



Clothing Manufacturers

Have you figured out the money lost through using poor thread? The best Irish Linen Thread costs but little more. There is no waste time with short ends or breaks. Try

"FOUNTAIN BRAND" IRISH LINEN THREAD

Manufactured by

Island Spinning Co. Ltd., Lisburn, Ireland

The patent cop used to spool this thread is a special non-snarl one which assures you of a continuous run.

One Trial Will Convince You.

½-lb. and 1-lb. Patent Wind Cops; 1, 2 and 4 oz. spools.
Colors—Black, White, Whitey Brown

SOLE AGENTS FOR CANADA:

Walter Williams & Co., Limited

FOUNTAIN BRAND

MONTREAL

508 Read Building

QUEBEC

533 St. Valier St.

VANCOUVER

217 Crown Building

TORONTO

20 Wellington St. W.

The Deacon Shirt Co.

Manufacturers of:

Starched Shirts, Working and Outing Shirts, Flannel Shirts, Viyellas, Clydellas, Sateens, Oxfords, Tweeds, Drills, Etc.

*Our range for Spring 1921 is now being shown by our representatives
See our lines, and place your order early*

The Deacon Shirt Co.
Belleville Ontario

Individuality and Good Taste

are the features of

FELS AND LIPPÉ CLOTHES

Fels & Lippe clothes are characterized by distinctive style. They are the creation of designers of fashion—a correct interpretation of the dress tendencies of the day.

You will find our new and interesting range of clothes replete with items of interest. In presenting these attractive, popular-priced models to you (models of every variety of design and coloring) we submit a proposition worthy of your highest consideration.

Our representatives will call shortly—or a card will bring them—and will bespeak your careful consideration of our productions.



Fels & Lippe

292 St. Catherine St. West
MONTREAL

Do You Always Dress Your Windows With "Dude" Clothes ?

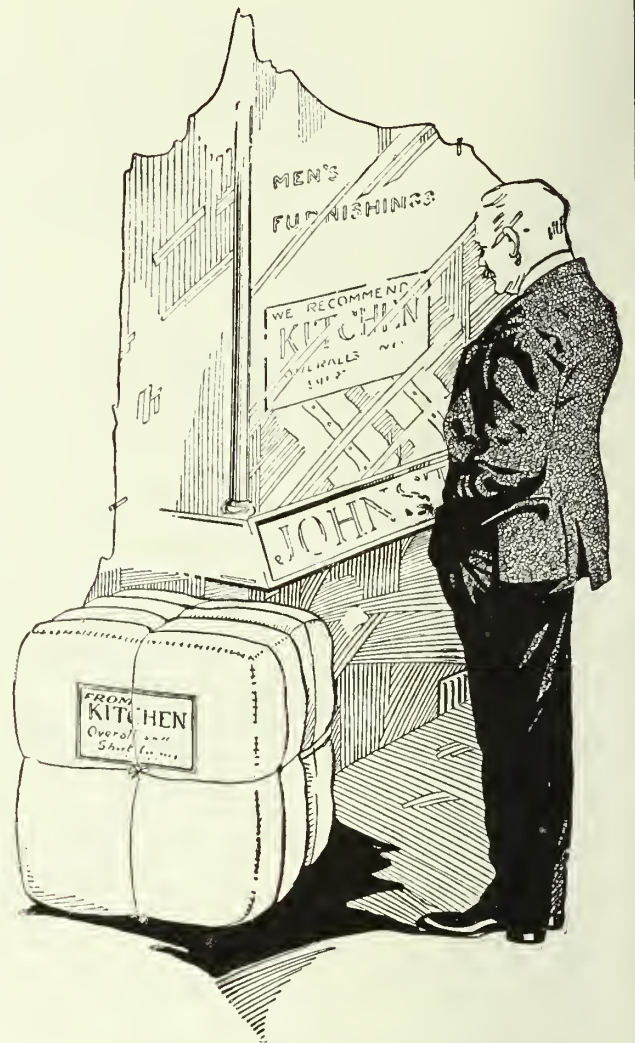
MOST of the men's wear store windows of the country are filled with the smart suits and accessories that appeal to the "dressy" instinct of the male buyer. There is a monotonous sameness about hundreds of store windows for this reason—all filled with "Nifticuts" and "Swagger-styles" surrounded by the latest in fuzzy hats, lurid neckwear and passionate hosiery. These displays are fit and proper as trade-compellers if they are not overdone twelve months in the year.

A real opportunity presents itself to make an appeal that is different for the trade of thousands of men by dressing one of your windows with a big display of

KITCHEN'S "Railroad Signal" OVERALLS and WORKSHIRTS

Make a place for the presentation of the best work garments to a large section of the male population and you will not regret it. You cannot expect to attract your share of the enormous overall and work garment trade unless you make the direct appeal through your windows. If you simply place your overalls on the shelves and do all your heavy window advertising on stylish clothes you will not more than half develop your work garment trade.

An interesting display of Kitchen Overalls (every trade invites your ingenuity for developing striking windows) will stop people in their



tracks like interesting news on a bulletin board. Your window dresser will get results in his work if he only puts a hod of bricks on a workman's shoulder and writes a show card about the new building in your town.

Kitchen's are ready to afford you every co-operation and display service at their command. Their Railroad Signal lines permit a wide range of displays. Their coast to coast advertising supports and dignifies every window show. You will accomplish creditable and interest-compelling windows and put action into your work garment stock when you put on a big Kitchen display.

Write us about co-operating on a new workers' window that will bring business to your store.

The Kitchen Overall & Shirt Co., Ltd. - Brantford, Ontario



THIS

is one of our new cloth hats with black ribbon band in all wool fawn velour. It is really a winner for Fall trade as well as Spring. Not freakish, but with that quiet good taste and excellence of style that is the goal of every designer. Also made in a wide variety of plain tweeds and overchecks. Careful tailoring is evident in every last stitch. Prices range from \$36.00 dozen up.

Right now, while you are planning for a big and better business, do not fail to see our

Special line at \$24.00 dozen up.

EXTRA SPECIAL—Men's and Boys' Caps from \$12.00 to \$15.00 dozen.

A post card will bring samples or call from our travellers. Make sure of your share of the big business these hats will bring.



J. Samuels & Sons

79 PETER ST. - TORONTO

"Craftana"

Registered No 262005



THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

Artistic Styling Without Extravagance

either of price or design, is the dominant feature of "Tailor Craft"



Men's Suits and Overcoats

Our line of Boys' Suits

is similarly attractive and serviceable.

Travellers are leaving with a complete line of our Spring, 1921, Models. We have also a large variety on hand of "Tailor Craft" models for immediate shipment.

Let us have your requirements.

Dominion Clothing Co.
57 St. Paul St. W., Montreal

Fall 1920
Made-to-Measure
Clothing

Provide yourself with a
line distinguished for



and secure your share
of this important trade.

Spring 1921 Ready
Made

Our travellers are now out with
Spring and Summer Stock Lines.

Please give particular considera-
tion to our

Young Men's Models

some of which have been accept-
ed as standard styles by the
*International Designers Asso-
ciation* and the *Fashion Book*
Publishers.

THE CAMPBELL MFG. CO., LIMITED

MONTREAL

There's Enjoyment Selling a Profitable Line—say

“G.H.G.”

Mackinaws

Our “Durabil” mackinaws are made from the finest Canadian Fleeced Wool, real good, from the texture of the cloth to the finished fashionable coat. You can give your customers a choice of various checks and colorings, for either work, sport, city wear, or motoring—suitable for every individual taste and desire.

We carry also a full line of Sweaters, Underwear, Blankets, Overalls, Mitts and Gloves, Caps, Moccasins, Rubber Footwear, Snowshoes, etc.

On request we will mail you our illustrated price list.



Grant-Holden-Graham

Limited

Ottawa, Canada

Wholesale Manufacturers and Importers



Peck's

A Reason
 for the popularity of
Peck's Clothes for
MEN, YOUNG MEN
 and **BOYS**
 is that

Quality is tailored right into them. It does not rest lightly on the fact that we use high-grade woollens, or that we style our garments with distinction or snap.

Quality is sewn into every seam, shaped into every detail of drape, built up from the inside on a foundation of the finest trimmings we can buy.

Therefore, this real quality does not wear off—it stays to the end of the garment's life.

Our representatives will shortly be showing our Spring range to the trade, and we advise you to submit it to a careful inspection because it embodies many attractive propositions to every aggressive dealer.

John W. Peck & Company, Limited

Makers of Men's and Boys' Clothing, Shirts, Caps, etc.

Montreal

--

Winnipeg

--

Vancouver

Peck's



Are New Ideas Needed In The Shirt Trade?

We consider them in some cases a wonderful asset, but as far as the majority of progressive dealers are concerned they are not absolutely necessary, because *they* (the dealers) realize the amount of prestige they can derive from a customer who has been satisfied with a shirt purchased from them.

**PECK'S
SHIRTS**

Through their integrity and fitting qualities have created and maintained a reputation among fastidious dressers as being a Shirt that exemplifies Quality in every detail.

The careful blending of harmonious colors and designs account for the powers of attraction they possess. This when combined with the degree of satisfaction-rendering qualities results in the reason for discriminating dealers stocking them. "They are an assurance of Pleased Customers."



Your Headwear Trade

Is of as much importance to you as any other department in your store. We, realizing this, have always striven to provide you with a method of maintaining its importance by increasing its popularity with your customers.

In stocking Peck's Caps you are providing your clientele with a cap that is fashioned from carefully selected materials into models that are neat and distinctive by expert workmanship that is excellently supervised and inspected.

**PECK'S
CAPS**

Our travellers will shortly leave for their respective territories with a full assortment of shirts and caps.

John W. Peck & Company, Limited

Makers of Men's and Boys' Clothing, Shirts, Caps, etc.

Montreal

--

Winnipeg

--

Vancouver

Newest Fashions



"New Era" Styles

Our samples for Spring in Suits and Overcoats in the "New Era" assortment are better than we can tell you; their selling possibilities are exceptional.

Each and every model, whether for **Men, Young Men, or Boys**, has been approved by our board of designers, and comprise the latest in refinements worth featuring.

"NEW ERA" clothes are profitable to handle, in view of their popular price and the reputation they give your store for quality and value.

"'Tis the Quality behind

Matchless
Tailoring

THE FREEDM
SOMMER BUILD



Greatest Values

Spring Selling

In order to give our customers an opportunity to be able to accurately estimate their Spring requirements after the Fall season has opened, our representatives will be later this season. They will, however, start out about Oct. 1st with what we consider the finest range of men's and boys' clothing that we have ever offered.



name that counts"

N COMPANY
G, MONTREAL

**Peerless
Materials**

"Style Clothes"

CHARACTER & INDIVIDUALITY

For Spring 1921



You know what selling clothes means under the unusual market conditions.

You know that every purchaser is looking for full value for his money—durability plus style.

Now consider these **two factors** and compare Style Clothes—the result, we feel sure, will be that you will indorse our Spring showing, realizing that we have done our part to facilitate a bigger trade than hitherto. The best materials are only good enough for Style Clothes and the price is Right.

Travellers will go out with complete range of new Spring styles about Sept. 15th.



Style Clothes Limited

SUCCESSORS TO THE WEARBEST CLOTHING MANUFACTURING CO.

Salesrooms and Factory:

149 Notre Dame St. W., Montreal

THIS LABEL ON



ALL GARMENTS

THE FAMOUS "AERTEX"

The Cellular Clothing Co., Ltd., of London, Eng., beg to announce to customers and the trade the establishment of a branch warehouse in Canada, where a representative stock of the *Famous "AERTEX" Garments* will be found.

Retailers are advised that hereafter all enquiries for "*AERTEX*" goods will be dealt with through our Montreal warehouse, and all quotations made in Canadian currency, prices F.O.B. Montreal.

The Cellular Clothing Co., Ltd., take pleasure in notifying you that our Canadian branch will be administered by DENT, ALLCROFT & CO. (CANADA) LIMITED, and our range of samples will be submitted for your kind inspection by representatives already calling upon you with *DENT'S GLOVES*.

An extensive advertising campaign has been arranged for by means of which the special attributes of "*AERTEX*" *CELLULAR GARMENTS* will be placed directly and prominently before the Canadian buying public.

Merchants are cordially invited to stock this well-known merchandise, with the assurance of satisfactory results to themselves and their clients.

ONCE YOUR CUSTOMER HAS WORN

"AERTEX"

HE WILL "STAY WITH IT"

CELLULAR CLOTHING CO., LIMITED

WILDER BUILDING
BLEURY STREET
MONTREAL, P. Q.



Popularity

goes hand-in-hand with our line of men's, youths' and boys' suits, because they combine sterling merit with correct fashion at prices surprisingly low.

For your immediate needs we can supply from a full range of popular-priced models.

Our travellers are on the road with a complete range of New Styles for Spring, also an interesting line of Men's and Boys' Pants.

EASTERN PANTS MANUFACTURING CO.
324 NOTRE DAME ST. WEST MONTREAL, QUE.
Makers of
MEN'S, YOUTHS AND BOYS' PANTS
AND **BOYS' SUITS.**

Who Sells The Line You Are Looking For?

Very likely you
can find it in
the Men's Wear
Review.

INDEX TO ADVERTISERS

<p style="text-align: center;">A</p> <p>Acme Glove Works, Limited . . . 121</p> <p>Arlington Co. of Canada, Ltd. . . . 26</p> <p>Arrow Neckwear Co. 46</p> <p>Atlantic Underwear, Limited . . . 11</p> <p style="text-align: center;">B</p> <p>Blue, Walter & Co., Ltd. 20-21</p> <p>Brettle & Co., Geo. 60</p> <p>Brill Hat & Cap Co. 49</p> <p>Brophey Suspender Co. 27</p> <p style="text-align: center;">C</p> <p>Campbell Mfg. Co. 128</p> <p>Canadian Cap Company 46</p> <p>Can. Consolidated Rubber Co., Ltd. Inside back cover</p> <p>Carhartt Hamilton Cotton Mills, Limited 22</p> <p>Canadian Converters Company . . . 13</p> <p>Caulfeild, Burns & Gibson, Ltd. 18-19</p> <p>Cellular Clothing Co. 135</p> <p>Clayton & Sons 116</p> <p>Cohen, Goldman & Co., Inc. 56-7</p> <p>Clatworthy, Sons & Company . . . 63</p> <p>Clayton, S. J. 34</p> <p>Cluett, Peabody & Company of Canada, Limited Front cover</p> <p>Cook Bros. & Allen, Ltd. 2</p> <p>Coppley, Noyes & Randall, Ltd. . . 4, 5</p> <p>Cornwall Pants Co. 45</p> <p style="text-align: center;">D</p> <p>Dale Wax Figure Co., Ltd. 53</p> <p>Davis Bros. 120</p> <p>Davis, H. E. & Co. 39</p> <p>Dominion Clothing Co. 127</p> <p>Dufferin Shirt Co. 118</p> <p>Deacon Shirt Company 124</p> <p style="text-align: center;">E</p> <p>Eastern Pants Mfg. Co. 136</p> <p>Elkin, J. & Co. 61</p> <p>Empire Clothing Co. 55</p> <p style="text-align: center;">F</p> <p>Fashion Craft, Ltd. 6</p>	<p>Fels & Lippe 125</p> <p>Forsyth, John, Limited 1</p> <p>Freedman & Co. 132-3</p> <p style="text-align: center;">G</p> <p>Gardner, B. & Co. 33</p> <p>Garipey & Frank 32</p> <p>Glover's Craft, Ltd. Inside front cover</p> <p>Gnaedinger, L., Son & Co., Ltd. . . 37</p> <p>Gold Bros. 116</p> <p>Goodhue, J. B., Mfg. Co., Ltd. . . . 47</p> <p>Grant-Holden-Graham, Ltd. 129</p> <p style="text-align: center;">H</p> <p>Hanson, Geo. E., & Co. 58</p> <p>Haugh Mfg. Co., Ltd., J. A. 123</p> <p>Hercules Garment Company 122</p> <p>Hickok Mfg. Co., Ltd. 7, 8, 9, 10</p> <p>Hoffman Ducoffe & Co. 63</p> <p style="text-align: center;">I</p> <p>Imperial Clothing Co. 48</p> <p style="text-align: center;">J</p> <p>Jackson Mfg. Co., Ltd. 122</p> <p>James & Co. 58</p> <p>Jones Bros. & Co., Ltd. 120</p> <p style="text-align: center;">K</p> <p>Kaplan Samuelsohn & Co. 43</p> <p>Kay Cutting Company 129</p> <p>King Neckwear & Suspender Co. . . 50-51</p> <p>Kitchen Overall & Shirt Co., Ltd. 126</p> <p style="text-align: center;">L</p> <p>Lang Shirt Company 40-41</p> <p>Levine Manufacturing Co. 62</p> <p>Leishman, Wm. H., & Co. 28-29</p> <p style="text-align: center;">M</p> <p>Mackenzie, Limited 45</p> <p>Marathon Tire & Rubber Co. 31</p> <p>McNabb's Sale System 122</p> <p>Miller, D. A. 116</p> <p>Mercury Mills 16</p> <p>Milne, William 37</p> <p style="text-align: center;">N</p> <p>National Cash Register Co. of Canada 23</p>	<p>Nu-Way Strich Suspender Co. . . . 35</p> <p style="text-align: center;">O</p> <p>Ontario Cap Company 53</p> <p style="text-align: center;">P</p> <p>Palm Beach Mills 59</p> <p>Parsons & Parsons Canadian Co. . . 38</p> <p>Peck, John W., Co., Ltd. 130-131</p> <p>Penmans, Ltd. 3</p> <p>Perrin-Kavser Company 14-15</p> <p>Punchard-Birrell Co. 30</p> <p style="text-align: center;">R</p> <p>Racine, Alphonse, Ltd. 44</p> <p>Randall & Johnston, Ltd. 12</p> <p>Raven, William, & Co., Ltd. 127</p> <p>Reid, A. T. & Co. 42</p> <p>Richardson, A. E. & Co. 37</p> <p>Robe and Clothing Company 55</p> <p>Robinson, C. E. 58</p> <p>Rubin, S., & Co. 17</p> <p style="text-align: center;">S</p> <p>Samuels, J., & Sons 127</p> <p>Schwartzman Bros. 116</p> <p>Scully, William, & Co. 35</p> <p>Shaw Correspondence Schools 116</p> <p>Stanfields, Ltd. 64</p> <p>Stifel, J. L., & Sons 54</p> <p>Style Clothes, Ltd. 134</p> <p style="text-align: center;">T</p> <p>Tooke Bros., Limited Back cover</p> <p>Toronto Clothing Co. 118</p> <p>Turnbull Co., C., Limited 117</p> <p>Thornton & Douglas, Limited 52</p> <p style="text-align: center;">V</p> <p>Van Allan Co. 24-25</p> <p>Victoria Rubber Company</p> <p style="text-align: center;">W</p> <p>Waterhouse, Thos. & Co., Ltd. 27</p> <p>Williams, Walter & Co., Ltd. 124</p> <p>Walthausen Hat Corp. 119</p> <p style="text-align: center;">Y</p> <p>York Clothing Co. 34</p>
--	--	--



All-purpose
Weather Coats
for
Men, Women,
Boys and Girls

“Made in
Canada”

Dominion Raynsters

are the Fall Coats that build business. They appeal to the eye with their smart styles and attractive colorings. They appeal to the judgment with their double usefulness, being suitable to all weather, wet or dry.

They are sensible, practical and economical and are made in a wide range of popular-priced models as well as the finer kind. No matter what the style or price, every coat that carries the RAYNSTER label is backed by the guarantee of the largest rubber organization in Canada—a protection to you and an assurance of satisfaction to your customers.

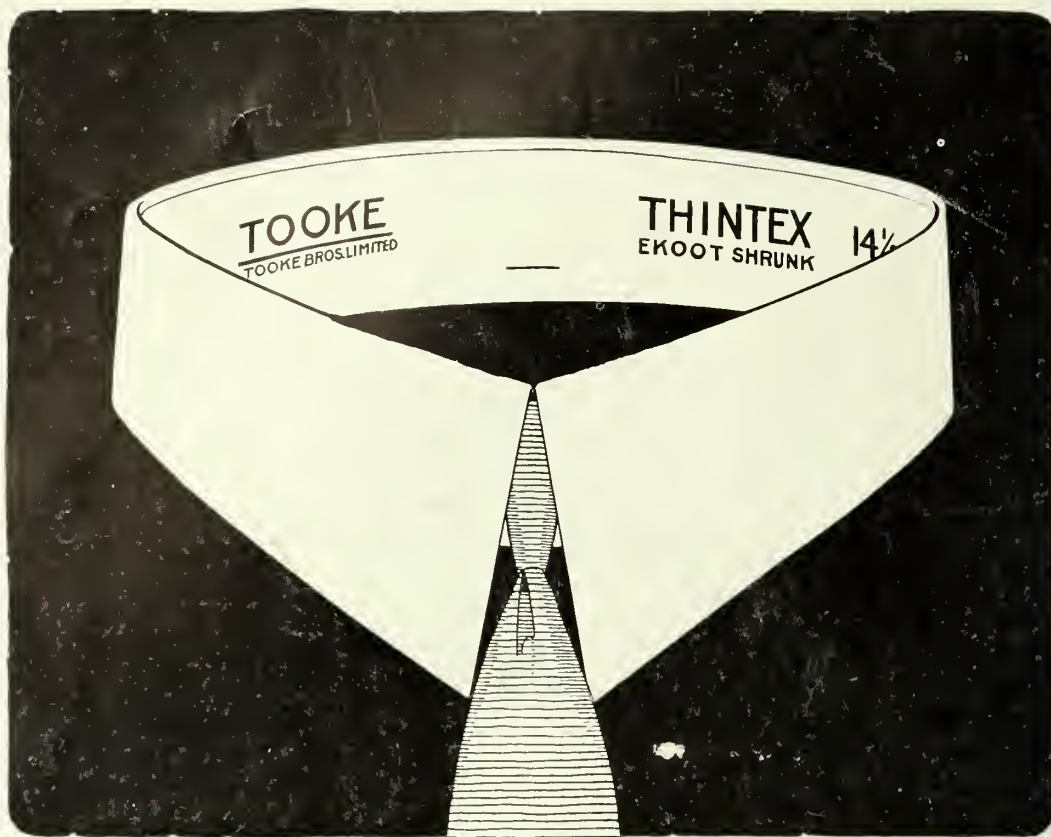
Our Service Branches carry the full line of “DOMINION RAYNSTERS” and can fill your orders from stock.

DOMINION RUBBER SYSTEM



Service Branches located at

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



Thintex
 A NEW
Tooke
 COLLAR

THINTEX

A new Summer lightweight model. Two-ply top, three-ply band. Very smart low effect. Band 1"—Points 2".

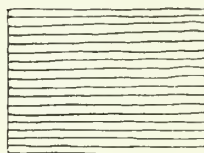
Ready for Delivery — Price \$2.10 Per Doz.

Can you use a Collar or Shirt Lantern Slide? If you can, write Head Office, Montreal.

TOOKE BROS., LIMITED

MONTREAL

TORONTO



WINNIPEG

VANCOUVER

MEN'S WEAR REVIEW

Vol. X

Publication Office: Toronto, October, 1920

No. 10

W.G.P.

SHIRTS

CLUETT, PEABODY & CO. OF CANADA, LIMITED

MONTREAL

KITCHENER

WINNIPEG

TORONTO

VANCOUVER



A Good Rule

to follow in winning the confidence of the worth-while customers is to feature only dependable, trade-marked goods.

The more exacting and severe the requirements are the higher the appreciation of—

ART CLOTHES
COOK BROS. & ALLEN LIMITED
TRADE MARK

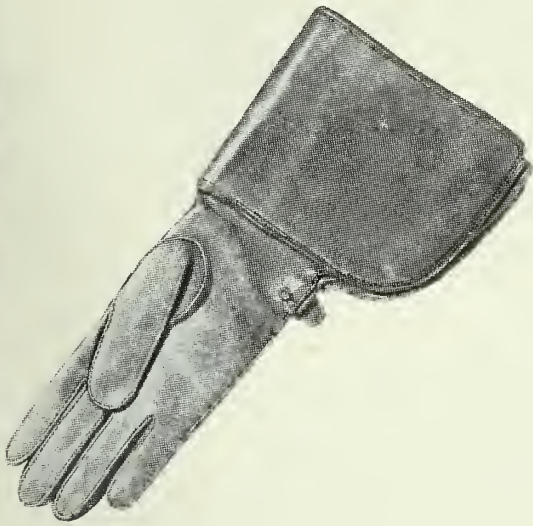
For Men and Young Men
MADE-TO-MEASURE

The Trade-Mark is Your
Protection

A few more Agencies to be placed

COOK BROS. & ALLEN
Limited
WHOLESALE TAILORS
TORONTO

Glovers-Craft Men's Fine Gloves



WINTER and zero weather are approaching — your glove trade will be in full swing. Glovers-Craft fine gloves, made from the genuine Cape, Mocha or Peccary, are unusually soft and delightful to wear. They are sure sellers and stay sold. They are made to wear, not tear and rip. Our range includes a fine collection of lined and unlined gloves in a variety of styles for ladies, gentlemen and children.

Grey Mocha Fine Glove for dress wear, completely lined with blue rabbit skin, sewn outseams and strong dome fastener.

Unlined Motor Gauntlet, of real Cape with strap on back, large cuff and gusset, leather bound and plain back decoration.

Unlined Fancy Driving Glove, made of genuine Peccary skin, strongly sewn outseam, with back decoration and dome fastener.

We manufacture all classes of Individual and Heavy Work Mitts and Gloves, Horsehide Moccasins and fancy lined Leather Slippers.

Write for prices and samples—gladly submitted.

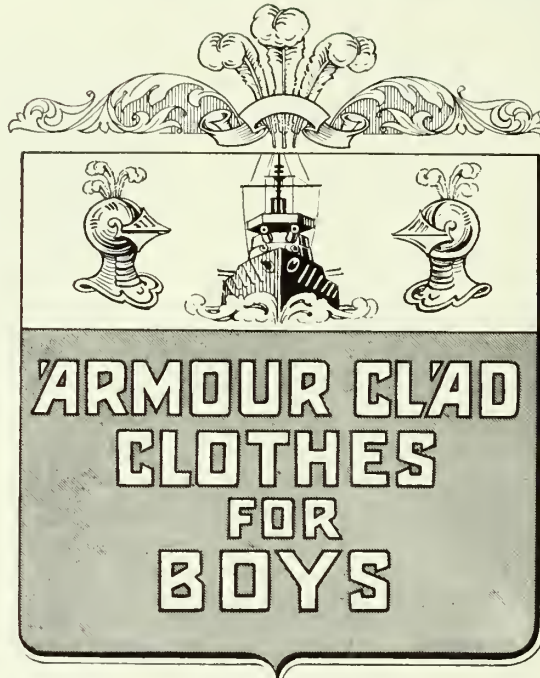
Glovers-Craft, Limited

P.O. BOX 1026

Montreal

Organized and supervised by Canadian experts, having upwards of twenty years' practical experience.

Greatest Values



"HAVE YOUR LAD
ARMOUR CLAD"

ANNOUNCING A FEATURE BOY'S SUIT

We announce that we have evolved what we consider the most practical "double-wear" boy's suit that has ever been placed on the market.

This suit has been made possible through the invention of a process which thoroughly attaches a piece of cloth on another by means of hundreds of invisible stitches, making the whole a double fabric, but still preserving the softness and pliability of the original cloth.

"'Tis the Quality behind

Matchless
Tailoring

THE FREEDMAN
SOMMER BUILDING



Newest Fashions

AN "ARMOUR CLAD" SUIT

This Explains It

*ARMOUR CLAD where
the wear comes with a
double thickness of cloth—
a lining at the high spots,
welded on like the armour
protection of a battleship.*

The wear points have been thoroughly reinforced, and the suit is protected in its vulnerable spots. It will be satisfactory to the customer, and profitable for the merchant to handle this line.

*Our travellers leave for their
respective territories on Oct. 15th.
Wait for them.*

the name that counts"

AN COMPANY
NG, MONTREAL

**Peerless
Materials**

ADMIRAL

COSY COMFORT

UNDERWEAR

THE HEIGHT OF SATISFACTION



MADE IN CANADA

GUARANTEED
UNSHRINKABLE

SALES AGENT TO
WHOLESALE TRADE

C. O. PATON
23 FOLY BUILDING
TORONTO



THE
Lang
SHIRT

“for Well-Dressed Men”

Lang Shirts are different from ordinary shirts—they are in a class by themselves.

They are made from shirtings exclusive in character, distinctive in style and color combination.

Made in desirable sleeve lengths, with your own name on every shirt if you so desire, which means an exclusiveness.

This is a line of shirts that will enable you to cater to the very best trade in town.

Our stocks are ready. Prompt deliveries assured for Spring.

The Lang Shirt Company, Ltd.

Kitchener, Ontario



Coppley, Hoyer & Randall, Limited
Hamilton, Ontario

Manufacturers of Men's and Boys' High-Grade Clothing

For The Well- Dressed Man

*Be well dressed and meet the world with
that confidence which always brings success.*

Our garments are made by master craftsmen from a wide range of new fabrics—assuring you the best in tailoring at reasonable prices.

C N & R

This service gives you quality in special order tailoring at moderate prices. Each garment is individually cut and made up in custom-tailored principles.

Spring 1921 range of Clothes for men, young men and boys are now being offered for your inspection.

Coppley, Noyes & Randall, Limited
Hamilton, Ontario



MONARCH-KNIT BATHING SUITS

The range now in our Travellers' hands represents all that is newest in knitted bathing attire for men, women and children.

Be sure to see also our range of Men's and Boys' Sweater Coats and Jerseys. These goods have the style, fit and finish that will assure quick sales and complete satisfaction for every customer.

The Monarch Knitting Co., Limited
HEAD OFFICE: DUNNVILLE, ONT.

Factories at Dunnville, St. Catharines
and St. Thomas, Ont., and Buffalo, N.Y.

MONARCH-KNIT HOSIERY

*For
Men*



See the range now being shown by our Travellers. Note the style, fit, finish, value and attractive packing of this fine Canadian product.

Our range for Spring has many new and attractive features.



Be sure to see also our new range of Sweaters, Pullovers and Jerseys for Men and Boys.

MONARCH KNITTING CO., LIMITED
HEAD OFFICE: DUNNVILLE, ONT.

FACTORIES AT DUNNVILLE, ST. CATHARINES AND ST. THOMAS, ONT., AND BUFFALO, N.Y.

HICKOK



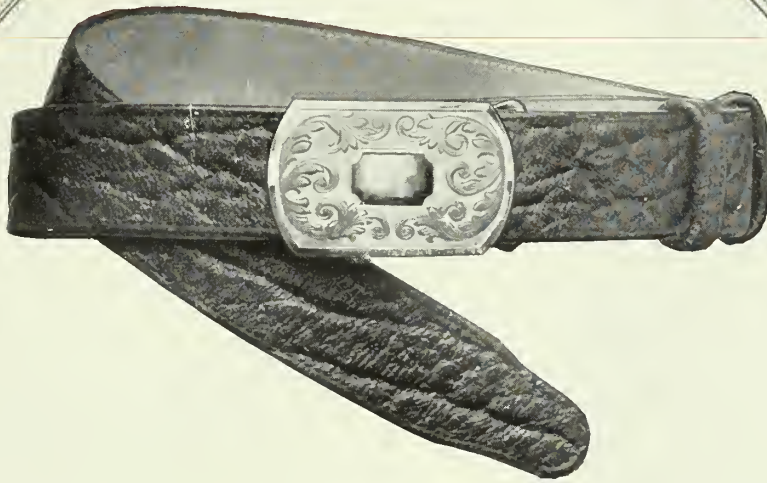
Are You Prepared
to Meet the Christmas Demand for
Hickok Belts and Buckles
in Christmas Boxes?

ARE you prepared to meet the Christmas demand for HICKOK Belts and Buckles?
The early, enormous increase in our Christmas sales is a strong indication that dealers everywhere have been quick to foresee the tremendous demand for HICKOK Belts and Buckles in Christmas Boxes that is certain to come this year.

We have spared neither effort nor money in our plans for helping HICKOK Dealers to *sell more Hickok Belts and Buckles this Christmas than they have ever sold before.*

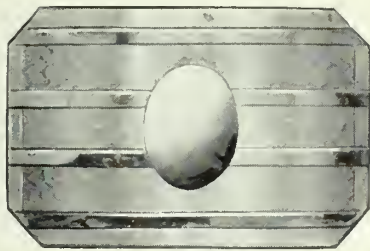
WRITE for the new Hickok Catalogue

HICKOK Belts & Buckles
The Largest and Only Factory in the World Manufacturing Belts and Buckles
The HICKOK MFG. CO., Ltd., 33 Richmond St., West, Toronto, Ont.

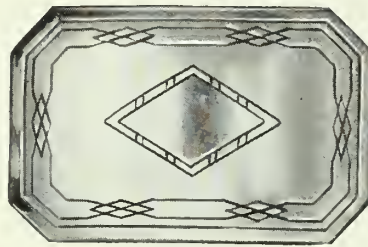


The HICKOK Gift Belts and Buckles are finer this season than ever before. In style, material and workmanship they represent the highest attainment in belt-making.

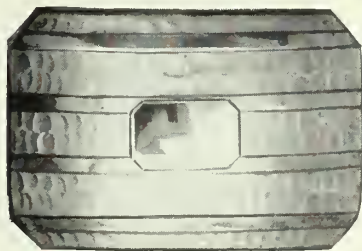
DEALERS: Place orders with us early, so we may give our best attention to your requirements.



No. 2812



No. 2715



No. 2870



No. 2816

WRITE for the new Hickok Catalogue

HICKOK Belts & Buckles

The Largest and Only Factory in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond St., West, Toronto, Ont.



Peck's

*100 PER CENT.
VALUE-GIVING*

Discriminating men insist upon securing clothes bearing Peck's label, as it is a criterion of SMART STYLE, clean-cut FIT and most important LASTING WEAR.

The clothes PECK'S turn out are uniform in style, quality and workmanship. Every suit is tailored with the same care, every stitch sewn into it is as important as the making of the suit itself. Every aggressive dealer will readily realize the increased patronage and profit he may enjoy by handling clothes of such qualities. When he makes a sale, he is confident in what he says, because he himself is confident in the clothes he is selling. Write us to-day.

John W. Peck & Co., Limited

*Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.*

VANCOUVER

MONT

Peck's

HOW LONG WILL THIS SUIT LAST?

That is the question. It may be hurled at the dealer in various manners. At all times it is the background lodged securely in every customer's mind. And to-day, more than ever, the dealer has got to meet this answer with facts that show results.

Boys will be boys, and naturally, their clothes experience a wear of the most strenuous nature. Do you sell clothes that will counterbalance such a wear as this? When you sell a suit of boys' clothes, are you sure you will see the same customer when the time comes for another suit?

The **STYLE**, **QUALITY** and **WORKMANSHIP** built into every **PECK** suit is never questioned, because we have made it our policy and practice to obtain the best material to be had and also expert tailoring and designing. With the mediums, it is possible for us to produce clothes that will stand a protracted life.



John W. Peck & Co., Limited

*Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.*

WINNIPEG

INSURE YOUR SALES



When you hear the word

PERRIN

you immediately think of gloves. Perrin's gloves are universally known and used for their smart style, long-life wearing qualities, correct weight, size and color.

We are now making gloves in our own Montreal factory. The dealer carrying these well-known gloves need not go into any lengthy explanation about them wherever a sale is concerned, as the qualities embodied in Perrin's gloves speak for themselves, as in the past.

Our salesmen are now on the road with a complete showing of our lined and unlined styles for Winter and Spring.

Perrin Kayser Company, Limited

Successors to Perrin Freres et Cie

Sommer Building, MONTREAL

Broadway

BRAND

Clothes
for exacting men

OCTOBER, 1920

BIG BUSINESS

Broadway Clothes

The words that stand for complete satisfaction in
Men's Suits and Overcoats

If style, durability and the highest standard of tailoring appeal to you—if you want merchandise that stays sold—then

Broadway Clothes

is the line for you to handle.

You will also be interested in our Broadway Made-to-Measure System—simple and satisfactory. When you are in a position to give the particular man just what he wants—a suit made to his own particular measure—you are building a firm foundation for the best business in your town.

Our travellers will be glad to show you samples of our smart, dependable Broadway line for Spring, 1921.

Your request for particulars, whether written, phoned or wired, will receive prompt attention.



Randall & Johnston
Limited
TORONTO

MEN'S SUITS

\$ 15.00

Jack Frost is on his way; get prepared for him. Our \$15.00 suits took the market by stampede, and we have a long string of satisfied customers who are writing us inquiring what we are doing for Jack. We have been using our lead and came out with another bumper. We are now offering along with the \$15.00 suits—

Good

WARM ULSTERS

\$ 18.50

In order to get there we have to make a tremendous turnover on a very small profit and short terms to roll the ball fast, so this **Special** offer at this special **Price** is at the **Special Terms** of net 10 days 1st following.

We will send you a sample dozen on request charges prepaid.

Write to-day.

GARIEPY & FRANK

Men's and Young Men's Clothes Specialists

234 St. Lawrence Boulevard

Montreal, Que.

There's Enjoyment Selling a
Profitable Line—say

“G.H.G.” Mackinaws

Our “Durabil” mackinaws are made from the finest Canadian Fleeced Wool, real good, from the texture of the cloth to the finished fashionable coat. You can give your customers a choice of various checks and colorings, for either work, sport, city wear, or motoring—suitable for every individual taste and desire.

We carry also a full line of Sweaters, Underwear, Blankets, Overalls, Mitts and Gloves, Caps, Moccasins, Rubber Footwear, Snowshoes, etc.

On request we will mail you our illustrated price list.



Grant - Holden - Graham

Limited

Ottawa, Canada

Wholesale Manufacturers and Importers



"Marcy"

The
ARROW
COLLAR
Introduction
for Fall

Cluett, Peabody & Co.
of Canada, Limited, Montreal

MACKENZIE BRAND



*We will be pleased
to forward you prices
and information.*

Write us to-day.

Mackenzie Brand Products are built to stand the rough wear the "out-of-door" man will give them. They are sound in every stitch.

The Mackenzie line includes a remarkable showing of

*Mackinaw Clothing, Shirts, Underwear,
Socks, Sweaters, Overalls and Pants.*

Are you selling them?—or is
the other man reaping the good-
will that their sales result in?

Mackenzie Limited

Ottawa

Canada



Our Travellers Are Now Out

with one of the most complete ranges of

UNIVERSITY CLOTHES

consisting of correct styles and designs for Spring, 1921. Our prices defy all competition and yet we have *not* sacrificed quality for the sake of price.

Examine our range closely. Compare styles, workmanship and many other improved details, and your verdict will be in favor of "UNIVERSITY CLOTHES."

Reserve your order until you have had a chance to compare our values and prices.

SMART
STYLES
FOR
SPRING
1921

HOFFMAN, DUROFFE & CO.

314 Notre Dame Street West

MONTREAL



LEISHMAN QUALITY is a vital factor of success in swinging business your way. Authoritative style is incorporated in every line and detail of Leishman clothing.

The genuine value shown in our range for Spring, 1921, cannot be surpassed.

It will be to your own advantage to see and compare Leishman offerings before finally deciding on your Spring stock.

*Wm. H.
Leishman
& Co., Limited*

MAKERS OF
THE BEST
TAILORED
GARMENTS
FOR
MEN


LEISHMAN SPECIAL MEASURE SYSTEM enables you to give your customers individual style and satisfaction. The Leishman self-measuring forms are simplicity itself. They make it easy for you to give every "tailored - to - measure" man the sort of style and fit he requires.

There are still some openings for representatives for our special measure clothes. Drop us a line and we will send full particulars gladly.

68 Temperance St., Toronto



Mercury



UNDERWEAR

ASHMERE yarns of dependable quality being now obtainable, the Autumn of 1920 marks the return to the Mercury range of the finer qualities of Ribbed Wool, Silk and Wool and Cashmere Underwear—all in perfect-fitting Combinations—such as have been practically unobtainable since the second year of the Great War.

As Mercury Underwear has always been associated with the demand for fineness and quality, we take particular pleasure in this announcement.

Mercury Products also include half hose for men in fine Cashmere, Mercerized Lisle, Silk and Wool and Pure Silk.

Mercury Mills, Limited Hamilton, Ontario



Challenge Cleanable Collars.



"Buster"



The convenience and economy of Challenge Collars have made them popular with men of all classes — with the men who buy their collars at your store.

Take advantage of this opportunity. Capitalize the advertising that is making customers for you of men who have not yet tried Challenge Collars and the collars themselves will cement the bond between you and them.

You will get the benefit of this increasing demand in larger profits. Be ready to handle it.

Your jobber can supply you with all sizes and styles. Order from him to-day.

