots, Hockey and Ski Boots, our models are the last word in popular features and are the standard for good shoemaking.

Tanguay Staples are this Season the surprise of the trade because of their unusual values.

Arrange to see the complete line now.

JOS. TANGUAY, Reg.
34 du Roi Street Quebec

Keep Fully Sorted In

Tipperary Shoes

With the Holiday Season just starting. Mid-Summer will mean rush business in Tipperary Outing Shoes. Your sales will be governed by your ability to meet ALL demands in styles and sizes, with a complete well sorted stock.

With our chain of Branch Warehouses and Wholesale Distributors you can get AT ONCE DELIVERY of any needed lines. Rush your orders to the nearest Columbus Wholesaler, Tipperary Service is as valuable as Tipperary Quality in producing big Outing Shoe Trade.

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches At

Montreal, Que., Ottawa, Ont., Toronto, Ont., Winnipeg, Man., Calgary, Alta.

Sales Agencies:

Wm. Cook Shoe Co.	Moncton, N.B.
Fleetwood Footwear Ltd.	St. John, N.B.
Poliquin & Darveau	Quebec, Que.
Louis McNulty	St. John's, Que.
S. Marantz	Winnipeg, Man.
Wholesale Distributors Ltd.	Winnipeg, Man.
Tree Spriggs Co. Ltd.	Winnipeg, Man.
W. A. Law Footwear Co. Ltd.	Winnipeg, Man.
Shaw Brothers	Edmonton, Alta.
Anderson & MacDonald	Vancouver, B.C.

Among The Shoe Men

Mr. S. T. Stephens, of Canadian Shoes Limited, Toronto, was a recent visitor to Montreal in the interests of his business.

Mr. Thomas Hazleton, of Arnprior, has opened a shoe repairing shop on Main St.

Mr. Charles Robson, President of the Robson Leather Co. Limited, Oshawa, was a recent visitor to Montreal and other points east.

Mr. Henry Charlebois has opened an up-to-date shoe store at 795 Somerset St., Ottawa.

The shoe merchants and shoe repairers of Stratford, now close at 12.30 on Wednesday.

The many friends of Mr. Charles H. Albee, Manager of the Myles Shoe Co., will sympathize with him in the loss of his wife, Mrs. Grace Albee, who died recently at the family residence, following a long and severe illness of pneumonia. Mrs. Albee was in her 47th year.

The Prouse Harness Co., has moved from Bay and Algoma Streets to the Colonial Theatre Building, Port Arthur. They are carrying a full line of heavy leather goods, boots and shoes. Mr. W. R. Ogden is Manager.

Mr. S. T. Stephens, of Canadian Shoes Limited, Toronto, recently spent a week-end at the lakes up around Kirkfield way.

Mr. Wm Nurse for many years instructor in shoemaking at the Ontario School for the Deaf, Belleville, died recently.

After ten years with the shoe firm of Fred Sutherland and Company, Talbot Street, Fort William, the last seven years as partner, Mr. Percy C. Smiley recently withdrew from the business.

Mr. S. T. Stephens, of Canadian Shoes Limited, recently joined the Kiwanis Club of Toronto.

Mr. W. H. Miner, of the Miner Rubber Co., Montreal, was in Toronto for the C.M.A. Convention.

Mrs. H. D. Warren, of the Gutta Percha and Rubber Co. Limited; Mr. F. B. Jenner, Toronto representative for the Eastern Canada Shoe Co. Limited; Messrs. T. A. Craig and R. S. Wickett, of Wickett and Craig, were among those present at the Convention of the Canadian Manufacturers' Association.

The recent enlargement of the stock room of Canadian Shoes, Limited, Toronto, makes stocks easily and quickly handled. A part of the new storage space is devoted to the noted English shoe, the Cowper Brogue, made by Cowpers of Northampton, England, for which Canadian Shoes, Limited have exclusive distributing rights for Toronto and Hamilton, although they cover outside territory as well. The Cowper Brogue is a solid leather shoe, made in black and brown, a shoe that is taking well with the trade. Mr. Stephens also reports lively activities in black, black and green, or red and other fancy combination sandals.

Mr. Luc Routier, of Quebec, has just returned from a trip to Winnipeg, Toronto, London and Montreal, calling on his old friends in the trade.

Mr. Lucien Borne, of Lucien Borne, Limited, Quebec, spent some time in Montreal recently on business.