Write us for your supply of counter envelopes.

Our dealer helps place the merchandise where it invites inspection. Write us to-day about them.

The Arlington Co. of Canada
Limited

Montreal
Winnipeg

Toronto
Vancouver

PY-RA-LIN





Style-Craft
TAILORED CLOTHES

Clothes of Real Worth

An efficiently tailored suit or overcoat of good material proclaims its own value, even to the untrained eye, right up to the last thread of wear. Failing this, no one can possibly look well.

A suit of good material, well made, not only fits well, but looks well, and these are the points for which Style-Craft and Classic suits are distinguished.

These Brands give the best value throughout—good material, good workmanship, good fitting—all that a suit ought to be.



E. G. HACHBORN & CO.

Style-Craft and Classic Clothes

ESTABLISHED 1898

T O R O N T O

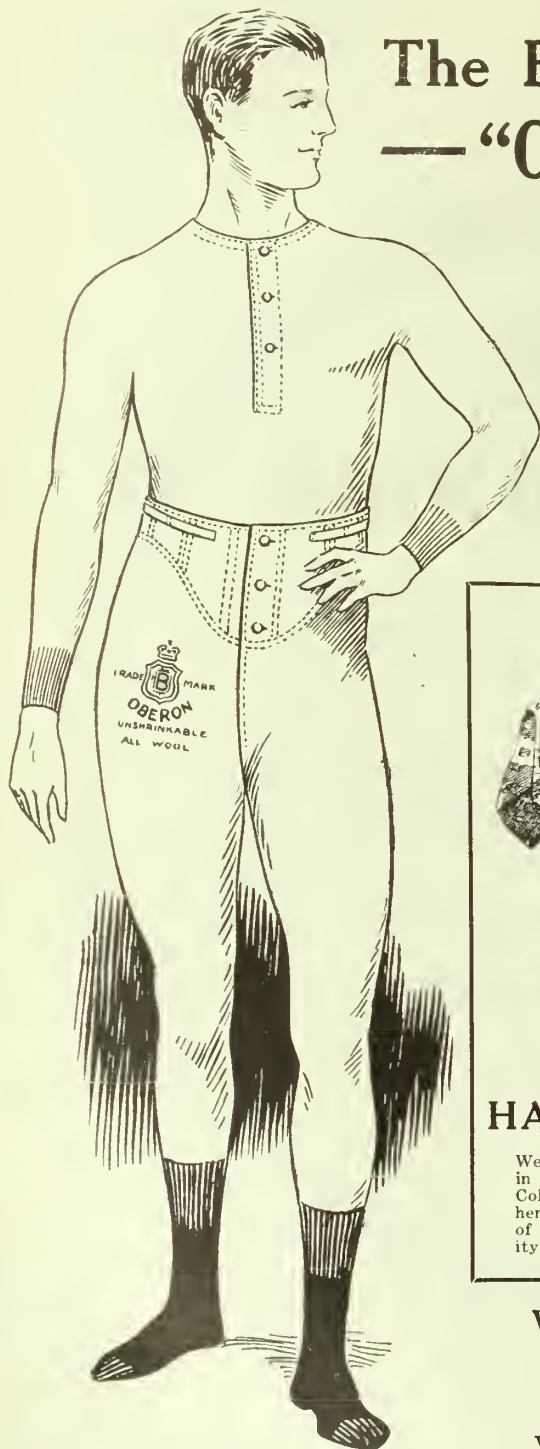
GEORGE BRETTE & CO. LTD.

REGD.



Manufacturers and Merchants

119 WOOD STREET, LONDON, E.C. 2, ENGLAND



The Best Winter Underwear —“OBERON” UNDERWEAR

When you sell the customer “OBERON” Underwear you *know* that he will be pleased with the purchase. This famous Underwear is such an outstanding success because it is one hundred per cent. good, being right in quality, right in weight, right in cut and right in value. Our representatives will be pleased to show you the full range of samples — specially selected for the requirements of the Canadian trade.

For the Christmas Trade



MEN'S SILK HANDKERCHIEFS

We always hold well-assorted stocks in Madders, Plain Colours, Fancy Colours, and Jap Silks in plain, hemmed and hemstitched lines—all of our usual high standard of quality and excellent value.



“OBERON” NECKWEAR

Brettes are manufacturers of Neckwear, and have always in stock a wide and attractive range of Ties in tasteful and exclusive designs, in all up-to-date colourings and especially suitable for the better to best-class trade.

—Samples at the Addresses below:—

Western Provinces:

Mr. G. E. Ledger,
62 Grace Court,
Cornox Street,
Vancouver - B.C.

Eastern Provinces:

Marshall & Harding
Carlaw Bldg.,
Wellington St. W.,
Toronto

GEORGE BRETTE & CO., LTD.

119 WOOD STREET, LONDON, E.C. 2, ENGLAND



TO be sure of securing First Edition styles, make your selection from our new range of Hats. They are guaranteed "best sellers"

The **BROCK** *Hat*
MADE IN BROCKVILLE, CANADA.

The Hat that carries a Smile !

Advertised from Coast to Coast

The Wolthausen Hat Corporation,
Limited

Head Office and Factory : BROCKVILLE, ONT.

Salesrooms :

Montreal : Mappin & Webb Bldg.
Toronto : Cosgrave Bldg.

Vancouver : 315 Bower Block
Winnipeg : 228 Curry Block



NEW CUSTOMERS ARE WAITING FOR YOU!

Have you ever noticed how many "customers" go to the other fellow, while you might enjoy their patronage?—consumers, who will purchase nothing but the best. RACINE'S have several departments that are always at your service. Merchandise of the best, the kind that will clinch the favor of the most discriminating.

Listed below are a few lines that have proven popular sellers. Have you tried them?

"Racine" Working Shirts	"Lifesaver" Overalls
"Hero" Fine Shirts	"Samson" Pants
"Strand" (Chemise de Luxe) Shirts	"Record" Sox

Numerous stores through the country are now handling them with absolute success, because RACINE'S Style, Quality and Workmanship is of the best. If you have overlooked our lines, get in touch with us immediately, as we are in a position to give you SERVICE.

We take pride in offering you the services of our mail order department, established for your benefit so that we may give you satisfaction.

ALPHONSE RACINE, LIMITED

"Men's Furnishings Specialists"

60-98 St. Paul St. West, Montreal

FACTORIES:

Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

SAMPLE ROOMS:

HAILEYBURY
Matabanick Hotel

SYDNEY, N.S.
269 Charlotte Street

OTTAWA
111 Sparks Street

QUEBEC
Merger Building

TORONTO
123 Bay Street

SHERBROOKE
4 London Street

SUDBURY
Nichol Range Hotel

RIVIERE DU LOUP
Hotel Antil

THREE RIVERS
Main St.

CHARLOTTETOWN, P.E.I.
Queen and Sidney Sts.



3

3 Big Specials while they last

\$7.50

Satin Brocades in floral designs, also neat figured Failles, 6 colors to design.

\$8.50

Macclesfield Silks in neat all-over effects; 6 colors to design.

\$10.50

Satin Brocades in floral design; assorted 6 dark colors to each design.

The above ties are made in a large open-end derby, full length, and prices quoted are fully 25% less than regular.

Delivery at once. Net 30 days 1st following.

The J. A. Sword Neckwear Co., Limited
Toronto
College and Markham Streets
(Mention this paper)

3

3
B
I
G
S
P
E
C
I
A
L
S
3



Be Ready for your share of the Christmas Trade

by stocking your handkerchief department with our ever-popular lines.

We have everything that is worth having in handkerchiefs for men and boys. Finest linen and high-class colored borders to the common or every-day sort such as khaki and navy blues.

Many lines put up in $\frac{1}{4}$ or $\frac{1}{2}$ dozens. Ready to hand over the counter.

We also show a tremendous range in ladies' handkerchiefs boxed especially for the Xmas trade.

Try us with a sample assortment at once.



THE LACE GOODS COMPANY LIMITED

In a word

"The Handkerchief House of Canada"

79 Wellington St. West :: TORONTO

We Specialize in making Neckwear Departments

big successes

The co-operation we offer our customers and the good selling qualities of our Neckwear, we are making that our goal.

If you want to establish a reputation for your store where values are big, see our Full Special Holiday range—it is the Neckwear that gives a man more than he expects for his money.



If our travellers have not called on you—give our Mail Order Department a trial. This department is complete in assortments and prices—mention your price and we will guarantee you satisfaction. If not satisfactory you may return them.

Your order for Christmas Boxes should be placed now—write us to-day.

The Arrow Neckwear Co., Limited

Makers of "Arrow" Neckwear

1184-1188 QUEEN STREET WEST
TORONTO, CANADA

*How
are you
fixed
for
Gloves,
Corduroys
and
Cottonade
Pants*



MAY we suggest that you look over your stock and make a note of just what you need in these lines? The outlook in prices and deliveries is improving and we can promise you the very best in both. If you can let us have your sorting order now, we will see to it that you get it in good time—that is, when you want it.

The quality of CARHARTT CORDUROYS, COTTONADES and WORK GLOVES is the same as formerly, and that is saying much. Carhartt goods in any case are such as you can confidently recommend to your trade. They yield you a good profit and they sell out clean. There isn't a "shelf-loafer" among them.

A post-card will fetch samples direct to your store, or, if you prefer, one of our salesmen will call at your convenience.

**Hamilton Carhartt
Cotton Mills, Limited**

Toronto Montreal Winnipeg Vancouver

Manufacturers of Men's Overalls
and Work Gloves, and Allovers
(One-piece) for Men and Boys.

"Forest City" Clothes, a new line of fashionably cut, well-tailored Suits and Overcoats.

This line is made to meet the demand for clothes to retail at a price that is not subject to Luxury Tax.



E. G. HACHBORN & CO.

Sole Makers

"Forest City"

LONDON : ONTARIO

Executive Offices :

50 YORK STREET

TORONTO

Our representatives are starting out immediately with a complete range.

Deferring your Spring purchases until we have an opportunity of presenting our lines will be appreciated by us and profitable business to you.

This clerk makes no mistakes in adding the items of a sale



SHE records the price of each article on the new kind of National Cash Register. The register does the adding. The total always is correct.

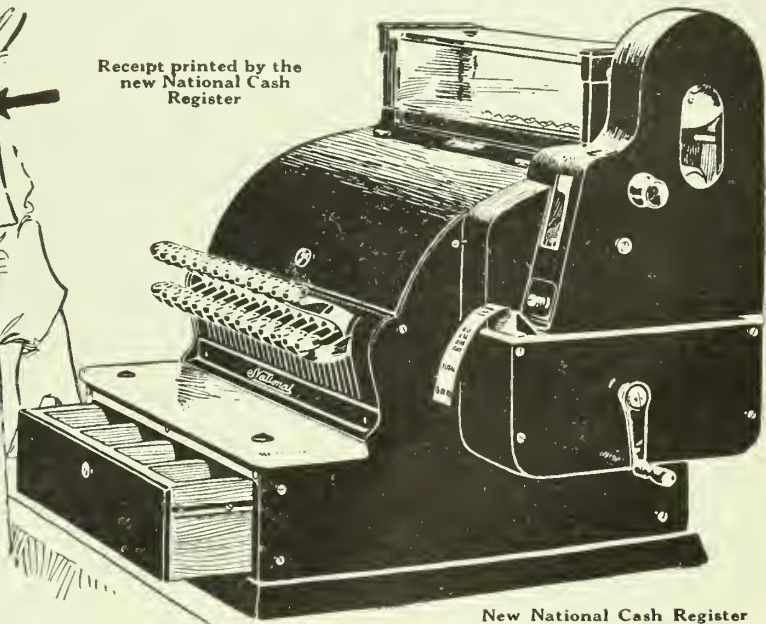
No mental addition, and no mistakes.

The register also does many other important things for merchants, clerks, and customers.

Every merchant should know about this new cash register.

Let our branch manager explain it to you.

Receipt printed by the
new National Cash
Register



New National Cash Register
that many merchants have
been looking for

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED
TORONTO, ONT.

Reliability and Duktex Coats

are synonymous.

Progressive dealers have realized this and have profited by stocking them.

STYLE

Will often accomplish the first sale.

PRICE

Too, will, in many cases, help you to sell a garment.

BUT

Style and price alone will not accomplish a repeat sale and furnish you with a consistent customer who will buy from you and you alone. **STYLE AND PRICE** must be combined with **DURABILITY AND SATISFACTORY WEARING QUALITIES** in order to accomplish this.

Duktex Coats

represent the *Ideal Combination*.

Our representatives are now in their respective territories, showing a full range of Single and Double Texture Tweeds, Paramattas, Gabardines and Leatherettes, for Men, Women and Children, for Immediate and Spring Delivery.

Duktex Coat Co.
322 Notre Dame Street W.
MONTREAL

"Perseverance" has won many a battle

We have used it in ours and can now talk from experience.

Our forces are **CROWN PANTS** backed by an organization of experts producing them.

Through the careful selection of only the best materials and expert knowledge of the pant business, coupled with a never-failing adherence to Quality and Moderate Price

We've Won

Our representatives are now showing samples of a complete range of trousers, including

**Outing Tennis Trousers,
Dress and Work Pants
and Riding Breeches,**

as well as a complete range of

**BOYS' KNICKERS, BLOOMERS AND
FIRST LONG PANTS**

FOR SPRING

**Crown Pants
Company**
322 Notre Dame Street W.
MONTREAL

Silk Shirts a Specialty

None but the best
silk is used in
Prosperity
Silks

Prosperity Shirts

Our representatives are now out with our complete line of shirts for holiday and early Spring deliveries.

This is a line of

**Men's High-Grade Shirts
Made - to - Measure
for retail trade**

They are unusually attractive and incomparably tailored, in the very latest designs from New York.

Stock PROSPERITY SHIRTS and you will always be safe in promising your customers shirts that will endure.

Prices range from \$18.00 to \$95.00 doz.

Write for samples.

Prosperity Shirt Company

364 Yonge Street, Toronto

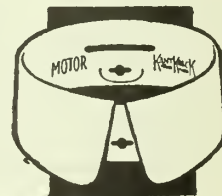


12 to 19

KANTKRACK
TRADE MARK REGISTERED

COMPOSITION COLLARS

MADE IN CANADA



12 to 18 1/2

First in—Economy, Style and Convenience

*Your Stock should include KANTKRACK Collars in every Style and Size
—They Sell Themselves*

The original cost of a KANTKRACK collar is about the same as a so-called "LINEN" collar, but will wear as long as six, giving longer service without the daily outlay of laundering, and the linen-like appearance of KANTKRACK makes it difficult to detect that it is a composition collar.

Every collar is guaranteed to the purchaser through the dealer, and one price to all dealers.

ONE GRADE ONLY AND THAT THE BEST

Stocks carried at—Vancouver, for the Province of British Columbia; Calgary, for Alberta; Winnipeg, for Provinces of Manitoba and Saskatchewan; Toronto, for the City of Toronto; Montreal, for the Province of Quebec; Fredericton, for the Maritime Provinces.



12 to 18 1/4

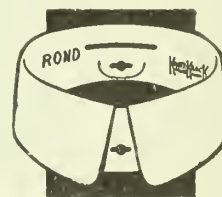
The
Parsons & Parsons Canadian Company

HAMILTON

CANADA

ESTABLISHED IN U.S.A. 1879

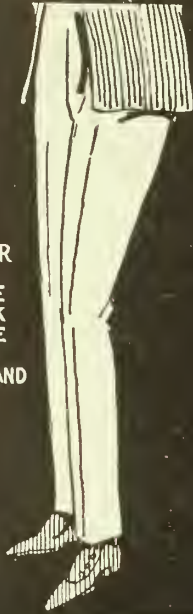
ESTABLISHED IN CANADA IN 1907



13 to 18

There's a
DIFFERENCE
they
are **Better Made**

LOOK FOR
THIS
TRADE
MARK
INSIDE
OF THE
WAIST BAND



The Label inside of the waistband is your guarantee that you are getting

**EVERYMAN'S
TROUSERS**

They are made better, fit better, and of better materials than the ordinary trouser.

You can get a pair that will match your suit nicely—at all "Evervman's" Dealers.



Also Selling

**EVERYMAN'S BRAND
SUITS AND OVERCOATS**

Write to our Custom Department
for

Made-to-Measure Clothing

Complete Lines for Fall and Winter

DAVIS BROS.

HAMILTON :: :: CANADA



**BROPHEY-CHESTER
"Wear-Well"
SUSPENDERS**

Many men's furnishing shops are finding the "Wear-Well" line so popular with their customers and such a clean, easy source of profit to themselves that they are now selling the Brophrey-Chester line exclusively.

The web, manufactured in our own factory and guaranteed uniform in every detail, is light in weight, sturdy and long lasting. The use of only heavy cut, live rubber prevents overstretch and ensures wonderful elasticity.

Stock the "Wear-Well" line to-day. You, too, will find them the popular choice.

**The Brophrey Suspender Co.
LIMITED
TORONTO**

Leather Belts, Armbands, Garters

TORONTO
Office, Factory and Sales Room
266 King St. West

MONTREAL
Office, Factory and Sales Room
321 Bleury St.

The Prize Winners

KUM-A-PART UFF BUTTON

Window Trimming Competition

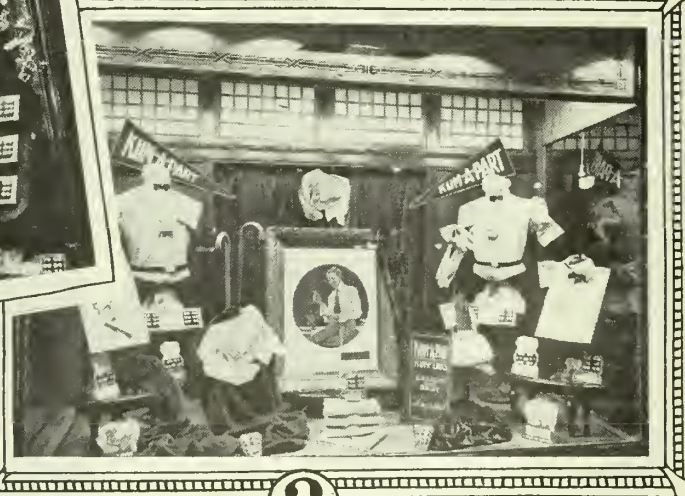
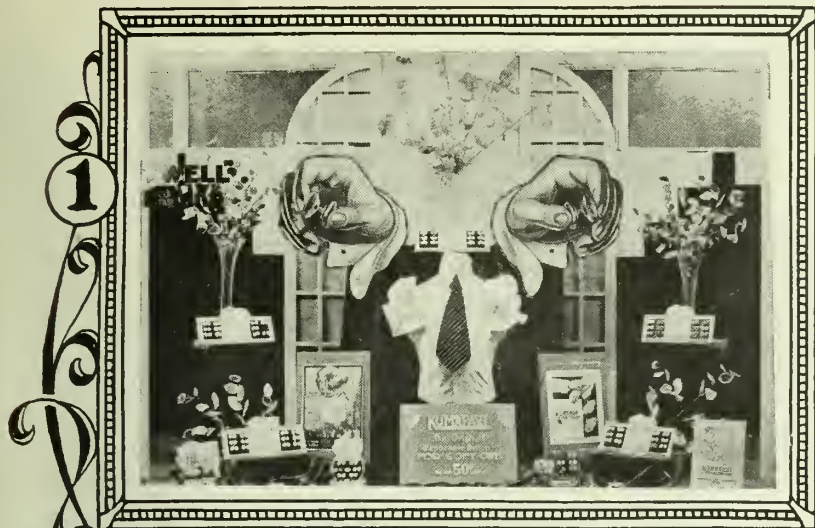
Dear Sirs:

We thank you for your cheque and letter of Sept. 3rd, re Kum-a-part contest. We have had a greatly increased sale for Kum-a-part Buttons since this contest and think that this contest has been a good thing for us all, and especially ourselves.

Again thanking you, we are

Gratefully yours,

N. L. BIRRELL.



Here They Are:—

- | | |
|--|----------|
| 1. J. L. BEAUDRY, The 2 Macs, Ottawa | \$ 50.00 |
| 2. E. K. DALLIMORE, Dunfields, Toronto | 25.00 |
| 3. N. L. BIRRELL, Bloor St., Toronto | 25.00 |
| 4. H. B. TULLY, Bristol & Sons, Picton | 10.00 |
| 5. MISS VEDA EDWARDS, Garden Clo. Co., Calgary | 10.00 |

THROUGHOUT Canada—in every city in the Dominion—the month of June saw the leading men's stores vying with each other to produce the best window display for Kum-a-part Cuff Buttons—the modern button for the modern cuff.

So many photographs were sent in, so difficult was it to decide on the best displays, that there has been some

delay in announcing the verdict of the judges—the best independent experts procurable.

The letter above, from one of our competitors, shows that Kum-a-part windows pay handsomely. Nine out of ten men wear soft cuffs. All are being told through the newspapers about the convenience of Kum-a-parts, "a snap to button." Your windows will bring them in. Write for full information, window display material, etc.

Sole Distributors to the Canadian Haberdashery Trade

C. H. WESTWOOD MANUFACTURING CO., Limited - TORONTO

Advertising now appearing from coast to coast will make Window Displays doubly profitable.

KUM-A-PART UFF BUTTON

Prized By Dealer and Customer Alike

UNDERWEAR---to fulfil its mission and bring satisfaction to both dealer and consumer should be of lasting satisfaction to the first, and productive of ample profits for the second.

Dealers everywhere are learning that ATLANTIC UNDERWEAR admirably fills both these requirements.

Different weights and qualities, each line guaranteed to be the best of its class.

ATLANTIC UNDERWEAR,
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for
Quebec, Ontario and Western
Provinces.

27



Style and Service

When you sell a man a Punchard-Birrell Suit or Overcoat you give him style and long service. And that's the way to make satisfied customers.

The most attractive Spring line we have ever offered is ready for your inspection, and nowhere can better value be found.

Our styles are right. The materials are well selected, in smart colorings, and the qualities you cannot see are just as carefully looked after as those that are visible—the reason our products give long service.

Our lines are shown practically all over the Dominion. If you do not have a call from our travellers in your territory, drop us a card.

The Punchard-Birrell Company

545-7-9 King Street West

TORONTO

Stock lines—

Suits and Overcoats for sorting



Cap worn up in front, showing Band
for adjusting to six different sizes
Patented 1920

Fit-U Caps

The cap that fits every head

*Illustrating a cleverly designed
Cap that will prove a ready seller*



"FIT-U" CAP

FIT-U Caps can be adjusted simply yet securely to fit any normal head without destroying the fine lines of the cap. It fits easy and comfortable, has no tension or binding. It is not *stretched*, but *adjusted* to the various sizes.

Selling "FIT-U" Caps means a greater profit on smaller investment, a saving in floor space and the elimination of the inconvenience of out-sizes and surplus stock of odd sizes on hand.

Our salesman is coming your way with samples that will surprise you—order early to insure prompt deliveries.

TIP-TOP CAP COMPANY

LONDON, CANADA

H. E. Davis & Co.

Sommer Building, 41-47 Mayor Street,
Montreal, Quebec

Manufacturers of

The Davis "Storm Resista" Raincoats

THEY MAINTAIN THE ENDURING QUALITIES THAT
MADE THEM POPULAR

We are now booking for immediate and Spring deliveries



IT is not only in smoothness of seam, perfection of fit, and quality of finish that Penmans Underwear excels. The fabric is produced from the finest of materials and the knitting is so perfect and uniform that the maximum of durability and comfort result. And in the long run durability,—genuine worth,—is the only sure foundation for a permanent trade connection.

Penmans can fill every requirement of your trade, for all classes of persons, all occasions and all seasons.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris.

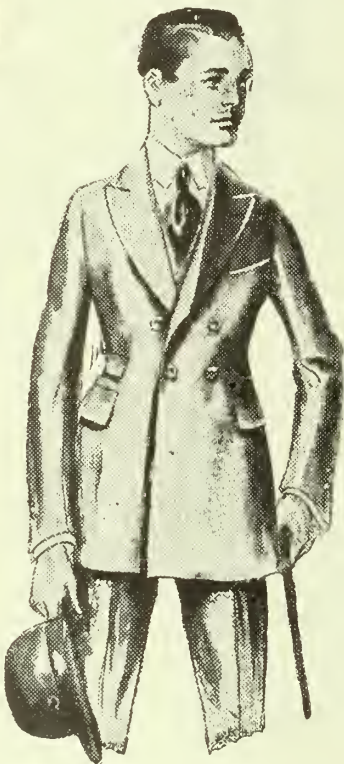
Also makers of Hosiery and Sweater Coats.

27

If you really want to please the men who fully appreciate the value of individual style and tailoring you will feature

York Made-to-Measure Clothes

and secure this very desirable class of customers.



Every Model we offer is the original creation of our expert designer, made to the owner's own particular measure from dependable fabrics of the smartest designs—correctly tailored by skilled workmen, and will give absolute satisfaction in every respect.

Our plan of distribution is to have a representative in every town in the Province. There are still some splendid openings for representatives, and for a good, sound business proposition along the clothing line, our York agency cannot be equalled.

Drop us a line and we will gladly send full particulars.

York Clothing Co.
Limited

35 Church Street, TORONTO

The Weather Man Commands You to Buy Now!



All our lines mean warmth and comfort to your customers.

The coat illustrated will prove a ready seller for winter wear, and can be sold without adding a luxury tax.

This coat is made of BARRIE-CLOTH, a new fabric of our own manufacture, and embraces the highest quality of tailoring, plus style and distinction.

This pleasing cloth is made in Black, Brown, Heather, Blue mixture, Green mixture and Oxford Grey.

Samples mailed on request



Our lines are---Ulster Coats for men and youths, also imitation buffalo cloth coats and robes, Astrachan and buffalo cloth gauntlets.

The Robe and Clothing Co.
Limited
Kitchener - - Ontario

"Fashion-Craft"

QUALITY CLOTHES

Models For Spring
1921

Are Now Complete

Interior construction in strict
keeping with exterior excellence.

As always—value for price paid
—not how cheap but how good.

We do not make low-priced
Clothes—but we do make the
best Men's Clothes it is possible
to produce and sell them at
prices consistent with quality.



FASHION CRAFT MANUFACTURERS
LIMITED

566 St. Lawrence Blvd.
MONTREAL



Stifel's Indigo Cloth

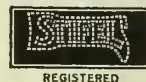
Standard for over 75 years



REGISTERED

For OVERALLS, COVERALLS and ALL WORK CLOTHES

As indestructible as a fabric can be made in weave and color—that's why Stifel's Indigo Cloth guarantees satisfaction to garment manufacturers, retailers and wearers. The dots and stripes of Stifel's Indigo Cloth positively will not break in the print. Look for this little mark stamped on the back of the cloth. It is put there for your protection and the protection of your customers.



J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

NEW YORK.....260 Church St.	BALTIMORE.....Coca Cola Bldg.	TORONTO.....14 Manchester Bldg.
PHILADELPHIA.....1033 Chestnut St.	ST. JOSEPH, MO.....Saxton Bank Bldg.	WINNIPEG.....400 Hammond Bldg.
BOSTON.....31 Bedford St.	ST. LOUIS.....604 Star Bldg.	MONTREAL.....Room 508 Read Bldg.
CHICAGO.....223 W. Jackson Blvd.	ST. PAUL.....238 Endicott Bldg.	VANCOUVER.....506 Mercantile Bldg.
	SAN FRANCISCO, Postal Telegraph Bldg.	

ENGLISH MEN'S WEAR

The "LOOM" Brand Goods

Silk Ties	Belts
Knitted Ties	Braces
Silk Squares	Hosiery
Collars	Underwear
Shirts	Mufflers
Pyjamas	Motor Scarves
Bath Robes	Handkerchiefs
Smoking Jackets	Walking Sticks
Dressing Gowns	Buckingham Zephyrs

J. H. BUCKINGHAM & CO., LTD.

(Manufacturers and Warehousemen)

4, 5, 6, 7 and 8 Ropemaker Street, London E.C. 2

Cable address—"Neckwear London."

"Blizzardeen" Raincoats.

"Carlington" Overcoats.

"Heath" Ready-to-Wear Suits.

Sports' Jackets and Trousers.

Flannel Trousers.

Fancy Vests.

Works:—Basingstoke, Leeds, Reading, Fleet Lane, London E.C. 4; Golden Lane, London E.C. 1; Hackney, London E. 8.

GERRISH, AMES & SIMPKINS, LTD.

(Manufacturers)

63 to 67 Carter Lane - London E.C. 4

Cable address—"Obligable, London."

Canadian Representative:

SIDNEY J. CLAYTON

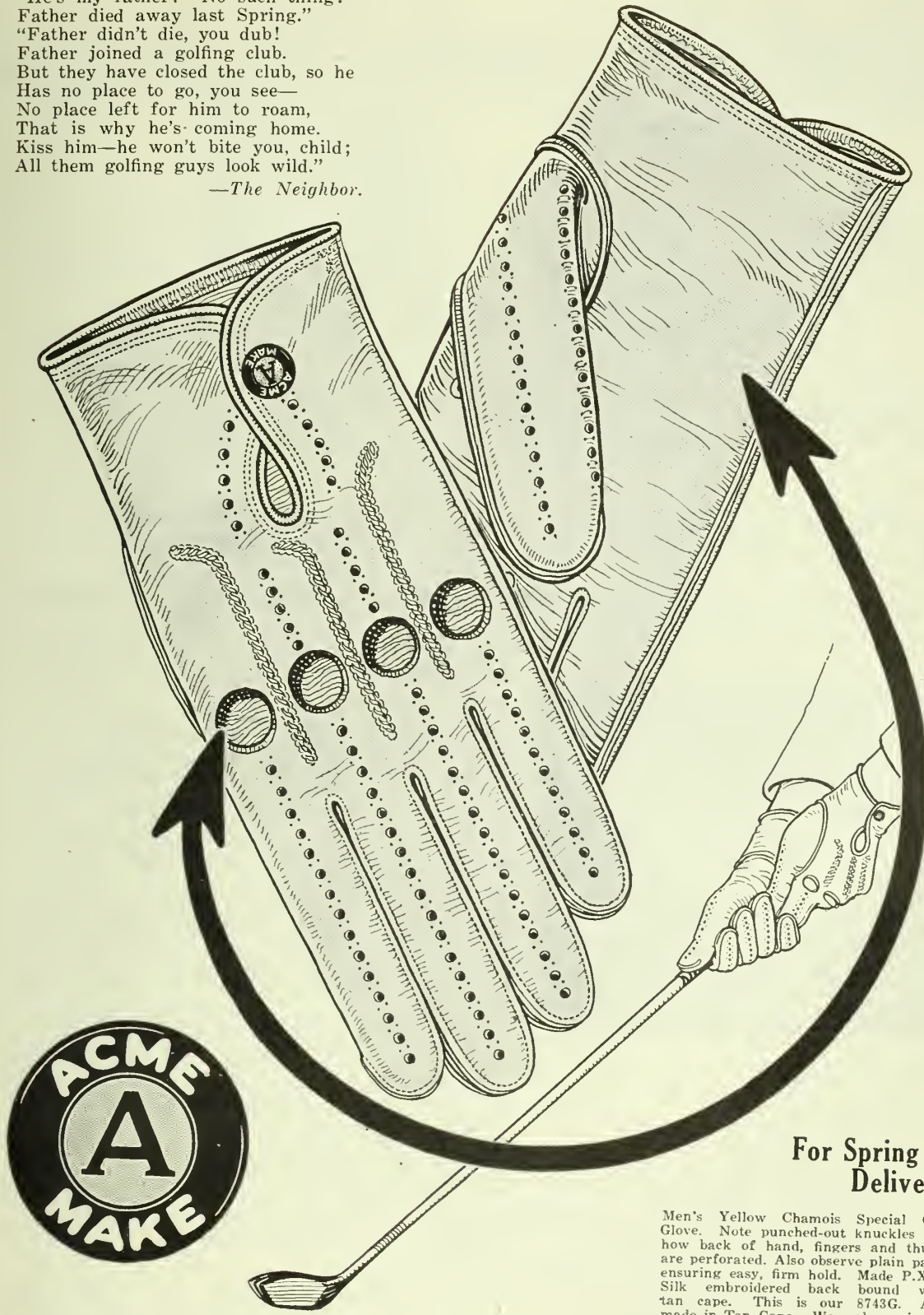
60-62 FRONT STREET, TORONTO

PHONE ADELAIDE 4449

THEM GOLFING GUYS

"Who's the stranger, mother, dear?
 Look, he knows us—ain't he queer?"
 "Hush, my own, don't talk so wild!
 He's your father, dearest child!"
 "He's my father? No such thing!
 Father died away last Spring."
 "Father didn't die, you dub!
 Father joined a golfing club.
 But they have closed the club, so he
 Has no place to go, you see—
 No place left for him to roam,
 That is why he's coming home.
 Kiss him—he won't bite you, child;
 All them golfing guys look wild."

—The Neighbor.

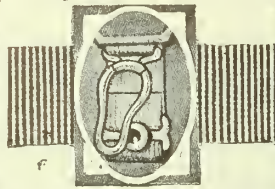


For Spring
 Delivery

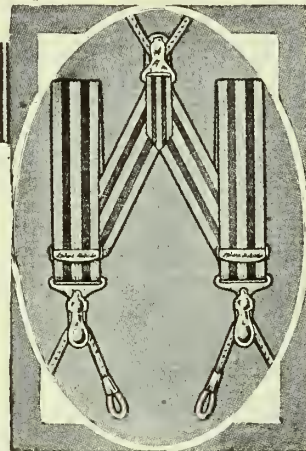
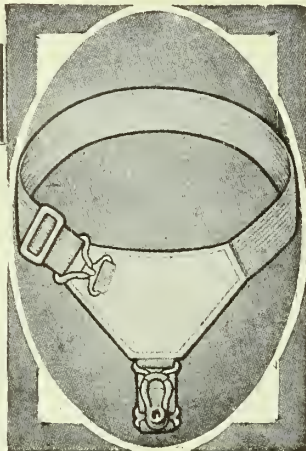
Men's Yellow Chamois Special Golf Glove. Note punched-out knuckles and how back of hand, fingers and thumb are perforated. Also observe plain palm, ensuring easy, firm hold. Made P.X.M. Silk embroidered back bound with tan cape. This is our 8743G. Also made in Tan Cape. We make a similar glove for Ladies in Yellow Chamois and White Doe Skin.

ACME GLOVE WORKS
 LIMITED
 MONTREAL

Sphere Garters & Sphere Braces



Pad garter with soft leather front and special finish Suede Cloth back. Extra strong Mercerised Elastic $\frac{3}{4}$ " wide. Natural only.



Sphere Mikado Brace, a great improvement on the old Mikado style. Patent clip fastening is extremely simple and can be released with one hand.

Have you sent for a sample of these high grade suspenders and garters yet? If not you are missing a valuable opportunity. They are specially notable for their quality, which is always maintained at the highest standard. The word "Sphere" is a quality mark which will be looked for by appreciative customers. Introduce them right away—you will both benefit. British throughout.

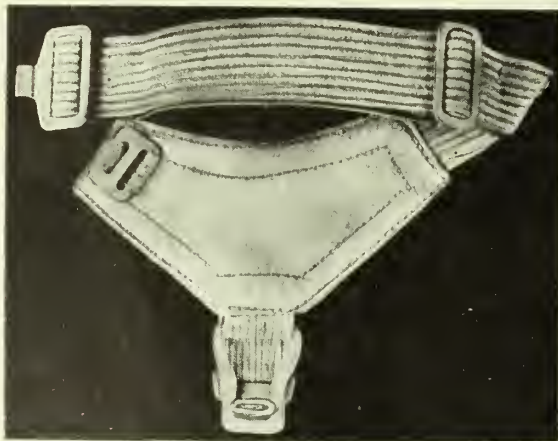
Prices and full particulars gladly furnished on request. Enquiries welcomed and orders executed through London House or direct.

Wholesale only:

FAIRE BROS & CO. LTD., LEICESTER, ENGLAND

19, Fore Street, London, E.C.2.

32, George Street, Manchester.



REGISTERED

Our lines include these famous brands: "King George," "Kitchener Coatless." Linend and Excello Suspenders, also Maple Leaf Pad Garters and Armbands, and Hesco Ivory Trimmed Garters and Armbands.

You can depend on the Kitchener line.
Complete Stock Immediate Delivery.

Kitchener Suspender Co., Ltd.
KITCHENER, ONT.



IT APPEARS ON ALL OUR SOCKS

Your reputation— what is it worth?

To your business it means success, so why risk it by selling "so-called" quality Socks? "Hanson" Socks are guaranteed Socks—guaranteed to wear well and give entire satisfaction. We make a specialty of sock-making, so why gamble with your reputation? Make your next sock order Hanson's and play safe.

If for any reason you have not ordered through our representative, send order direct to the mill. It will have our personal attention.

GEORGE E. HANSON
HULL, P.Q.

The Risk!

Are you, Mr. Dealer, willing to risk your good name and reputation to sell cheap clothing? Shoddy is just cheap clothing, and should be sold as such.



K. & S. Clothes

have built up a reputation for quality, good service and all-round satisfaction. We have made every effort in our power to price our line to defy all competition, and at the same time maintaining our established reputation for style and workmanship.

We would urgently suggest to you to look at our line before placing any orders, as we feel it will be greatly to your advantage to do so.

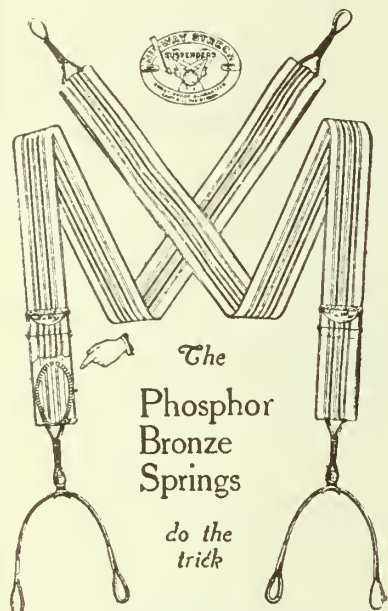
Travellers are now in your territory.

KAPLAN, SAMUELSON & CO.
MONTREAL

Your Label in Our Garment Assures You
of a Satisfied Customer. *Try It.*

NU-WAY STRECH

The Rubberless Way



No Rubber
More Stretch

A Year's
Wear or a
New Pair

More
Comfort

Treat Your
Customers
to the Best

Made in
Canada

The
Phosphor
Bronze
Springs

do the
trick

Nu-Way Stretch Suspender Co.

MANUFACTURERS

St. Thomas, Ontario

Boys Need Clothes built to wear

They must be constructed to stand up under the stress of everyday boy life.

JAMES CLOTHES

are the kind that possess materials and workmanship that will stand this test.

Stock them and watch your juvenile trade grow.

If you want to secure a very desirable class of customers, the class that appreciate the value of good style and tailoring, feature JAMES CLOTHING FOR MEN and YOUNG MEN.

JAMES & CO.

Limited

200-206 Adelaide St. W., Toronto

Why not buy the best?

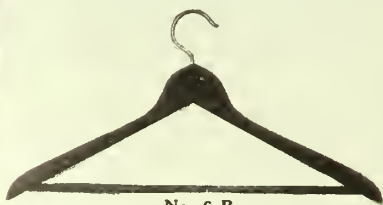
"They cost no more"



We are in a position to take care of your orders for display fixtures of all kinds for the clothing and men's wear trade.

We change our models frequently to conform with the latest styles.

Your orders will receive careful and prompt attention.



No. 6-B

*There's a Catalogue awaiting
your letter asking for it.*

Clatworthy & Son, Limited

161 King Street W., Toronto

REPRESENTATIVES:

Vancouver, B.C.: M. E. Hatt & Co., Mercantile Bldg.
Montreal, Que.: S. J. Barley, 210 Park Ave.
Winnipeg, Man.: O'Brien Allan Co., Phoenix Block.
Halifax, N.S.: D. A. Gorrie, Box 273.

NOW

The Kay Cornforth Co.

formerly

The Kay Cutting Company

Manufacturers of

TEXTILE NARROW FABRICS

WAIST BAND CANVAS

and

Bias or Straight Cut Binding of every description

SKIRT BELTINGS and TAPES

Carried in Soft and Hard Finish in widths 1 1/4" up

CUTTING

Have the mills ship your goods to us. We will cut them Straight or Bias, folded or plain edge, and forward them on to you. Goods cut or manufactured by us add a distinctive finish to a garment.

The Kay Cornforth Company

373 Aqueduct St., Montreal

Stocks carried at TORONTO and WINNIPEG

MILNE'S NECKWEAR NEWS

BIG VALUES

OCTOBER 1920

RIGHT PRICES

Silks Have Reached the Bottom

Our holiday line is priced on the present cost of silks, and at cost of production.

The Christmas season is only two months away. We suggest you place your requirements now. Everyone is waiting until the last minute. Some will be disappointed.

We have a wonderful range.

Prices \$6.00, \$7.50, \$8.25
\$12.00 up to \$24.00

These prices are 25% to 35% below the prices of last season.

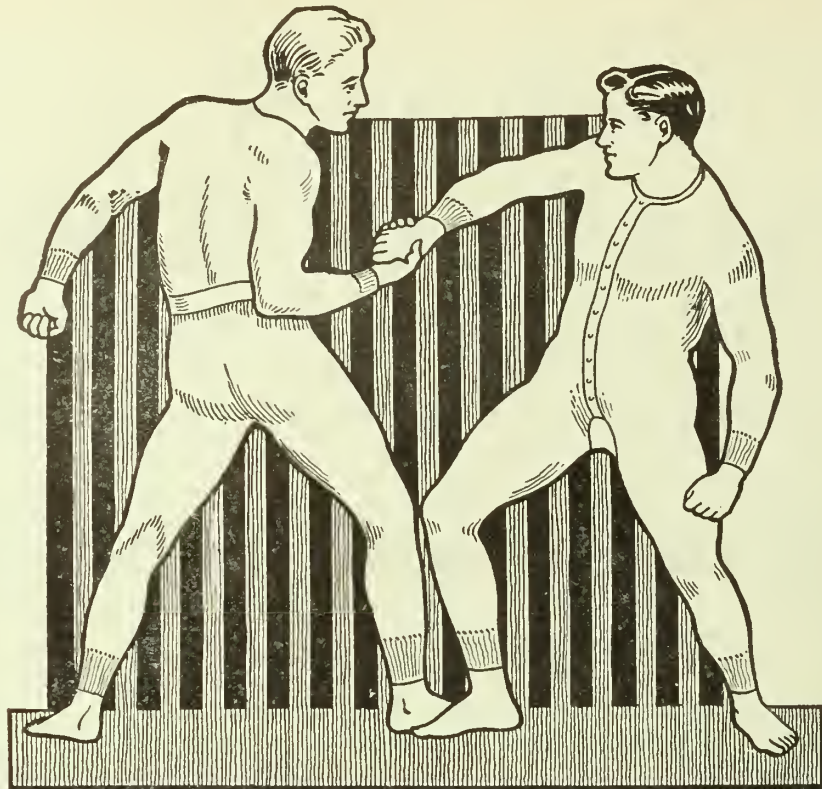
Mail your orders now. You may return these ties if not pleased with them.

WILLIAM MILNE

The Newest in Neckwear

129-39 Spadina Ave.

Toronto



COPYRIGHTED

STANFIELD'S

Unshrinkable

UNDERWEAR

"IT WEARS LONGER"

TRADE MARK REGISTERED

Repeat orders filled promptly on most of our standard lines.

Spring range for 1921 is now being shown by our salesmen.

Truro **STANFIELD'S** Nova Scotia
Unshrinkable
UNDERWEAR

Stanfield's Adjustable Combinations and Sleepers (Patented) for growing children

MEN'S WEAR REVIEW

Issued on the first of each month

Published by

THE MACLEAN PUBLISHING CO., LIMITED

143-153 University Avenue - Toronto, Canada

Branch Offices:

MONTREAL—128 Bleury St.
 WINNIPEG—1103 Union Trust Building
 VANCOUVER—198 Hastings St. West
 LONDON, England—88 Fleet St. E.C.
 NEW YORK—1606 St. James Bldg., 1133 Broadway
 CHICAGO—1401 Lytton Bldg., 14 E. Jackson St.
 BOSTON—734 Old South Building

Subscription Rates:

In Canada, per year \$2.00
 Outside Canada, per year \$3.00

Single Copies, 25 cents.

Vol. X OCTOBER, 1920 No. 10

MORE PRICE CUTTING TALK

SINCE the last issue of Men's Wear Review there has been another deluge of nonsense from the daily press with regard to the price of the several lines of men's wear. The same old argument that a drop in the price of raw wool would result in a drop in the price of a suit of clothes about the next day has been used. We are glad to note that there are some instances where managing editors of daily newspapers are being convinced that their information along these lines is open to doubt; Peterboro merchants have done a very wise thing in this respect. We happen to know that there are other places where similar action has been taken effectively.

There is not the slightest doubt but that all this talk has had its effect on the trade. It is our conviction that the hesitancy of merchants to place Spring business is due, not so much to Pessimism with regard to Spring business when the time comes for it to break, but to a feeling of nervousness with regard to the public attitude, a nervousness that has been created by all this silly talk that has gone on in the papers. It is a time to act conservatively; at the same time, one should also act sanely. If Spring orders are not placed, manufacturing organizations will be difficult to maintain. Then, if there is good business there will again be a scramble for goods just as there has been during the last few years. High prices will again come in. It is certainly best that the decline in prices should come gradually, and merchants will be doing a service to the community in general if they so conduct their business as to help this healthy decline. The greatest care should be exercised. But there should also be prudence.

PAYS TRIBUTE TO BUSINESS PRESS

"THAT, in the opinion of this Congress, it is desirable, with a view to the encouragement of closer trade relations within the Empire, special efforts should be made to secure the wider distribution of trade journals throughout the Empire, and that more favorable postal facilities should be accorded by the various governments to this end."

The above is copy of resolution unanimously passed at the meeting of the British Chambers of Commerce held in Toronto. It was moved by Mr. Symonds of the London, England, Chamber of Commerce, and seconded by Sir Thos. Mackenzie, former Prime Minister of New Zealand.

This important resolution stands out in bold contrast with the effort put forward by M. E. Nicholls, Director of National Publicity for the Government at Ottawa, to legislate the trade and technical papers out of business. In spite of the opposition of M. E. Nicholls and J. E. Atkinson of Toronto Star, the Chambers of Commerce of the entire British Empire composed of many of the best trained business and technical experts has seen fit to pass this resolution emphasizing the great importance of the specialized business and technical press to those who would better understand conditions in the various parts of the Empire. The incident again shows the need of our governments selecting men of clear-sighted vision to look after the country's welfare.

BRIEF EDITORIAL COMMENT

WELL. Here's to the best Fall season's business you ever had. Go to it.

* * *

THE death of William H. Blair, of Ottawa, removes a faithful and competent officer from the clothing section of the Retail Merchants' Association of Ontario. He took a lively interest in the organization and had a profound belief in its future as a force to be reckoned with in Canadian business life. Many men of the trade have lost a warm, personal friend whose place in their affection and regard cannot be supplanted.

* * *

THE latest ruling from Ottawa is that merchant tailors who make suits to order are manufacturers because they must collect from their customer a 2 per cent. tax in addition to the luxury tax. Well, if they are manufacturers, can they also be merchants? As they would say in England, the imposition of this new ruling is "a bit thick."

Manufacturers Willing to Take Loss: Retailers Should Stimulate Trade

Montreal Manufacturers Express Themselves Regarding Present Conditions and Spring Outlook—There Must Be a Sharing of the Loss—Manufacturers Not Disposed to Clothe Public at Cost Price—Indications Point to Light Buying.

PERHAPS never before in the history of the clothing trade have conditions reached the state at which they stand to-day, and it is small wonder that the worried and perplexed manufacturer voices his complaint, and even allows a feeling of pessimism to pervade his views. To "Men's Wear Review," a number of the most representative manufacturers have expressed their personal opinions regarding the present situation as well as the future prospects for Spring business, and the consensus of opinion indicates a marked similarity in the viewpoints of the men in question.

Fundamentally, however, there is no market policy common to all manufacturers to-day. Such a thing could not exist by reason of the varying conditions peculiar to each individual case. The opinions shared by the greater number of men are those touching on the economic basis of the question, the causes for the wave of financial depression, the attitude of retailers and consumers, the position of labor and the justice of its demands, and the inevitability of a loss of profit to all concerned.

Expect Less Business

At the present date, manufacturers are facing a season with the probability of doing 50 to 60 per cent. less business than they did in 1920. In the face of a condition such as this, it is inevitable that they should voluntarily offer certain concessions to the public at large, including their own immediate customers and the ultimate consumer. But they do so in the face of great risks. A brief comparison between the prices of pre-war days and those prevailing at present is sufficient to prove the truth of such a statement.

"Our wages are three times what they were before the war," said one manufacturer. "The clothing industry has advanced wages at least 70 per cent., and all raw materials, excepting the raw cloth alone, have advanced tremendously. Spool silk is up 300 per cent.; sleeve sateen, 450 per cent.; pocketings 500 per cent. For five years these costs, which include many others not mentioned, have been adding up, and in the face of this the public wants cheaper clothing! What has been accruing for five years cannot be changed over night."

Mills Refuse Cancellations

Another disagreeable point to consider from the standpoint of the manufacturer is that the mills are definitely refusing

to accept cancellations, whereas the retailer is not only cancelling present orders, but deferring Spring orders indefinitely. What this condition will lead to is a question which most manufacturers prefer to ignore. One man, nevertheless, admitted that he was prepared to lose \$50,000 on next Spring business. Said this man to Men's Wear Review: "If we figure on making our regular margin of profit, we'll never move a single suit of clothes. We must be prepared to reduce costs by taking a loss of some twelve per cent., which may mean an average of \$5 or more on every garment, or else we may as well keep our stocks on the racks. In the past," continued the manufacturer, "we have made excellent profits, it cannot be denied, and some of us even have made money a little too fast; we must, therefore, face the music and take what consolation we can in realizing that we have waked up too late. Had we closed down last year it would have undoubtedly stabilized labor and lessened supplies. Also, the retailers were buying freely then, and yet we were only delivering 50 or 60 per cent of their orders. We deserve our share of the blame in this economic crisis, but we are not entirely at fault for present conditions. No one industry should be held responsible for the difficulties of the prevailing situation. We should all share and share alike, manufacturer, distributor and retailer."

During the next few weeks the manufacturers will continue to finish the samples at present under way, and November 1 will see travellers well started, although results cannot be expected much before November 15. From present prospects it appears likely that the majority of manufacturers will close down until a sufficient volume of business has accumulated to warrant operations on the usual scale. Should business improve or come in at all steadily the policy will be to operate a few hours a day during two or three days of the week only. The majority, however, have not committed themselves as yet to either policy, feeling that a new phase of the situation may develop at any time, and a reaction after the depressing epidemic of journalistic propaganda relative to high prices may set in when least expected.

Effect of September Business

One of the manufacturers, whose policy will be to go on short time rather than close down, stated that he believed that retailers were being guided to a large extent by the way their customers were

buying at the present time and in view of the fact that September was universally considered the poorest month for many years as regards business, it was being heeded by retailers as a note of caution, and as a result they fear being loaded up by manufacturers with unsaleable goods. "In the past," stated one manufacturer, "we all preferred to accept any reasonable cancellations, but the retailers did not seem courageous enough to demand them. Of course travellers have been guilty in the past of 'stuffing' orders, which has inevitably conveyed the impression among retailers that cancellations or returned goods were a matter of minor importance to the makers. When outstanding Spring orders were cancelled last May by retailers, together with all Fall orders, the manufacturers at least expected that matters would mend when it came to next Spring's business. But the prevailing impression current now is that retailers are holding off in the hope of jumping into the market when any merchandise of any sort whatever is available at lower prices. Manufacturers are agreed that now is the time for the retailer to stand by them and cooperate with them in order to bring about a normal basis of price. "Cooperation" is the cry heard on all sides and which alone will encourage lowered costs and increased production."

No manufacturer wants to lower wages no matter how vital the question of reducing costs may become. Sweatshop methods are for ever a thing of the past, even were labor willing to return to them, but piece-work of one kind or another must be established before production will regain its old-time standard. The four-season principle would perhaps afford the easiest solution to the difficulty of lowering labor costs of the manufacturer, since the present high wages are without doubt due to the seasonal aspect pertaining to the labor question. It is the part time unemployment which forces labor to demand very high wages in order to tide over this period, and it seems altogether probable that even the best skilled help would be willing to work for less if employment was to be had all through the year without interruption. Manufacturers would undoubtedly realize a considerably increased margin of profit were the seasonal plan to be abandoned.

No Sudden Slump in Prices

One outstanding fact relative to the situation which is frequently emphasized
(Continued on page 67)

Believe Present Conditions Warrant Sales: Downward Trend of Prices Justifies Them

Lindsay Merchants Holding Sales at the Very Time When Fall Trade is Opening Out Nicely
—Time to Sell Stuff You Want to Get Rid of is When People Are in Buying Mood,
Not When Trade is Slack—Views of Other Merchants.

WHEN is the proper time to conduct a sale? The majority of retail merchants would say at the end of the season, that is, when the bulk of the seasonal trade is over and an effort to stimulate buying by the offering of particularly attractive prices is desirable. The object of a sale, in the minds of most men, is to get rid of merchandise that becomes a dead loss if carried from one season to another. That is why sales, in the old and accepted meaning of the term, are conducted by most merchants at the end of each season. During recent years, an element has crept into the trade which evidently believes that sales constitute a principle of conducting one's business from one end of the year to the other. Such merchants have no regular periods

for holding sales; any current happening may be the occasion for their holding a sale. There are many merchants throughout the country who condemn this practice and say that it is harmful to the trade in general; just at this period they say it has been the means of feeding public opinion against the clothing man to his hurt. We incline to this view ourselves. It seems to us that, looking at the question from one angle alone—that of advertising—it must be obvious to every merchant that advertising as it has been done by many retail merchants during the last six months has decreased in value to a considerable extent because the people have got sick to death of sales and have lost a certain amount of confidence in their genuineness.

Men's Wear Review expressed itself regarding Fall sales in the last issue and we have no reason for withdrawing from that opinion. At the same time, there are those who differ from us and their opinions are entitled to respect and consideration. In going into Lindsay the other week, Men's Wear Review was surprised to see that three or four out of the seven clothing merchants in that city were conducting sales at the very time when Fall trade was opening out nicely and when one rather expects that special inducements in the way of price reduction are both unnecessary and undesirable. We were interested to get the point of view of men who were running the sales. Briefly, their point of view was that circumstances altered the

(Continued on page 83)



Above is an exterior view of Thornton Bros.' semi-ready store in Peterboro. Among the various advertising stunts put on by the Thornton Bros. is an exhibition at the Peterboro Fall Fair. This year they had a very attractive display and got some real business out of it. Not only for the immediate business that is booked but for the introduction it gives to a firm, is this valuable advertising. Thornton Bros. have found it so since they have been in business.

Retailer's Viewpoint on Cancellations: Says Travellers Urge and Invite Them

Believes That if Travellers' Offer to Cancel Were Included in the Accepted Order, it Would Soon Cease—Cancellations Swamp Markets With Job Lots and Create Too Many Sales — Suggested Remedies.

THE viewpoint of the retailer in the question of cancellations is not only interesting but is, perhaps, the most important of all the viewpoints in this controversy. The retailer is the point of contact between the buying public and all those who are either higher up or lower down the scale, just as one wishes to express it. He is the barometer of trade and on the bulk of his sales and requirements depends what the clothing manufacturer and the mill owner will do. If he begins to cancel goods, the whole machinery of merchandising from the mill down to the consumer is interfered with and adjustments have to be made some way or other with, usually, consequent losses to all concerned. Men's Wear Review has talked with manufacturers and jobbers who say that there is no or little sense of morality in the retail trade, that they order and cancel at will, without any consideration of the consequences involved by the men further along the scale who are necessarily affected. It is, therefore, interesting to get his view and he has a view that is well worthy of consideration by those who are further along the scale. In the following article which was written for Men's Wear Review by a retailer, his case is presented and we feel that it truly outlines his point of view as well as the point of view of retailers generally.

Has Not Done Much Cancelling

"I may say," writes this retailer to Men's Wear Review, "that I have never done very much in the cancellation line. For one reason, I think it is very unfair to the manufacturer who makes up the goods to one's order. If at the eleventh hour or some time, even after they have been delivered, a merchant decides that he has not used good judgment in placing his order, either in point of quantities or selections made, and then cancels the order, he has done a grave injustice to the man from whom he ordered the goods. I have been led to believe that quite a number of merchants follow up this practice and, thereby, not only incur a loss to the manufacturer but create a condition which results in cheap sales being put on in the different centres. It is well known that all cancelled goods have to be put on the market at slaughter prices.

"In a great many cases, the travellers for the different houses are to blame themselves. I know in my own case in buying, I have been urged and invited by the traveller to buy a little heavier than

Let it not be understood that in this, or any other article in this issue touching on this subject, that Men's Wear Review is taking up the cudgels for any of the parties concerned in the whole matter of cancellations. Nor have we any one in particular in mind in writing these articles. When we say that retailers have cancelled orders, we are referring to them in a general way; when we say that Canadian manufacturers of clothing or manufacturers of any other lines of men's wear have cancelled orders, we also speak in a general way. There are exceptions in both cases.

A noted statesman once said that "compromise is the essence of all good government." Our idea in presenting the facts contained in these articles on cancellations is to so lay them bare, and to show the general consequences suffered by all concerned, that, by co-operation, a repetition of such lamentable happenings may be avoided in the future. We firmly believe it is much better in the interests of all concerned that an order should take on the nature and significance of a contract. Going all down the line from retailer to mill owner, is there any vast difference, or should there be any vast difference between a man placing an order for \$5,000 worth of goods and a man purchasing a house? We cannot see the difference. Moreover, if an order should become a contract we can see many advantages accruing to the retail trade. It would make for better system in conducting business; it would mean a better knowledge of actual stocks on hand in order that over-buying be avoided; it would mean a more rigid adherence to a sound financial policy in conducting business so that the action of the banks in curtailing credits in the Fall—an action that is as certain each year on account of crop movements as the rising of to-morrow's sun—might not unduly affect or inconvenience them.

For our part, we hope that this matter may receive the earnest consideration and definite action of the Clothing Section of the Retail Merchants' Association at their next convention in Ottawa next year. It is worth it.

I felt was wise to do and was told that if I found that my stock was too heavy before the time of shipment came that I could write in and cancel the goods. My strong conviction is that this ought not to be tolerated by the manufacturing and wholesale houses; nevertheless, it is done now and done a great deal, and the sooner the salesman who makes such suggestions is asked to put it in writing, and see that it is put on a copy of the order that is forwarded to the house which he represents, the sooner it will stop and there will be a healthier condition prevailing in the trade in general, and a great many of the cheap sales that are run will stop.

Suggests Remedy

"Any buyer is liable to over-buy and I think we all do it more or less. I have found that the best way to overcome this is as follows: After I have done all my buying for the season that lies ahead, I get the different houses that I have dealt with to send reference swatches of the goods I have selected. Then, I figure out the number of suits and overcoats I have bought and the amount they come to in dollars. I then know just how much I can keep. In this way, too much

is not bought and no loss is incurred by the manufacturer, nor the country flooded with job lots of clothing. Personally, I should like to see the whole matter of cancellations taken up and settled to the satisfaction of all parties concerned, for there never was a time in the history of the trade when more care was required in buying for the future."

Men's Wear Review has discussed the matter with many retailers and these expressions by this retailer fairly well summarize them all. There is no doubt that the retailer feels that he is sometimes forced to cancel goods through circumstances not of his own creating. For instance, in discussing this matter with retailers, it was frequently pointed out that many of the cancellations of the last few months were largely due to the budget when the luxury tax was put on. It was within a month after this budget became law that the vast bulk of the cancellations which poured in to the wholesale and manufacturing houses of this country were received. There is no doubt that the budget did have a profoundly depressing effect on business, and the retailer, being the barometer of

(Continued on page 86)

British Manufacturers and Wholesalers Express Their Views on Cancellations

Number of Firms Say That Canadian Clients Have Cancelled But Few Orders—"Canadian Firms Lack Proper Sense of Obligations of Business Relationships," Says Another Firm—Consensus of Opinion That There Should be Better Understanding.

IN PURSUING the whole question of cancellations and their effect on business, it must not be forgotten that such an effect becomes imperial and international as well as Canadian. The value of woollens and other English lines of men's wear runs into several millions of dollars during the year. Not only do manufacturers and wholesalers in this country book their large orders with British houses or firms, but there are many retailers who place their orders with them through English agents in this country or even direct. It is of interest, therefore, to get the opinion of the British manufacturers or wholesalers on the question of cancellations. It is a matter to which he is devoting a good deal of attention just now. Judging from the expressions of views which we quote, it is essential to the good relationships between Canada and the Motherland that some better understanding be arrived at between the business interests here and there. Both the Canadian manufacturer or wholesaler and the British manufacturer or wholesaler have their views on the matter, views which we are trying to present in this issue, believing that the airing of them may have the desired effect of bringing about a better understanding all round.

For instance, a manufacturer of Manchester, England, in writing us on this question says that their rule is to allow no cancellations at all and they take a firm stand on the point no matter what the consequences may be. "When one has millions of pounds worth of orders to deal with, you can readily see that this is the only way of dealing with the matter, because for these millions of pounds worth of orders which are to be executed we have to buy the raw cotton and pay for it in ten days, and from the time of the purchase of the raw material it is practically twelve months before we receive payment for the cloth; consequently all that time we have to finance the cloth and finishing, and it would be an absolute impossibility to carry on our business unless the customer kept his contract.

"The greatest asset in the world's market for the British manufacturer has been and is that he keeps his contract and the moment that he starts to treat it as a piece of waste paper then we Britishers will lose our commercial prestige."

"It seems to us," writes a wholesaler of Manchester, "that many Canadian firms lack a proper sense of the obligations of business relationships and fail to take into account the fact that repudiation of their contracts means the throwing back of such commitments on their suppliers as the latter, having covered themselves for their customers' orders, are not in their turn able to get relief from their own contracts on this side, even were they wishful to do so.

"We feel that these firms in Canada who

are now attempting to repudiate their contracts are creating a bad name for themselves and for their market and are likely to prejudice the future of their business by such conduct."

Cancelling Not a "Privilege"

"As for our experience," writes a manufacturer of Hawick, Scotland, "we should say first of all that we were not aware that the cancelling of orders was a 'privilege' recognized by the Canadian trade. It has never been put to us in this form before, and we consider that, if in the past, it has been looked upon as a traditional right, it ought to be abrogated for the good of business."

"All orders at home and from overseas markets apart from Canada are placed definitely and definitely accepted. If, with Canadian orders, British manufacturers get to understand that they are given with a mental reservation that they may be cancelled, they are likely neither to give them the best attention when placed nor to be more than half-hearted in soliciting them. It would be much better all round were orders to be given in good faith or not at all as the treatment we and others have received during the past few months undermines confidence and cannot have anything but an injurious effect upon business relations between the two countries.

"A great many firms on this side have made special efforts for the overseas trade, largely in the national interests, and in order to place British credit where it was before the war. Many of them have not done so because they could not get sufficient business at home. It has frequently been the case that home business has been refused in order to make room for the overseas and you can understand what are the feelings of British manufacturers who have done this when such overseas orders have been booked and provision made for delivery, and then cancelled without consideration of the inconvenience and loss occasioned.

"For ourselves we only made selling arrangements with such overseas markets as we could supply, and the net result of the experience has been that markets which could have been supplied as circumstances have turned out have been lost to us in the meantime. Equally practical and most aggravating is the consideration that the orders booked, then cancelled, have been booked at someone's expense. Manufacturers, with travellers, have paid all expenses to secure these bogus orders, while agents working on commission have spent their own money only to find themselves without return and out of pocket.

"It cannot be expected," concludes this manufacturer, "under these circumstances that a good tone can prevail and it is quite obvious that unless and until Canadian

dealers make up their minds to place only bona fide orders and accept their own responsibility for having done so, British manufacturers will not devote to Canadian trade either the time or the attention that otherwise it would deserve."

Has No Faith in Agreements

Another manufacturer writing from London, England, states that he has had no trouble with Canadian wholesalers regarding cancellations, that they have accepted goods with the intention of holding them over till next Spring. The only cancellations which he had, he says, were due to late deliveries and, in such cases, he concedes the right of cancellation, although he does not acknowledge the right of the "cancelling privilege" or even its existence so far as he is concerned.

"As regards an agreement to stop this sort of thing," he says, "I have not faith that any would be practical (here he is referring to the retail trade more particularly) as competition is so keen."

"Summing up my experience, which is with the wholesale only, I consider their attitude the most 'sporty'—they make commitment and accept same even though they know the market is against them."

"Generally speaking," says a manufacturer of Leicester, "our Canadian friends treat us in a manner which leaves little room for complaint and we are proud of the good feeling which has been in existence between us for many years. Our experience is that where clients have been fairly treated in the past, they are only too pleased to take advantage of an opportunity to reciprocate. There are, however, exceptions but 'kickers' are invariably mushroom firms of no reputation and the present crisis has given us an opportunity of putting our house in order by the elimination of undesirables."

"We are pleased to say our Canadian clients are honorably carrying out their contracts and with the exception of a few remains of overdue orders we have received no cancels," writes another London manufacturer; while still another Leicester firm substantiates this view in writing that "we have had no trouble with cancellations from our Canadian customers."

Not Accustomed to Cancellations

A Glasgow firm writes, "We have not been accustomed, even in times of crisis, to get cancels from the wholesale trade in Canada. These friends have always taken a very reasonable and honorable view of their obligations in this connection. Where we have had a legitimate request for cancellations of orders not far advanced in process, we have been glad to meet our friends where possible—but of the abuse of the cancelling

(Continued on page 86.)

Order to Take on Significance of Contract: Woolen and Worsted Federation Take Action

A Man's Word Must Be As Good As His Bond in Commercial Dealings—Tracing Cancellations Back to the Source—Business Generally Upset Thereby—Black-lists Are Being Prepared by British Industries.

DURING the last six months a destructive element has entered into the circle of commercial trading, that is, cancellations. These cancellations have been due to various causes behind which, however, was one driving factor—poor business. To move heavy stocks, to meet the demands of their bankers, or to keep pace with the spirit of competition that is becoming an increasing factor in business, merchants have cancelled their Fall orders either in whole or in part as they felt conditions warranted. Such cancellations have not stopped with the retailer, however. It has been a case of backing up from retailer to wholesaler, from wholesaler to manufacturer, and from manufacturer to the mill, until the very avenues of production have become more or less choked and the wheels of industry have stood still, throwing many men out of employment. The vicious propaganda of the daily press in cautioning and advising the public to refrain from buying because it believed dark forces were at work to reap further illegitimate profits has had its effect in bringing about poor business. Many merchants have fed this propaganda by the nature of their advertising and now must reap the harvest they have sown. But in the circle of commercial dealings, the outward expression of poor business is cancellations.

Getting Back to the Mill

The retailer is the point of contact between the manufacturer and the public. On the volume of business done by him depends the volume of business done by those further back. In clothing, which is the most important branch of the trade, the clothing manufacturer bases his season's output on the volume of business contracted with the retail trade the previous season, having in mind, also, the general business conditions and outlook for trade throughout the country. And the mill owner bases his season's output on the volume of business contracted with the clothing manufacturer, having due regard, also, to the same general business conditions. If the retailer has a poor season and decides to cancel his engagements with the clothing manufacturer, the plans of the clothing manufacturer are set awry. His problem has two distinct angles to it; there is the production end of his business that is seriously upset, and there is also the purchasing end of it. If he can't sell goods, what is the use of making them? And if he has no call to

make clothing, what is the use of buying cloths? No use. So he decides to cancel his engagements with the mill owner. So far as Canada is concerned, the mill owner is either in Bradford or somewhere else in the woollen district of Yorkshire. As a matter of fact these places are the very centre of the woollen trade of the world. It is essential to one of the most important industries of the British Empire that, in so far as it is humanly possible, there be stability in the matter of trade engagements. If, along with Canada, other parts of the Empire as well as other countries begin to cancel wholesale orders they have placed with British mill owners the result is easy to see.

Must Protect Their Own Interests

Self preservation is the first law of nature and the British manufacturer of piece goods has come to the decision that he must protect himself from these wholesale cancellations. There was serious trouble about cancellations after the signing of the armistice and at that time there was much talk about reprisals; but nothing was accomplished except empty talk. Now, it has come again. During the past two years when business has been abnormally good, the mills have been pushed to the limit. They have refused business with certain concerns, even when the money was thrust into their hands and no promise asked about time of deliveries. Now, these concerns have cancelled their orders. The situation has become aggravated to such an extent that British mill owners are, in all probability, about to take radical action. Defaulters are about to be black-listed with the different federations, so that their names and methods of doing business may be known. They will find it difficult, if not impossible, to book orders with the British mill owners.

Man's Word As Good As His Bond

George H. Wood, Secretary of the Woollen and Worsted Trades' Federation, has recently given voice to the opinions of this federation with regard to the whole question of cancellations and what might be expected in the nature of action by the federation. This federation, it might be pointed out, is responsible for 90 per cent. of the production of woollen and worsted piece goods in the northern counties.

"There are a lot of efforts to cancel orders," he said, "some on a small scale, some on a large scale. It is getting to be a fashion in both home and export trade, just as it is in the United States.

Cancellations are openly asked for, sometimes on the ground of market loss, or prospective market loss, and in some cases on the most trivial pretexts, in a manner, indeed, so far as I know, never before experienced in the history of the trade. The Woollen and Worsted Trades' Federation is jealous first of all for the old method of doing business. It claims that a man's word should be his bond, and that whether one has a document or not, if an order is given in good faith and likewise accepted, whatever change the market may subsequently undergo, the goods shall be delivered and accepted at the price on the date of sale. To-day there is more documentary evidence, in the form of signed order sheets giving particulars, than hitherto, but manufacturers have always claimed that specific obligations in respect of a particular order shall be discharged.

New Commercial Morality

"There appears to be an effort to establish almost a kind of new commercial morality, involving the assumption that an order may be given and cancelled if and when it suits the purchaser to do so. The Woollen and Worsted Trades' Federation has had a number of cases reported to it, and they have been investigated. The attitude adopted by the federation is this: Where a manufacturer is unreasonably late in the delivery of seasonable goods it is only reasonable that cancellations should be accepted, although manufacturers have had considerable difficulties to contend with in the way of shorter hours of labor, delayed transport of material, and trouble in securing adequate supplies of coal, etc., so that working to a time-table with the same degree of surety as in pre-war days has been impossible. The federation recognize that where there is late delivery, except the circumstances may have been entirely beyond the manufacturer's control, including fires, strikes and floods, the buyer has a reasonable right to cancel. But in other circumstances, the Woollen and Worsted Trades' Federation is not prepared to allow cancellations to be forced on its members, and will support any member whether a large trader or small, and in respect of a contract whether large or small, to maintain the old standard of moral obligation in business. The Council of the Federation has given its Commerce Committee a free hand to enforce this principle, and that committee is determined to exercise the powers with which it has been clothed."

Largely a Matter of Finance, Say Agents: Compromise Would Settle the Difficulty

Manufacturers' Agents Say That Many Canadian Firms Have Kept To Their Contracts While Smaller Ones Have Cancelled Without Reason—Action of the Banks Prompted Them, They Say—Hope For Uniform Action.

NOT the least interested man in the question of cancellations is the manufacturer's agent who represents a British firm in this country. His viewpoint is not altogether different from that of the British manufacturer whose opinions are outlined in another article in this issue. Perhaps he understands the reasons of cancellations better than the heads of the firm which he represents. He comes in personal contact with the firms in this country which place their orders with the manufacturing and wholesale firms across the water. He knows more of the financial situation as it affects not only the firms with which he comes in contact but the retailers as well; and a financial situation which governs the actions of the retailer also has its effect upon the firms whose orders he books for English goods. With an understanding, therefore, of the attitude of the British manufacturer as well as the attitude of the Canadian client to whom he sells goods, he has come to his own conclusions regarding the matter and hopes that the time may come when trade in general will not be adversely affected by wholesale cancellations.

Largely a Matter of Finance

Men's Wear Review has discussed the question with a number of the manufacturers' agents in order that their point of view may not be lost in this important question. The manufacturers' agents of British firms in Canada have formed an association of their own and, we understand, there are about forty members of the association. During the last two years they have done a big business in Canada. While the whole world, so to speak, was knocking at the doors of Britain's woollen mills for goods and willing to pay any price for them, if only they could be assured of delivery, these Canadian agents have kept Canada's wants to the fore and emphasized to their chiefs the value of the Canadian market both present and future. As far as we are able to find out, there is unanimity amongst them that the best Canadian firms have lived up to their end of the contract, unless deliveries have been so late on seasonal goods as to make them useless. In such cases, they state, the spirit of compromise has been uppermost in the minds of both parties concerned and the difficulties have been smoothed over by mutual agreement.

But there are a number of the smaller firms, however, which have cancelled their orders without much excuse for so

doing. Manufacturers' agents state that an added sting is given to these cancellations because the orders placed, in many cases, were placed after considerable urging on the part of the Canadian purchaser. It was a difficult matter for the British manufacturer, during the months when buyers were in the British market from every country in the world that could afford to buy goods, to fill all the orders that were coming in and were being pressed upon them. Manufacturers' agents do not try to excuse British manufacturers who accepted orders with absolutely no prospect of being able to fill them within a reasonable time. But many of them are not, they say, in this class. They accepted the orders and were delivering the goods according to order when rumors began to get about that there would be a drop in the raw material market, that trade was slackening up and that the period ahead possessed a good deal of uncertainty about it. It was at this time that cancellations began to be made by certain Canadian firms that, so say the manufacturers' agents, were not open to reason. The British manufacturers had committed themselves to the mills, were in the very midst of shipping the goods when this unforeseen action was taken by their Canadian clients. Agents say they think the principal cause of these cancellations by the Canadian firms was the tightening of credits. In March of this year, rumors of the tightening of credit were widely circulated, to be soon followed by the actual performance on the part of the Canadian banks. This action, as a matter of fact, was continental in its scope; it was as pronounced, if not more so, in the United States as in Canada. Retailers had had a bad Spring, leaving their shelves filled with goods which they had fondly expected would move out. They began to cancel and the reflection of their action was soon seen in the action taken by manufacturing and wholesale firms. Manufacturers' agents state that there seemed to be little spirit of compromise on the part of these firms. They made no effort to lay their case before the manufacturers' agents; they just blindly cancelled in whole or in part the orders they had placed with the British firms. They couldn't get the money to pay for the goods they had ordered and they didn't seem to consider that there would be a loss somewhere else along the line. Agents say that, in the majority of these cases, a compromise could have been effected which would

have, at least, reduced the loss all round and would have left a decidedly better impression in England.

Compromise the Essence of the Matter

In that word "compromise" manufacturers' agents profess to see the solution of a difficulty that has faced the trade now twice since the signing of the armistice in November of 1918. They point out that it is simply because the bottom seems to have partially dropped out of the woollen trade that this action was taken by Canadian houses. It is because they have left on their hands considerable quantities of the higher priced goods that they have refused to take further deliveries and have notified agents that they refuse to accept further obligations in case British firms persist in making deliveries. By compromising, so say these agents, the loss could have been equally divided, a loss that should be divided, they claim, when loss there is bound to be. It is inevitable, they declare, that some losses must be sustained when the prices begin to fall and large stocks are on hand. But they see no reason why the loss should be sustained only by the British firm. By shading down the price, or by extension of credit to the Canadian firm, or by agreement regarding the time of delivery, an arrangement could be arrived at whereby the deliveries could be made with a little less profit to all concerned and at a time when, because of the action of the banks, credits would not be so restricted.

Are They a Unit?

Agents have not hesitated to say that there is some doubt in their own minds as to whether British firms are a unit on this whole question of cancellations. At least, that is the opinion which some of them seem to have formed after discussing it amongst themselves. The matter has been discussed by the members of the association and, after all was said, some person will raise the issue, "Well, what can we do about it?" If British firms are not going to hang together and deny goods to Canadian firms which have cancelled without legitimate reasons for so doing, will any of them do it? This same principle may be applied all along the line, right down to the retailer. And if it is, the difficulty is still unsettled. Manufacturers' agents look for the day when some stability will be given to an order all along the line, when an order will take on more the form of a contract.

"If Every Order I Placed Were a Contract" Some Advantages as Seen by a Retailer

Says That Many Travellers Invite Cancellations to Get Business—Would Keep a Perpetual Inventory of All Stock So That Buying Would Be Buying, Not Guessing—Keep Closer Watch on General Business Conditions.

By A RETAILER

ARE there any benefits to be derived by the retailer providing by mutual arrangement and agreement with manufacturer and wholesaler an order should become a contract? It is not suggested, by any means, that such a contract form should be a one-sided agreement, chiefly beneficial to the manufacturer or the wholesaler, and binding at all times on the retailer to his harm. There are other things to be taken into consideration in such a contract than prices and delivery date. We are anxious in these articles touching on cancellations to steer clear of laying any blame on one party or another; what we want to do is to present the facts, having in view that by so doing we may be able to further negotiations between the interested parties to such an extent that all difficulties may be overcome. Buying on a rising market always presents innumerable difficulties, especially when the rise in prices is as rapid as it was during the last few years. "Yes, but," someone may say, "there will never be another such time as we have had during the last few years with prices soaring and the demand at the peak as it has been." Who can tell? Suppose, for instance, that the Russian market should open again, following a settlement of the internal strife there? We would be greatly surprised if prices did not soar again, at least to some extent. Where else could Russia go for her woollens than England? France could not supply her, neither could Belgium or any of the other European countries. We may have another period of high prices sooner than we expect.

Some of the difficulties that have been experienced during the last few years are very well known. Retailers have placed orders here and there and everywhere because they needed the goods, and expecting that only a percentage of the placed orders would ever reach their shelves. Orders have been accepted by manufacturers and wholesalers with no immediate prospect of being able to fill the orders. Within a reasonable time of the placing of such orders by the retailers, only a percentage of the placed orders did come in. It is only now that the other percentage of these orders is forthcoming with the resultant overstock. With a declining market in sight, many retailers' shelves are stocked with goods bought at the very peak of prices.

It looks as if there must be a loss sustained somewhere. The manufacturer and wholesaler has sustained his loss in a host of cancelled orders; some retailers there are who will have to sustain their loss, perhaps, in selling merchandise on a narrow margin of profit, if any profit at all.

"If an Order Were a Contract"

"If every order I placed were a contract," said a retailer to *Men's Wear Review*, "I would see that my methods of doing business were thoroughly systematized." This retailer dealt with the question, not from his own experience, but from the theoretical viewpoint, trying to pick out the advantages that would accrue to him if each order placed was a real contract and had to be carried out in letter as well as in spirit. "In the first place, I would refuse to do business with any house whose representative tried to turn a sharp corner on the contract. While the retailer is not without blame in the matter of cancellation, yet the fact remains that many representatives of houses invite cancellations. They come to us and tell us that, if the goods are not delivered according to date or are not up to sample we can send them back. That is their way of getting business many times and we are often led into placing an order by this method. Experience would teach me, within a short time, what houses actually lived up to their contract in respect of delivering goods on time and up to sample, and I would soon get to know if a house were taking an order without any hope of ever filling it.

Would Keep Perpetual Inventory

"Moreover, I would devise some system of keeping a perpetual inventory of my stock so that I would know at the end of every day, or at least every week, the exact amount of stock I have on hand in each one of these departments. It would be the only safe way to prevent over-stocking. At the end of the week, I would have a stock sheet showing the exact quantities of goods on hand, so that when a representative of any house came in to sell me goods and I wanted to buy, I would know right where I stood. Then, there would be no danger of my over-stocking my shelves, providing I had a fairly accurate idea of how trade was going to be. That is another thing;

I would study general trade conditions closer than I do, believing that it would enable me to arrive at more definite conclusions regarding the prospects for business in my line during the six months that lie ahead. I feel that many of us retailers during the last few years have been buying with no clear vision of what lay ahead. We did not figure out that the day must come when business would drop off and there would come the inevitable decline in prices and consumers' purchasing power. The result is that many of us have over-stocks which we are forced to sell without our legitimate margin of profit. Only a fairly accurate knowledge of general business conditions and an exact knowledge of the amount of stock I have on hand would prevent a repetition of this.

Could Finance Business Better

"If every order I placed became a contract," continued this retailer, "I could and would finance my business better. I would know exactly what commitments I had made to manufacturers and wholesalers, when they fell due and how I was to meet them. I would know that every order I placed would be carried out both as to quantities and date of delivery, unless an alteration were mutually agreed upon, and could govern myself accordingly. In this way, I believe my turnover would be more rapid and I could possibly shave my margin of profit with some advantage to myself. I would know that money was tied up in goods on my shelves and would make greater efforts, perhaps, to move them oftener.

Merchandising Would Be Easier

"Merchandising would be easier all round if every order were a contract. There has been too much uncertainty during the last few years, uncertainty of goods coming in and the prices at which they would be delivered. Merchandising on a rising market has been hard, and made harder because we have placed orders recklessly, never knowing when they would come in or what proportion of the order would be delivered in season. Personally, I should be very glad if we could, by mutual agreement with manufacturers and wholesalers, frame some form of order that would be a contract and that would place us both on a sure basis of merchandising."