Mr. and Mrs. J. B. Goulet, of O. Goulet and Sons, Quebec, stopped over at Toronto for the Canadian Manufacturers' Association Convention, while visiting Ontario.

Mr. C. M. Iredale, of Preston, represented the Canada Last Co., at the C.M.A. Convention.

Mr. and Mrs. F. W. Knowlton, of the United Shoe Machinery Co. Limited, Montreal, were recent visitors to Toronto.

Mr. L. J. Breithaupt, of the Breithaupt Leather Co. Ltd., Kitchener, spent a few days in Toronto recently where he took in the Canadian Manufacturers' Convention.

Mr. C. Cantin, of the Eastern Canada Shoe Co. Limited, Quebec, accompanied by his daughter, were recent visitors to Toronto for the Convention of the Canadian Manufacturers' Association.

MR. H. O. McDOWELL HEADS BIG BROTHER ASSOCIATION.

At a meeting held in the Old Colony Club, Windsor Hotel, on Thursday, June 14th., Mr. H. O. McDowell, of McDowell & Lincoln, Limited, Montreal, was elected president of the Montreal Association of Big Brothers. This organization, with its very praiseworthy object of boy welfare, will devote

its efforts to work among boys of all creeds, and on its executive are men chosen from leading social and fraternal organizations in the city. Mr. McDowell is a prominent member of the Lions Club, and the active part he has taken in the Big Brother Movement makes him well qualified to fill the important position of president of the Association.

Mr. Chas. Linklater, of the Boston Blacking Co., Montreal, spent some time in Quebec City on business in the interests of his firm.

Mr. Jules Payan, of Duclos & Payan, Montreal, was one of the Montrealers to recently visit Quebec City.

Guardian Shoe Co., Limited, is the name of a shoe manufacturing firm recently organized in Quebec City, and have taken over the plant formerly occupied by Legace & Lepinay. The new company will about July 15th., be showing their samples which will include women's medium priced McKays and Goodyear Welts.

Mr. Chas. Hynds
Popular warehouse manager of Edwards & Edwards, Ltd.

Mr. Claude Ives, of Bowmanville, recently displayed a small kid in his window, advertising kid shoes for children. In front of the figure he placed a show card with the following caption "Some Kid". A customer raised a laugh when purchasing a pair of children's shoes. She had occasion to return them and not knowing the correct name and address of the store, she addressed the parcel as follows: "Some Kid" Shoe Store, Bowmanville, Ontario.

The many friends of Mr. Geo. Wilson, of Markham, will be sorry to hear of the death of his wife who died on June 3rd.

Mr. J. R. Coloumbe, who recently conducted a shoe store on Fabrique St., Quebec, has discontinued business.

The Universal Shoe Machinery Co., of Montreal, have opened an office and service station at 146 Bay St., Toronto. Mr. Mahaffee is in charge.

The Hon. E. J. Davis, of the Davis Leather Co. Limited, Newmarket, was a recent Toronto visitor.

Mr. Dave Marsh, of Wm. A. Marsh Co., Ltd., Quebec, paid a flying visit to Toronto.

THE PEARSON PICNIC.

The first annual picnic of the H. W. Pearson Shoe Co. Ltd., Toronto, was held in High Park picnic grounds on Saturday, June the 9th. Employees of the concern with their friends and families constituted a large crowd of enthusiastic picnicers, out for a good time—and they had it. Probably one of the most sensational features on the programme of events was the semi-pro. baseball played between the inside and outside staffs, in which the inside staff won by one run, and drove Mr. W. J. Drysdale, the star pitcher for the outside staff, back to the bush leagues. After this event, and when the cheering of the onlookers had subsided, everyone joined in the games and races then on the programme.

The first prize for the fat man's race was carried off in triumph by Mr. Drysdale, while Mr. H. Price won the 100 yard dash. A relay race between the inside and outside staffs was won by the outside staff which in a small way appeased them for the loss of the baseball game.

To Mrs. Fraser, went first honors for the ladies' 50 yard dash. In the balloon race, Mrs. Cook came second—by the way we wonder who came first, and in the walking race, Harold Pearson, Jr. showed them how to do it. After the games, the happy crowd sat down to eat a meal that was appreciated by all. The whole affair from first to last was a big success, where everybody had a good time, and judging by the ice cream left over, they must have had an extra special good time.

Let us hope that the second annual will be still bigger and better.

At the Pearson Shoe Co. Picnic

The Shoe Repair Man

Shoe Repair Topics

Give Service.

PERHAPS even more important that the quality of the work done is the service the repair man gives his customers, because people will not return to a shop where they are either treated discourteously or disappointed in getting their work done in time. Of course, a repair man need not a Chesterfield but he should understand the principles of common politeness and should know at least how to say "thank you." But more important than the mere points of good manners are the pleasantness and promptness with which people are treated who come into the store. It does not cost anything to say "good morning" and it costs very little more to have a couple of chairs or a comfortable seat where customers may wait when necessary. Another essential of service is to have shoes wrapped up properly. Do not depend on newspapers. Ladies, especially, do not like to carry parcels wrapped up in newspapers or spoiled wrapping paper. Have the shoes properly wrapped and a gummed label with your address will be cheap but good advertising.

Hustling for Business

These days are not like those of three or four years ago. To succeed you have to give good service and then some. People fortunately are getting used to the "cash and carry" principle, and are not, as a rule, above carrying parcels home. But the live repair man will see the advantage of saving his customers' steps in gathering as well as delivering work and often when work cannot be gotten in any other way, it can be routed out by an offer to call for it. If things are a little dull try stirring them up by a little effort in the way of a snappy post card. An enterprising repair man sends out a post card with two illustrations showing a shoe "before and after" repairing. It has jogged the memory of a great many people and has brought in a large number of summer shoes for repair. It is astonishing how many old shoes may be found in the average house when people are stirred up by a reminder.

Quality Tells

A great many repair men are worrying too much over the price question. They are offering two or three grades of work at various prices. Now, most people are only interested in a good job being made of their shoes and a few cents difference in the sole will not interest them as a rule. The thing is to get costs down to a fair point where they will be fair to the repair man as well as the customer. People these days are all from Missouri, they want to know why, and the best way is to take them into your confidence, and tell them that they cannot get good work at "slop" prices. Show them the figures and nine out of ten will be fully satisfied. It flatters most men and women to have you give them explanations like this and there are very few who want you to work for them for nothing. The motto these days should be larger turnover if possible and a fair margin of profit on the wages and overhead. If you have your establishment properly laid out and know your costs you will find it possible to make a fair showing.

The Little Touches

It is the little things that count in the repair business as everything else. You may do the best work in the town but if your shop is sloppy or you send home your work looking as though it had been done in some blacksmith's shop you will find customers dropping off, almost as soon as you get them. A successful repair man says he found the shoe shining stunt one of the best advertisements his establishment ever had. He says that he never sends home a pair of shoes of either men's or women's that he does not shine or touch up in some way. The customers often refer to this little effort to please and say that it makes it a pleasure to put the shoes on when they get them home. As a rule a pair of shoes will often lie around for a week or so after the owner gets them back because he has no polish and does not want to walk with rusty shoes to the nearest shoe shine establishment. Very few household establishments have shoe shining materials handy especially for all colors of shoes. Of course if you are pushing the polish trade that is different, again yet as the Dutchman said.

It's The Shoe Plate That Is Made Right and Packed Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day.

Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

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

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

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

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

Use Printers' Ink

The shoe repair business does not call for the investment of money and thought and advertising, as does the retail shoe business, but, nevertheless, the man who sits down these days and waits for business to "turn up" is taking serious chances. It may not be necessary to use newspaper space lavishly, but it is necessary to jog peoples' elbows every now and then to get them to bring their decrepit shoes to the sole surgeon. Post cards, booklets and even the common despised dodger will do good work but it takes brains after all to get the best results. Have your announcements preferably on cards where they are easily seen, make them original, crisp, informing and persistent. The common mistake in advertising is broadcasting and not following up. The best results are obtained by steady repeated efforts to keep before the people the advantages of keeping their shoes in good repair. The whole family has to be reached, and, as the children are probably the best advertising medium there is, it should be seen to that they be given proper attention or interested in a way that will help to fasten the advertisement on the other members of the household.

Carrying Rubbers

Where shoe repair establishments have no facilities for carrying a regular side line of shoes or findings, it might be found profitable to carry a few rubbers in men's and women's. On a rainy day people pop into the first place they meet in order to protect their feet and especially if the latter are all exposed to the weather. In addition to selling rubber shoes, it is quite possible that the repair man will be able to pick up a job or two through the very fact that people have to wear rubbers to protect their feet. The stock need not be large, but should be in suitable lines of easy sellers and almost any rubber salesman can help the repair man out in picking suitable lines. The suggestion is worth consideration, as it calls for very little extra expenditure either in space, advertising or anything else. The first rainy day that comes, a sign can be put on the door, announcing the availability of the rubbers. The advantage of carrying rubbers is that they do not as with leather shoes, impinge to any extent upon the interests of the shoe repair establishment.