Cancellations Unbusinesslike; Supplies Are Sometimes to Blame

Orders That Have Been Filled to the Letter Are Sometimes Returned Without Explanation—If Deliveries Are Late, Have Been Substituted or Are Not Up to Sample, Retailer Has Right to Return

By A WHOLESALER

THE question of cancellations and returns has always been a vexatious one, but lately has developed to such an alarming extent that some remedy is being sought which may minimize the evil, if not eliminate it altogether.

The practice is not only unbusinesslike but is most unfair. A manufacturer gets together a collection of samples after taking endless trouble to have lines that must appeal to consumers from one angle or another (value, style, novelty, etc.). These samples are submitted to the trade, generally through salesmen who often have to travel thousands of miles, entailing enormous expense to secure orders. Such orders are put in work for a delivery date agreed on, and perhaps before the time of shipment business has become dull, but that is no justification for cancelling.

It is a gratification to know that Canada as a whole stands very high as compared with other countries in regard to the carrying out of contracts. We believe this is due in no small measure to the standard set by leading business men and institutions who regard their reputations as too precious to run the risk of being smirched by credit for the habit of breaking contracts. On the other hand it is lamentable to know there are those who, without the least compunction, not only cancel orders, but return goods without the slightest justification.

Of course, firms, companies or individuals addicted to such habits become marked throughout the trade, and their action in the long run reflects against them, but in the meantime a grave injustice is being done whereby innocent victims suffer curtailment of business, loss of profit, and in most cases heavy expenses incurred in the sale of goods.

We don't mean to intimate that suppliers are never to blame. They are perhaps far too often at fault, and we maintain that when goods received are not up to sample, have been substituted or delivered too late, the consignee has a perfect right to cancel or return, or do both. But what so often happens with those addicted to dishonorable business habits is to return goods sometimes after they have been received in absolutely correct execution of written orders—copies of which have been left—and oftentimes the goods thus returned come

back in shockingly bad condition, making their resale impossible save at a loss. Another frequent injury occurs thus: A particular line of goods returned has long since been sold and the samples thrown out, so there is a constant accumulation of stock which cannot be represented on the road and has to lie in the warehouse till disposed of by merchants visiting the markets, which often means they have to be kept for six months or a year.

The same applies to cancellations. We don't mean to say that circumstances never arise when cancellations are not justified, but in the bulk of instances they are as absolutely unfair and unbusiness-like as the pernicious habit of sending back goods shipped in correct execution of contracts.

PREPARE STAMPS FOR LUXURY TAX

August Revenue was \$6,000,000 From This Source

Collection of the sales and luxury taxes by means of stamps instead of by the present method will be inaugurated November 1. The necessary arrangements now are being made and the stamps manufactured. A special perforating machine for cancelling the stamps will be furnished free to dealers.

Last month \$6,000,000 revenue was derived from the luxury tax, but this is not regarded as the probable maximum.

In some cases investigation has shown that the law is not being complied with through ignorance of its provisions. In others there has been deliberate evasion, and prosecutions in several score of cases are being initiated. The full penalty will be asked to the end that the effect be salutary. Inland Revenue officers, by visiting stores and making purchases, have detected many cases of evasion.

A staff of thirty expert auditors, distributed over the different Inland Revenue divisions, has just been appointed to check up and see that the Treasury is getting the revenue it is entitled to.

Suggestions to Stabilize Order

Not only is the whole question of the cancellation of orders being seriously considered by British manufacturers and Chambers of Commerce in the Old Land, but suggestions have been asked from Canadian representatives of British houses in this country, suggestions which, if carried out, would help to get rid of this evil. Some of the suggestions that have been made are contained in the following clauses:

1. Knowledge of the commercial laws of the country from which emanates the cancellation; as to how far actions taken by British Manufacturers against such cancellations—in Canada for instance—could be quickly settled or arbitrated upon by responsible and acceptable tribunals, such as the Chamber of Commerce. Order forms or contract forms should be amended to cover other conditions of sale beside price and delivery date.
2. All original order forms should be sent home, the agent or representative retaining a copy of the same for his own future reference. Forms of acknowledgement should be made in duplicate and signed by the customer ordering the goods.
3. It must be distinctly agreed that when once an order is placed there can be no alteration or cancellation, unless mutually agreed upon between buyer and seller.
4. If there are any changes in the industrial laws of the country made from time to time that affect the position of contract already placed prior to the coming into operation of such laws, the agent should be responsible for notification of these changes and secure re-confirmation of orders under the new conditions, as they are far more likely to know of the immediate operation of such changes than the manufacturers in this country.

"Great Clothiers of the Great West" Macleod Bros.' Store in Calgary, Alberta

Novel Methods of Advertising Adopted by This Firm—Free Show For the Boys—Gives Away Radiator Protector—Favors Open Racks for Clothing—Carries Working Clothes in the Basement of Store.

D. A. MACLEOD, of MacLeod Bros., "The Great Clothiers of the Great West." is so wrapped up in his business that he carries it to bed with him at night. There seem to be three occasions in the course of a man's daily routine of life when brilliant thoughts or ideas occur to him which he takes mental note of and later puts into operation either in a developed or modified form. Those occasions are when walking, when sleeping or when golfing. Perhaps Mr. MacLeod is too busy to golf or walk more than is absolutely necessary; so his ideas come to him during the silent watches of the night. He says that some of the best and most fruitful ideas that have guided him through many years of business activity have come to him at night; so he takes a pad of paper with him, puts it at the side of his bed, and when the idea comes to him he jots it down where he can find it in the morning and work it out during the day. He started in business in Calgary in 1903, having previously been in

the dry goods business in Charlottetown, P. E. I.; now he has two stores in this busy metropolis of the west and is doing a good business in both.

Gives a Free Show

The pictures on the accompanying page illustrate a recent "stunt" put on by Mr. MacLeod in Calgary. The pictures were taken on Saturday morning, August 28th, when hundreds of boys were crowding into Mr. MacLeod's store to secure free tickets to a picture show. It was Mr. MacLeod's treat and the boys turned out in full force to take advantage of it. The Allen Theatre had been rented for the morning and the picture shown was "Huckleberry Finn." It is needless to say that the theatre was crowded. Attending it placed no obligation on the part of the boy; all that was required of them was that they called at the store to secure their tickets. The renting of the theatre cost \$50 and Mr. MacLeod said to a representative of Men's Wear Review that it was one of the best advertising stunts he had ever put on for the money. The idea was to introduce and let the people of Calgary know that they catered to the boys and that they carried everything that a boy wore. Over 300 knickers were sold on the day of the show, so the stunt really had something in it other than mere advertising value for that day alone.

Another successful sale which Mr. MacLeod ran was the "Clean Sweep" sale of last year, a sale which, he said, was the biggest sale he ever ran. The returns on the first day of this sale amounted to more than was sold during the first six months of the opening of his first store in Calgary in 1903.

Firm Believer in Advertising

"I am a firm believer in advertising," said Mr. MacLeod to Men's Wear Review, "and I give the full credit of building up my business to advertising. Some men believe in advertising their store by buying expensive fixtures. Personally, I have got good results out of serviceable fixtures without the flash and glitter that goes with many of them. In the west I find that if you keep these out of your store you will be able to serve both the rancher and the bank manager." To illustrate his point, Mr. MacLeod referred to a competitor who had started in business the same year he did and just across the street. The firm across the street had about \$5,000 while he had only \$1,500. They spent a



Children made happy by the recent advertising scheme of the MacLeod Bros. These children were entertained to a "movie" show at the MacLeod Bros.' expense.

good deal of their money in expensive fixtures and had only enough left to buy a small stock. Mr. MacLeod made many of his own fixtures and the money he had left went into stock and advertising. It was his belief that this had saved him. His competitor didn't have enough money to follow up his expensive outlay with advertising and stock and went out of business in six months.

Favors Open Racks for Clothing

For two years closed show cases for suits and overcoats were used but at the end of that time they were taken out and the open racks put in their places. Busy customers, thinks Mr. MacLeod, want to select their goods in a hurry and with the open racks they can walk around and pick out the suit or overcoat they want. The rack is 110 feet long and there is a price ticket in plain figures on every article.

Another system in operation in the store is that all articles are given a number. For instance, a sample of ev-

(Continued on page 85.)



Another section of the children who got free passes to the "movie" show given by the "Great Clothiers of the Great West." Mr. MacLeod said this was one of the best advertising stunts he ever put on for fifty dollars.

"Examiner" Sees Things From Different Angle: Peterboro Paper Interviewed by Clothiers

The Result of Pointing Out the Facts to the Editor—A Change of View Which Is Brought About After Clothiers Have Taken Action and Co-operated With the Daily Press—Might Be Done in Other Places.

IT HAS frequently been urged in these columns that clothing merchants in the different towns and cities throughout the country should, if possible, co-operate with the local newspapers in bringing to the attention of the reading public those conditions which are responsible for the present high cost of clothing. There are methods that can be employed that will make this co-operation very effective. The newspaper that argues for a big drop in the price of clothing simply because there is a drop in the price of raw wool, argues it in such a way that the consumer believes the drop is coming very soon, is ignorant of the real facts in the case. It has been this kind of arguing on the part of the newspapers of this country that has wrought untold harm to the clothing industry and business. For the most part,

clothing men have allowed this propaganda to pass unchallenged; they are now suffering the consequences, and what we said in the last issue, namely, that the labor market may soon be glutted with a surplus of labor and that prices will then come down with a bang because there is a break in labor costs, may not be so far off. It is to be hoped that labor will then see that the daily newspaper has been leading them on to the very rocks on which they will then find themselves stranded.

"Examiner" Changes Its Mind

There is one paper in Ontario—Peterboro—which recently changed its mind on the question of clothing prices. It changed its mind after the clothing men of that city got together and explained to the "Examiner" that certain informa-

tion which they had diffused through the columns of their paper was incorrect. On September 8th, the "Examiner" had a two column box item on the front page with the prominent headline "Clothing firms look for a drop in price of clothing this Fall." The article, in part, went on to say:

"That prices of clothing will begin to decline this Autumn and that there will be an appreciable drop before Spring was the opinion that two clothing salesmen expressed to the "Examiner." They believe that clothing prices have reached the peak and that though the decline this Fall may not be great, a gradual decline will continue until the Spring, when prices may be back to as near normal as might be expected."

The article then went on to report (Continued on page 82.)



Interior view of the Thornton Bros.' semi-ready store in Peterboro.

Keeping in Touch With Big Business: Weekly Report Submitted on Every Department

Superintendent of the C. H. Smith Co., Ltd., of Windsor, Lays Report on President's Desk
Each Saturday Morning Telling of Developments in Every Department—
Features of Report Explained.

HOW is the general manager of a large departmental store or a men's wear store with numerous departments in it to keep in intimate touch with every department of the business, and know exactly what is going on? Obviously, it is impossible for him, if there are from fifteen to twenty-five different departments in the store, to personally investigate every detail of the business conducted by each one of these departments. *Men's Wear Review* has heard the proprietors of large stores say repeatedly that they regretted in a measure that the business was getting so large that they were losing personal touch with it in many respects. Perhaps, to the same extent one regrets the passing of one's childhood days; yet, in the fuller development of manhood with its added responsibilities—and achievements—there is also infinite satisfaction, even though the recollections of childhood are lost in the bigger life of manhood.

Has Weekly Report Submitted

Aside from the personal touch which C. H. Smith, (C. H. Smith Co., Windsor), infuses into an excellently well organized business—and there is a great deal of the personal touch about his business—he has devised a system which finds expression in a weekly report submitted to him by his superintendent which keeps him in the most intimate touch with every department and what is going on in it. In all, there are twenty-seven departments covered in this report which is laid on the desk of the president and general manager of the company each Saturday morning. After he has read this report, so Mr. Smith told *Men's Wear Review*, he knows exactly what has transpired in each of the departments during the week, just as, by the wonderful system that controls the entire store, he knows at six o'clock each evening the exact amount of business that has been done by the several departments of the store.

Information in Report

As a model for retailers who conduct either a departmental business, or have several departments in their men's wear stores, we outline this report in full with brief explanations of some of the departmental reports. There are other features of this report which require more elaborate explanation and are treated in other articles in this issue, features which, in themselves, are among the business-builders of this remarkable retail establishment.

1. Stock Rooms. Under this heading, the general condition of the rooms is described as to appearance.

2. Parcel Post. (a) Number of deliveries out. This tells of the number of parcels being delivered during the week.

(b) Number of calls for. This is a report



C. H. SMITH

President and general manager of the C. H. Smith Co., Ltd., of Windsor, Ont. Mr. Smith recently opened a new quarter of a million dollar addition to their premises, resulting in their store now opening out on three streets in that city. Twelve years ago Mr. Smith was manager of the Dress Goods Department in John E. Boles' store in Ingersoll, Ont. He left there to go to E. B. Crompton's in Brantford, and from there went into business for himself in Sault Ste. Marie. In 1914 he started in business in Windsor, being attracted by the possibilities of the Border Cities. His first store had an area of 15,000 square feet; the completed store now covers an area of 63,000 square feet.

And Mr. Smith is still on the sunny side of forty.

on the number of parcels called for by delivery wagons which are for exchange.

(c) Number of parcels checked free for customers. This is one of the many service features of this firm. There is a check room the same as one sees at a railway station, only it is free. Parcels may be checked by coupon and called for at the wish of the owner. The idea, of course, in keeping account of these parcels so checked is to see how the public is appreciating the service so given.

(d) Number of parcels verified with sales checks and particulars of errors, giving sales number, etc. This feature is another important one in which the interests of the customer are carefully looked after. Each

day, so many parcels are selected from the parcel depot and are opened. The sales check is carefully checked with the goods in the parcel to see, first, that all the goods are there and, second, to see that measurements are correct if, for instance, yardage is bought. Any oversight or carelessness is, in this manner, corrected.

(e) Delivery cars and store trucks—condition.

(f) Supplies wanted; wrapping paper, paper bags, twine, suit boxes, address labels, pin tickets.

3. Elevator.

4. Telephones.

5. Transfer Office.

6. Shipping and Receiving Department.

7. Mail Order. (a) Number of orders received. If there are some not filled, it is looked into to discover the reason.

(b) Amount of purchases in dollars.

(c) Remarks. In this report, copies of unfilled orders are included.

8. Floor Management.

9. Window and Interior Displays. This report tells how often the windows and show cases have been changed during the week.

10. Store Signs and Price Tickets. General conditions of these are set out in this report.

11. "Shopper."

(a) Number of telephone calls.

(b) Amount of telephone purchases.

(c) Number of telephone orders unable to fill. Remarks. A fuller explanation of this feature of the store is given in another article.

12. Advertising. (a) Total number of inches used.

(b) Number of inches each department.

13. Merchandise Exchange Offices.

(a) Number of parcels returned.

(b) Total value of merchandise returned.

(c) Remarks. This feature of the store is also dealt with in a separate article.

14. Furnace Rooms. Fuel supplies. Remarks.

15. Water Supply. (a) Drinking water.

(b) Auxiliary fire protection.

16. Rest Rooms.

17. Toilet Rooms.

18. Cash Railway System.

19. Store Display Features. If in good condition.

20. Errors in Change. This is to check up cashiers as to efficiency.

21. Store Stationery Forms and Supplies. This report gives the list of any form near depletion.

22. Welfare. In this organization, there is a flower committee composed entirely of members of the staff. It is their duty to send flowers to any member of the staff who may be ill and to visit them. At Christmas

(Continued on page 87.)

Woolen Prices Little Affected by Action of American Woolen Co.; Primary Markets Firm

Merinos Show Consistent Advances at Recent London Sales—Duty and Freight Rates Still Factors to be Reckoned With in Comparative Prices—American Woolen Prices Reduced From 18 to 25 Per Cent.

THE action of the American Woolen Co. in reducing the prices on their lines of merchandise from 18 to 25 per cent. will, it is said by Canadian buyers of English woollens, have little or no effect in Canada or on Canadian prices, taking into consideration the primary markets of the present day. Of course, it is always impossible to state what is going to happen if consumers' demands are so restricted that small concerns are forced through financial embarrassment to dump their products on the open market and so force larger concerns to meet them in competition. There is undoubtedly a tendency at the present time to restrict buying, a tendency that is manifest on the part of the consumer and in turn, reflects itself in retailers' purchases from wholesaler and manufacturer, and goes even further down the line than this. In spite of this fact, however, raw materials used in the manufacture of articles demanded by the Canadian consumer show little change in a downward way. By offering their various lines at reductions they have undoubtedly struck a hard blow at existing high prices in that country and the moral effect of their action will be felt here, and has already, as a matter of fact. The daily press have heralded the action as a forerunner of immediate lower prices here without taking into consideration some of the factors which offset the possibility of their conjecture coming true.

Merinos at the London Sales

As is well known, merinos are the yarns used in practically all the woollens that come to this country to be manufactured into men's and women's clothing. The coarser grades are not wanted here; even the Canadian coarser grades are used in the manufacture of clothing a good deal of which is exported because it is not acceptable to the Canadian dresser. It is instructive to know how merinos went to the recent London sales held during August and early September and to observe the consistent upward tendency in prices. As a matter of fact, these increases are reflected in statements made to Men's Wear Review by a number of buyers who recently returned from the Old Country where they had gone to place future orders for woollens for men's clothing. Fine botanics and serges, so said one buyer,

have advanced just 50 per cent. over the price asked for last October. Many of the buyers who went over came home without having placed any orders at all, realizing that conditions here were uncertain because of the demand for lower prices in clothing.

The following table shows the sales of merinos for the three weeks up to September 2nd.

Merino	Sept. 2 d	Aug. 26 d	Aug. 19 d
80's	132	126	114
70's Warp	118	114	100
70's	112	108	96
64's Warp	112	108	93-96
64's	106	102	90
60's Super	94	92	84
60's Ordinary	88	86	81
64's Cape long	100	96	90
64's Cape Medium	94	90	84

Duty and Freight Rates

If all other things were equal, and the majority of Canadian buyers will say all other things are not equal because they claim that English woollens are much superior to the American, there is still the duty and the freight rates to be reckoned with. The duty on woollens entering Canada from the United States is 35 per cent. Add to this the increased freight rates and other charges of shipment and there is fifty per cent. to be added to the price of American woollens as quoted on their side of the International border. It is the claim of Canadian woolen men that this puts the American woollens out of the running, even though values were about the same in either case. But the great preponderance of woollens used in this country come from the Old Land, which, of itself, is pretty much of an argument for the superiority of the Old Country product.

American Woolen Co. Statement

Leading New York dailies on September 7th carried a full page advertisement from the American Woolen Co. The statement read in part:

"To manufacture and accumulate a stock of goods when the public refuses to purchase is only to invite disaster in markets and prices, reacting in the end upon our employees and the savings that furnish the capital. Such a policy continued would only result in prolonged depression disorganizing all the forces of both labor and capital, which must jointly support this enterprise in its service to the public.

"With the advance in the money rate

and increasing restrictions to credit, cancellations began to come in; but for some time they were no more than might be expected. When, however, on May 26th, the government brought indictments against this company for prices charged for its goods in open and competitive markets, it was notice to the trade by the government that the prices for woolen cloth must be reduced. Although the indictments were dismissed June 11th, cancellation of orders became universal over the country. Total cancellations based upon figures collected by the government are estimated for the whole trade at the entire annual output of the American Woolen Company. The total cancellation of orders upon the books of the American Woolen Company amounted to more than \$40,000,000 or sufficient to give employment for two months to all our workers.

"To have continued to manufacture and accumulate unsalable goods would have been not only financial suicide, but would have insured a depression in the entire woolen industry from which it would have taken many weeks, if not months, to recover by universal shutdowns with widespread disorganization and unemployment. Therefore, instead of the usual two weeks' vacation in August, the mills were shut down on July 10th, which was fortunately the best season for a two months' vacation. Had the shutdown been forced in the winter season, as it would have been by continued accumulation of goods, there might have been, with high prices and famine conditions for fuel, some personal suffering.

"The American Woolen Company begins its exhibit to the trade Thursday, September 9th, and will begin the starting up of its mills Monday, September 13th. The wage scale will be the same as when the mills were forced to close in July."

In its announcement the company reiterates that it believes in the maintenance of good wages for skilled workmen.

In spite of the attractive prices offered by the American Woolen Company there was very little buying on the opening days. Wholesalers are still apprehensive on the other side of the line as well as this as to the response of the retailer for the coming season.

News of the Clothing Trade

Tip Top Tailors have been registered in the Province of Quebec.

George B. Jones, of Jones & Robinson, men's furnisners, of Brockville, is dead.

Sudbury Woolen Mills Ltd., of Sudbury, Ontario, have been granted a charter.

Geo. H. Kirshner has commenced the manufacture of hats and caps in Winnipeg.

Kalil Bros., Men's Furnisners, have opened a new branch store in Cornwall.

Wray Manufacturing Co., of London, overalls manufacturers, recently suffered a loss by fire.

Blairs' Limited, of Ottawa, is being liquidated, following the tragic death of the late William Blair.

Ebenezer Hood, for thirty years a knit goods manufacturer of Toronto, died at his home, 516 Yonge street.

Fur coats made their first appearance in Cobalt on September 18th. A decidedly cold wave struck the north country.

Brass's new store on the corner of Yonge and Adelaide streets, Toronto, opened on Saturday, September 22nd.

The law compelling trades union delegates at Windsor, Ontario, to wear at least three union labels on their clothes was not enforced.

McGiffin's Ltd. of Ottawa who have previously carried only men's furnishings have now added hats and men's clothing to their stock.

John Hooper, for many years a traveller for the Sandford Manufacturing Co., of Hamilton, died on Sept. 8th. He was 73 years of age.

Merchant Tailors in Western Canada are preparing a statement to present to Sir Henry Drayton relative to their classification as merchants.

The Commercial Clothing parlors, representatives for Firth Bros., have started business at the corner of 3rd Avenue and 21st street, Saskatoon.

C. R. Hamilton, representative of the John W. Peck Co., Ltd. of Montreal, has been transferred to the Vancouver territory. He will travel in British Columbia.

Employees of the millinery and boy's furnishing departments of the T. Eaton

Co., Toronto, were given a corn roast and concert on the evening of Sept. 17th.

Two robberies within a week's time were committed at the Strand Tailor Shop, 364 Yonge Street, Toronto. Over \$500 worth of merchandise was taken.

Four Suits of Clothes were stolen from the store of Mr. King, 291 Princess Street, Kingston, on September 1st. Many similar robberies have been committed in Kingston recently.

Frank L. Moorhouse of Huddersfield, England, said that a tie he had bought from a Yonge street merchant, Toronto, cost three times what it would have cost him in England.

The Giant Clothing House of London, Ontario, is quitting business. "Quitting. Done. Through" is the novel way they advertised their final performance—a \$60,000 sale of all merchandise.

Sultzbach Clothing Co. of Buffalo were recently fined \$12,000 in the Federal Court of the United States for profiteering. The Flying Squadron of Investigators of the U.S. Government laid the charges.

D. F. Johnston of Whitby was robbed of \$1,500 worth of goods on September 26th. The stolen goods consisted of suits and furnishings. An attempt was also made to enter the store of H. T. Thompson.

About \$5,000 worth of cloth and suitings were stolen from Mr. Doubt of Whitby on September 21st. Robberies reported from Whitby have been numerous and the clothing men seem to be the chief victims.

An Unsuccessful Attempt to rob the store of A. B. Gilmour, of St. John, was made at an early hour on the morning of September 20th. Seven webs of cloth were taken out but were subsequently recovered.

W. A. Brophie, managing director of Tooke Bros., states that the home demand for goods is still greater than supply and that they have sufficient orders to keep their factories running till the end of the year.

John P. Corwin, manager of the Winnipeg store of the Scotland Woolen Mills, died in Montreal on Sunday night, September 19th, from double pneumonia. He was ill only four days, and was east on a business trip.

Acting Fair Price Commissioner Beinnmann of Baltimore is the leader of a movement in that city to wear straw hats till October 20th. He swears to have arrested any man who attempts to break his early Winter headgear.

John McMurchy's woolen mills at Huttonville were burglarized some weeks ago and \$450 worth of merchandise stolen. On Sept. 6th another burglary was committed at the same place when the safe was taken out of the building, blow up and \$50 stolen.

Campbell's Limited has been incorporated in Manitoba. They are offering for sale 5,000 shares at \$10.00 a share. Dividends will be paid quarterly and any number of shares from 3 to 500 will be sold. Made-to-order clothes in wholesale quantities is their line.

Cancellations From the West—Business Brisk in East

A Men's Wear Review representative recently interviewed the firm of Grant Holden and Graham, of Ottawa, with reference to the situation in the heavier lines of canvas goods for spring and was informed that existing prices quoted on all lines are approximately 40 per cent. higher than pre-war prices and are likely to go higher on all grades of canvas. Present prices will hold good until February next and travellers are expected to leave about January for fall orders.

Business in all lines, such as tents, awnings, tarpaulins and all lumbermen's and contractors' supplies is reported good. A fair percentage of cancellations of this season's orders came from the west, but business in Eastern Canada is excellent. No decline in prices is anticipated as the demand in general is much greater than the supply produced, and all manufacturers in these lines prefer not to manufacture goods unless on order. Business, they say, is too uncertain in sporting commodities especially and most lines are kept on hand partly made so that rush orders can be handled almost as quickly as though the goods were already finished.

Mackinaws, it is said, will not advance in price for the season of 1920-21 as a falling off in price has occurred in the heavier yarns. The mackinaw is a Canadian garment "par excellence" and is being featured this season in a number of new and artistic patterns, remarkably attractive for sports and even for city wear.

Placing Orders Are Light for Spring: Lindsay, Peterboro, Belleville Men Wary

Believe That it is Best to Buy Very Lightly And Go to the Market as Frequently as Possible
—What Will be Effect on Manufacturer and Wholesaler?—Statements by
Merchants in These Cities.

IF the amount of buying to be done by the retail clothing and haberdashery merchants in this country for Spring of 1921 is to be judged by what they are doing in Lindsay, Peterboro and Belleville then the buying will be very light indeed. As a matter of fact, we have reports from different areas all over the country and there is a striking similarity in their tendency. This does not mean that there might not be a good business for all that. There have been several fat years and in the cycle of trade it seems inevitable that lean ones will come sooner or later. Perhaps now is the time. It cannot be denied that the popular demand is for lower priced goods, not only in lines of men's wear but in all other commodities and manufacturers and retailers alike are not unmindful of the part they will have to play in this demand and its effect on their business. There will have to be some losses along the line somewhere and the best solution of any difficulty of this kind that may arise is to apportion the loss with as little loss to all concerned as possible. Let it not be supposed for one instant that the consuming public itself will not suffer some losses in the adjustment toward lower prices. The less the demand for Spring merchandise, the smaller the organizations that will be required to meet the demands of the retail trade; and the smaller the organizations in all lines of manufacturing, the more men and women out of work. Where there are three jobs and only two men to fill them, wages are necessarily high; where there are three men for two jobs the reverse is as certainly the case. Sweatshop conditions are already on the increase in this country and such conditions are not healthy signs of the times. Spring business may be very good; but the price of merchandise passing from manufacturer and wholesaler to retailer and from the retailer over the counter may undergo changes that, at this distance, may be difficult of comprehension. To put on the mantle of a prophet is a dangerous thing; for that reason we do not place it about our shoulders. But it is certain that something is going to happen if retail men all over this country do not come within a long distance of placing their usual Spring orders.

Possible to Force Prices Up Again

The same old law of supply and demand can come into operation again in spite of all the talk about lower prices that has been heard during the last few

Has Had No Sale in Fifteen Years ; C. J. Symons, Belleville, Eschews Them

"I have had no sale in fifteen years," said C. J. Symons, of Belleville, to Men's Wear Review recently. "I started in business with a sale at that time and sold merchandise that I had to buy over again at advanced prices. I decided at that time that sales were no good and that if a man kept his stock clean and bought carefully he did not need to run a sale to conduct his business. Since that time I have never advertised a sale in any newspaper. If I have a few specials to offer, I simply put them out on the tables in my store and customers pick them up when they come in.

"The best three days' business I had this Spring were when other merchants were running sales."

months. If retail men hold off their placing orders, as they are apparently doing, and the consumers' demands in the Spring are strong for merchandise, what is going to happen unless merchants have such full stocks that they can stand a normal demand of normal times? Only one thing can happen, the same thing that has happened frequently during the last few years. Manufacturers and wholesalers will be faced again with orders which they cannot possibly fill because the goods are not made up or are not in stock. There will be the same scramble for goods, the same scramble for men and women to make them up, the same three jobs for only two men, the same high wages and, finally, the same high prices because labor costs constitute the bulk of the cost of any one commodity to-day. It seems to us that one is as likely to happen as the other because the basic industries of the country are in a healthier condition than they have ever been.

What Merchants Say

"I am buying very lightly for Spring," said Mr. Blair of Blairs' of Lindsay, "but what I have had offered me, particularly in worsteds and fine woollens, were a shade higher than last Spring."

"I am not buying anything for Spring," said Ed. Armstrong of the same city. "I will go to the factory and buy but, in the meantime, I want to wait and see. My September business this year was better than last in spite of the soldiers' trade I had at that time, though this business has been helped by the sale I am running."

"We will buy sparingly," said H. Brimnell of the Dundas & Flavelle Co. of Lindsay. "We will wait until after the first of the year and will then go to the market and will buy from hand to mouth

from those places where we can get the stuff we want. We expect to do this for a couple of seasons."

"We are buying only what we actually need for Spring," said Milton J. Dedman, and the opinion expressed at Sutcliffe's Ltd. was practically the same.

"I am going to buy as lightly as I can for Spring," said J. Primeau of Peterboro. "A man can now get what he wants when he wants it. I will also buy from fewer firms; I expect to cut down my accounts." The opinions of Wm. Lech & Sons, the Cressman Co. clothing department, and Merrell & Meredith were expressed in the same vein. H. LeBrun & Co. varied their opinion from these and said they had bought as much for Spring as formerly.

"We are buying as little as possible," said J. H. Bryant, manager of the clothing department of Ritchie & Co., Ltd., of Belleville. "I see no cause for alarm and I am not pessimistic, but I think that every buyer should be careful in 1921 and go to the market as frequently as possible to get his goods. Whether the manufacturers will carry the cloths and make up the goods in early Spring if everybody holds off buying remains to be seen."

"We are buying very little," said Geo. H. Meaghers of Meaghers, Belleville. "We are cutting down our buying from about one-fifth to one-seventh of the usual."

"We are not buying very much for Spring," said H. O. Stewart, better known as Ginger Stewart. "There are some things in which we have placed our orders but there are other lines that we can get later on. In clothing, hats and underwear we have placed some orders but in furnishings we have not bought anything. Altogether, we are buying just what we really need."

Reaching Thousands by Boys' Contest: Novel Scheme of Begg and Co. of Hamilton

Forty Prizes Given to Forty Most Popular Boys—Votes Given With Purchases at Begg & Co.'s Store—Holding Concerts to Launch Campaign—Separate Campaigns For City and Country—Campaign Has Many Good Features.

BEHIND a "Popular Boys' Contest" being run by Begg & Co., Ltd., of Hamilton at the present time is an idea. It will be remembered that J. C. Begg, some months ago, expressed his views about advertising to Men's Wear Review. In short, those views can be summarized in a sentence. He had come to the conclusion that the public were getting sick of sales and the use of comparative figures in advertising, and were losing confidence in the genuineness of clothing men's advertising. That opinion is becoming stronger with him than ever; only a few weeks ago he said to Men's Wear Review that he felt that advertising had lost about fifty per cent. of its value in comparison with the kind that was done a few years ago. It is not advertising that he is opposed to; it is the kind that is done. Speaking for his own city (though he needn't have restricted it to Hamilton, perhaps) he said he had felt for some time that the clothing merchants were merely vieing with one another for the amount of space that was being used in the Hamilton papers and that the papers themselves, as well as the reading public, were laughing at them for their elaborate space and screeching headline advertisements. Mr. Begg had come to the conclusion that he wanted to reach the public in a different way, and last June he conceived a new idea which, when developed, would reach the public in a new and, he felt, an effective way. And so, with the aid of his advertising manager, Chester May, and a special contest manager, H. C. Tingling, he started out to, and is now running a boys' contest which has in it the elements of pronounced success.

The Opening Letter

The letter announcing the contest was gotten out under date of August 26th. Here it is:

Hamilton, Ont., August 26th, 1920.

Dear School Fellow:

You've been having a big time during holidays we know and now next week you'll join the line and at the nine o'clock bell you'll be at the school business again. We would suggest that you bring up the SCHOOL CLOTHES QUESTION with the folks at home right away.

You didn't know it but during the past holidays weeks the BEGG & CO. management have been thinking almost every day of you school fellows—we've been wondering how we could get better

acquainted. We want to know all the boys in Hamilton, and want you to know us—we think we ought to be good friends, don't you?

You like surprises—well we've planned one on you, and Tuesday, August 31st; we're going to have a good time together at Odd Fellows Hall on Gore Street. There'll be moving pictures, "the kind the boys like," a water melon eating contest, songs and instrumental music—but the surprise is going to be when we show you TWELVE HUNDRED AND FIFTY DOLLARS WORTH OF PRIZES consisting of a motorcycle, a prize pony outfit, four bicycles, two boy's \$25 suits, two moving picture machines, four Stewart phonographs, six boy's roller coaster waggons, ten footballs, ten pairs of skates,—FORTY PRIZES IN ALL that are going to be won by the boys of Hamilton and vicinity. Guess you'll be there, won't you, to find out how to win one of them. You'll find a ticket enclosed admitting you to this ENTIRELY FREE ENTERTAINMENT and telling you what time to be on hand.

Hoping to see you on Tuesday,

Yours for one of the Forty Prizes,
BEGG & CO.

P. S. If you meet any boys over five years of age that did not get a ticket of admission tell them to bring their name and address to the Begg & Co. store and they'll get one, too.

Note the Postscript

This P.S. at the end of the letter is well worth noting. It brought splendid results. To a mailing list of some 5,000 names, another 1,300 were added. It used to be said that the three quickest ways to spread news were to "telegraph, telephone and tell a woman"; but there seems, in the case of Begg & Co. at least, to have been added that of "tell a boy." It was impossible to get the between 6,000 and 7,000 boys of Hamilton who attended this show into one building; so it became necessary to hold three different shows to accommodate the Hamilton boys alone. The concerts were held on August 31st, a day or two before school opened. There are pictures in this issue, showing how the boys turned out and how they, apparently, enjoyed themselves.

Arranging Country Contest

This contest, however, was not confined to the city of Hamilton; it embraced the whole countryside as well. The concert held in Hamilton was re-

peated in Dundas, Waterdown, Burlington, Caledonia, Grimsby, and it was possible to hold these country concerts some days later because school did not open as soon in the country as in the city. Instead of using the admission ticket, as was done in Hamilton, a dodger was widely and carefully distributed and on this dodger there was an admission coupon. From these five concerts between 1,500 and 2,000 more names were added to Begg & Co. mailing list.

Opening of the Contest

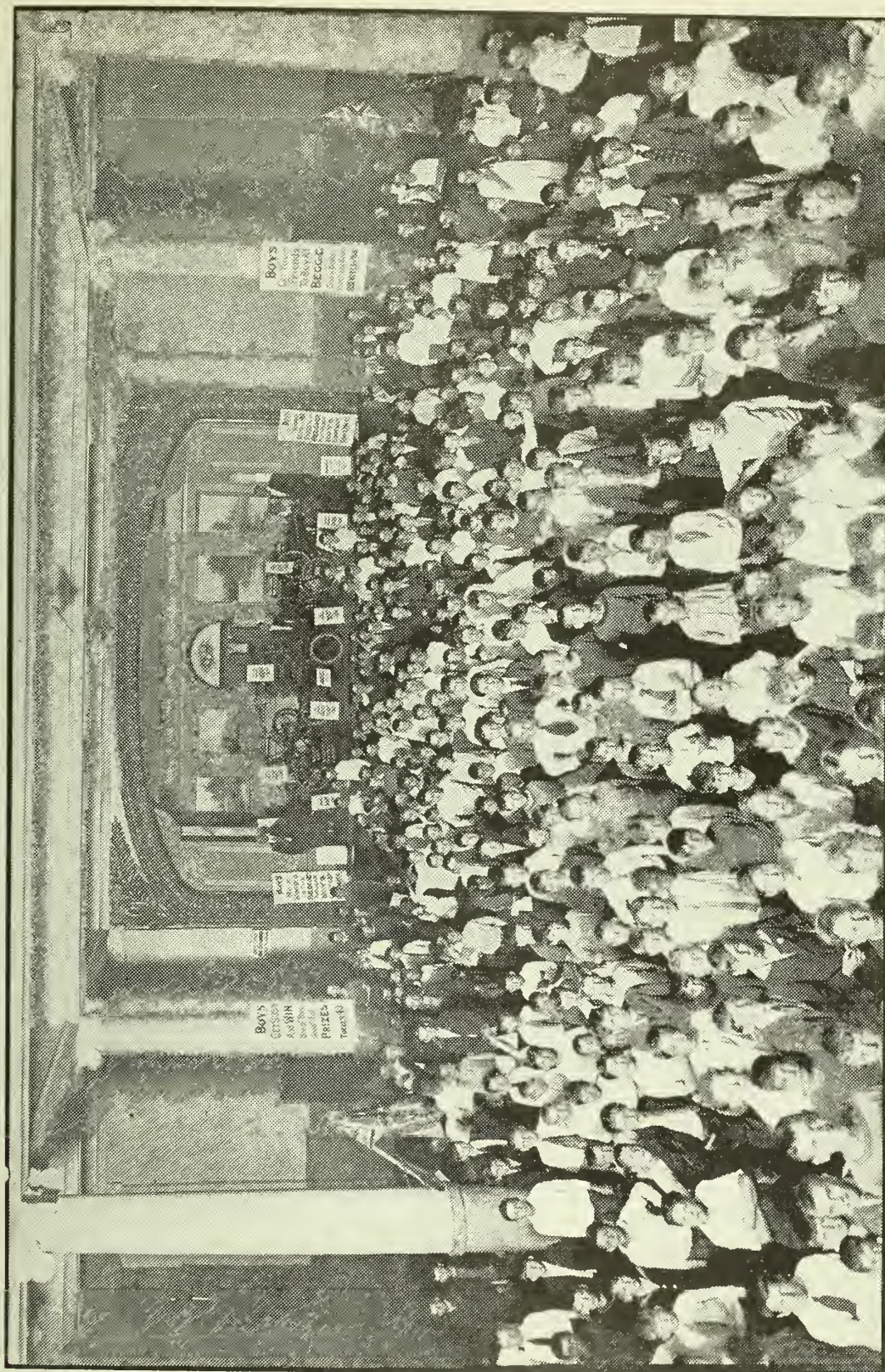
The contest proper opened on September 1st, and will run till November 15th, a period of about ten weeks. Of course, a full explanation of the contest was given at the concerts held in Hamilton and in the surrounding villages. Forty prizes were given, twenty to the twenty most popular boys in Hamilton, and twenty to the twenty most popular boys in the surrounding country. The rules of the contest were as follows:

Every purchase of (One Dollar) at the Begg & Co. store entitles the purchaser to a coupon worth 100 votes. These votes can be placed to the credit of any boy up to 16 years of age, named by the purchaser.

At the close of the contest, Nov. 15th, 1920, the boy from the City (District A) and the boy from the Country (District B) having the most votes to his credit may have his choice of Motor Cycle or Pony and Carriage Outfit. The remaining 19 prize winners from each district will receive his prize in the order named in this ad., according to the number of votes to his credit.

Rules Governing Contest

1. Candidates must enter District in which they live.
 2. Candidates moving from district in which they entered contest, must leave their names in original district.
 3. No candidate's name can be substituted for another.
 4. Votes cannot be transferred from one candidate to another.
 5. All ballots must be placed in ballot box at Begg & Co. store.
 6. All ballots to be deposited in ballot box within fourteen days from purchase date.
 7. The decision of the judges to be final and admit of no appeal.
 8. For further information see Contest Manager at Begg & Co. store.
 9. Judges will be the advertising man-
- (Continued on next page)



The above is a picture of several hundreds of boys who crowded into one of the Hamilton theatres to attend the concert given by Begg & Co., Ltd., in connection with their Popular Boys' Contest, in which 40 prizes are to be given away, valued at \$1,250. The prizes are displayed on the platform and a full explanation of this contest was given to the boys during the concert. Between 6,000 and 7,000 boys alone attended the Hamilton concerts, and it became necessary to hold three concerts to accommodate all the boys who turned out. Aside from these three, there were also the concerts in five neighboring villages where the campaign in the country was inaugurated. Twenty prizes go to Hamilton boys and twenty to boys in the county. It is a novel campaign and a full account of it is given in this issue.

agers of Times, Spectator and Herald.