BUILDING UP THE REPAIR BUSINESS.

THE problems of the shoe repair trade were discussed very thoroughly at the convention of the National Leather and Shoe Finders' Association in Detroit. The President of the Association, Mr. A. J. Ehlers devoted considerable time to the question in his address. He said in part:—

"There is no use denying the fact that shoe repairing, as an industry, has been dealt a very severe blow. There may be a good many causes for this condition and there probably are. Nevertheless, we know, you know, I know, and everybody knows, that the crux of the whole situation, so far as we are concerned, is with the repair man, and until his business gets better, ours won't get better. That being the case, it seems like good business, on our part, to use every effort at our command to improve the repair man's condition.

"In my annual address at Boston in July of last year, I took the opportunity to advocate the national advertising of shoe repairing, and suggested, at that time, a sort of plan that seemed feasible. The result of this suggestion was that a committee of three men was appointed to look into and investigate the possibilities of the national advertising of shoe repairing, and report back to this convention. Their findings and their reports will be read to you during the convention. They have given much of their time and thought to, what I consider, one of the most important moves ever undertaken by this organization, and something that I believe, gentlemen, if it is possible for us to develop within any reasonable length of time, will be worth many times more than what it costs in money and effort.

"What is the cure for poor credits? In my judgment, the answer would be—more and better business. And, what is going to give us more and better business? My answer to that would be—advertising—publicity—improved service. Why isn't the repair man getting more work? Are there any less good repairable shoes being worn? No, there are more being worn. Have the people of the United States got out of the habit of having their shoes repaired? If so, why did they get out of the habit, or is the repairer doing poorer work than he used to do, or what is the reason? For the present, it doesn't seem to make any difference to me what the reason is. That is yesterday, but I do care a whole lot about the future of shoe repairing and about the method of getting the people of this country back to the habit of having their shoes repaired.

"It has been said that not one pair in ten are repaired. Say that not one pair in five are repaired, in other words, that out of five pairs of shoes that should go to the repair man, only one pair gets to him. How are we going to get the public, the greatest of all buying powers, back into the habit of having their shoes repaired? In my judgment, gentlemen, there are literally thousands, yes millions of pairs of shoes in the closets of the homes of the United States that ought to be in

HOTEL
Essex
OPPOSITE SOUTH STATION
ABSOLUTELY FIREPROOF
400 rooms, 300 baths, $2.00 a day and up
All the comforts and conveniences of modern hotel service are yours at the "Essex." You could pay more, but where could you get more? On your next trip to Boston, register at the "Essex." We advise making reservations.
J. J. McCarthy, Pres.
Telephone Liberty 3520
THE ESSEX HOTEL COMPANY
BOSTON, MASS.
T. A. McCarthy, Tres.
Cable Address ESSEXO

the hands of repair men—that there is just one way that I can possibly think of that will bring them out of the closets and that way is to turn the light of publicity on to them.

"Perhaps, I am a little too enthusiastic about the possibilities of what national advertising will do for shoe repairing, but I am an enthusiast on advertising anyway. As an evidence of what can be accomplished, I would like to cite to you the instance of a live-wire repair man in one of our larger western cities, with a population of about 200,000 people, who advertised in the daily paper there that he would give a prize or premium of $10 for the worst worn out pair of shoes that would be brought to him. He finally selected a pair that there was very little left of that looked like a shoe. He took this pair of shoes, rebuilt them, and made them look as nearly new as he possibly could, and he had a cut made of this pair of shoes when he first got them, and then he had another cut taken after he had repaired and put them in good condition, and placed a full page advertisement in the daily paper in that city. In this advertisement he stated the price he would rebuild shoes at, irrespective of what condition they were in and the next day he had 612 pairs of shoes to rebuild.

"Now, gentlemen, I claim not to be a dreamer and I don't want to spend good money chasing rainbows, but nothing has ever appealed to me so much as to try and get out one extra pair of shoes, to have them repaired, in other words get out two pairs instead of one pair out of five that are laying around in the closets, and it will be easy to figure out that it might very properly double, or, at least, very materially increase the volume and quality of our business, and when that time comes, the credit situation will also be improved.