10. Candidates must not solicit votes in or around Begg & Co.'s store.

Following Up the Contest

With the contest fairly launched, Mr. Tingling carefully followed it up so that the very best results would be obtained. They must not lose sight of the fact that not a little of the value of the contest was the selling of merchandising, for it

was by this method that votes are to be obtained. Every boy in the contest is a selling agent for Begg & Co. and it is in Begg & Co.'s interest to see that these boys are live agents. On September 10th a list of one hundred names of boys who had entered the contest was printed in the daily press, though this was not the complete list by any means. There were 400 boys in the city and 300 in the country who had entered it and their names

duly appeared at subsequent dates. On September 20th Mr. Tingling sent out the following letter to the boys whose names, at that time, had been entered in the contest:

Hamilton, September 20th, 1920.
Dear Friend:

On looking over the standing of the boys in the Begg & Co. Popular Boys' (Continued on page 83.)

Is Advertising That Reflects on Your Competitor Good Advertising?

Calling the Other Fellow a Profiteer Is Not Salesmanship And Advertising Is Salesmanship
—Speaking in Superlatives May Be Entertaining, Perhaps Instructive, But Does It Bring People to Your Store?

IN MANY clothing retail organizations there are two salesmen who, probably, never get behind the counter to sell goods. Yet they are salesmen—or should be—of the very first water. If the organization is not large enough to have these two men confine their entire time to these two important jobs, perhaps a member of the firm undertakes one job and one of the head clerks of the store the other job. But these two salesmen are, however, necessary to every well-conducted, progressive and aggressive organization. They are, the man who writes the advertisements for the store, and the man who dresses the store windows. Their tasks are identical, but the manner in which they perform them are, necessarily, different. It is their job to get men and women into an attitude of mind where purchasing becomes desirable. In the case of the man who writes the advertisements, he should so study human nature and become so conversant with his community and the way to appeal to it that every line he writes for the store advertisement has a drawing power to it. Anything in his advertisements that repels or does not create desire is a step in the wrong direction; and it is not always necessary to talk in superlatives to create a desire or to explain and justify the quality of goods which are to be found on the shelves of your store. In the case of the man who dresses the window, he should so make a window attractive that people will walk out of their way to see it. It should be suggestive of the season and should create a desire in the mind of the passerby, not only to have the article shown but to so dress that he will be considered, at all times, the well-dressed man. The window that is properly dressed is worth dollars and cents to the retail merchant and this department should not be overlooked in any store organization no matter how small the store may be.

Advertisements That Fail to Draw

We gave in the last issue of Men's Wear Review the case of a man who believed that the advertisements of the other fellow were helping him. This man had come to the conclusion that people were tired of death of sales and were looking for the clothing man who ran his business without sales. We are inclined to the view that this man talked more truth than poetry in what he said. But there is another kind of advertisement that does not draw to the store.

It is the kind that tells that the other fellow is a profiteer, or that his expenses are so high in the particular district in which he resides or does his business that he cannot sell with the same percentage of profit as he, himself, can. During the last six or eight months there has been a good deal of this kind of advertising done amongst Canadian retailers, more of it, perhaps, in the larger centres of population than in the smaller. The consuming public have been told that merchants in certain districts have to figure on such a large percentage of profit because their overhead expenses are enormous. Or they have been told that certain merchants are looking for profits that are too high and, therefore, they are profiteering. We have read of advertisements where it was stated that all the proprietors were looking for—was a workingman's wage, not a princely salary that would enable the proprietor to retire after a few years of business. It has been the case of a man trying to get business by telling of the faults and the shortcomings of his competitor and, incidentally, setting himself up as a model merchant whose method of conducting business is beyond reproach and is so perfect that small profits make for big business and honest dealing.

Advertising in Superlatives

Then there is the case of the man who always advertises in superlatives. There has been and still is a deal of this kind of advertising in Canadian papers. Some firm advertises that it is giving the greatest values in the British Empire, and next day some other firm goes a little better by announcing that their values cannot be equalled in the world. "The most gigantic, stupendous and value-giving sale in the history of clothing" is a phrase that is seen very often in connection with current clothing advertisements. The man who always uses superlatives in his advertising is like the man who starts out on a twenty-mile race at top speed and when it comes to the end of the race he has no strength left for the final sprint that is necessary to win the race. If you are always giving the greatest values ever given will the time ever come when you have something that is a little better and, if so, what words are left in your vocabulary to advertise such goods? In delivering a speech, if a man is always speaking at the highest pitch of his voice and comes to a portion of the speech which he wants to emphasize particularly, he can-

not do so because his manner of speech has been too emphatic all through. He has lost the power of inflection which is one of the greatest assets to the public speaker. So with the advertiser who always talks in superlatives—he has lost the power of inflection because he is always screaming at the top of his voice and when it comes to the time that he wants to make a real appeal he cannot do so because his voice has given out, his vocabulary is exhausted.

Advertising Is Salesmanship

"Advertising is a form of salesmanship," says a bulletin from the Associated Advertising Clubs of the World, "and the knack of selling calls for getting the buyer into the buying mood. It should make him think about buying, instead of thinking of not buying." Calling the other man a profiteer, or lauding yourself to the skies as the greatest public benefactor in the universe may be entertaining, even a bit instructive, but it is doubtful if it puts a man or woman into an attitude where he or she wants to buy something at your store. Moreover, the whole tendency of such advertisements, particularly those which refer to other clothing or haberdashery men as profiteers, is to throw discredit on the whole business of retail selling. If many merchants will honestly examine their advertising during the last six or eight months, we believe they will be forced to the conclusion that they have done not a little themselves toward feeding the present public attitude of mind, that clothing men are profiteers and that a big drop in the price of clothing and other lines of men's wear is just over the hill. Nothing is, at this time, further from the exact truth.

LAW PROTECTS STRAW HATS

For years it has been the custom in New York City to ban straw lids on September 15, and anyone rash enough to wear one on or after that date ran a good chance of having it smashed by his fellow citizens in protest. This year there were many smashed hats in the streets as evidence that the custom was being maintained, but one hat-smasher was out of luck. Samuel Babraw was fined \$10 in the Coney Island court for playfully bashing in a hat. The judge held that a man has a right to wear a straw hat in January if he wishes to. "In these hard times," he declared, "wearing apparel needs to be conserved and a straw hat should be packed away at the end of the season for use the next."

Gray & Boucher of Montreal Say Being Near Department Store is No Deterrent

Have Cultivated Family Trade and Are in Merry-Makers' Section in Montreal—Believe in Display of One Line Only in Their Windows—Successors to John Allan

TUCKED away in the heart of the busiest section of Montreal's business district is the snug little clothing and haberdashery shop conducted by Messrs. Gray and Boucher. The shop, though small in comparison with other flourishing and more spectacular men's stores, is compactly stocked with a most comprehensive range of masculine attire, complete from footwear to headwear, including a tailoring and alteration department. The whole establishment is a model of progressive merchandising, conducted according to the principles and policy instilled into the minds of the partners by their late employer, John Allan, a former prominent men's wear merchant of Craig Street, Montreal. Messrs. Gray and Boucher are young men, although wise in the ways of successful salesmanship. Their partnership dates back nine years, when they became associated as fellow workers in the men's clothing section of the Allan store. Upon the death of their employer they decided to create a business for themselves, and being congenial in tastes and ambitions, they speedily became successful in no small degree. The present site, next to Montreal's most exclusive cafe, and just across from the Imperial Theatre, is in many ways an ideal one, yet, according to Mr. Gray, the success of their efforts is by no means attributable to the locality exclusively.

Following the establishment of the partners in their Bleury Street store, a patronage speedily grew up about them, composed of many of the customers of the late John Allan. Catering to family needs is the secret of their yearly increasing success, for the firm prides itself upon being complete outfitters in every sense of the term, not only satisfying the wants of the fathers, but also the sons, and in many cases the youngsters.

Being near a large departmental store is no deterrent to trade, according to this firm, as family trade of the more exclusive class naturally gravitates to the shop which specializes, rather than to the former kind. Situation without doubt is to a great extent another fact which may be said to be of importance in the success of a retail store, and in this respect, Messrs. Gray and Boucher have been unusually fortunate, being directly in the line of march of

Montreal's merry-makers, whether on theatre or dancing bent.

Window displays are another important item to consider, and the partners are believers in the theory that small displays of one line only are not as valuable in the long run as those which are more representative of the stock carried. The latter, said Mr. Gray, suggests other purchases to the intending buyer, who may perhaps have come in for collars, but who will as like as not also invest in an umbrella, if a rackful is attractively displayed in a conspicuous place. The window dressing is Mr. Boucher's special province, and his method is invariably to arrange a comprehensive assortment of stock on the various stands, in such a way as much to quicken the power of suggestion as to attract the casual passer-by.

Women, said Mr. Gray, form a large part of the store's business, yet with due regard for their many admirable qualities in other directions, it must be admitted that shopping for men is not their strongest point. A good salesman, declared Mr. Gray, will remember his men customers' preferences and when their wives call in to purchase certain articles, it is a simple matter to show her only those things which are certain to please the man of the house. That it does not do to leave too much to feminine discretion, in the matter of selecting masculine apparel, is one axiom of business, the wisdom of which no haberdasher will question.

The matter of advertising is not an important one to this firm, nevertheless, they have found that a certain amount of advertising in church or religious papers is exceedingly fruitful in results, and an excellent means of keeping the tone of their regular clientele up to its usual standard.

One unusual feature of this store which is, however, common to many Montreal haberdashers, is the toilet accessory section, wherein a man may select a new razor, soap, cream, or powder, as the case may be. This feature of the store is especially appreciated by week-enders who find it a boon to be able to secure the cake of soap or the tooth brush overlooked in the hurry of packing.

Every available inch of space is utilized to advantage and yet the effect upon entering the store is that of spa-

cioussness and well-arranged goods, displayed with a dignity and sense of proportion befitting the character of the store and its custom.

MANUFACTURERS WILLING TO TAKE LOSS

(Continued from page 50.)

by the manufacturers when reference is made to the retailer's share in the merchandising of men's clothing is to the effect that no sudden slump in prices need be expected no matter how precarious conditions may become, or how low the cost of raw materials may fall. The manufacturer is prepared to stand for a reasonable loss in order that business may become stabilized, but as for any philanthropic tendency to clothe the public at cost prices, such ideas are purely the invention of sensation mongers. Many retailers admit that they are cancelling their Spring orders because they believe that business will be poor and they will be able to get their current needs for less than prices listed on orders for the 1921 season. This attitude is wrong, from whichever side it is viewed, as without a steady influx of orders the manufacturer will close down, and without a reserve supply he will not be in a position to fill orders next Spring. Prices as quoted now are in all cases commensurate with the expectations of prospective customers. With bumper crops reported from the West, and workmen receiving higher wages than ever before, there can be no question about the purchasing power of the people of Canada. There is just as much money in circulation as ever, and when the public has money the retailer can rest assured that most of it will be spent. The only difference between now and the war period, barring the effects of recent newspaper opinions, is that the public want more value for the money and are more critical when making purchases. **Excessive profits and every other item of cost must be shaved to the quick both in the buying and the selling of all merchandise.**

Last Spring hundreds of dollars were being spent on liquor in certain sections which are now spent on household necessities, especially upon clothing. In certain regions colloquially known as "dry," clothing men report sales doubled and an improvement in the appearance of the average family.

The duty of the retailer is clear, according to the manufacturer. He must now seek out and stimulate the trade that heretofore came in abundance because of war time extravagance. There is nothing to fear about Spring business so long as conservative yet reasonable buying is maintained. It is perfectly understood that the retailer alone cannot change prices, but he can operate on the lowest possible margin and extend the volume of his business. By such means only can the present-day problems be solved, and when every shoulder is put to the wheel things will come back to a normal basis.

Borrows \$150 to Start Business:

“When You Have the Other Fellow’s Money You Have to Pay it Back”

Jack Primeau, of Peterboro, Secures a Loan of \$100 From a Friend and \$50 From His Mother—A Stock Kept in Proper Condition Does Away With Necessity of Sale—Quality And Service.

THREE years ago a young man in Peterboro decided that he wanted to put in a line of hats in the store in which he was working. To do so, he had to finance the venture himself. A young man will do things that an older one would not think even of attempting; perhaps that is why young men get along sometimes when an older one would hesitate to take the risk. Without any very clear vision as to how he was to pay for some hundreds of dollars' worth of hats he ordered, this young man placed the order just the same and waited results. The result, in one case, was not very encouraging; it appeared that one of the firms from which he had ordered hats had looked up his financial standing and found that it was hovering around the zero point. The hats didn't come. Nothing daunted, he ordered them from another firm, cutting down the order a bit, and asked them to be sent C.O.D. They came C.O.D., but when they came the “O.D.” was there all right, but the “C.” was still missing. Hurrying out to a friend of his who had told him he had \$100 in the bank, this

young man told him that the fatal hour had struck—he wanted to borrow that \$100. He got it; and the man knew him well enough to refuse even a note. Then he went to his mother and borrowed another \$50 and back to the store he went and paid for the hats.

Jack Primeau of Peterboro

Jack Primeau of Peterboro—for this is the young man referred to—now does a hat business which, alone, is worth between \$4,000 and \$5,000 a year, and this is the small end of his business. Baron Shaughnessy once said that the only way to save money was to borrow it; he saved his first \$100 by going to the bank, borrowing it, and then depositing it in the bank. Jack Primeau had something of the same idea in the back of his head. “When you have the other fellow's money you have to pay it back,” said Mr. Primeau to Men's Wear Review. For two years he has been running his own business in Peterboro. A short time ago he received a letter from one of the big clothing houses of Montreal in acknowledgment of the payment of

goods considerably in advance of the time said payment was due. “We attribute your success in a large measure to the fact that you always kept your stock in the proper proportions, considering your turnover. This is what few merchants in your line are able to show just now. In fact, most of them have about twice as much stock as they should have in their stores, due to over-buying. Under present conditions, it is certainly safer to simply buy for season's requirements, making sure that very little goods are carried over from one season to the other in case there should be a drop in prices, even if it is only gradual.” There is good advice in that letter, not only for Jack Primeau but for many other merchants in the country.

Elements of Success

Men's Wear Review asked Mr. Primeau to what he attributed his success as a clothing merchant. His answer was a simple one. “I can attribute the success to three things in particular—keeping quality stuff, keeping away from
(Continued on page 85.)



Neat window displays shown by Jack Primeau, of Peterboro.

Proper Use of Advertising Reaches Existing Demand

As Well as Creating New Demands—Conservative Attitude of
Many Established Dealers Loses Custom from Newcomers to
Community—Importance of Seasonable Advertising

Written for Men's Wear Review by A. L. McCREADY.

ADVERTISING may or may not create a demand, but, with proper usage, it will reach whatever demand exists. And every day there is a certain demand for the commodities or services of those having such to offer.

The merchant or tradesman prepared to meet this demand takes certain means to make known that he is in the field to offer his wares or services. One of these means is his daily ad. in the newspaper.

His ad. may be a quarter column or a quarter page—just in proportion to the value he places in it. But the man with the daily space, no matter what size, has an appreciation of the value gained by keeping his name continually before the public.

Firms and Residents

The man who says, "I have been in business for fifteen years, and everybody knows me," is apt to be catering to a very small trade. Residents change considerably in fifteen years, or ten years, or five years, and the new ones arriving may never have heard of Mr. Fifteen-Year Businessman. But the new residents will, from reading the local paper, become unconsciously familiar with the names of the firms who advertise, and when in need of the wares or services thus advertised, the reader will be drawn to deal with the firms whose ads. invite him.

The daily advertiser knows this and pays attention to the messages printed in his ads. That is the advertiser alive to the merit of advertising, and not the one who advertises simply because he wishes to patronize the owner of the paper, or because the paper carrying his ad. voices the same political views as himself. Such an advertiser is apt to be careless in the messages he gives—merely a summary of his business, or a statement about some slow-moving stock at a prohibitive price that dynamite wouldn't move, much less printer's ink. That is not advertising—it's not even a hobby. It's merely playing up to the printer.

Faithful Advertisers

The other class of advertiser—the 100 per cent. efficient sort, is the one who cares for his ad. as faithfully as he posts his ledger. He changes his ad. regularly—not spasmodically. Each message features a point, and aims to a

SOMETHING TO THINK ABOUT

Advertising to-day is a necessity and an asset.

Advertising has been hurt by emotional appropriations.

Merchants must figure advertising cost in their budgets just as essential as rent or labor.

It has been stated that before the war only one hundred Americans had an international vision.

Trade journals enable business men to keep a finger on the pulse of every industry.

It is as important to know the cost of distribution as to know production costs. The Government should make a survey of our Jobbers and Retailers and their merchandising costs.

point—the consumer. He may not use high-sounding words in his ads.; he believes in getting down to "brass tacks," and if it's brass tacks he wishes to sell, he says so, even to the price.

He may not be an expert ad-writer, but he can read. He knows which ads. of other firms appeal to him. He analyzes them and learns why they appeal.

Perhaps the appearance caught his eye! Such an ad. seemed well-balanced—was neither crowded nor skimmed. It invited a reading. Or it may have been an illustration that drew his attention. The illustration urged that he read the message connected.

In the well-proportioned ad. he found that the reading matter was equal in space to the illustration. It may have been more, but seldom less. In some other ad. a catchy headline attracted

him, or the price in large figures. He makes mental note of all these things and more, and incorporates these features in his ads. He takes an interest in writing his ads. and considers their production with the same pride that a poet does his poems. Instead of a task, the writing of his ads. becomes a pleasure.

The Seasonable Ad.

To the attentive advertiser, the writing of seasonable ads. is a motto. By seasonable ads. it is not merely meant ads. relative to the Christmas season, winter time, spring time and summer time, in course, but a more far-reaching phase of the term "seasonable advertising."

There are certain times and circumstances in each of the four calendar seasons that tend to the making of seasonable advertising.

Taking Advantage of Rain

An instance of this class of advertising is afforded by the custom of a certain small town general store man who invariably takes advantage of a night rain to feature roofing in his ad. for the following day. The heading he uses is quite in keeping when he starts out with the query, "Did Your Roof Leak Last Night?" Then he goes on to state that he has the roofing to replace that leaky one, or to patch it, whichever is desired. And under the introduction he comes out with the names of the roofing carried, and the prices.

This instance is but one of the many that may be grasped to make seasonable advertising for nearly every line of business. Our Christmas ads., our housecleaning ads. and the ads. for all the set periods of the calendar, are common knowledge to everybody, and the reader knows when to expect them; but it is the little incidents in between that may be grasped and make real live ads.

Some incident or eccentricity of nature which gives us our variety of weather and climate, afford the ad-writer inspiration for ads. that are above the prosaic, and carry the punch. At no time is the prospective customer so receptive as at the time that some incident has created a demand or desire for a certain commodity or service. This is where the writer of seasonable ads. heads the van and makes the sales. He knows when to reach the consumer, and makes use of his knowledge.

Marked Caution is Shown in Buying Spring Lines: Fall Business Opening Out Well; Reflects Weather

The Markets at a Glance—Not Much Buying Being Done in Spring Clothing—Odd Offerings of Hosiery at Lower Prices, But Regular Lines Remain Firm—Fairly Good Orders in Hats and Caps

FALL trade amongst the retailers and wholesalers alike is opening out fairly well. The thermometer that daily registers the rise and the fall of the temperature also is a fair indicator of business and the mental condition of the trade in general. A few days with the snap of Fall weather in the air finds business responding quickly and satisfactorily; a return of Summer temperature and business is dead. Retail sales of early Fall lines indicate that merchants are anxious to rid themselves of stock that, with the general belief in a fall of prices, they do not wish to carry over to another season even though it may be perfectly good merchandise. Merchants generally are looking for a good Fall trade and there seems no reason why they should not get it. As we have said before, business will be harder to get this Fall than it has been for years because of an increased resistance on the part of the public to buy and because we stand, as it were, between two periods of prices—the peak and the decline—but the business is to be had if it is gone after strenuously. So far as Spring is concerned, it is not much as yet. Clothing manufacturers and wholesalers say that their travellers now have to be salesmen, not mere order-takers; they seem to be having their difficulties. After talking with many merchants during the last three weeks, Men's Wear Review feels that the failure of merchants to book Spring business is not due to pessimism regarding the outlook for business, but to a nervousness regarding prices. Some manufacturers and wholesalers meet this by saying that the trade will get the advantage of any reductions that may occur, and we know of cases where certain customers of a certain house have already been advised that they will get a reduction on a line which they had already bought.

CLOTHING

Reports from retailers indicate that Fall business in suits and overcoats varies with the weather. With snappy weather, trade soon responds, and lines move quickly on these days. Throughout the country, trade seems better than in the cities and we have heard of a number of cases where September business exceeded even that of a year ago. It is undeniably true, too, that the consuming public is demanding the lower-priced goods. The luxury tax and the general tendency of the public to balk at high prices is having its effect. To sell a suit of clothes over \$50 or \$60 these days, so say retailers, requires some salesmanship. Week-end sales of early Fall overcoats already figure in some of the retail stores, indicating that the

season has been somewhat against them and, even though they are good merchandise, merchants do not want to carry them over to another season on account of uncertainty of prices six months ahead.

There is not a great deal of buying for Spring. Merchants are looking at lines without booking many orders. Just what effect this is going to have on the manufacturing end is hard to say, but there is already some difficulty in keeping organizations together. Retailers are looking for reductions; manufacturers say that it is impossible for them, with wages at their present levels, to manufacture any more cheaply. We have talked with not a few merchants who are buying absolutely nothing for Spring; others are buying from hand to mouth. Caution is certainly manifested, and manufacturers themselves are frankly advising buying only what is needed. But they are at some loss to know what will be the outcome if all their orders for Spring clothing come in just when Spring trade is breaking.

HOSIERY

Offerings of lower-priced hosiery are being made to the trade by several houses. There, perhaps, is a mistaken notion that this is an indication of general reductions in hosiery. We have been assured that these lower-priced lines are odds and ends of the wholesalers' stocks and are not regular lines. Retailers, in buying them, are doing wisely because it gives them an opportunity to meet the public demand for lower-priced lines. But the good qualities remain firm in price. It is true that there are reductions of a number of lines at the American mills. Canadian wholesalers point out, however, that these reductions do not yet reach the lower price at which they bought more than a year ago—and bought heavily. We have been shown invoices that bear this out. One large Toronto wholesaler has bought very little in hosiery from one quarter since September of 1919. Then they bought heavily. The prices of these same lines quoted by the mills to-day—prices which are lower than they were four months ago—are still higher than those paid by this house last September. Wholesalers say that mill prices will have to be reduced considerably yet before regular lines can be offered to the trade at lower prices. Spot business is fair; but there is not a great deal of placing for Spring.

HATS AND CAPS

Immediate business in hats and caps is fair; there is the same indisposition on the part of retailers to place Spring business as in other

lines. For all, there have been some good orders placed—there have been some unusually good ones in the West—and wholesalers are not pessimistic regarding the future. Some wholesalers are advising their customers that any reduction that may occur either on imported or domestic lines will be passed along to them; and we know of one house that quite recently sent out word that there would be a reduction of \$6.00 a dozen on a certain line of imported hats. Fall business amongst the retail trade has opened out very well. The popular demand is for the hat that comes within the exemption price fixed by the luxury tax.

SHIRTS

Shirt manufacturers are still coping with the problem of getting out orders for their product. A retailer told Men's Wear Review a few days ago that he was getting deliveries of orders due him last Spring and that he still had about \$2,000 worth to come to him. In spite of the fact that new buildings are being erected by shirt manufacturers there is still difficulty in meeting the demand of the trade. Spring prices, as we have said before, show advances over previous prices. Trade-marked lines are beginning at \$22.50 and \$24.00; but the average price is nearer \$30.00 to the trade. Al-

though there has been a drop in the price of raw cotton, this is, as yet, having no effect on the finished article, nor will it for some months to come. Silk shirt lines are a little easier in price.

NECKWEAR

Trade continues to be rather quiet in neckwear lines so far as placing orders are concerned. That merchants are looking for a good Christmas trade is indicated by the good orders that have been secured by wholesalers and manufacturers of these lines. The condition of the silk market has been unfavorable to this trade from the manufacturer's point of view and he is somewhat at a loss to know what to do. Stocks are in good condition and the trade is being offered lines that begin at \$7.50 per dozen with batwings as low as \$5.50 a dozen. Some fine Swiss, Italian, French and English designs are being shown at attractive prices.

There is still not much buying in Spring lines of underwear, which have shown a considerable advance in price over a year ago. In the United States there has been little advantage taken of the offerings there, even though they were more attractive than were expected by the retail trade. The attitude of the retailer in this line seems to be one of "watchful waiting."

British Industries Fair 1921; Held at Three Important Centres

London, Glasgow and Birmingham to be Scenes of Big Exhibitions—
Textiles of All Descriptions at Glasgow—Arrangements for Canadian Buyers.

THE three fairs, although held in different towns (London, Glasgow and Birmingham), are, in reality, only sections of one fair, and together constitute the greatest Trade Fair in the world.

The London Fair is directly organized by the Imperial Department of Overseas Trade on behalf of the British Board of Trade, while the fairs in Birmingham and Glasgow are organized by the municipalities of the respective cities under British Board of Trade. An important point in the organization of the three fairs is that they are held practically concurrently, and that each fair represents a specified group of industries. No industry is permitted to exhibit at two fairs, and consequently the buyer knows that whichever fair he may be visiting he will find the whole range of exhibitors in any particular trade or trades. Further by careful arrangement of the dates of the sections it is made easy for him to visit all three should he wish to do so, for while the London and Birmingham Fairs run concurrently from the 21st February to the 4th March, the Glasgow exhibit opens a week later on the 28th February.

The British Industries Fairs are not exhibitions. They are Trade Fairs to

which admittance is restricted to bona fide trade buyers seriously interested in the participating trades. Only British manufacturing firms are allowed to exhibit, and no exhibitor is permitted to exhibit goods other than those of his actual manufacture. The result is that buyers who visit the fair know that no articles shown on an exhibitor's stand can be purchased elsewhere in the fair. Exhibitors are also able to give proper attention to the buyer, and the buyer is able to do his business unhampered by crowds of sightseers.

The Glasgow exhibition will be of chief interest to the clothing men, for it is there that textiles of all descriptions are shown, ready-made clothing including hosiery, hats and caps, boots, shoes and gloves.

Buyers from the Dominion, who wish to visit the fair, should apply as early as possible to the nearest British Trade Commissioner from whom they will be able to secure full information. Their names and addresses are:—

Captain E. J. Edwards, H. M. Senior Trade Commissioner, 248 St. James St., Montreal.

F. W. Field, H. M. Trade Commissioner, 260 Confederation Life Building, Toronto, Ontario.

L. B. Beale, H. M. Trade Commissioner, 610 Electric Railway Chamber, Winnipeg, Manitoba.

On their arrival in England it would be to their advantage to communicate at once with the Secretary, British Industries Fair, 35 Old Queen Street, London, S.W.1, England, or, should the fair have commenced, at the White City, Shepherd's Bush, London W. 14, England.

Full details of the Birmingham Fair may be obtained on application to the General Manager, British Industrial Fair, Chamber of Commerce, 95 New Street, Birmingham, England.

For the Glasgow Fair enquiries should be addressed to J. M. Freer, Esq., Kelvin Hall, Glasgow, Scotland.

BELLEVILLE YOUNG MAN STARTS IN BUSINESS OF MANUFACTURING

A new manufacturing organization in a small way has been brought into being in the city of Belleville. The Ashley Sweater Co. is the name of this new organization, with E. B. Ashley as the directing head. It was started on August 1st and for the present only men's and boys' sweaters are being made. They are being made in both the high neck with sleeves and without a neck and sleeveless, the latter to be worn, if desired, over the vest in the winter weather as a "warmer." The sweaters are to be had in a variety of colors and the price ranges from \$48 to \$57 a dozen. The output, at present, is limited, but Mr. Ashley hopes to enlarge it and says he has orders that tax his capacity.

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

FALL OVERCOATS. NOT TOO CONSERVATIVE.
UP TO THE MINUTE IN STYLE.

EXCELLENT STYLES AT COMPELLING
PRICES.

STYLE! WELL, YOU'RE THE JUDGE.

UNDERWEAR FOR THE "BETWEEN" TIMES.

MEDIUM WEIGHT FOR NOW.

SUITS STYLED FOR THE STYLISH MAN.

PRICES FOR ALL THE PEOPLE.

BIG DOINGS! FALL DRESS UP. WE'RE
READY. ARE YOU?

CORRECT WEARING APPAREL FOR THE FALL.

FALL HATS THAT ARE A CROWNING
FEATURE.

TOP PIECES WITHOUT TOP PRICES.

ORDER A SUIT TO YOUR MEASURE AND
YOU'LL FIND THE RESULT A PLEASURE.

DEMONSTRATING NEW FALL MERCHANDISE
FOR YOUR APPROVAL.

QUALITY, STYLE AND SERVICE COMBINED
IN OUR CLOTHES.

DON'T DELAY CHOOSING. WE HAVE THE
COLORS AND QUALITY FOR MEN
AND BOYS.

HONEST MATERIALS, WELL TAILORED; THE
RIGHT TYPE OF CLOTHES FOR SCHOOL.

SMART FALL CRAVATS AND STYLISH
FELT HATS.

KIDDIE SUITS FOR THE LITTLE CHAPS.

WARM COATS FOR ZERO WEATHER. CHOOSE
WHILE THE RIGHT SIZE IS HERE.

THE STYLE IS ADVANCED THOUGH THE
PRICE ISN'T.

VALUES WHICH COMPETITION CAN NEITHER
MEET NOR BEAT.

THE WAY TO A WOMAN'S EYES IS THROUGH
ONE OF THESE NECKTIES.

THERE IS ECONOMY AND EFFICIENCY
IN THESE SHIRTS.

STYLE WITHOUT QUALITY IS VALUELESS.
THESE HAVE BOTH.

SMART HATS FOR SMART MEN.

TRY THIS ONE ON. IF IT ISN'T YOUR
SIZE WE HAVE ONE THAT IS.

THE CLOCK SAYS IT IS TIME FOR YOU TO
HAVE A PAIR OF THESE HOSE.

SUITABLE ACCESSORIES FOR FORMAL
OCCASIONS.

UP-TO-THE-MINUTE STYLES FOR UP-TO-THE-
MINUTE MEN!

PLEASEINGLY PERSUASIVE PRICES ON
FASHION'S FALL FELTS.

WE CARRY THE BEST SHIRT WE KNOW OF.
DO YOU?

EVERY DOLLAR YOU PAY FOR THESE SUITS
IS RETURNED IN VALUE.

Combating Newspaper Propaganda in Store Ads. R. J. Tooke of Montreal Takes Up Cudgels

Montreal *Gazette* Features Articles Explaining That Spring Prices Due For Big Drop and Tooke's Answer It Word For Word—Points Out That Reduction in Raw Wool Offset by Further Increases—Making Friends at McGill.

THE firm of R. J. Tooke Ltd., of Montreal, has recently undertaken to put a spoke in the wheel of temporary trade dullness arising from the vicious wave of newspaper propaganda by featuring some clever and original advertising in connection with their fall business. In a recent morning daily newspaper of Montreal there was printed a special communication from Chicago purporting to be the statement of the National Director of the Retail Clothiers Association of America with regard to a slump in the price of men's clothes for next spring. Messrs. Tooke undertook the somewhat unusual plan of reprinting this news item in their daily advertisement in the same newspaper and refuting it word for word in a column alongside the reprint.

"Predicts Drop in Price of Clothing"

The news item which appeared in the Montreal *Gazette* and was dated Chicago, September 21st, was headed "Predicts drop in price of spring clothing" and it ran as follows:—

Good news was brought to Chicago to-day by the 2,000 delegates to the annual convention of the Retail Clothiers' Association of America.

Men's clothes are slated for a drop of 33½ per cent. or more in price next spring.

In some instances, the slashing of woollen prices will be even greater, according to Fred Voiland, of Topeka, Kansas, national director of the association.

"There is bound to be a decided reduction in prices by spring if the American public keeps up the plan which it has instituted against the high cost of living," he said. "That is, not to buy the higher-priced woollens. These are not being bought now and are accumulating in the warehouses. When this surplus reaches a certain figure, prices are bound to drop."

Tookes Make Reply

Then followed Tookes' rebutal of the article which, like many another such article, is responsible for hard knocks that retailers are getting these days. Here it is:—

This item appeared in the *Gazette*—the best newspaper in Canada—the most reliable journal in the Dominion.

Yet it is pure bunk.—

A statement which is unfounded, is not verified by fact nor offered with any figures which would substantiate the general declaration.

There has been no decline in the cost of wool cloth for the Winter.

There has been a decline of 20 per cent. in the prices quoted for cloth for next Spring delivery. But—

There has been an increase of 20 per cent. in the labor cost of making a suit, an increase of 40 per cent. in railway and freight rates—an increase of 30 per cent. in hotel



A recent attractive display by R. J. Tooke, Ltd., of Montreal. The few pieces of merchandise in this window are shown off to the very best advantage by the rich colorings used in draperies.

rates—all adding to the cost of clothes delivered to the stores.

Yet the "price in the pocket" of a Semi-ready Tailored Suit keeps the cost to a certain standard of merit all over Canada.

The propaganda of the gentleman from Topeka, who rejoices in a Germanic name—may induce some makers to sell him and his associates their Spring supply of clothing at less than cost.

It may induce some others to wear the shabby and flabby cloth which he evidently buys for his particular class of trade—

But when Semi-ready Tailored Clothes go down in price—when good clothes get cheaper—we will be the first to shout and to cheer and to tell about it.

We sell only the genuine Semi-ready Suits and Overcoats—none other—every garment has the real value in the pocket.

With half the cost of a suit up and half going down next Spring—we are fortunate in being able to sell Semi-ready Suits at the same standard price as last year.

Doing Something for Old McGill

Another advertising stunt of Tooke's was on the personal letter plan to the male students of McGill University. This letter was sent out just a few days prior to the opening of the university and ran as follows:

Dear Sir:

"Doing something for Old McGill" has grown to be a habit with old Montrealers. It was suggested to our Directors that our firm mark the beginning of the new regime under General Currie with some fitting concession to the students.

For the two months of October and

(Continued on page 75.)

Getting the Personal Appeal Across

Teach Your Customers by Letter—A Mailing List Fails in Its Purpose if It is Not Carefully Classified—The Small Town Merchant Should Cultivate the Patronage of Prominent Farmers—Membership Lists of Community Organizations Are Money Getters For the Dealer.

EVERY merchant who is the head of a prosperous small town establishment should spend hours studying his mailing list. If rightly handled it is invariably a very interesting list. Next to each name he should find a brief notation telling certain facts regarding the prospect, each of which the merchant considers valuable from a merchandising standpoint. If these data are attached it is proof that the merchant has spent considerable time and effort in building up and classifying his list, and it is a foregone conclusion that he is up and ready to put it to the test.

One such merchant in a progressive Ontario town, in going through the long list of names on his mailing list, noticed that a small proportion of the farmers in the territory belonged to a local farmers' association.

The average retailer would glide over this seemingly insignificant fact. The merchant in question knew he had the most complete list of farmers in his territory, and the small number belonging to the local farmers' organization aroused his curiosity.

He sat down and noted the name of every farmer holding membership and then drew up a separate list of these names. For the next few days he made every effort to learn further details concerning their local standing, both financially and socially. He also noted those who bought more or less regularly at his store, and also the size and calibre of their purchases.

Further inquiries, followed by a careful analysis, convinced the merchant that the farm association members were the leading customers in the community in the sense that their leadership in all matters was respected and followed by the rest of the members of the community.

The merchant consulted a county agent, and from him he learned further details.

"When I want to introduce a community idea," the latter said, "I first interest the members of any farm organization. These are invariably the influential members of the community, whose support I want.

"When a manufacturer wants to introduce a new machine in the territory the firm makes every effort to interest these few leading farmers, and then it is ready to secure the interest and co-operation of the other members of the community."

Power of Minority

The merchant decided to take advantage of this condition of affairs. He drew up a mailing list containing the names of all the leading farmers in the com-

In this article, "Getting the Personal Appeal Across," Men's Wear Review publishes for use of the trade a series of arguments on the service afforded by an up-to-date mailing list. The dealer in the small town store is just as much concerned as the huge city retailer. In the accompanying article the small town merchant is given some valuable pointers. What other merchants have been able to do, the readers of this article should be able to do. Do you serve all the leading farmers in your community, or is some other dealer getting their custom?

munity. Heretofore, he had been accustomed to send out circular letters from time to time to the entire list. He now prepared a separate letter destined to interest the "leading citizens" list. He followed with other letters at certain specified intervals. These letters were different in form and substance from the letters he addressed to the rest of the trade.

The merchant had found a way of creating personal appeal to a certain definite class of prospective customers. Furthermore, the men and the families who received these letters were fully aware of the fact that the same letter had not been addressed to the rank and file of the community. Here was an appeal to exclusiveness, and in this particular instance, it was the best and most profitable appeal. The letters that followed promoted the same purpose. The merchant succeeded in gaining the active patronage of a good number of these leading citizens and their families.

Right here it may be said that the leading citizen idea is a good one for every merchant in a rural territory to put to use. The dealer can easily get access to the membership list of any such organization, and, like the merchant referred to above, can obtain good results by making a practice of following up these prominent men. The letters sent out should fully create the impression among each of the recipients that the store is making a special appeal for his personal patronage.

Having obtained the patronage of some of these leading citizens, this same merchant went a step further. He prepared a form letter for mailing to others on his long list. The letters stressed the point that the store had gained the patronage of some of the leading citizens of the community, that these citizens had become regular customers because the goods sold and the service rendered were above the average.

This was followed by a special newspaper advertising campaign, and the copy hammered away at the fact that the store enjoyed the exclusive patronage of some of the leading families in the

town. He also obtained permission of some of these citizens to use their names in the letters and in newspaper copy.

Imagine one of these leading citizens receiving a form letter bearing all the ear marks of a circular, which had been sent to thousands of others in the same territory. It would receive a very cold, and a very unprofitable reception.

Stereotyped Letter a Failure

The point to be remembered is that the time has long passed when the merchant hastily prepares a form letter or circular for general distribution to his trade and prospective customers, regardless of individual interests and prejudices, and not even troubling himself about affixing a "Dear Sir" or a "Dear Madam," to each letter.

The average citizen is tired of the so-called personal letter, which, in spite of its pretensions, carries not the slightest bit of personal appeal.

In times past a merchant would have a form letter printed and distributed to a thousand or more homes, sometimes not even taking the trouble to address each letter to an individual, and then have these distributed from house to house. Such practice usually placed the mark of cheapness and unimportance on the letter. The dealer thereby created the impression that the individual customer, or prospect, was of no importance, and the letter was therefore accepted at the low valuation the merchant unconsciously placed on it.

At a later stage the dealer began to realize the advisability of addressing each form letter to some man or woman. By mailing it he dignified the letter with the importance of regular personal correspondence, and he expected the careful attention that such correspondence deserves.

We have now reached another stage in direct mail. Each letter of a set of a hundred or a thousand must bear all the ear marks of personal correspondence. It is impossible for the merchant or his assistants to sit down and dictate a hundred or a thousand personal

letters, each differently worded and each aiming at a specific appeal.

Emphasizing Personal Note

What is the dealer to do? A good mailing list, carefully compiled and thoughtfully classified, will aid him.

Take a thousand people, and try to classify them into several groups. One group will consist of men and women of comparatively low incomes, while the second group will consist of those who draw fair salaries, own homes and buy high quality goods at good prices. Two letters addressed respectively to the first and second groups will carry two personal appeals, applicable to each group. A form letter, addressed indiscriminately to both groups, will not result as satisfactorily in many cases.

Other groups will suggest themselves. One consists of quality buyers exclusively, a second of bargain hunters, a third of those who have made purchases, but have not followed up with other purchases. And there are many others.

Group Lists Carefully

Take your mailing list, and divide it into several groups, such as apply specifically to your regular trade and territory. Make up your mind to address different letters to each group from time to time, as the occasion may demand. Each letter should be drawn up carefully and approved before copies are made. It is advisable, when a follow-up campaign is planned, to prepare the full set before the first one is put in the mails. The others should be planned for certain dates, to be sent out at regular intervals.

Full consideration should be taken of the particular interests and prejudices of the people comprising the particular groups, and the desired impression should be accomplished by the time the last letter in the set has reached the prospects. The first letter should be followed up consistently.

The merchant should also decide on the length of the letters addressed to the specific groups. The tone of the letter should be taken into consideration. Letters to women, and to country folks, can be longer than those addressed to business men. A business man will not read more than the first paragraph of a form letter unless it is short and snappy, and shorn of all verbiage.

A Good Classification

Another successful small town merchant, who has built up a very profitable retailing organization, has classified his list into several distinct groups, such as home-owning folks, professional men, those who own automobiles, exclusive residents, bargain hunters, etc.

The merchant figures out the particular kind of merchandise each group is especially interested in. When he receives a large shipment of a particular merchandise and desires to steam up sales, he writes a personal letter to the group that will be most interested in the merchandise.

He sends a letter to each group at

least once a week. Besides these letters the merchant sends out one or two letters to the entire list during the year. It is a chatty, really personal letter, designed to be of general interest.

When the merchant wants to push re-orders on certain articles he turns to his special card index, which works hand in hand with his mailing list. He finds that Mr. Jones had bought a supply of the article in question on a certain date, and it was expected the supply would last until a certain date. On that date Mr. Jones received a letter soliciting a re-order. It is a very short letter. A few days later he receives another letter, mentioning a certain grade of the product in which the customer is sure to be interested and at the same time calling his attention to special closing-out prices.

When someone makes a purchase, his or her name is noted on a card, which also bears a brief description of the article sold, and the selling price. Several days later the customer receives a nice letter from the merchant, thanking him or her for the patronage. The letter runs as follows:

"We note with pleasure that you were in the store recently and bought a waist.

"We trust you were served promptly and that the article you purchased will be entirely satisfactory.

"If you are pleased with the purchase and the service, we shall appreciate it if you will tell your friends about them. If you are not pleased, we should like very much to hear from you.

"Thanking you for your patronage and hoping to be of service to you again in the future, we are,

"Respectfully yours."

A week or two later, the merchant finds, on inspection of the card index, that the customer had not made another purchase. The following form letter is then addressed to the people in the group:

"In looking over our records we regret to note that it has been some time since we had the pleasure of serving you.

"We value your patronage very highly and trust that you have no reason to be dissatisfied with your purchase, but if such is the case we will welcome an opportunity to regain your goodwill and patronage.

"May we not have the pleasure of serving you again in the near future?"

In the case of customers residing within city limits, a bright girl is set to work calling these people on the telephone. The girl inquires whether the customer has any grievance against the store. If this is the case an adjuster is sent to ameliorate the mental state of the customer.

The Exclusive Patron

One group on this merchant's mailing list represents the cream of the local population — people who pride themselves on their exclusiveness. They are his best customers. In the letters he sends periodically to this class of people

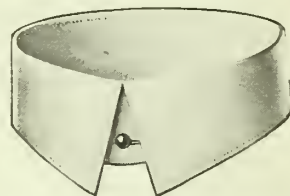
the merchant caters to this peculiarity.

He prepares a series of letters, each apparently handwritten, and on select paper. The same ink is used for the printing of the letters and to sign them.

The names of the people are written in the same ink used in the printing, taking care to avoid any difference in shade.

The letters are signed by the salespeople who originally sold to the respective customers. There is personal appeal in that. It is a bit novel for a man or woman to receive a letter from the salesperson who had been exceptionally generous and courteous the last time the customer was down to the store.

And to give this idea the proper finishing touch, the merchant instructs his salespeople to memorize the contents of the letters, so when the recipients call at the store they could shape their sales-talks accordingly.



There has been introduced for the fall season in the Arrow line a new style known as MARCY. This collar has a rather close-meeting front which accommodates the recent fashion in small cravats designed for tight knots, highly tied. There is ample cravat slide space in the Marcy and its proportions are such as to assure a good, close-fitting, small-appearing collar. It is 2½" high in front and 1¾" in the back.

COMBATING NEWSPAPERS
(Continued from page 73.)

November we will give every student at McGill a discount of 10 per cent. on all Semi-ready Suits, Overcoats, and on all Tooke Shirts, Collars, Cravats, Underwear and other Men's Haberdashery.

We enclose you our card of identity which, on being signed, will entitle you to this discount at any of our three Montreal.

Yours truly,
R. J. TOOKE, Limited.

With the letter was this card:—

McGILL UNIVERSITY
CERTIFICATE OF DISCOUNT

This card, when presented to any clerk of the R. J. Tooke stores, will entitle bearer to a discount of ten per cent. on all purchases during October and November, 1920.

According to a statement made to Men's Wear Review most of these cards have already been presented, the recipients preferring to take advantage of the offer before October than to delay purchasing until the date given in the letter. The store is very well pleased with the results of this venture in advertising and has made a large number of friends among the students and their families.

Fall Business Among Montreal Men; Seasonable Weather Promotes Buying

September Trade Was Exceptionally Good on Account of Tourists
—Luxury Tax Still a Difficulty—Spring Buying
Likely to be Late and Light.

"I DON'T think you can say that Montreal is a good criterion when the question of fall sales standards is under discussion," said the proprietor of a small but busy retail store, to a representative of Men's Wear Review, "because it all depends on your location, the kind of business you are going to do; and when one man is busy, another is feeling a slack season and vice versa. You take a man on St. Catherine Street in the west end, he does a smart business from October to June with University students, while I, sitting right square alongside of the railway terminus and the best hotels, count on tourists to make my biggest turnover, year after year. Then there's the east end where the French are a law to themselves and tourist and student trade are unknown, they are all in the same business but not one of them will tell you the same thing."

And neither they did.

September in Montreal was a record breaker as regards weather and the thermometer jumped from freezing point to 80 degrees in the shade inside of one week. During the wintry period, men's wear shops report that a rushing business was done in heavy clothing and overcoats and in the few days during which wraps were necessary, more business was done than during September of 1919. Right afterwards sultry weather of July quality prevailed and business fell off simultaneously.

The tourist trade has been unusually heavy and, in consequence, retailers report large sales of Burberry and other coats, English percale shirts, gloves and headwear. The American purchaser is a factor to be reckoned with in Montreal and men's wear shops here report that last August saw all records broken in the matter of sales, so that "August came and went before we realized it," as one man put it. Ninety per cent. of the trade of the better class stores this summer was in tourist travel, and no holding off in purchasing in the least degree noticeable where they are concerned. They come prepared to spend money and whatever is British can be disposed of regardless of price.

Other stores which cater to students and business men in general state that no indication is apparent that the public is curtailing purchasing even in view of the much deplored "low-price" publicity wave, although instances were recorded by several retailers of prominence of loss of sales on account of the luxury tax, which has not yet become fully understood by the man-in-the-street. In general the public is still manifesting a strong desire for high quality mer-

chandise on conservative lines and cheaper grades are not wanted now by better class dressers any more than they were a year ago. However, the \$45 suit and overcoat will be pre-eminently popular this season on account of the tax. The only difference, it is said, between this season and the war period is that the public wants more value for the money and are more critical in making purchases. Excessive profits and every other item of cost will likely be cut down to a close margin in buying and selling merchandise.

The question of fall deliveries and prices is uppermost in the minds of retailers at the present time. The opinion of most retailers is that they will delay Spring buying as late as possible. Several stores report heavy stocks of left-

Beau Brummel Regards Gloves as a Necessity

Not only in women's domain but also as regards men, it is noticeable that fashion is emphasizing the wearing of gloves at the present time, perhaps to a greater extent than ever before. According to one of the most reliable exponents of correct attire for men published in the United States, gloves are the one touch necessary to complete "that well-dressed look" which our newspapers advertise so extensively. "Let a man don one of the season's smartly cut suits, which by the way, are not to be had any cheaper than usual, and he will realize the imperative necessity of having the accessories in keeping with such an outfit. Given a fine white batiste shirt, a black crocheted tie, a brown or gray felt hat, with the new brim and crown, your modern Beau Brummel must needs carry a pair of cape or mocha gloves to complete the effect." One might par-

over clothing from last Spring which will mean that "fill-up" orders at intervals will be a common order of the day in place of the usual heavy advance placing orders of former seasons. This will be the general rule rather than the exception, from what Men's Wear Review can ascertain, and a period of spare buying will readjust the balance of trade conditions which were so seriously upset last Spring.

The present Fall season will go down into history as one in which practically no new mid-season styles are to be shown. Retailers do not anticipate radical reductions in staple lines any more than in the higher priced ones. It is felt that the subject of Spring prices should not be emphasized because it tends to create unnecessary agitation and unrest.

Deliveries from the retailers' point of view are now on an excellent footing, especially as regards British goods. When the season gets more advanced, it is anticipated that the demand will be quite up to other years and that the expected reaction after the quietude of the past few months will set in.

ticularize still further and add, "Should he be invited to a day wedding or reception, you may sell him a pair of light suede or glaze gloves. If he is scheduled for fashionable services or afternoon promenading, he will buy a pair of gray suedes. Even gray silks are well liked by men for formal occasions, including dances. But the conventional white glaze or reindeer is to be preferred for all formal weddings and evening functions. The automobile has inaugurated the demand for the best accessories, and \$8 and \$10 gauntlets have no trouble in moving over the counter. Especially with the leather and camel's hair top coats are fine gloves necessary. A man who pays one hundred dollars for a coat of this sort wants a high grade glove to give the finish to his appearance. Even the average tweed or other wool coat, with one of the attractive caps in novelty colorings, needs a good gauntlet to go with it. A man likes to be in the picture, as well as a woman, it seems, and the hand on the wheel must be well gloved. Easter begins the Spring motor-ing fever, and begins a thriving season in the gloves which the sport demands."

Keeping Tab on His Stock

At the first of the year, A. J. McBride, of Lindsay, takes stock, and from this point he can arrive at his quantity of stock within an hour any time of the year. Suppose, for instance, that he wants to know what stock he has on hand on June 15th. He adds to the January inventory the net purchases up to June 15th. He then takes the sales for the period between January 1st and June 15th, estimating the gross profit on these sales, which, in turn, will give him the net sales at their cost price. He then deducts this from the inventory as shown in January, plus the stock purchased, which gives him the stock left.

"Last year," said Mr. McBride to Men's Wear Review, "I came within \$150 of the exact inventory as later shown by stock-taking."

Personal Service as a Guiding Principle: This Lives After the Merchandise is Dead

Dundas & Flavelle, of Lindsay, Celebrate Their Sixtieth Anniversary in November—Started as Cluxton & Dundas and Did Business in Currency of Pounds, Shillings and Pence—Some Principles of Business Outlined.

NEXT month, Dundas & Flavelle, of Lindsay, will celebrate their sixtieth anniversary. To have conducted a successful business for three score years and still retain the confidence of a host of friends in that city and throughout the countryside presupposes a principle of merchandising and a manner of conducting business that must have something in them of value to every merchant in the country. Abraham Lincoln once said, "You can fool some of the people all of the time, and all of the people some of the time, but you can't fool all the people all the time." The very fact that Dundas & Flavelle have been in business for over half a century lends itself to the view that their methods of doing business must have been such that no attempt at "fooling" any of the people any of the time has been made.

Started As Cluxton & Dundas

Ten years before Eaton's got a start in a small way in Toronto, Cluxton & Dundas had opened a little store in the town of Lindsay, a store that, at that

time, was smaller than the men's furnishing department of the store now. Since then several additions and alterations have been made till it has become a fine, large departmental store. Pounds, shillings and pence were the currency of the realm in those far-away days; and one can easily picture the old market waggon, lumbering its awkward way over the rough corduroy to this pioneer of merchandising among the stores of the north. Later it changed to Dundas & Flavelle Bros., and, quite recently, to Dundas & Flavelle, Ltd.

Outstanding Thing Is Personal Service

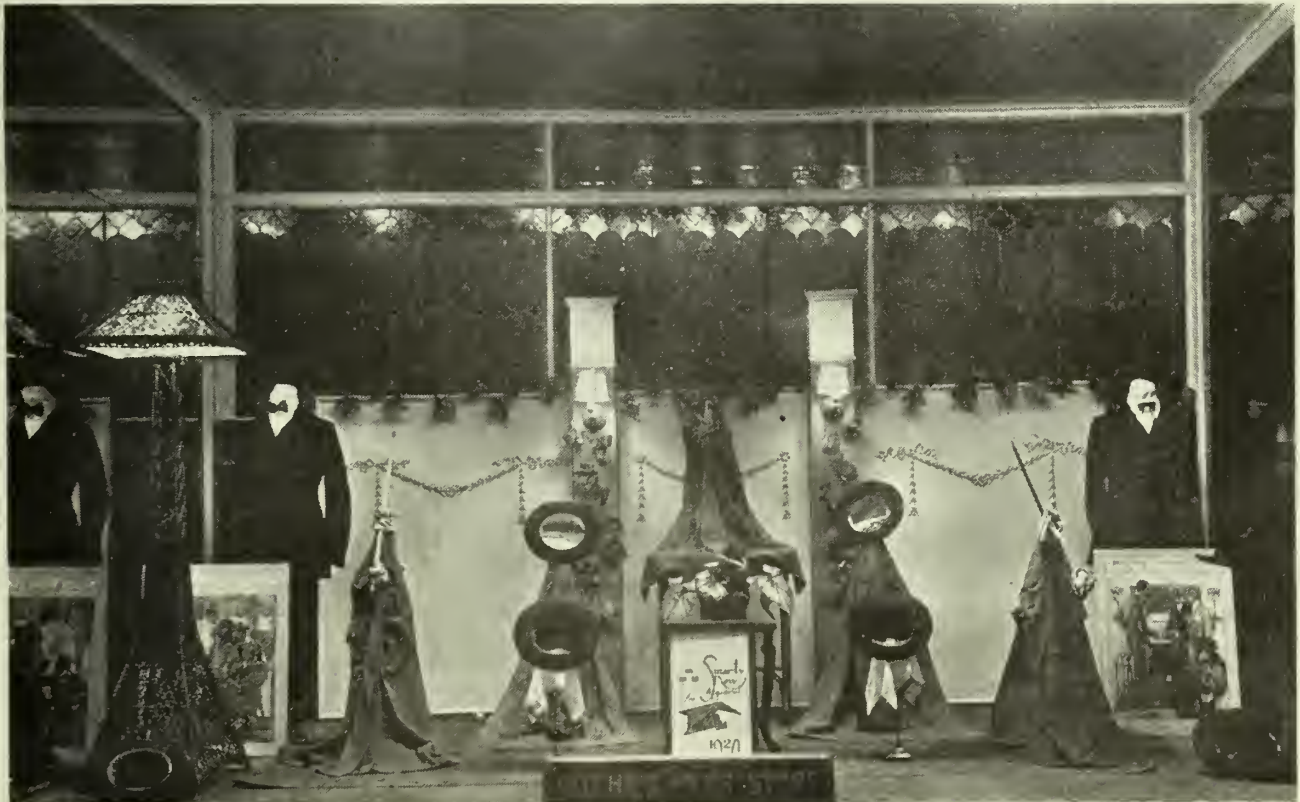
"The outstanding thing about this organization," said H. Brimmell, manager of the clothing department and one of the directors of the firm, "is personal service. That brings results. We are out of the main avenue of business here and, therefore, have to make extra efforts to get business. We don't mind if a fellow doesn't always make a sale. The time was when to miss a sale meant a "black eye" to a salesman and when he suffered if he let a customer go out

without buying something. That time has passed in this organization. No matter how hard a customer may be to please, we make it a point to show her the widest selection we have and show her that we are anxious to serve her in every way possible so far as it is in our power to do so. That has been one of the guiding principles of this firm and I believe it is the way we have built up business here, and the way we have kept it up."

And a minute before Mr. Brimmell had enunciated this laudable principle of conducting a business, a man had come to buy a pair of working gloves. Mr. Brimmell himself waited on him. Before he had shown him three pairs of gloves, the man said that he could pick from these.

"Just let me show you our selection, if you don't mind," said Mr. Brimmell, and several more pairs were exhibited to the customer. Of course, he bought the gloves; but he bought service at the same time, and he must have gone out of the store feeling that a personal interest

(Continued on page 85.)



The above is an attractive Fall display arranged by W. H. Wolfe, of the Ritchie Co., Ltd., of Belleville. The window is a very large one and the amount of merchandise in the window is made doubly attractive by the rich coloring used in the background and in the drapery.

Divided Profits Equally With Staff: Unique Plan by National Cash Register

Workers Will Be Paid in Cash—Efforts to Reduce Labor Turnover, to Increase Production and to Engender Greater Loyalty—Canadian Employees Affected.

A PROFIT-SHARING plan of an original and unusually liberal character was announced to the Canadian employees of the National Cash Register Co. by Frederick B. Patterson, vice-president, who made the trip from Dayton expressly to explain the many unique features of the plan. Briefly summarized, the plan calls for a clean fifty-fifty division of profits between company and all employees, who are not members of the company, with the odds, if any, inclining in favor of the employees.

The profits of the company are to be determined by an outside firm of accountants. From the total profits will be deducted an amount equal to six per cent. interest on the money invested by the company—but this investment will take no account of the thousands of dollars' worth of patents and the "good-will" belonging to the company. As a balance to this six per cent. return on the company's capital, the employees get the highest wages paid for like class of work.

Share Profits Equally

After this six per cent. interest is deducted, the remaining profits are divided equally between employees and company. The employees are to be paid not in stock or bonds, but in spot cash as close as possible to the accounting dates, which are on January 1 and July 1—an unusually generous feature as the company has to wait for its money because payments for its product often extend over a period of time.

While there is no restriction whatsoever as to the use to which employees may put their share of the profits it is stipulated that the company's fifty per cent. of the profits may stay in the business—to erect new buildings, buy new machinery, for inventions and improvements, enlarging the business and safeguarding it against unusual and unforeseen losses. Thus all the risks and hazards are borne by the company, the employees themselves carrying no risk.

The employees of the Canadian company have extra cause for gratitude in that they share not merely the profits of the Canadian company but in the total profits accruing from the whole activities of the N.C.R. in both the United States and Canada. In addition, the plan is not only effective immediately, but also made retroactive to January 1, 1920.

Interviewed regarding the profit-sharing plan, Frederick B. Patterson stressed the fact that it is a purely voluntary act on the part of the company—not induced by agitation or dissatisfaction on

the part of the employees. The policy of the company has always embraced reasonable hours, fair wages, good working conditions and promotion from the ranks. The company's welfare work—clinics, school-houses, athletic fields, dining rooms, children's lectures, health bulletins, etc.—is internationally famous and regarded by the president, John H. Patterson, as the best investment the company ever made.

Make Employees Partners

Through the profit-sharing plan thus introduced the company hopes to achieve reduced labor turnover, closer co-operation, increased efficiency, less waste of material, time and labor, decreased costs and a stimulated desire for promotion, and, most important of all, increase the profits. With a view to making each employee keenly desirous of a better position, the employees' share of the profits is graded. Each employee is placed in one of five groups, according to efficiency, responsibility and knowledge of the business. The first group—executives (not including the owners)—will receive 12 per cent. of the profits. The second group—foremen—will receive 5 per cent. The third group includes employees of the rank of job foremen and will receive 8 per cent. of the profits. The fourth group is the largest, and includes all who have been in the company's employ over one month.

"Clemenceau" Hat the Correct Thing

Paris, Sept. 14.—The "Clemenceau Hat," destined to replace the silk and opera hats for evening wear by men, is the latest rage of Paris. The hat, which is modeled after that regularly worn by the "Tiger," is a large black felt creation with narrow brim and a triangular crown. It can be crushed into the pocket of an overcoat. Since the war, silk hats have been less and less in evidence in Paris, many well-known men preferring the derby or a simple "straw."

These will receive 25 per cent. of the profits. Only those who have been with the company less than thirty days—the fifth class—will not be entitled to profits. As an employee merits promotion from one class into a higher class he will be getting a greater proportion of the profits. Each employee's share of the profits is based on the salary or wages he receives.

Asked about business conditions, Mr. Patterson said that the N.C.R. provided perhaps the best available barometer of conditions throughout the country. Each month's business showed a marked increase this year over last year and the month just concluded was easily the best month the company has ever enjoyed. Thus, while a saner, closer and more careful attitude in buying was developing, business is nevertheless in a prosperous condition, and affords every ground for optimism; in fact, the N.C.R. expects the best Fall's business that the company has ever enjoyed.

Cotton Growers Are Refused Financial Aid

Federal Reserve Board Advises "Quit Talking Calamity"

Marketing of the new cotton crop of the Southern States has been interfered with by the action of Governor Harding of the Federal Reserve Board in refusing financial aid to the growers and manufacturers. A delegation representing the manufacturers and the growers appeared before Governor Harding a few weeks ago, asking him for such financial aid and pointing out to him that a serious loss would result if such financial aid were not forthcoming. In reply to the delegation, Governor Harding pointed out that the work of moving and marketing the cotton crops was not a government task but one of the banks and he added that sufficient facilities were available for this purpose.

In laying their case before Governor Harding, the delegation put forth the

plea that unless the Board took immediate action in bringing about a modification of the strict bank policy now being pursued by the disbursement of bank credit, effecting an extension of bank loans on low-grade and high-grade cotton from 30 to 90 days and permitting an expansion of credit sufficient to meet the needs of the growers for funds, the cotton growing industry would be seriously damaged by the prevailing low price and lack of market.

Governor Harding answered the plea for direct government aid to the industry by recommending that the growers return home and make the best of the available credit and bank facilities. By no other way, he said, could the industry solve its financial problems without bringing to happen some time in the future more serious results, such as would occur from an expansion of credit, the tying up of the bank credit in long term cotton loans and similar steps asked by the growers. "Go back home, quit talking calamity and get along as best you can with those facilities now available," said Governor Harding.

Glove Manufacturers Are Optimistic Regarding Domestic Glove Market

Uncertain Deliveries of Imported Products Tend to Encourage Local Manufacture—Demand is Increasing and Prices Are Being Well Maintained—Interesting Facts Regarding the Making of Gloves.

IN attempting an analysis of the glove situation as it exists to-day in Canada, there are so many conflicting elements to take into consideration that it is small wonder that the average retailer becomes bewildered. Instead of regarding the said situation with suspicion and generalizing on the market as a whole, the wise retailer will carefully analyze the actual circumstances prevailing in the industry, which study will be well worth the time spent upon it.

Men's Wear Review has frequently heard it remarked: "I do not carry many leather gloves now," or "Gloves are not worth the price asked to-day" by retailers when the question of men's gloves for Spring is under consideration, and therefore a presentation of the views of several prominent manufacturers of Quebec may be of enlightenment as well as of interest to the trade, as a means of meting out justice where justice is due.

Prospects Brighter for Spring

Generally speaking, the situation as regards price, shortage of supplies, deliveries and styles remains much the same as prevailed last Spring, with this exception, that the present prospects for next season are brighter than have ever prevailed in many years, and there is a tremendous revival of interest in all types and brands of gloves which is keener and more decided in tone than is usual at this time of the year. Glove production has been hard hit from the labor angle, the same as most apparel industries, all manufacturers agree. Tanners, cutters, sewers, button adjusters, inspectors and packers are all receiving much higher wages than they did before the war, or even up to last year. "You can't put a poor worker on good glove material," said one manufacturer, "for it takes years to learn the trade, and the raw material costs too much to permit experiments. There was a time when gloves could be made in almost any old haphazard style, but that day is gone for ever.

"Only skilled men can turn out the gloves that are in demand now, and there are hardly enough skilled men to go round. It is a question of production in the immediate future, and a question whether we can supply the demand in the months to come. As far as I am acquainted with the situation, everyone has all the orders he can hope to fill for months ahead."

Deliveries of Fine Skins Slow

The present high-priced situation is due, as everyone knows, to the continued slow deliveries of fine skins from the

African and European markets, coupled with the scarcity of skilled labor in proportion to the volume of manufacturing that should be under way. This combination of conditions has resulted in an actual stock scarcity for the past few months. The insistent call for skins for the manufacturing of gloves in all the European countries emerging from the war has created a run on the raw material market that is going to be felt the world over, it is said. With production at an abnormally low ebb, and a steady influx of orders from every corner of the Dominion, manufacturers are finding their business fraught with difficulties almost hopeless of solution.

Scarcity of finer skins, in particular, is causing much trouble throughout the industry. Deliveries have been delayed, and prices advanced until the combination has created a situation that means that before gloves reach the hands of the public the price that will have to be paid will be in keeping with the advances in the more bulky lines of wearing apparel. Men's gloves will, however, not advance greatly over the prices asked last Spring, according to one Montreal manufacturer, although importers of gloves from the European centres pointed out that the prices they have to pay in wholesale lots is about double what they had to pay in former normal market times. Generally speaking, however, manufacturers state that though present prices are likely to be well maintained for Spring, yet it is possible that the cheaper, lower grades might drop a little. The demand on the part of the consumer is entirely for the best grades of gloves, which is probably due to the immense improvements effected in manufacturing processes.

The Making of Gloves

Very little is known by the public at large regarding the many intricacies connected with the manufacture of a pair of gloves. To the public, gloves are just coverings for the hand, which are oftentimes unsatisfactory in wearing and regarded as a gamble at the best. Each process in the making requires infinite study and exactitude of workmanship, and when the work is hurried in order to cope with the flood of orders which naturally reaches every manufacturer, the result is an inferior product. Five years is not too long to devote to learning the cutting of glove leathers, for the life of any glove depends upon scientific and unremitting attention to such details. There are factories in which the daily output of the cutter is as high as six dozen a day, but in the majority of cases where the glove is famous and backed

by a guarantee, the average amount cut every day by a cutter is two and a half dozen. This is one industry in which it does not pay to force up production, the results of such methods would spell disaster. Then again there are other painstaking and intricate processes connected with softening and tanning the leather which demand time and patience. For example, the finest French gloves and some Canadian and American products are rendered soft and velvety to the touch as well as elastic and pliable by means of a brine bath treatment of the raw leather, which requires as much as four days' duration. Ordinary leathers are soaked in water before cutting, a process which is ruinous to leather in the long run.

A good glove demonstrator will lay much stress upon the elasticity in the leather, and show how far the skin will stretch and yet come back to its original shape. Such an improvement as this has an important bearing on glove selling nowadays, in that it is no longer necessary that the purchaser should buy gloves

(Continued on page 87.)



NEW MODELS IN GLOVES SHOWN
BY GLOVER'S CRAFT, LIMITED,
OF MONTREAL

Working comfort mitt made of cream horsehide, lined with heavy wool. Knitted wrist combined to lining with pull piece and wristfit fastener, operating instantaneously.

Unlined fancy driving glove of real Peccary skin.

Twenty Per Cent. Less Raw Cotton Than Before the War; Prices to Maintain High Levels for Some Time

Production of the Finished Article is Bad in Spite of Much Higher Wages Paid to Workers—
Distant Markets Feel Fluctuations From Six to Twelve Months Later Than Home
Markets—Interesting Comparative Tables.

AT THE present moment it is not the easiest thing to give an idea of the cotton market. It is really only possible to put forward the various factors and leave the decision to the individual. Some may attach more weight to certain points than others, and the changes are so rapid that even a week-old report may be quite out of date.

The position as it stands is that we have an irregular market, depressed in certain particulars, buoyant in others, showing considerable divergence in the various branches of the trade. I mean between spinners of coarse and fine counts on the one hand, and spinners and manufacturers on the other.

This irregularity extends to markets also, for the "bare" market to-day may be full to repletion to-morrow and vice versa.

There are too many uncertain and fluctuating factors to enable one to see clearly. Precedent is a hindrance rather than a help, and the uninitiated may be a better judge than the man who has been at it all his life.

To forecast the effect of such items as peace with Russia, an increase in the price of silver, the effect on demand of economy campaigns, or the effect on supply of financial restrictions, and to blend them all into a concrete opinion is well nigh impossible.

Much of the answer depends on the point—

"Is the world's production even in its present restricted position sufficient for the diminished requirements?"

That requirements will be diminished we take for granted. To what extent we cannot judge. The home trade has little or no effect on the market. At most its takings are about 15 per cent. of Lancashire's production. Again, in the home market the fluctuations are more quickly felt by the consumer. The distant markets, owing to their placing of orders further ahead, feel advances and reductions more slowly, and consequently the consumer abroad may be six to twelve months later in realizing the alteration than the home buyer.

Much of the effect depends on the time of purchase. A man who bought before the rise takes little notice of it, and may only see the position when his purchases are running down. This position is very apparent at the moment, and with this in mind I have prepared a comparative table of costs during the last twelve months, showing the posi-

Behind the finished article is the raw material, and from the raw material to the finished article thousands of hands are engaged in the manufacture of the goods that fill the shelves of the retail merchants of this country. The cost of labor is a greater factor in the finished product to-day than ever it was, but the market prices of the raw materials must ever be of first consideration. For these reasons the accompanying letter which was written by a Manchester manufacturer to a Toronto wholesaler is of interest because it deals with these two phases of the cotton situation to-day.

tion last June, the limit reached this Spring, and to-day's position.

The rough points of demand and supply may be briefly stated.

Supply of raw cotton is about 20 per cent. less than pre-war. Owing to two years' indifferent crops both grade and staple are low. Consequently on finer grade, the number of "points on" (i.e., the cost over and above the basic price quoted in the papers as the price of "middling American") have increased enormously. Whereas 200 points (2d.) a lb. was considerable in pre-war days, 3,000 to 4,000 (30d. to 40d.) a lb. are of everyday occurrence. So that if a man buys on 27d. (to-day's date) he may have to pay 57d. to 67d. a lb. if he needs good staple.

This points to a restriction of supply and a consequent raising in value of the finer goods.

Production is bad. Shorter hours, higher wages, the reaction after the strain of the war, the decreased effort necessary to produce an (apparently) higher return, have all told their tale. The enormous cost of building and machinery has diverted capital from fresh enterprise to the urgent needs of the existing plant on account of the higher values.

A prominent spinner told me the other day that he wished to put down another 100,000 spindles. The buildings and machinery alone would have cost him £6 per spindle without any engines or boilers. In pre-war days an average, including engines and boilers, was 20s to 25s. Then, the time it would take to erect and fit deters capital, for the risk of a drop in the distant is more probable than in the near future.

The effect of shorter hours and the normally resulting increased efficiency should on paper have balanced each other. But the psychological effect on the man who, before the war, was getting 30s and who is now with much less time and effort getting 75s is a revelation. His purchasing power may be exactly the same but he feels better off.

Demand is varying. Publicity campaigns against higher prices have been rife. They totally ignore the one basic fact that until people will produce more and consume less they cannot adjust a world shortage.

Depreciated currency makes purchases possible in some markets and impossible in others, and exchanges fluctuate in a bewildering manner.

One point is practically bound to come up. You will be asked to justify your quotations as compared with last year in face of the fact that there has been a slump in the market. I am, therefore, as I said earlier, giving you details of the three positions, June, 1919, highest of the market, July, 1920, on certain standard yarns, and also the increase in wages and dyeing charges.

They need no comment. They are based on actual market figures.

I have dealt with consumption on a previous basis, but I have not dealt with the point that pre-war is six years ago, and that despite the war there is a normal increase in demand to be reckoned with. In addition, there is the point that the apparently increased purchasing power that higher wages give, the effect of a higher standard of living on the masses, and the point that former luxuries by continued use become necessities. To place a proper value on these items is most bewildering.

My own idea is that prices are going to maintain a high level for some time to come. There is no single item on which we can effect a saving, whilst we are living in an atmosphere of increases to all classes of labor and in all commodities, raw and manufactured.

It is impossible to forecast, when taking an order, the ultimate cost of the fabric owing to these variations, and consequently manufacturers in the main either are not willing to book far ahead, or, if they do so, cover themselves against eventualities.

Variations such as the above mentioned are bound to produce an irregular market. There is no standard basis to work on and the price of the day may

(Continued on next page.)

KIRSCH'S IDEA SAVES A LOT OF ELECTRICITY

At one side of the door to the store occupied by Louis Kirsch, in Amarillo, Tex., there is a push-button with a card nearby reading:

TO ILLUMINATE THE STORE, PUSH THE BUTTON

This is a clever plan of Kirsch's and has made a number of sales in the three years that he has been using it.

"Many times a traveller will get into town after closing hours," he explains, "wanting a shirt or some other item of wearing apparel, the man will walk down the street to look over the stores. He comes to our store and wonders 'what sort of a place this is.' He sees the button, pushes it, and looks in on a lighted store that is one big window display. 'Looks all right to me,' the man says, and the next morning we see him at the counter. We've had that happen many times. When we first put it in we hid behind the cases in here and watched to get a line on results. That's why it's still here.

"It also tempts many to walk in and around this island display case we have at the entrance, something about the button to push that gets their interest. Then it is a help to the night watchman. That was one of the reasons the button went in; then the sign was placed there for the public."

As the lights go off the instant the finger is removed from the button there is no waste of "juice."

J. Rearlman, of 261 Danforth Ave., Toronto, was robbed on October 7 of some \$400 worth of goods.

Velour hats that were previously made in Austria will now come to this country marked "Made in Czechoslovakia."

Robinson's Clothes Shop have opened a new store in St. John. It was opened on October 2. and the local manager is H. Rutenberg.

Do Not Look for Too Big a Drop Warns F. S. Deacon of Deacon Shirt Co.

Price Reduction in U.S. Not to be Felt Here For a Year—Canadian Goods of Like Quality to Foreign Materials Are Better Priced to Retailer—Making Better Shirt Than Before the War.

THAT there will not be the drop in shirtings next spring that the trade is looking for was the opinion expressed to Men's Wear Review recently by F. S. Deacon, of the Deacon Shirt Co., Ltd., of Belleville. This opinion was based on the current prices being quoted by the Canadian mills, the quantities they are getting from these mills, and the relative prices of like goods in Canada and foreign countries.

"In shirting materials," said Mr. Deacon, "there will not be the drop in the prices next spring that the trade is looking for because the Canadian mills have not quoted their goods at as high a price as like goods are sold in foreign markets. While there has been a drop of from three to five cents across the line, this will not affect the price here for about a year. The selling done now is on the basis of Spring prices, 1920. The Canadian mills will not accept orders and are still allotting certain quantities to the cutters-up and we are still obliged to tell our travellers to take only so many orders and then we have to withdraw the lines from the market."

To illustrate the difference in the price of like goods here and in the United States, Mr. Deacon showed a blue shirt which, across the line, is \$19.50 and in Canada is selling for \$18.00 for the coming Spring. "The Canadian mills," said Mr. Deacon, "have played fair with shirt manufacturers in this country."

Flannels Up, Too

Flannels for shirtings have also advanced, according to Mr. Deacon. Materials they ordered last year were re-ordered this year at an advance of 6 cents per yard in August and September from the Canadian mills. "There will be no surplus of working shirts for the Canadian trade this season," said Mr. Deacon, "neither the Canadian mills nor the cutters-up have a surplus of materials."

The general belief that there will be a big price reduction next spring may, so believes Mr. Deacon, create another great shortage at the mills, such a shortage, in fact, as was manifest just after the armistice when everyone believed that prices were to come tumbling down in a hurry. Deliveries from the Canadian mills are still comparatively slow.

It is Mr. Deacon's belief that a much better shirt is being made now than prior to the war. Before the war, an effort was being made to put a cheap shirt on the market with the result that there was not sufficient fulness to it and the workmanship was of an inferior quality. Now, the shirt is a very full one, the workmanship has greatly improved and both the retailer and the consumer are getting much better value for their money. This, he points out, is better all round and has put the whole industry on a much higher plane than it was in pre-war days.

THEY WILL WRITE AGAIN

Last Friday a \$5 bill came to the Subscription Department pinned to a circular regarding MACLEAN'S MAGAZINE, but minus the name and address of the sender. Nothing can be done in this case until the remitter writes in to complain that he is not getting the magazine.

An hour later in came a memo from "F. R. Thorn" in regard to his subscription to THE FINANCIAL POST, but with no address given. As the stencils are all filed according to post offices nothing can be done in this case either.

Shortly afterwards a post card arrived from New Glasgow, N.S., with our name and address plainly written on the front, but perfectly blank on the reverse side.

These three instances, which all occurred in one morning, are typical of hundreds which happen in the course of a year on all publications—and they explain why this publication is bound to receive a number of (on our part) unavoidable complaints.

TABLE 1—YARNS, AMERICAN

	June 25th,		July 21st, August 3rd,	
	1919	Highest	1920	1920
Warp yarn for galateas (890)	43	87	80	78½
Warp yarn for shirtings (0611)	40	73	67	66½
Weft yarn for shirtings	48½	97	96	85½
Warp yarn for oxfords (0558, etc.)	46	90½	86½	84
Warp yarn for zephyrs (0839, etc., and blouse cloths)	42	75¾	63½	60½
Weft yarn for galateas, sateens, etc.	40	67½	63	59½

You will notice, in face of the reported tremendous slump in cotton prices, how little effect it has had on the prices of yarn.

You will also notice the extremely high position as compared with June 25th, 1919, on which the old prices were based.

I have not given you the counts, for these will convey nothing to you, but have mentioned generally the cloths for which the yarns were used.

TABLE 2—YARNS, EGYPTIAN.

	June 25th,		July 21st, August 3rd,	
	1919	Highest	1920	1920
Warp yarn used in Duro zephyr (1047, etc.) ..	56½	214	124	116
Weft yarn used in Duro zephyr (1047, etc.) ..	52	189	98½	88
Two-fold yarn used in tropical suitings	73	220	146	146
Two-fold yarn used in tropical suitings	61	184	116	104

PERCENTAGE INCREASES IN WAGES, DYES AND YARN

	Increase Since 1914		
	Wages	Dyes	Yarn
Shirtings	263%	94%	600%
Uniform	246%	149%	615%
Galatea	208%	185%	632%
Sateen	248%	209%	641%



Belleville is a city of many schools and children, and these children want sweaters. Meaghers make a big effort to sell them, and by their window displays have been very successful in doing so. Above is a recent display which they had in their windows. Dressing a window with sweaters and sweaters only is not a very easy job, especially if it is to be made a drawing power for the store. This one seems to us to be a very good one, and G. H. Meagher told Men's Wear Review that it had sold dozens of sweaters for him. That is, surely, a good enough test. There is an additional value to this window in that the sweaters were manufactured in Belleville by a new firm that has just started up there.

SEES THINGS FROM DIFFERENT ANGLE

(Continued from page 59.)

these two salesmen as saying that the high cost of labor was responsible for the high cost of clothing and that the public demand for lower-priced goods was having its effect.

Action By Clothing Men

After this article appeared, there was a meeting of the clothing men of Peterboro. It will be noted that the heading of the article was "Clothing Firms," whereas the item itself referred to "two clothing salesmen." It appears that the clothing men of Peterboro have, as yet, been unable to find out the sources of the "Examiner's" information. The clothing men decided that some action was necessary. The Fall season was opening, and merchants were carrying unusually heavy advertising to bring before the public their season's offerings. If what the "Examiner" was saying was true, namely, that clothing prices were coming down this Fall, of what use was it to advertise goods that were going to drop in price and for which drop the people were bound to wait? A delegation was sent to see the "Examiner" and to lay before them the facts of the case. It was pointed out to them that a drop in the price of raw wool to-day could possibly have no effect on the price of the finished article for some months to come and that the effect of this kind of propaganda was to hurt business and create false hopes on the part of the people.

The "Examiner," being a fair paper, saw the point.

Article on September 14th

On September 14th the "Examiner" printed another article on the clothing situation. The heading of it was "The Peterboro Clothing Merchants Cut Prices to Stimulate Buying." We are not able to strictly contradict the impression created by this heading, namely, that sales were in progress to urge buying on the part of the public; but so far as we have been able to find out or to observe there were no sales held by the Peterboro merchants for this purpose. However, the "Examiner" went on to point out that wholesale prices were higher this Fall than ever before and that people outside of the city, rather than those living in the city, were going ahead with their Fall buying. The "Examiner" then goes on to say, in part:

"The consumer of all commodities is naturally hopeful for a drop in prices these days with the war, which boosted costs, now two years behind them. But that hopefulness should not engender an impatience not warranted by actual retail conditions, nor stimulate a postponement of the purchase of seasonable needs in expectation of a slump in time to acquire seasonable goods at prices below those prevailing this Autumn. . . . In the matter of wearing apparel for this Fall and Winter, the buying public would do well not to expect any further drop. A little downward flurry in wool prices as announced by the American Wool Co. should not induce one to postpone buying

Fall and Winter needs in expectation of a retail clothing price tumble. The reduction in the price of wool is not reflected in the finished article until next season.

. . . The prices of wearing apparel to-day are possibly as low as retailers can stand without suffering loss. In fact, their profits in many lines have been cut into while the limit has been reached this Fall. This policy is impelled by the need of a quick turnover, and not because a lowering of manufacturers' prices is at hand for this season. As a matter of fact, clothes are selling in Peterboro for prices at which they cannot be replaced now this Fall or Winter.

"And so the consumer of masculine and feminine wear who anticipates substantial price reduction in time to lay in a supply of Fall and Winter clothing is more than likely neglecting the substance for the shadow."

This is a step which Men's Wear Review has urged time and time again and here is an example where it has worked out well to the benefit of all concerned. The example might well be followed in other centres.

ON AN OFFICIAL VISIT TO ENGLAND

The British Government Trade Commissioner in Ontario, F. W. Field, will leave Toronto on October 8th on an official visit to the United Kingdom to confer with the department of overseas trade, London, Chambers of Commerce, and manufacturers and merchants throughout the British Isles. He will be overseas three months or more.