"My own slogan, for the time being, will be: 'Publicity helps business—good business helps credit conditions.'"

SHOE REPAIRING CONDITIONS.

A REPORT compiled by the publicity committee of the National Shoe and Leather Finders' Association, dealing with the condition of the shoe repair trade in the United States, is of interest to the Canadian trade. It was in part as follows:—

Seventy ,thousand shoe repair shops averaging 1-6/10 men per shop including the proprietor or representing 112,000 men employed in shoe repairing industry of the United States, average $11.21 per day per man, or a gross business in round figures of $376,000,000.00, a decline of approximately 25 per cent. since the peak of the war times.

Sixty per cent. of the present shoe repair shops are amply sufficient to supply the present demand of the country for shoe repairing and to operate profitably.

Forty-nine per cent. of all shoe repairers' accounts on the books of leather and shoe findings' jobbers are overdue.

Forty-two per cent. of the repairers going out of business do not pay their bills for leather and findings.

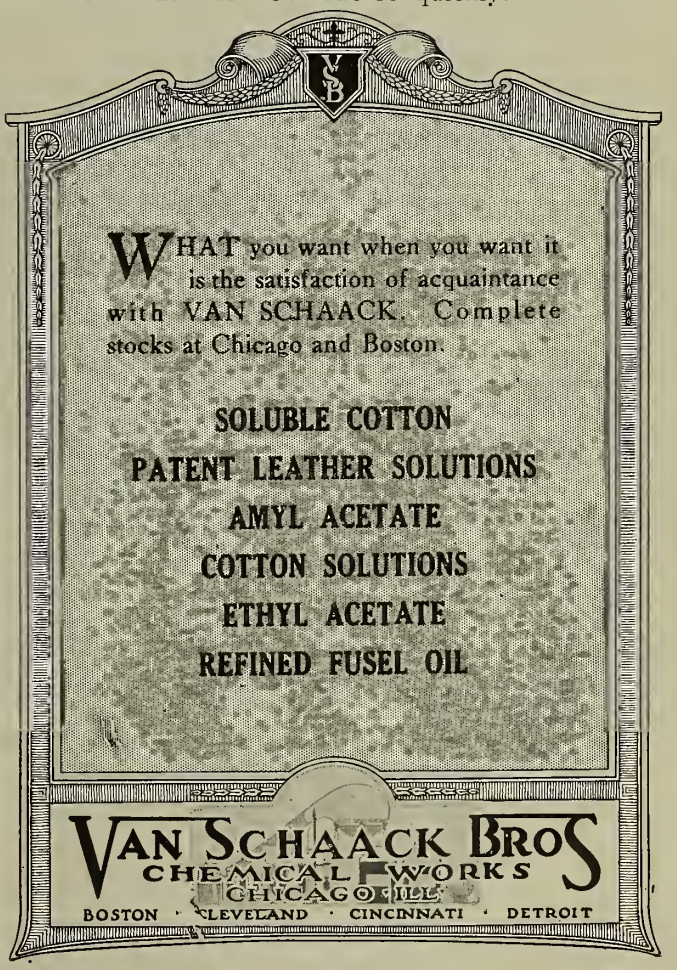
Approximately 3,000 repair shops are being equipped annually with stitching machines and a large number also with finishing and other machines.

In 1922 the number of stitching machines sold amounted to approximately $1,987,500.00, and if a like amount of finishing and other machines were sold, it would make a possible total investment in 1922 of $3,975,000.00.

As the only practical way that the repairers can obtain their machinery is on the installment plan, and while machinery is a benefit, providing the repairers pay their bills, yet if the payment of the notes on machinery takes so much of the funds of the repairers that they are unable to pay for their purchases from the jobbers and they run their accounts, it leaves the jobber powerless when he supplies the repairers with merchandise, and the only means which he can safely adopt is to sell the repairers for cash, except when there is not the slightest doubt of their being able to meet both the machinery notes and the jobbers' accounts.

Replies to the letters sent to our members in 30 of the largest cities of the country on the viewpoint of the shoe retailers, brought much valuable information and there were many reasons advanced for the large falling off of shoe repairing among which were the following:—

1. The greater use of the automobile, materially lessening the amount of walking done, on account of which shoes do not wear out so quickly.



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2. The use of goloshes and rubber boots to a large extent, particularly during the past winter.

3. The attaching of rubber heels in place of leather on new shoes by shoe manufacturers.

4. The constantly changing styles in new shoes, causing the closing out of old-style shoes at very low prices, which one party stated as low as 39c. per pair.

5. The lack of thrift and economy with many people to-day.

They practically all agreed, however, that the low prices of new shoes coupled with poor workmanship, and the fact that the repairers have to charge much higher prices for their work now than before the War, is what has lessened the inclination of the public to have their shoes repaired, and many retailers who have repairing done for their customers or run repair shops themselves, state that they are not doing 50 per cent. of what they formerly did in repairing.

Some shoe repairers interviewed stated that many shops turn out such poor work that the public have been disappointed in the shoes they have had repaired, by the ripping of the sole stitching, the pulling in of the uppers when the shoe is repaired or stitching of the toe cap improperly, causing corns and callous places, the improper nailing on of rubber heels by not seating the nail properly in the washer seat, and the loss of the shape of the shoe, making them very uncomfortable had caused them to feel that they would rather buy new shoes than trust to luck in having their old shoes repaired.

Repairers who were acquainted with shoe factory conditions further stated that while in shoe factories the operators on stitching machines require three or four months of constant work, stitching 200 to 300 pairs of shoes per day under the inspection of an expert and after that, because of the tendency to fall away from efficiency, it was necessary to constantly inspect their work, how is it possible, they said, for shoe repairers with only two or three or possibly six days' instructions to become proficient in running a sole stitching machine with the insignificantly small number of shoes, perhaps 15 or 20 pairs all told during the three days while receiving instructions, as against the 200 to 300 pairs daily in a shoe factory over a period of several months.

VANCOUVER NOTES.

The fine weather we experienced on the coast, broke up on the evening of the holiday on May 24th, and heavy showers of rain have continued up to the time of writing. The climatic change had the natural effect of holding back spring trade, as everyone was looking forward to the sale of the numerous new designs and combinations of footwear, and retailers became disappointed at the postponement.

Here and there a spurt was made a few days previous to the 24th of May in children's white running shoes, as the youngsters were due to extend themselves in the many races and sports held by the various organizations in the district.

The early closing problem is again agitating every section of the retail business of the city and suburbs. Several years ago when the half holiday was introduced it was held on the half day Saturday, but owing to the loss of business to many of the large down town stores and the transportation companies, pressure was brought upon the authorities to change the day to Wednesday, which up to the present time, seems to be satisfactory to the majority.

The agitation now on foot is to get the holiday reverted to Saturday afternoons during the summer months, and to Wednesday during the winter months. There is

also an undercurrent of suspicion that if the new scheme is put into operation, it will be the thin edge of the wedge to do away with the half holiday all together. Some of the retail shoemen have been heard to express themselves in those terms and to go further, that they are willing to keep open to eight and nine o'clock every evening and ten on Saturday, quite a retrograde movement in an advancing country not given over to socialistic principles.

Dr. Price the evangelist and divine healer has been holding large audiences in this city daily for three weeks, and several cases of deformed feet and short limbs are reported healed.

We regret to report the death of Mr. C. Howe, which took place at his home in South Vancouver after a short illness. The deceased was a native of Lancashire, England, and was thirty-four years of age. He was in business on Water Street for several years, making Loggers' boots, and after disposing of his business took up ranching in the Fraser Valley. Finding the work too heavy, he took up business in Saskatoon, returning to the coast again later. He leaves a widow and three children to mourn their loss.

Mr. T. Wilson has taken over the stand of Mr. P. Tewnion, on Broadway W. Mr. Tewnion having gone to Portland to take up business.

TO REBUILD PLANT.

In a letter received from Mr. C. A. Hamilton, Secretary-Treasurer of the Brandon Shoe Co. Limited, Brantford, the following interesting facts are brought to light:

"You will, no doubt, be interested to learn that the contract has been let for the erection of a new factory to replace the one destroyed by fire on March 25th. last.

The new building will be a red brick, two-storey structure, and will be modern in every detail. It will, moreover, be equipped throughout with up-to-date machinery and equipment.

Considerable time and thought has been expended on the planning of the new building, with the result that production costs should be reduced. We will, moreover, be in a better position than ever to handle our 'twenty-one days service' on rush orders.