PRESENT CONDITIONS WARRANT SALES

(Continued from page 51.)

case, that is, that because we were on the crest of prices, looking downward, now was the time to unload high-priced merchandise to avoid greater losses when manufacturers and wholesalers offered their lines at lower prices. In other words, they believe that when trade is normally good it is a good time to make it abnormally good by offering special inducements to buy Fall merchandise.

Demand for Lower Prices Affects Trade

H. Brimmell, manager of the clothing department of Dundas & Flavelle of Lindsay and a director of that firm, is one who believes that now is the time to unload high-priced merchandise. The community in which they do their business is largely, if not altogether, agricultural; and Mr. Brimmell says that the farmers themselves are beginning to feel the wave of popular demand for lower prices in their own commodities, such as wheat and oats. This feeling is being reflected in the retail trade. "I think this is the season, that is, from now to Christmas, to unload the high-priced stuff, for as surely as the night comes you will find that the bulk of merchants will get future merchandise that will escape the tax. There will not be so much free and easy money and there will be a curtailment of work in many lines. People are going to buy more keenly than formerly and this will be the last chance of the merchants to clean up without a big loss. The time to sell stuff if you want to get rid of it is when people want it. It is no time to clean up when the season is slack and business is poor, because at that time people are in the attitude of mind where they will hold off till Spring." In expressing his views along these lines Mr. Brimmell added that he looked for a big Fall business but felt that Spring business would be lighter.

Unload Now: Production on Increase

Ed. Armstrong of Lindsay holds somewhat the same views and during the middle of September was running a sale in which he was offering one-fifth off. He stated to Men's Wear Review that business during the month of September, up to that time, had been as good as in September of last year. This business, he said, was helped a good deal by the sale he was at that time running; and he looked for as big a Fall business as in 1918 if not up to that of last year. Crops in that vicinity were good and there was no reason why people would not buy as they had done before.

"Spring offerings," he said to Men's Wear Review in stating his views on the question of holding a sale at this time of the year, "are higher than they have been hitherto. I am having a sale, believing that now is the time to unload and to reduce stocks. Production is on the increase and prices are certainly going to lower in a short time. We feel

the effects of the Toronto sales here. If we do not offer some special inducements to offset the effect of this advertising by the Toronto men, then people here will say that we are getting too much profit."

Meeting the Raw Wool Reduction Argument

One of the arguments which Mr. Armstrong says he has frequently thrown up to him is that of the reduction in the raw wool having an immediate effect on the price of a suit of clothes. He says that he points out to the man who uses this argument that the wool in a suit of clothes represents about one-fifth of the cost of a suit. If the suit is worth, say, \$40, that means the wool in it is worth \$8. If, therefore, the raw wool takes a drop of, say, 50 per cent., it means that the price of the suit is affected to only the extent of \$4. In addition to this, Mr. Armstrong says he points out that there is very little of the Canadian raw wool used in suits bought by the great bulk of Canadians. And, of course, he does not lose sight of the fact that a drop in the price of raw wool to-day will not affect the price of a finished suit of clothes for many months to come.

REACHING THOUSANDS BY BOYS' CONTEST

(Continued from page 65.)

Contest, I find that you are making a fair showing.

I am enclosing a few dodgers that I feel will be of assistance to you. Now if you call upon your friends and give them one of these and ask them to make their purchases at the Begg & Co. store and mark their ballots in your name, I think you will be able to get a lot of votes.

Now I want to help you get all the votes you can so that you will be able to win one of the forty beautiful prizes. You have just as good a chance as any other boy if you will get out and hustle and get your friends to assist you.

I am going to call on you in a few days and give you all the help I can, so in the meantime get out and see what you can do.

Yours very truly,

Important Enclosure in Letter

In this letter was an important enclosure which was as follows:

Dear Friend:

I suppose you have heard of the Begg & Co. Popular Boys' Contest.

They are giving the boys under 16 years of age an opportunity to win a fine prize.

There are 40 big prizes: a pony and carriage, a Cleveland motorcycle, four bicycles, four phonographs, six coaster wagons, two boys' suits, two moving picture machines, etc.

I am trying to win one of these and would like you to help me.

This you can do by buying your needs at the Begg & Co. store, 38-44 James St. North.

Every time you make a dollar pur-

chase they give you a ballot good for 100 votes.

I would like very much to have your votes placed to my credit. The contest closes Nov. 15th.

Name ..
Address ..

There were ten of these enclosures put in each letter to the boy and it was to his interest, of course, that these should be sent out to ten different people. And they were sent, too. Mr. Tingling is keeping in personal touch with these boys and is seeing that they are entering into the contest with the best possible results both to themselves and to Begg & Co. Four hundred boys in the city of Hamilton sending out ten of these meant reaching 4,000 people whose attention was directed to the campaign, to the store of Begg & Co. and to the advertisements of Begg & Co. which appeared daily. These advertisements not only carried news of the contest but directed attention to fall lines of men's and boys' wear then to be seen in the store. They figured out that this contest would reach not only the boys and their parents, but their friends as well and it was by means of this simple enclosure that they were and are being reached.

Other Features of the Contest

There are other features of the contest worth noting. From now on, the contest manager will keep very closely in touch with the leaders of the contest and will have suggestions for them as to the best methods of promoting their own campaign. To do this, Mr. Tingling uses the little pony and cart, a reproduction of which is given elsewhere in this issue. Periodical impetus to sales will be given by giving double value to the coupon for two or three days. Toward the last of the campaign, the leaders of the contest will be announced from day to day and the number of their votes. It is so arranged that it is impossible for a contestant to hold back votes because each coupon is dated and it must be deposited within two weeks of the date stamped on the face of it. The final scene of the contest will be when a big entertainment will be held at which the prizes will be given out to the successful contestants.

\$1250.00 40 PRIZES

BALLOT

SEE LIST ON THE OTHER SIDE MEANS THAT 40 BOYS WILL WIN

**The BEGG & COMPANY
POPULAR BOY CONTEST**

GOOD FOR.....VOTES

Name.....

Address.....

Ballot used in Begg & Co. boys' contest.

"The Shopper" is Retail Store; Handles Phone Orders; Helps Children

New Department in C. H. Smith Organization Has Brought
Splendid Results—Post Could Be Used in Any Store
With Several Departments—Work of an Expert.

IF THE telephone is an unmixed evil, it has also become one of the factors of modern merchandising in the retail world. From the very moment the telephone became a commercial entity, it was inevitable that another problem had confronted the retail trade because, from that moment, people were bound to do a portion of their shopping over the telephone. Either because of disinclination, laziness, convenience or inability people will rush to the telephone to order the things they want. Capitalizing the telephone, therefore, is one of the problems of the retailer if he is to make the most out of the circumstances that are possible contributors to the building up of his business.

To do this, however, and to do it successfully requires a particular type of individual. A retail transaction over the telephone begins when the salesperson in the retail store lifts down the receiver to answer

the telephone. Just as a bright face, a cheerful manner and an obliging disposition are assets to the salesperson and requirements of successful salesmanship, so a pleasing voice, the expression of willingness to serve and unflinching courtesy are invaluable to the salesperson who sells over the telephone. A snappy voice would be a poor introduction to a sale. Moreover, it requires some considerable judgment to be able to shop for other people and to do it in such a way that entire satisfaction is given.

"The Shopper"

In the organization of the C. H. Smith Co., Limited, Windsor, all these things have been taken into consideration. Amongst Windsor's thousands and others who live in the Border Cities, there are hundreds who do a portion of their business over the telephone. "The Shopper" is now a permanent and paying department of this firm. "We

have a woman in our organization," said Mr. Smith, the president of the firm, to *Men's Wear Review*, "known as 'The Shopper'". She has been made a factor in our business and we advertise her in the business. Previous to opening up this department, people telephoned to the various departments for their wants and the business was handled in this way. We found that the wrong department was frequently called for or, quite as frequently, the wrong salesperson was called to the telephone. Moreover, if a lady or gentleman wanted three things, three different salespersons might have to be called in three different departments. The result was that mistakes were made, satisfactory service was not given either to the firm or to the customer.

Shopper Receives All Phone Orders

"Through our daily advertisements, we ask the public to use 'The Shopper' for their telephone wants; we ask them to ask for her when they telephone the store. Now 'The Shopper' receives all orders, carefully making notations of the same. She then visits the several departments and represents the customers in the purchasing of merchandise which is always sent out C.O.D. The result is that when she goes to a department, she is received as a customer because she has money to spend. We have found

(Continued on page 85.)



The above is a picture of an attractive hat display by William Lech & Son, of Peterboro. It is over sixty years since the grandfather of William Lech started in business in Peterboro in a small way; now they carry one of the largest hat stocks to be found in any Ontario store. They also carry furs. One of the sons said to *Men's Wear Review* that he believed their windows were the best advertising they did, and these they changed frequently. Last year, he said, was the biggest year of their history, by far, since they had started over a half century ago. Few sales are conducted in this store. Mr. Lech said that his opinion was that people did not want furs, but only value for their money and they had tried to give this during sixty years of successful merchandising. "We have always paid 100 cents on the dollar and have never had a failure," he said.

Mr. Lech had a strong word to say about the habit of merchants starting the Summer sale of the straws so early in the season. So far as they are concerned, they do not start a sale of what few straws they have left till, at least, the 15th of August. He believes that retailers throw away good profits by running sales of their Summer straws at a time of the season when the Summer weather is really only getting well under way.

PERSONAL SERVICE AS A GUIDING PRINCIPLE

(Continued from page 77)

had been taken in his purchase and that the firm of Dundas & Flavelle was anxious that he should get the best they had, or the best he believed they had after seeing all they had.

Buy Good Stuff: Talk Quality

It seems that another of the principles of the firm of Dundas & Flavelle is particularly applicable to the present conditions of merchandising. "We have always had the sense to buy good stuff," said Mr. Brimmell, "and to talk quality." Many merchants with whom Men's Wear Review has recently talked seem to have the feeling that the market will be flooded with a lot of cheap merchandise because of the popular demand for cheaper clothing and the luxury taxes. It seems that this is all the more reason why quality should figure in salesmanship and advertising. Cheap goods or cheaply made goods will not stand the test of time. One merchant stated to Men's Wear Review that he believed the splendid position which the clothing industry had achieved, that of elevating the standard of clothing and getting men to wear better clothes than they did years ago, was threatened by the present tendency of prices. An additional reason, surely, why quality should be talked from the house tops. Dundas & Flavelle, said Mr. Brimmell, have always talked quality, and he believes that the years that have been spent in emphasizing the value and economy of quality are bearing fruit every day they do business. But Mr. Brimmell strongly stressed the value of personal service by the men and women behind the counter, the men and women whose word is taken by the buying public and who, because of this, should have a good knowledge of the merchandise they are selling, and who are made to realize that the structure of the whole business organization depends to a considerable extent on their attitude and service to those who come into the store.

BORROWS \$150 TO START BUSINESS

(Continued from page 68)

sales, and giving people value and service for their money. If a man keeps his stock in the proper condition he does not have to have sales. So many merchants plug themselves with stock and are then forced into sales." Mr. Primeau makes it a point to keep in personal touch with his stock and he carefully figures from season to season what his selling amounts to. "There are so many merchants who over estimate the amount they do sell," said Mr. Primeau. He gave an instance of this in his own business. One Christmas, it seemed to him that he had done a particularly large business in neckwear. He was asked how many dozens he had sold and, guessing roughly, he estimated it as so many dozens. In actually taking stock

of what he had sold he discovered that the amount was considerably less than he had thought. Though he was for the moment disappointed, it taught him that it was wise to keep careful note of what was actually sold so that he could have a better idea of quantities to be bought.

Advertises and Avoids Sales

In advertising, Mr. Primeau uses the local paper and, in addition, does some direct personal advertising through the mails. He makes a point, however, of keeping in personal touch with his customers and is always seeking out new friends among the young men of the city. And he avoids sales. Since he has been in business, he has not had a sale, and to hear him talk, one is forced to believe that he will not have one for some time to come

"THE SHOPPER" IN RETAIL STORE

(Continued from page 84)

this system a great improvement over the old. It gives better satisfaction to the customer and a satisfied customer is both a friend of the firm and a good advertiser for it. I really do feel that a conversation over the telephone with regard to business should be conducted more politely even than when a customer is actually in the store, purchasing himself or herself as the case may be.

Business Now Under One Head

"All the telephone business is now controlled by one head, instead of by many, and any errors that may occur can be quickly traced to that head. 'The Shopper' has become an expert in her work, so that all telephone business is handled by an expert rather than, perhaps, by inexperienced clerks who may be new in the organization.

Children Use Shopper

"Another feature of this department is that 'The Shopper' is used to a considerable extent by the children. Many children are sent on errands by their mothers and we encourage them, through our advertisements, to make use of 'The Shopper.' Our experience has been such that we can truthfully advertise the services of 'The Shopper' for the children, for she attends to many of their wants."

A careful record of the value of "The Shopper" to the organization is kept. In a weekly report submitted to the president of the firm, the number of calls received by her is noted, that is, the actual number of the calls rather than the orders filled by telephone calls. "The Shopper" has a pad at the desk where every call is noted. The amount of the telephone calls in dollars and cents is also kept. Also, there is reported the number of telephone orders that were not filled for one reason and another. This, of course, is a separate department of the store like all the others which has to pay its way in the entire organization. It has proved most beneficial, and Mr. Smith says that the success of the department depends to a very considerable extent on the character and disposition of the person at the head of it. It is a department that could easily be introduced in any large store that has several departments in it.

GREAT CLOTHIERS OF THE WEST

(Continued from page 58)

ery hat carried is displayed on a rack. The purchaser picks out the hat he wants and the size. The number is on the hat and the clerk only has to go and find the box with the proper number on it. In this way stock is not mused up because it is not necessary to pull down half a dozen boxes to show a hat. The same idea is worked out with gloves, sweaters, etc. With the gloves, a strip of strong material is used and a sample of each glove is sewn on. This is rolled up when not in use and is easily stretched along the counter when the customer asks to see the gloves.

Overalls in the Basement

A room in the basement is used for displaying and selling overalls. Since moving the overall department to the basement sales have shown a remarkable increase. Nothing else is sold in the basement. This makes it more private and workmen, coming in for their overalls, like the privacy because they are usually in their old clothes in either going to or from work.

Giving Away Radiator Protector

A new form of advertising which Mr. MacLeod is adopting this Fall and Winter is the giving away of a Ford radiator protector. It is called the "Little Henry Radiator Protector," and the advertising that the "Great Clothiers of the Great West" get out of it is in the name of their store which is on each protector.

Other Features of the Store

Mr. MacLeod had adopted a profit-sharing plan with the heads of the various departments. The cash carrier system is installed, there being twenty tracks with one or two in each department. More and more attention is being paid to the boys' department and it is Mr. MacLeod's intention to place a lady in charge of this department in the near future. The branch store is on Eighth Avenue and is really a feeder to the main store on Ninth Avenue. Advertisements are carried in the Calgary papers.

20 PER CENT. LESS RAW COTTON

(Continued from page 80)

be higher or lower than the price quoted, in the same degree as the quoter is fully engaged or lacking work.

In addition to this, financial pressure by the banks is severe and forced sales to reduce overdraft tend to increase the impression of a slump in prices. But these are not general and I am confident that the next few months will see a considerable revival of trade.

Eli Strouse, president of the National Association of Clothiers of the United States, and representing the ready-to-wear clothing, stated the other day that the decline in the price of clothing must necessarily be gradual. No violent slump in prices may be expected, he said.

Duty Levied on Gold Value of Imports, Not Paper Value, in Future

New Regulations of Far-Reaching Importance
—Collector Says No Discrimination Against Goods From United Kingdom—Importers Ask Refund

A NEW regulation of the Department of Inland Revenue, based on a decision of the Department of Justice, provides that the rate of duty on imports is, with certain exceptions, to be calculated on the estimated gold value of the goods imported and not on the paper money price in the foreign country from which the goods come, as heretofore. This will prove a benefit to certain lines such as glass, imported into Canada from countries whose currency has a small gold value to-day.

This regulation at first appeared to be very far-reaching and to discriminate against imports from the United Kingdom, for example, as compared with imports from other European countries whose paper money is of very low gold value.

J. H. Bertram, collector of Inland Revenue for the Port of Toronto, denies that there is any particular discrimination against imports from the United Kingdom in fixing values for the purpose of levying the customs toll. "The new regulation, which came into effect on July 22 last, simply means that instead of collecting duty on the par value of our imports, we are collecting on the gold value, which is the real value," explained Mr. Bertram.

"If an English manufacturer bills his goods in terms of the pound note and shows also the relative value of the goods in actual gold, even though the transaction has not taken place in gold

specie, we will collect duty on the gold value the same as we do on the gold value of shipments from France or Germany. That is our interpretation of the regulation," said Mr. Bertram.

The regulation has just now come to the notice of most importers though dated July 22, 1920. A number of importers who have paid the duty on the full paper value of their imports have made application for refund.

With duty reduced from two-thirds to three-quarters of the present amount on imports from France, Germany and Belgium and about one-fifth on imports from the United Kingdom, local manufacturers and importers predict an increase in imports.

The following table shows the difference between par value of foreign moneys and the value in gold as of yesterday's rates:

	Par value.	Gold value.
Sterling pound	\$4.86½	\$3.86.8
Italian lire	19.3	4.59
Belgian franc	19.3	7.75
Swiss franc	19.3	17.77
Dutch florin	40.2	34.10
German mark	23.8	1.69
Austrian crown	20.3	.50
Greek drachma	19.3	11.82
Swedish krone	26.8	22.05
Norwegian krone	26.8	14.79
Danish krone	26.8	14.96
Spanish peseta	19.3	16.17
Rumanian leu	19.3	2.16
Yokohama yen	49.8	56.37

RETAILER'S VIEWPOINT ON CANCELLATIONS

(Continued from page 52)

trade, was quick to respond to it because he was the first one to feel the ill-effects of it.

It does not seem to us, however, that there are insurmountable difficulties in this whole matter. Like all others, it is a matter for conference between the affected parties, a matter for discussion, suggestion, compromise and, then, settlement. A clothing manufacturer in Hamilton a short time ago urged upon the editor of Men's Wear Review to do all in our power to bring about better co-operation between manufacturer and retailer. We have done so before and will gladly do so again. To clear the channels of trade between the retailer and all with whom he deals of the diffi-

culties that may arise from year to year is, we think, most desirable. This matter of cancellations is one which is a thorn in the flesh and ought to be got rid of. In the majority of cases where there are difficulties, it only remains for some one to suggest a round-table conference and another one to accept his suggestion and a long step is taken toward the settlement of the trouble. Each of the parties concerned has his own organization; it is surely a simple matter for them to get together and see what can be done to straighten out the tangle. The matter will never be settled so long as license is taken by any one or all of the parties concerned to cancel goods at will, without rhyme or reason. We would say that a "get-together" campaign on this issue was most desirable—and timely.



NEW MODELS IN GLOVES SHOWN BY GLOVER'S CRAFT, LIMITED, OF MONTREAL

Grey Mocha Fine Glove for dress wear, completely lined with blue rabbit skins, with plain back decoration.

Unlined motor gauntlet, made of real cape skin, with large cuff with gusset and dome fastener.

BRITISH MANUFACTURERS

(Continued from page 53)

privilege, we have no experience. As a matter of fact, firms know pretty well that any treatment of this sort would inevitably mean the closing of the account.

"In regard to the difference between the Canadian customer in this connection and the British—you may take it that as far as we are concerned there is practically no difference; but having, of course, a very much larger number of customers in Great Britain than in Canada we have to deal with all shades and conditions of men.

"The epidemic of cold feet which started in the United States has extended to these islands, and we hear complaints from the wholesale houses of cancellations and repudiations of contracts; but we very rarely find a firm of first-class standing repudiating contracts with manufacturers. The exceptions to the rule are mostly from the making-up trades where goods are probably already late in delivery and miss the season.

"At the bottom of the whole trouble is the anticipation that prices are going to slump and that goods will be bought cheaper in the near future. In our opinion, this anticipation is doomed to disappointment, and the prospects are that prices will be well maintained and any recessions will be of a trifling character. Reductions in the cost of raw material are more than offset by the very great increases in wages which have been conceded in recent months."

GLOVE MANUFACTURERS OPTIMISTIC

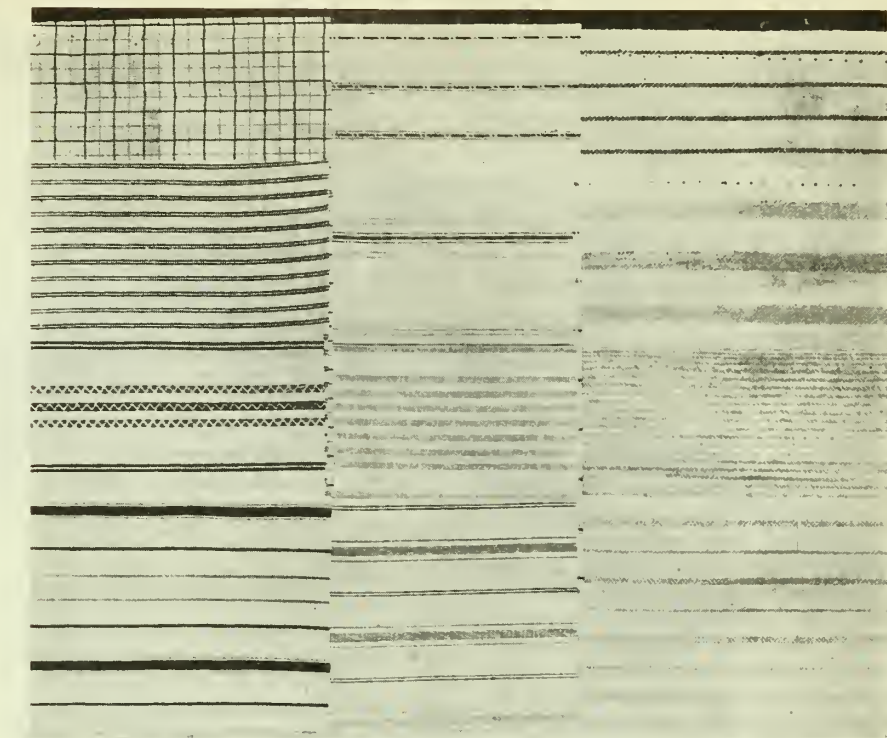
(Continued from page 79)

according to size. The manufacturer states emphatically that he prefers that all gloves should be tried on in the store before the purchaser finally makes his choice. Very often it will happen that in the case of a particularly elastic leather, a half size small may be worn with better effect and more comfort. On the other hand it has been stated by manufacturers that in the case of ladies' gloves it has been found better to mark the more elastic leathers a size or so smaller than they are in reality, since the large proportion of returned goods for which compensation is claimed are damaged by careless fitting which might have been avoided had the purchasers not been guided by motives of apparent vanity. Many gloves to-day marked 6 are in reality suitable for a size 7, yet so carefully is the process of softening carried out that the size 6 hand will appear quite as neat and smooth in the "6," as the hand a size larger.

Various new developments are taking place from time to time in the perfecting of the modern glove, all of which tend to increase the cost slightly although they double the length of the wear and add immeasurably to the appearance. For instance, many gloves of fine quality are finished by a binding process instead of a gusset in front, which, although exceedingly delicate, ensures great strength when the glove is being put on. The washable glove has been with us for some time, yet its possibilities are by no means as well known as they might be. Glove makers are particularly emphatic when it comes to the question of washing capeskin or doeskin, and are able in every case when it happens that a pair of guaranteed washable gloves is returned in bad condition, to show conclusively that the fault lay in the salesman's neglect to stress the importance of careful washing, directions for which are always enclosed in the gloves. The chief point to accentuate when the sale of a pair of washable gloves is being made, is that lukewarm water and neutral soap should be used exclusively and that they must not be dried out by artificial heat but slowly in the sunlight, allowing at least a day to perform the operation. Then when the gloves are dry they should be rubbed and squeezed between the fingers until all the original pliancy and softness is restored, which will not take long if the drying has been accomplished by means of sunlight and not the usual destructive method of radiator or oven heat.

English Goods Scarce

Returning to the question of Spring lines, it seems probable that little or no English goods will be available for some months, and French lines are practically off the market on account of the prohibitive cost of many lines. The situation all around is said to be practi-



Above are a few of the Spring shirtings being shown by the Lang Shirt Co., Ltd., of Kitchener. Those to the left are fancy prints; those in the centre English zephyrs; and those on the right, Vigella flannels.

cally unchanged as supplies of raw skins, particularly in capes, mochas and Mexican peccaries or pigskin and fleshers are as scarce as ever. Manufacturers promise at least 60 per cent. of all orders to be delivered on time, but the prospects are that deliveries will improve considerably towards Spring. December next will see manufacturing well under way, and according to Montreal men, it will be unwise to delay placing orders as goods bought now cannot possibly be replaced for less. The retailer may have to sacrifice some profit on leather gloves for the coming season, but there is little wisdom in cancelling Spring orders in view of the conditions which have been outlined, as existing in the trade.

In summing up the situation, it is worth while remarking that the shortage in imported supplies is bound to act as a support to the domestic glove market, just as soon as retailers have time to realize the situation fully. As a contemporary writer puts it, "The selling force in the store should not be allowed to become imbued with the idea that prevailing gloves prices are out of all reason, because they will unconsciously transmit this idea to the customer. So much of the success of the four vital Fall and Winter glove selling months depends upon this right "start off" in October that no member of the glove department can afford to waste energy in adverse speculations. An analysis of the actual needs of the glove department should not be delayed, and more emphasis should be placed on constructive, aggressive plans for Fall selling in order the better to tide over a critical time and facilitate price stabilization.

KEEPING IN TOUCH

(Continued from page 60)

time, they frequently use up the surplus of the year in contributing to different organizations throughout the city which are doing charitable work at this season of the year.

23. Time Clocks. (Give particulars regarding attendance and punctuality).

24. Janitors. Report on outside and inside buildings.

25. Goods Spoiled in Display. Reports are secured from merchandise managers.

26. Beauty Shop. One of the features of this store is its Beauty Shop where ladies attend to the cutting of children's hair and give massage treatments to Windsor ladies. Manicuring is also done in this Beauty Shop. This report is on the week's work in this shop.

27. Want List Report. This is one of the outstanding features of the business and is dealt with in a separate article. On this report, the daily reports are summarized.

28. Remarks and suggestions.

General Departmental Report

On this form, there is a page for a report on the general condition of each department. Four features are dealt with in this report on each department, starting with "A." First, there is "General Appearance"; second, "Stock condition" (This treats with the appearance of the stock as kept by the various departmental heads); Third, displays (General appearance of the displays around the store; Fourth, "Sales staff" (This includes the personal appearance and efficiency of the members of the staff, not particularly with regard to sales, but manner and general department.

Further Steps

BY the organization of local associations amongst the clothing and haberdashery men, the Ontario and other provincial organizations are being strengthened and the Dominion association is becoming more and more of a possibility. The Ontario executive held their usual monthly meeting at London on September 20 with president E. R. Fisher, of Ottawa, in the chair and vice-president R. F. Fitzpatrick of Toronto, secretary-treasurer; D. E. Johnston of Ottawa; Ed. Mack, Toronto; H. Brimmil, Lindsay; J. H. Bayard, Belleville; George Gray, Chatham; J. C. Begg of Hamilton, and a number of the London clothiers present. The result of this meeting from an organization standpoint was most gratifying. The London merchants not only expressed their willingness to organize themselves into a local association, but they agreed to render what assistance was possible to other neighboring towns and cities to organize in their respective centres. St. Thomas, Ingersoll, Woodstock and Windsor, will be approached in the very near future to get into line and become an active force in the Ontario association. In bringing about these various local organizations, sight is not being lost of the convention to be held in Ottawa in February of 1921, when not only the provincial association will meet, but steps will, in all

probability be taken toward the formation of the Dominion association.

Resolution Re Telephone Rates

While many matters of interest to the clothing men were discussed, there was only one resolution passed. This resolution was in connection with the proposed increase in telephone rates. The executive did not go on record as opposing the increase providing it was found to be necessary by the board after full investigation. It did go on record, however, as opposing the plan of this increase, that is, by levying a charge on each call after so many allowed by the Telephone Co. The executive favored a flat rate and so expressed itself in the resolution.

Toronto Executive Meets

A meeting of the Toronto executive was held on Wednesday, October 6. The most important matter discussed was with regard to a publicity campaign to offset current newspaper articles regarding lower prices which are proving harmful to the trade. This matter was discussed some time ago, but no definite action taken. The executive on Wednesday passed a resolution to be forwarded to the Ontario executive asking them to approach clothing manufacturers with regard to the publication of a series of

articles outlining the whole situation in the clothing industry to-day.

Steps were also taken to increase the membership of the Toronto organization. The city was divided into sections and certain men appointed to canvass these sections with a view to having men join the association. Furnishers and upstairs clothing men will be eligible to membership.



D. A. MILLER
579-581 St. Lawrence Blvd.
MONTREAL

A.P.H. Pants

Guaranteed all pure sheep wool. Best and strongest working pants in Canada. Ask for price list and sample.

CLAYTON & SONS, HALIFAX

Telephone East 7526

GOLD BROS.

Manufacturers of

Boys' and Juveniles' Clothing

930 St. Lawrence Blvd. Montreal

TWO COURSES

ADVERTISING and
SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

SHOWER PROOF GARMENTS

FOR

Ladies and Men

We specialize in the manufacture of High-Class Garments made from English Gabardines (wool and cotton).

Neat-fitting, stylish, comfortable and absolutely dependable.

Our Salesmen will shortly be showing samples for Fall and immediate.

Special discount to the wholesale trade.

SCHWARTZMAN BROS.

1448 St. Lawrence Blvd. Montreal

"As the Acorn, So We Grow" Does It Pay To Advertise?

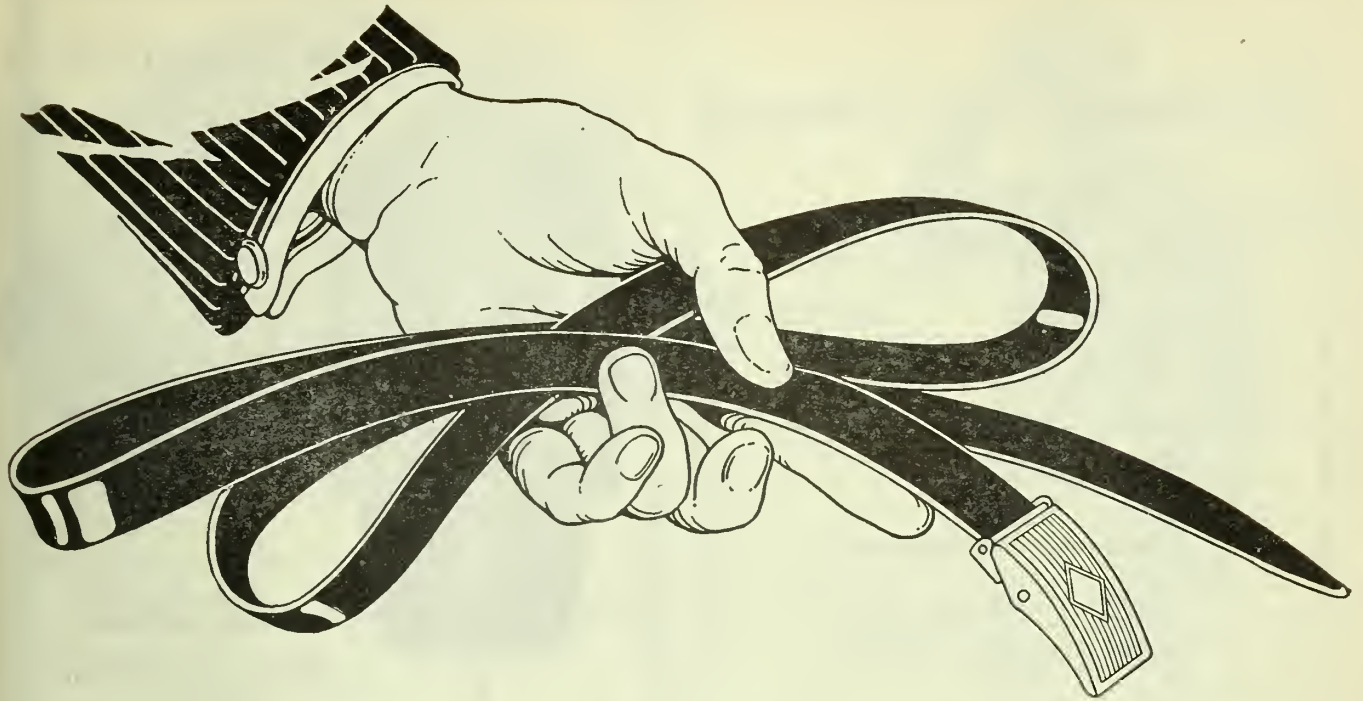
"From the acorn of diminutive size, but potential productivity, there arises the sturdy oak that typifies the substantial character of business development as exemplified in the gratifying record of progress this store has enjoyed."

The above words are from a striking advertisement which the C. H. Smith Co., Ltd., of Windsor ran in a supplement to the Border Cities Star on Wednesday, Sept. 22nd, on the occasion of the opening of their quarter of a million dollar store, which was an addition to two other stores facing two of Windsor's main streets. Their stores now face three streets. Their original store was about 15,000 square feet; their present floor space is over 63,000 square feet. This full-page advertisement had as its central figure a large oak tree, in the branches of which is perched the latest addition to the store. Perched in the branches of a little tree of the same species, and to the left of the large trunk of the overwhelming oak, is the original store; while to the right of the trunk, in a little larger tree, is the 1912 addition.

And what is one of the secrets of the success of this firm? "Advertising has been one of the greatest builders of our business," said C. H. Smith to Men's Wear Review. The supplement to the Border Cities Star carried by this firm on the day referred to was one of the largest, if not the largest, advertisement ever carried by any Canadian retail firm in any paper on one day. There were sixteen full pages. It is abundantly evident that the C. H. Smith Co. believe in advertising. Ordinarily, this firm uses two full pages of advertising each day; one in the Border Cities Sun and the other in the Border Cities Star.

One of the features of their advertisements is the running of a calendar of events in their advertisement. Each night a calendar of the important things happening in Windsor or any of the Border Cities for that night appears, and this is the means of directing the eyes of thousands of people to the advertisement of the C. H. Smith Co.

WHEN WRITING TO ADVERTISERS
KINDLY MENTION MEN'S
WEAR REVIEW



Here's the Genuine!

It is a peculiarity of human nature that every new and different idea is ridiculed—but after the idea has been proven sound, there are often imitations. There is only one **Marathon Washable Flexyde Belt**. **Flexyde** is the trade-name adopted for the special compound of which the belt is made. **Flexyde** cannot be duplicated by anyone but ourselves, but it is so good that it may be **imitated**.

During the past three years the Marathon Flexyde Belt idea has grown to the point where Marathons are now the most

This marathon runner trade-mark is stamped on the inside of every Marathon Flexyde Belt. Look for the trade-mark to be sure you are getting the genuine belt.



popular belts for men. It is because there is always a danger of someone imitating anything that is good that we point out the wisdom of looking for the marathon runner trade-mark stamped on the inside of each belt to insure its being the **genuine** Marathon Washable Flexyde Belt.

The Marathon line is growing and getting better every month. If you are not carrying the full line, we suggest placing your orders immediately so you may take advantage of the large Christmas trade.

JONES & ROBINSON, BROCKVILLE, ONT.

EXCLUSIVE CANADIAN DISTRIBUTORS OF MARATHON FLEXYDE BELTS

FULL LINE CARRIED IN STOCK AT ALL TIMES

MARATHON WASHABLE FLEXYDE BELTS

The Deacon Shirt Company

Manufacturers of

Working and Outing Shirts

Starched Shirts Sateens

Flannel Shirts Oxfords

Viyellas Clydellas Tweeds

Drills, Etc.

OUR RANGE FOR SPRING 1921 IS NOW
BEING SHOWN BY OUR REPRESENTATIVE.
SEE OUR LINES, AND PLACE
YOUR ORDER EARLY

The Deacon Shirt Co.
Belleville Ontario

Dale Fixtures



are vital factors
for
stimulating sales

We are always ready to meet your requirements in fixtures especially suitable for your trade.

You'll get wonderful value from a postage stamp if you drop us a card for our new catalogue of

DISPLAY FORMS
AND FIXTURES.

Dale Wax Figure Co.
Limited

Canada's Leading Display Fixture House
86 York Street, Toronto
Montreal, 150 Bleury Street
Vancouver, E. R. Bollert & Son,
501 Mercantile Bldg.



"FOUNTAIN BRAND"

Pure Irish Linen Thread

Manufactured by

ISLAND SPINNING COMPANY, LIMITED
LISBURN, IRELAND

ASSURES ECONOMY

to manufacturers of clothing and leather goods,
due to reliable quality.

It costs no more to use the best, because it does
away with waste.

NON-SNARLING

NO BROKEN ENDS

Sole Agents for Canada

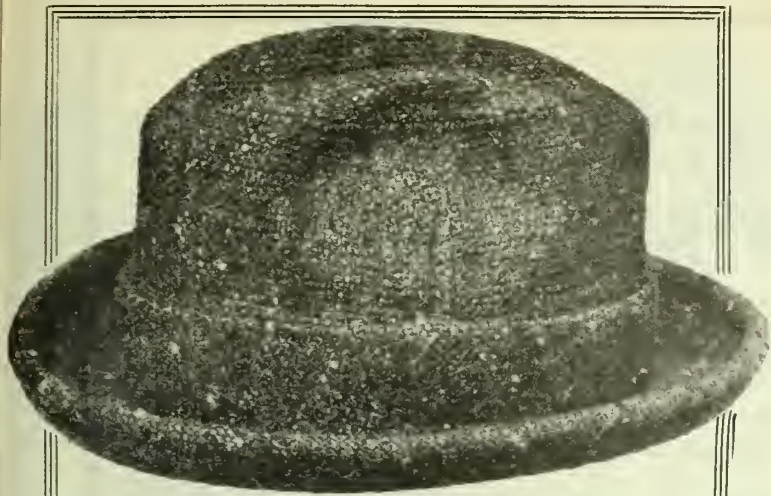
WALTER WILLIAMS & CO., LIMITED

MONTREAL
508 Read Building

QUEBEC
533 St. Valier Street

VANCOUVER
217 Crown Building

TORONTO
20 Wellington St. W.



Tweed Hats For Rush Delivery

WE are anxious to take care of both our old and new customers and, as the sale of Tweed Hats this Fall will be larger than ever before, we have made up and have in stock for immediate delivery three of our best selling shapes. These Hats are the best selected patterns of English Tweeds from our line and we are positive will please the best retail trade. They are made with good quality silk lining and sweat, hand-blocked and shrunk.

The colors are Brown, Grey, Green and Heather Mixtures, and prices are \$30, \$32.50 and \$36 per dozen.

Send us a trial order. We guarantee these Hats to be the best value on the market. Orders shipped the same day as received.

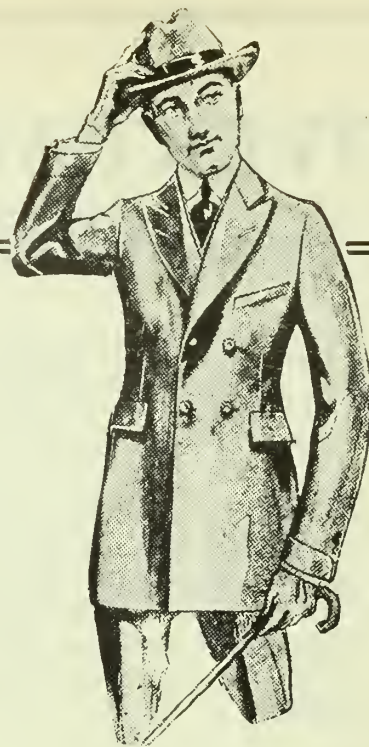


Ontario Cap Company

Makers of "Ontario Brand" Hats and Caps

96 Spadina Ave., Toronto

PHONE: ADELAIDE 3381



The Policy of Perfection

in materials, fit and design that has made our line of young men's and men's clothing so popular in the past is again evidenced in our new line for the coming

SPRING 1921

Greater attention than ever has been paid to our prices, with an eye to keeping them to as low a level as possible, making our values extremely tempting, although labor and the raw market are still high.

OVERCOATS

A fairly good range of overcoats on hand for immediate delivery, at prices to suit the present consumer's pocketbook.

Our travellers are now on the road. Our range overlooked this season would be truly a misfortune.