It is expected, so far as we know at present, that the new building will be ready for occupation this Fall, and that our travellers will go on the road with Spring samples around the usual time".

RETAIL SHOE BUSINESS FOR SALE. In live Western Ontario City, on Main Business Street, has been Shoe Store for 11 years. Stock Ten Thousand; Turnover Twenty-five Thousand; rent Eighty-five per month. Very best reasons for selling. Apply to Box 109, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

SUPERINTENDENT for Factory in Toronto. Applicants must have thorough knowledge of McKay work, from cutting to finishing room. State fully, qualifications, references and salary expected. Box 110, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

MR. MANUFACTURER, Experienced Salesman, 14 years' connection in Quebec and Maritime Provinces. Living in Quebec City. Would like to join a manufacturers' lines for the above territory. Apply, Box 107, Shoe and Leather Journal, 545 King St. W., Toronto.

SALESMAN with good connection in Ontario, would cover the whole province, or in part, with well known lines of established manufacturer, or jobber. Box 108, Shoe & Leather Journal, 545 King St. W., Toronto.

FOR SALE.—Shoe Business in live Mid-West City of 25,000 people. New stock. New Fixtures. Inventory about $16,000.00 Must be sold in 60 days. Splendid chance. Purchase must be made by satisfactory security. Apply, Box 103, Shoe and Leather Journal, 545 King St. W., Toronto.

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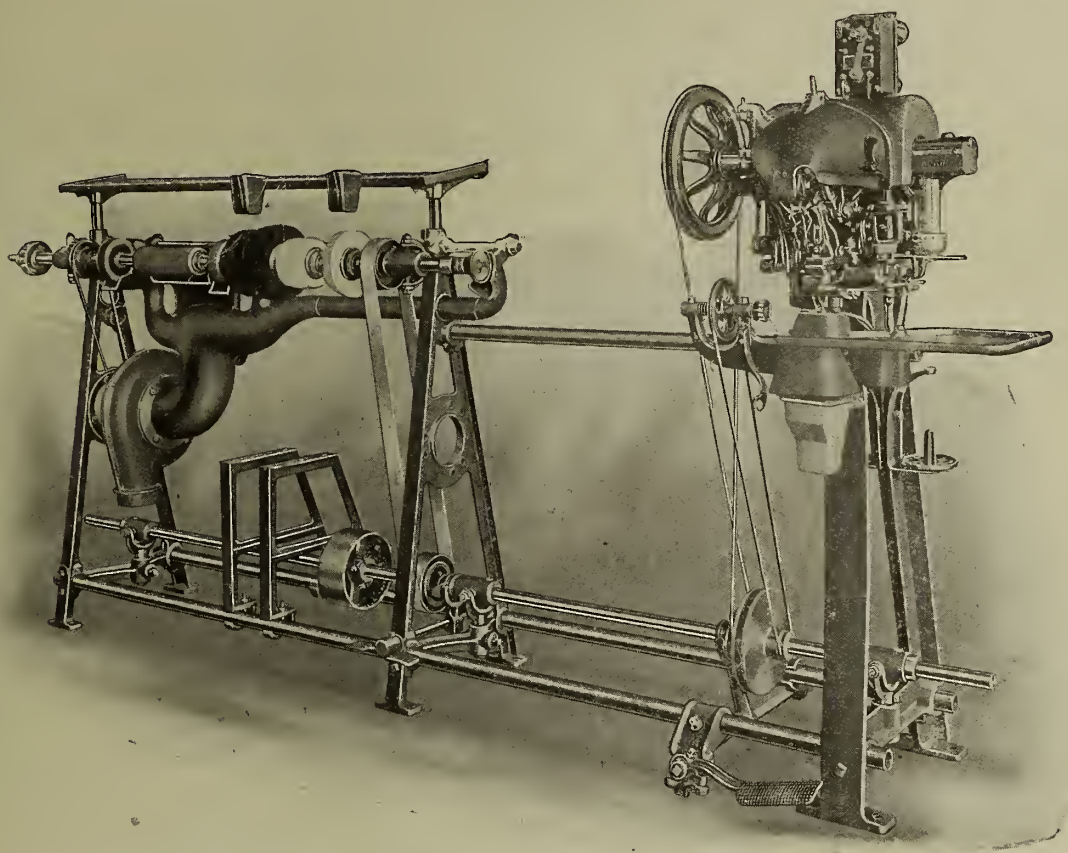

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