Fairly representative stock on hand to meet immediate requirements

Toronto Clothing Mfg. Company

200-206 Adelaide St. W., Toronto

OVERTAKING THE RISING COST OF SELLING

EVERY month sees travelling expenses mounting higher. Passenger fares and increased hotel bills have doubled and trebled salesmen's expenses during the past two years. Every company faces increased selling cost far beyond provision made at the first of the year.

There's one solution to this perplexing problem: You can increase the productiveness of your selling force by telling your merchants what you have,—reminding them of the sales possibilities of your lines, and building goodwill between your sales calls. You will save your salesman's time—and increase his efficiency by keeping your merchants in touch with your products through regular announcements in his business newspaper.

Many salesmen report merchants have orders saved up for them as a direct result of advertising in MacLean Trade Newspapers. Their time is saved and their business has been increased.

Advertising in trade newspapers builds business for the salesmen and cooperates with him in the very valuable work of preparing the ground for his call. In every village and town in Canada—in places where salesmen go regularly and in many where they seldom reach, there you'll find the MacLean trade newspaper building business and goodwill for your products—if you use it.

MacLean business newspapers go direct to the man who buys the very goods you sell. He relies on them for markets and prices of all the goods he buys.

The advertising pages are his newspaper, the editorial pages are his business advisers, for they deal directly with the very things he wants to know about—

As one enthusiastic subscriber told us in to-day's mail: "We find your price list one of the most convenient things in our office."

Let us show you how you can use trade newspapers to lower your yearly cost of selling.

The MacLean Publishing Company, Limited

Publishers of the Following Specialized Trade Newspapers:

Hardware & Metal

Bookseller & Stationer

Druggists' Weekly

Dry Goods Review

Canadian Grocer

Men's Wear Review

Sanitary Engineer



Uniform

Equipment

There is a steady, profitable trade in supplying the uniform equipment of Railway, Civic, Industrial and Institutional employees. We design and manufacture all classes of



*Send for our illustrated
catalogue*

**Uniform Caps
Gold and Silver Embroidered Badges
Metal Badges and Buttons**

The Scully Uniform Equipment business is quick and permanent, thanks to the high standard of material, workmanship and style that stamps its entire output.

WILLIAM SCULLY, LIMITED

Factory and Office:
320 UNIVERSITY ST., MONTREAL

*Fall 1920
Made to Measure
Clothing*

Provide yourself with a
line distinguished for



and secure your share
of this important trade.

Write to

THE CAMPBELL MFG. CO., LIMITED
MONTREAL



Spring Announcement 1921

If you want hats and caps for next Spring that have "something different" —just enough individuality about them to make them marked—your stock will bear the

"CANADIAN CAP" LABEL

This is a line that cannot be surpassed in real value

Our knowledge of what is correct and effective accounts for the popularity of CANADIAN BRAND HATS and CAPS.

SPECIAL VALUE
in
**MEN'S
TWEED HATS**
from
\$18.50 to \$32 Per Doz.

This is a cloth hat that retains its shape. No matter how long it's worn or how often it's rained on, it won't lose its superior style.

SALESMEN EN ROUTE

If you do not have a call from our representatives, write us for samples.

Canadian Cap Co.
221 Richmond St. W., Toronto



Selling Collars

The New-Way Collar System is an innovation, but a successful one, as it brings every style in sight of a customer and every size in instant reach of the salesman. This is only one of the hundreds of features of the New-Way System for men's wear.

Let us explain the system

Jones Bros. & Co., Ltd.
29-31 Adelaide St. W.
Toronto

Special Values

"Direct from Mill  to the Trade"

"Through Commission Merchants"
For Ladies' Wear

Botany Wool Serges, Gabardines, etc., etc.,

For Men's Wear

Indigo and Black Serges and Vicunas
Grey and Fancy Worsteds
Also

**Pure
Wool**



**Scotch
Tweeds**

"Manufactured in Scotland of pure, new wool, free from cotton or other vegetable fibre, shoddy, mungo, thread waste or any other remanufactured wool."

ON account of

THE HEATHER MILLS COMPANY,
Selkirk (Scotland).

"From whom we have Sole Canadian Selling Agency"

Stocks of all the above on hand.
Ready for immediate shipment.

C. E. ROBINSON & CO.

Importers

Mappin & Webb Building
10 Victoria Street

Commission
Merchants

MONTREAL

Spring 1921

Now is the time to look to your requirements for next Spring's goods.



True-Fit Waterproofs

Stylish, Waterproof and Guaranteed

Aquatite Gabardines

We are sole agents for Canada for this wonderful imported English Showerproof

See our salesman before placing elsewhere

They cover all of Canada

Samuel Wener and Co.

Limited

Sommer Bldg.

Montreal

Craftana

Registered No 262 005

THE HALL-MARK OF

**Maximum Comfort and
Durability at Minimum Cost.**

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially



**A HALF HOSE
FOR HARD WEAR.**
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

QUALITY GOODS

If you want to handle goods that will give satisfaction and retain customers, Stock--



There is a cut and make in "Lion" Brand Boys' Bloomers that you do not find in ordinary goods, and then again you will find the linings and pockets different from what you usually see in boys' bloomers.

Feature "Lion" Brand and you will get the trade.

The JACKSON Manufacturing Co., Limited

Makers of the "Lion" Brand Boys' Clothing

CLINTON, ONTARIO

Factories at Clinton, Goderich, Exeter, and Hensall

Who Sells The Line You Are Looking For?

Very likely you
can find it in
the Men's Wear
Review.

SAVE

Energy in selling

Good-will of your customer

By featuring garments
equipped with the

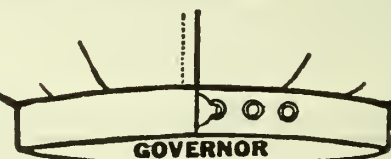
"GOVERNOR" FASTENER

For Boys' Knee Pants

Investigate — it costs you nothing

The Governor Fastener Co.
of Canada, Limited

46 St. Alexander Street, MONTREAL



ONE OF THE
PARAMOUNT FEATURES
 IN
FELS AND LIPPÉ
CLOTHES



is — Style Refinement. Fels & Lippe Clothes are designed and made to give the wearer satisfaction. They will assure you of a dominant position in the clothing trade in your town.

The utmost care has been taken in preparing the Spring, 1921, range, hardy fabrics, careful tailoring and designed in good taste. They are sure of instant success—a sure medium to promote sales and profits. Fels & Lippe Clothes are priced within reach of the majority of buyers. No better values are on the market.

Travellers are now on the road and it is to your advantage to see our range. Drop us a line for special appointments.

Fels & Lippé
 292 St. Catherine St. West
MONTREAL

Here Are the Points To Drive Home

The maker of a good article like Kitchen's Railroad Signal Overalls can fashion the rivets of salesmanship and send them to you, the merchant, with unerring aim.

It is the work of the retail dealer, in advancing his business on sound lines, to perform the driving home of the rivets so that the final service is completed. Most merchants know that



KITCHEN'S *"Railroad Signal"* OVERALLS

are built with as much mechanical skill and careful planning as the big steel structure that must stand the strain at every point where force is applied. And our evidence of dealers' satisfaction is great enough to make a book.

The Kitchen method is to choose the best of materials that are combined in good work garments. We insist upon the most intensive tests and inspections. We give more than ample room in Railroad Signal garments, and we study every line of overall work to discover what is needed in an overall. We combine these qualities through intelligent direction and craftsmanship. We give the dealer the best service we can think of or read about. And we bring the merits of our garments to the attention of the consumer by advertising that reaches the instinct for good value. It pays to deal with Kitchen's.



The Kitchen Overall & Shirt Company

Brantford : : Ontario

Style—Quality—All-round Wear

We combine them in the

“VICTORY” BRAND

genuine leather Reversible Coat. The leather coat made famous by **Canadian Flying Aces** is now used extensively for sport and all out-door wear. Airmen use nothing else.

Many merchants are recognizing the possibilities of the double purpose leather and cloth coat as a real business-getter. It is practical for all weather conditions and gives lasting satisfaction.

Our genuine leather coat is tweed or gabardine lined, adaptable and quickly reversed. It's a special point you can make to the better class of trade who appreciate quality.

Full range of waterproof clothing carried in stock.



Office and Factory:

437 ST. PAUL WEST, MONTREAL

Genuine
Leather

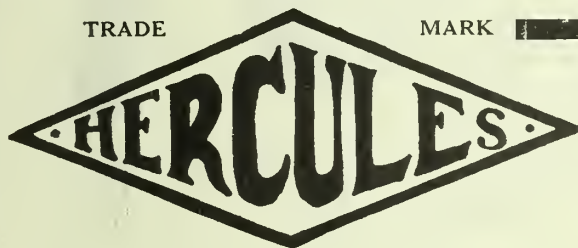
Reversible
Coat



Made in Canada

TRADE

MARK



MADE TO SELL

and re-sell themselves. You make no mistake in stocking a complete line of the

“Hercules” Shirt

The one illustrated is a good quality Khaki Flannel, double seamed and stitched throughout, with two big, roomy pockets.

There is a Hercules Shirt for every trade. They come in a popular line of Negligee styles in a great variety of materials.

There is a representative in your district. Wait to see the line, or write us for full particulars.



The Hercules Garment Co., Limited

Head Office: Montreal

FACTORIES: MONTREAL and LOUISEVILLE, P.Q.

Clothing Prices

You can give the public what they want. We are quoting extremely Low Prices on

Men's, Young Men's and Boys' Suits and Overcoats

for immediate and Spring delivery. We are confident *by comparison* you cannot get better values.

Now in Stock—A splendid range at Popular Prices. Just the line to smash the High Prices. Write to-day for samples.

For Spring, 1921

The Elk Brand Range will embody these features: Attractive Fabrics, Correct Styles and Assured Quality, that will guarantee their complete satisfaction.



School Togs

The boys are off to school again. Your Boys' Department should carry a stock of Elk Brand Clothes for Boys. To see them is to be convinced that they will attract increased business to your store. Let us quote Prices.

Our travellers are now out with a complete range. To be certain of a call, drop a card to-day.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre Street West

- Montreal

Reid's "Hantide" Patented March 29-1911 Dress Tie



Showing Fashionable
Shape of Tie—
Ready Tied

To Put On or Take
Off—Buttons or un-
buttons at back.



Can be Bought
Untied if Purchaser

desires to Tie
Cravat himself.

At the Evening Affair

To be correct, add the exclusive touch of a tie that is tied by hand. The well-groomed man likes to do away with the mechanical atmosphere imparted by the ready-made tie.

Reid's "Hantide" Dress Tie has all the advantages of the ready-made tie, also many features of its own.

Every tie is tied for you by hand. You put it on with the same ease as a ready-made tie. You take it off without untying—it need not be retied for the next occasion. It cannot slip out of place and become unsightly.

When soiled, can be laundered, retied, made to look like new.

At all select haberdasheries.

If your furnisher hasn't the "Hantide" dress tie in stock, order direct from us and send us his name.

One of the series of advertisements appearing in the leading newspapers throughout Canada.

This cravat, owing to its exclusive and much-appreciated features, is absolutely essential to the stock of every haberdasher catering to the man who uses dress clothes.

White \$5.50 the Dozen
Black \$7.50 the Dozen

A.T. REID CO., Limited
TORONTO
Sole Makers



Do Not Hesitate!

Stock up now, at the turn of the tide, and be prepared to meet the coming demands of your trade.



FOR SALE HERE

STAR BRAND OVERALLS

will be wanted more insistently than ever, and there will never be a better chance than now to get your stock in hand to meet that want. Customers who know and use them will come to you to get them. Trade follows our BRAND.

The J. B. Goodhue Co., Ltd.
ROCK ISLAND, QUE.

Montreal: 211 Drummond Bldg.
Ottawa: 76 1/2 O'Connor St.

Show This Card
in Your Shop
Window—
It Will Help
to Keep You Busy.



This Trade Mark sells

“CEETEE”
THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK

Remember—there is no low grade or cheap “CEETEE”—only the very highest grade and best quality underclothing bears the famous “CEETEE SHEEP” trademark. If you are catering to the best

trade in your district you must sell “CEETEE”—for ordinary underwear you will find TURNBULL'S brand at least the equal of any made in Canada.

MADE BY

THE C. TURNBULL CO. OF GALT, ONTARIO

Also manufacturers of TURNBULL'S Ribbed Underwear for ladies and children, and TURNBULL'S “M” Bands for infants

CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE

PREPAREDNESS

Is a Big word but a small meaning. Many a nation has nearly fallen on this word, many Businesses have failed in not using it—are you PREPARED for any eventualities that may come? Now is the time to use our clean cut legitimate methods of advertising and systematizing for your Business and insure success and prosperity for 1920.

McNabb's Sales System
158 Wallace Ave. Toronto, Ont.

PHONE KENWOOD 1443

Give Full Information

Last Friday a \$5 bill came to the Subscription Department pinned to a circular, but minus the name and address of the sender. Nothing can be done in this case until the remitter writes in to complain that he is not getting the magazine.

An hour later in came a memo from “F. R. Thorn” in regard to his subscription, but with no address given. As the stencils are all filed according to post offices nothing can be done in this case either.

Shortly afterwards a post card arrived from New Glasgow, N.S., with our name and address plainly written on the front, but perfectly blank on the reverse side.

These three instances, which all occurred in one morning, are typical of hundreds which happen in the course of a year on all publications—and they explain why this publication is bound to receive a number of (on our part) unavoidable complaints.



More Strength to a Strong Line

Unusual conditions demand unusual methods. Business to-day will not thrive on the methods of yesterday. Action is demanded and by its drastic action College Brand Clothes Co., Ltd., is blazing the way to the real live business of to-day.

Read—Every word means money to you

With the creation of our garments under the direction of a new master designer of international reputation, with an enormous stock of woollens and trimmings, in design and pattern beyond description, with production at its peak, turning out garments in the smartest, split-second styles, the highest type garments of our entire career—

We have reduced our entire line 20% to 35%

The reason is plain. Business is stagnated. It must be forced. The manufacturer must provide the ammunition. Our values and our clothes will let our dealers get the jump on competition.

OUR REPRESENTATIVE IS NOW CALLING ON THE TRADE. WIRE FOR AN IMMEDIATE APPOINTMENT. IN JUSTICE TO YOURSELF—HOLD UP ALL FURTHER BUYING UNTIL YOU SEE OUR LINE. OUR OFFERING IS SENSATIONAL.

CONFIDENCE

Promises are too often made to be broken. The confidence and reliance placed in this house by its customers are the result of keeping faith. We make no promises we do not fulfill. You can accept this announcement without reservation of any kind.

The College Brand Clothes Co., Ltd.

45 St. Alexander Street, Montreal

(Read Building)

INDEX TO ADVERTISERS

A		L	
Acme Glove Works, Limited	43	Lace Goods Company	28
Arlington Co. of Canada, Ltd.	22	Lang Shirt Company	5
Arrow Neckwear Co.	28	Leishman, Wm. H., & Co.	20
Atlantic Underwear, Limited	36		
A.P.H. Pants	88	M	
B		Mackenzie, Limited	19
Brettle & Co., Geo.	24	Marathon Tire & Rubber Co.	89
Brophey Suspender Co.	34	McNabb's Sale System	102
C		Miller, D. A.	88
Campbell Mfg. Co.	93	Mercury Mills	21-4
Canadian Cap Company	94	Milne, William	47
Can. Consolidated Rubber Co., Ltd.		Monarch Knitting Company	8-9
	Inside back cover	N	
Clatworthy, Sons & Company	46	National Cash Register Co. of Canada ...	31
Carhartt Hamilton Cotton Mills, Limited	29	Nu-Way Strich Suspender Co.	46
Clayton, S. J.	42	O	
Cluett, Peabody & Company of Canada,		Ontario Cap Company	91
Limited	Front cover and 18	P	
Cook Bros. & Allen, Ltd.	Inside front cover	Parsons & Parsons Canadian Co.	33
Coppley, Noyes & Randall, Ltd.	6, 7	Peck, John W., Co., Ltd.	12-13
College Brand Clothes Co.	103	Penmans, Ltd.	39
Crown Pants Co.	32	Perrin-Kayser Company	14
D		Punchard-Birrell Co.	37
Dale Wax Figure Co., Ltd.	90	Prosperity Shirt Company	33
Davis Bros.	34	R	
Davis, H. E. & Co.	38	Racine, Alphonse, Ltd.	26
Deacon Shirt Company	90	Randall & Johnston, Ltd.	15
Duktex Coat Company	32	Raven, William, & Co., Ltd.	96
Delfosse & Co.	96	Reid, A. T. & Co.	101
E		Robe and Clothing Company	40
Elkin, J. & Co.	100	Robinson, C. E.	94
F		S	
Favre Bros. & Co.	44	Schwartzman Bros.	88
Fashion Craft, Ltd.	41	Scully, William, & Co.	93
Fels & Lippe	97	Shaw Correspondence Schools	88
Freedman & Co.	2-3	Stanfields, Ltd.	48
G		Stifel, J. L., & Sons	42
Gariepy & Frank	16	Sword Neckwear Co., Limited	27
Glover's Craft, Ltd.	1	T	
Gold Bros.	88	Tip Top Cap Co.	38
Goodhue, J. B., Mfg. Co., Ltd.	102	Tooke Bros., Limited	Back cover
Grant-Holden-Graham, Ltd.	17	Toronto Clothing Co.	91
Governor Fastener Co.	96	Turnbull Co., C., Limited	102
H		V	
Hackborn, E. G.	23-30	Victoria Rubber Company	99
Hercules Garment Company	99	W	
Hanson, Geo. E., & Co.	44	Williams, Walter & Co., Ltd.	90
Hickok Mfg. Co., Ltd.	10-11	Walthausen Hat Corp.	25
Hoffman Ducoffe & Co.	19	Westwoods, C. H., & Company	35
J		Wener, Samuel, & Co.	95
James & Co.	46	Y	
Jackson Mfg. Co., Ltd.	96	York Clothing Co.	40
Jones Bros. & Co., Ltd.	94		
K			
Kay Cornforth Company	46		
Kitchen Overall & Shirt Co., Ltd.	98		
Kitchen Suspender Co.	44		
Kaplan Samuelsohn & Co.	45		

Dominion Raynsters

Made-in-Canada Raincoats

Give You Popular Styles at Popular Prices

The enormous increase in the demand for "DOMINION RAYNSTERS" has made three things possible:—

- a greater variety of styles
- more patterns from which to choose
- a wider range of prices

For Fall, "DOMINION RAYNSTERS" offer a complete line of new models at popular prices, as well as a more extensive assortment in other grades.

"DOMINION RAYNSTERS" are for every member of the family—for men, women and children.

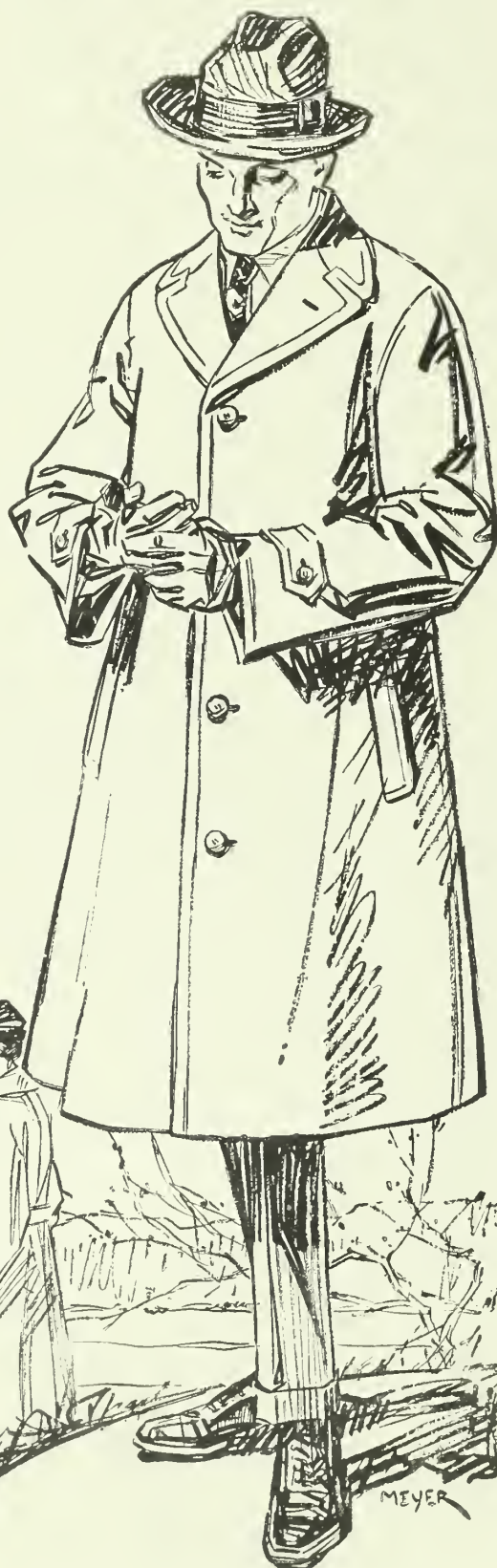
The Raynster label is in every garment as an assurance of quality, workmanship and satisfaction.

Sorting and "rush" orders filled promptly through our nearest service branch.

Dominion Rubber System Service Branches

Located at

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



BELIEF

BELIEF — that something in humanity which surmounts obstacles; which sends mankind forth to venture, to attain; that spirit which surrounds the life of those who succeed—such is the spirit that dominates the House of Tooke.

Belief caused us to take the first venture into the shirt and collar business. Belief has sustained us through all its vicissitudes; and to-day our belief is justified by our Organization extending from the Atlantic to the Pacific, so that the House of Tooke has become a National Institution.

TOOKE BROS. LIMITED

Manufacturers of
Shirts, Collars and Neckwear
MONTREAL TORONTO WINNIPEG VANCOUVER



MEN'S WEAR REVIEW

VOL. X

PUBLICATION OFFICE: TORONTO, NOVEMBER, 1920

NO. 11

COLOSSUS THE BIG SHIRT



*The Canadian Converters' Co. Limited.
Montreal.*

What About Future Prices?

THE Press teems with talk of reductions, and is an absurd critic of trades generally.

"Automobiles are tumbling, why not clothing?" they ask.

"Why not newspapers and advertising?" we ask.

The simple fact is that price adjustments must be gradual. Thoughtful people know that any radical reduction means bankruptcy for all but the strongest dealers, and hurts more than helps.

For our part, we shall keep on making the best clothing we know how. We shall shave our profits to help out, and our prices will be less than you are likely to pay for inferior goods, if you don't watch your step.

For those who have been cautious in buying for the present season, and require either suits or overcoats for immediate delivery, we have the lines you can sell. Let us know your requirements.

Whether you are pessimistic or optimistic about the future, you will find our *Special Order Service* a grand thing. No risk, no worry. Just profit.

We can supply a few good merchants with this season's samples, but don't delay.

ART CLOTHES
COOK BROS. & ALLEN LIMITED

Made to Measure

COOK BROS. & ALLEN

Limited

WHOLESALE TAILORS

TORONTO



"AVENUE BRAND"
Clothes for Boys

"Made to stand the Racket"

W.J. KEENS COMPANY
LIMITED

WHOLESALE CLOTHIERS

TORONTO

*Are You, Mr. Dealer
Taking Your Cue
From the Demand of
the Consumer*

Perrin's "Own Make"
Bear the
"Ace of Clubs"



They want good appearance, long wear, and reasonable prices. Perrin's Gloves have gained the good-will of the public because of their worth, and it is for the weal of your business to carry a full line.

"Kayser"
GLOVE
MADE IN CANADA

Quality and value are fixed elements in Kayser Silk and Chamoisette Gloves. The workmanship is a triumph and there is a steady demand for them by which dealers greatly profit.

*Our salesmen are now on the road with
a complete showing of our lined and
unlined styles for Winter and Spring.*

Perrin Kayser Company, Limited

Successors to Perrin Freres et Cie

Sommer Building, MONTREAL

Men's and Boys' Clothing

*If you want the better class trade
we are ready to help
you get it . . . and hold it.*

Our line for 1921 consists of

- handsome* styles created by clever designers
- splendid* selection of fabrics
- superior* tailoring and workmanship
- exceedingly* attractive prices

This line must be seen to be fully appreciated.

*Let us know when you want
our representative to call.*

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

COPPLEY, NOYES & RANDALL,
LIMITED

Proper  Clothes
for Men and Boys

THIS LABEL IS
A GUARANTEE OF SUPERIOR WORKMANSHIP



NOVELTY of design, combined with unusual harmonies of color, has placed Penmans Sweater Coats high in the estimation of men and women who love outdoor life.

Penmans have realized that this popularity can only be retained by backing up style and color with quality; and have accordingly knit comfort and durability into every garment.

You will find it a pleasure to show these coats. Your Trade understands the value of Penmans label.

Penmans Sweater Coats

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris.

Also Makers of Underwear and Hosiery.



“This One Thing We Do”—



and we believe our efforts to produce an exclusive and distinctive line have been rewarded with shirts of unusual merit.

Indications point to a busy Spring and active Holiday Season. Business will be good and the merchant prepared will benefit.

The *Lang* Line will enable you to cater to the best trade in your town.

Prompt deliveries assured

The Lang Shirt Company, Ltd.

Kitchener, Ontario



MONARCH-KNIT

*For Assured Profits and
Satisfied Customers, Sell*

MONARCH KNIT

Sweaters and Hosiery

Monarch-Knit is the Standard for
Style, Quality and Workmanship

S
W
E
A
T
E
R
SH
O
S
I
E
R
Y

*Place Your Orders
Now for Spring Either
with Our Traveller or
Direct to the Factory.*

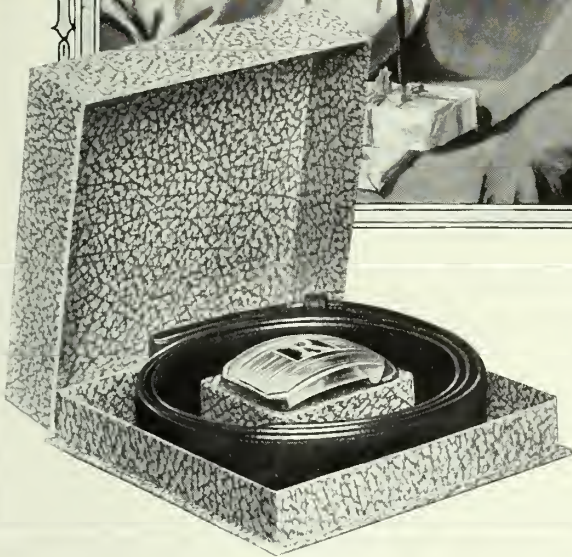
SEE the Spring range now showing of Men's and Boys' Sweater Coats, Pullovers, Jerseys, Bathing Suits, etc. Every garment smartly stylish, perfect fitting and finely finished.

See also the range of Men's Silk and Mercerized Hosiery with double-spliced heels and toes and elastic ribbed tops.



MONARCH KNITTING COMPANY LIMITED
HEAD OFFICE DUNNVILLE, ONT.
FACTORIES: DUNNVILLE, ST. CATHARINES
AND ST. THOMAS, ONT. AND BUFFALO, N.Y.

Y A R N S



HICKOK

Belts and Buckles

As Christmas Gifts

There is no more useful or more acceptable Christmas gift for a man than a HICKOK BELT and BUCKLE. All well-dressed men wear belts and they can't have too many. Every man appreciates a nice one. HICKOK BELTS and BUCKLES in Gift Boxes make ideal Christmas presentations. Their supreme quality and fine finish never fail to make their appeal to men of better taste in dress. And they are priced so that our distributors can sell them at popular prices. If you have not stocked up on HICKOK BELTS and BUCKLES to meet the Christmas demand for them, it is not yet too late. Write us at once and we will make a shipment to you immediately.



WRITE for illustrations of selected Christmas designs.

The HICKOK MANUFACTURING CO., Ltd.
 The Largest Factory in the World Manufacturing Belts and Buckles
 TORONTO, ONTARIO

HICKOK Belts and Buckles

NOVELTIES in MEN'S WEAR for CHRISTMAS SELLING



Meet the rush with a complete stock. Study the temperament of your customers and order to suit the social leader, the more conservative and the quiet dressing customer. In the wide assortment in each of our various departments you will find everything you require.



"Racine" Working Shirts,
"Hero" Fine Shirts,
"Strand" (Chemise de Luxe) Shirts,

"Samson" Pants,
"Life-Saver" Overalls,
"Record" Sox,

"Racine" Good Values and Popular Prices.

More Business is the slogan of the smallest retailer and the largest jobber to-day. Everyone in the trade realizes the necessity of "Speeding Up." We are offering to-day, in time for the best selling season, Racine Quality merchandise at popular prices. The following lines are especially attractive for the Christmas trade. Call at our nearest showroom or write for the travellers.

Cravats
Gloves
Belts

Handkerchiefs
Mufflers
Sweatercoats

Underwear
Pyjamas
Suspenders.

Alphonse Racine, Limited

Everything in Men's Furnishings

60-98 St. Paul St. West, Montreal

FACTORIES:

Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

SAMPLE ROOMS:

HAILEYBURY
Matabanick Hotel

SYDNEY, N.S.
269 Charlotte Street

OTTAWA
111 Sparks Street

QUEBEC
Merger Building

TORONTO
123 Bay Street

SHERBROOKE
4 London Street

SUDBURY
Nickel Range Hotel

RIVIERE DU LOUP
Hotel Antil

THREE RIVERS
Main St.

CHARLOTTETOWN, P.E.I.
Queen and Sydney Sts.

Broadway BRAND

Clothes
for exacting men.

NOVEMBER, 1920

BIG BUSINESS

Value is the foremost thought in the minds of clothing buyers these days.

Broadway Clothes will make a hit and a sale when others fail.



We are prepared to supply your needs in suits and overcoats. Deliveries as required.

A letter or wire will receive instantaneous and most careful attention.

Broadway made-to-measure system will make your store the place where well-dressed men buy their clothes. The system makes it easy for you to give them the fit and style they require.

Randall & Johnston
Limited
TORONTO

GEORGE B. GOODALL, PRESIDENT
WILLIAM S. NUTTER, VICE-PRESIDENT



LOUIS D. GOODALL, TREASURER
WILLIAM BACHELDER, ASST. TREAS.

GOODALL WORSTED COMPANY
SANFORD, MAINE

October 9, 1920.

Mr. John Jones,
Jonesboro, Ark.

Gentlemen:

To guide you in making your purchases of
GENUINE PALM BEACH for the retail season
of 1921, we wish to assure you - -

THERE CAN BE NO REDUCTION IN
THE PRICE OF PALM BEACH CLOTH

Our prices have only increased in propor-
tion to the higher costs of raw materials,
labor, etc. Nothing extra was added. Hence,
it would be impossible to lower the price
and maintain the high standard of Palm Beach
Cloth.

Mohair, the most important yarn in Palm Beach,
was not requisitioned by the Government for
war purposes. This accounts for the more stable
value of Palm Beach Cloth during the period of
extreme high prices reached by fabrics made
from wool.

We strongly urge you to place orders early,
for your full needs, thus enabling the clothing
manufacturers to execute orders and make de-
livery in time to meet the increased demand
which our extended publicity, both local and
national, will bring you.

Yours very truly,

GOODALL WORSTED COMPANY
The Palm Beach Mills.

George B. Goodall, President

GBG
AF



Concerning the Price of Palm Beach Cloth for 1921

The letter reproduced opposite — recently mailed — is of genuine interest to all PALM BEACH distributors. Its clear-cut assurance:

“There can be no reduction in the price of Palm Beach Cloth”

— should be helpful in guiding your purchases for nineteen twenty-one.

The high standard of the National Summer Cloth will be maintained, and the sturdy Wear, Reliability and uniform Quality of the fabric will continue to keep PALM BEACH in its unique rank in the field of feather-weight suits.

A plan of publicity more far-reaching than ever will continue to educate the public to the

merits of the genuine cloth — and teach them to insist on suits bearing the trade-marked label, to spurn imitations and cheaper, inferior substitutes.

We think all merchants will welcome this announcement regarding the price of PALM BEACH CLOTH, and see in it the advisability of supplying themselves so far as they are able, and as quickly as possible.

THE PALM BEACH MILLS
 GOODALL WORSTED COMPANY, SANFORD, MAINE
 A. ROHAUT, *Selling Agent*, 229 FOURTH AVE., N.Y.

MEN'S SUITS

\$ 15.00

Jack Frost is on his way; get prepared for him. Our \$15.00 suits took the market by stampede, and we have a long string of satisfied customers who are writing us inquiring what we are doing for Jack. We have been using our lead and came out with another bumper. We are now offering along with the \$15.00 suits—

Good

WARM ULSTERS

\$ 18.50

In order to get there we have to make a tremendous turnover on a very small profit and short terms to roll the ball fast, so this **Special** offer at this special **Price** is at the **Special Terms** of net 10 days 1st following.

We will send you a sample dozen on request, charges prepaid.

Write to-day.

GARIEPY & FRANK

Men's and Young Men's Clothes Specialists

234 St. Lawrence Boulevard

Montreal, Que.



THE New
Brock hats
are in many new
and swagger
shapes. Wait
for our travel-
lers!

The BROCK *Hat*
MADE IN BROCKVILLE, CANADA.

--the hat that carries a smile

The Wolthausen Hat Corporation, Limited

Head Office and Factory : BROCKVILLE, ONT.

Salesrooms :

MONTREAL : Mappin & Webb Bldg.
TORONTO : Cosgrave Bldg.

VANCOUVER : 315 Bower Block
WINNIPEG : 228 Curry Block

MILNE'S NECKWEAR NEWS

BIG VALUES

NOVEMBER, 1920

RIGHT PRICES

For Immediate Delivery

Our holiday line is priced on the present Cost of silks and at cost of Production.

We have a wonderful range of ties on hand.

Prices \$6.00, \$7.50, \$8.25
\$10.50, \$12.00, \$16.00

As most firms have left their buying to the last minute, there will be a shortage in December.

Order early to insure delivery and a good selection.

Prices will not be lower.

WILLIAM MILNE

The Newest in Neckwear

129-39 Spadina Ave.

Toronto



Different! Oh, yes, decidedly different in every respect — more individual styles—finer tailoring and moderate prices.

Your customer's better service and better satisfaction warrants your knowing all about these clothes and pushing them.

Whenever you are ready to raise your standard of excellence above the ordinary level we are ready to help you.

*Wm. H.
Leishman
& Co., Limited*

MAKERS OF
THE BEST
TAILORED
GARMENTS
FOR
MEN

There are still some openings for representatives for our SPECIAL MEASURE SYSTEM.

This made-to-measure system enables you to satisfy your supercritical clientele—hard to satisfy, maybe, but LEISHMAN'S MADE - TO - MEASURE Clothes never fail to be "just right" in every respect.

We will be pleased to send you full particulars.

192-194 Spadina Ave., Toronto



Bengard



Clothes

TRADE MARK REGD

Our Lines for Spring, 1921 Are of double interest

In addition to the usual Bengard range, our travellers are showing

A New Lower-priced Range

in imported and domestic woolens and worsteds, produced to sell to the trade *at cost* for the purpose of meeting popular demand for lower prices. While not profitable to us, this line *would be profitable to you*. Your good-will would satisfy *us* and your usual profit will satisfy *you*. Please be assured that a request to see samples involves no obligation at all.

*Write
or wire
for our
Salesman*

Bengard



Clothes

TRADE MARK REGD

B. GARDNER & COMPANY
MONTREAL.

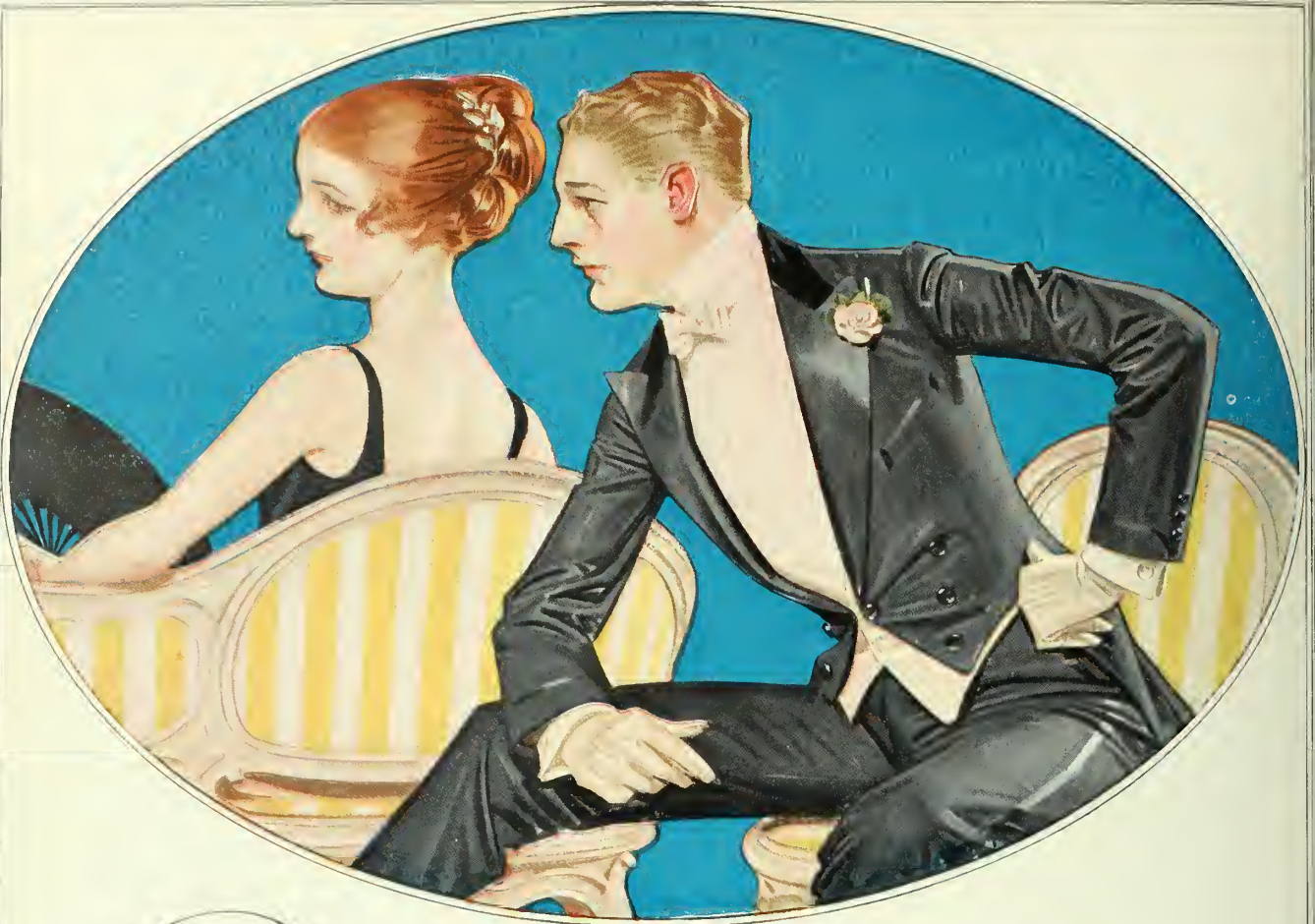


Marcy

THE NEW

ARROW
COLLAR

Cluett, Peabody & Co. of Canada, Limited



Donchester — an
ARROW
 Evening SHIRT

THE MOST IMPORTANT REQUISITE OF A DRESS SHIRT IS GOOD APPEARANCE · A SHIRT THAT FITS BADLY AND THAT HAS A BOSOM WHICH CREASES AND BULGES CANNOT BE CALLED A DRESS SHIRT · THE "DONCHESTER" HAS A PATENT BOSOM WHICH IS ATTACHED TO THE SHIRT IN SUCH A WAY THAT IT ALWAYS REMAINS FLAT · IMMACULATE · AND IN ITS PLACE ·

Cluett, Peabody & Co., of Canada Limited

“Now For An Active Overall Demand— Kitchen's are Here!”

THE stress and bustle of rush trade in the stores where men buy overalls are certain to bring their irritations. There is no experience more harassing than to face the complaints of customers who have been disappointed through ill-advised purchases.

They have trusted the store in which they secured their work garments, only to have seams burst, buttons come off or skimping of material cause binding whenever they moved. They returned to register their grievances, but to purchase no more nameless overalls.

The moral is to end all risk in your overall trade by stocking quantities adequate for rush demands of

KITCHEN'S Railroad Signal OVERALLS

They are made to meet every test of service to which an overall is ever submitted. That means that every merchant who deals conscientiously with his trade, welcomes the sight of a shipment of Kitchen's Railroad Signal Overalls and Work Shirts.

Those retail dealers, who have visited our factory and carefully observed our standards, as well as our thorough inspection, have gone away firm adherents to the policy that it pays to buy from a company that puts



into its work every detail that makes for genuine merit. They are filled with confidence in the goods on their shelves.

The reason that Kitchen's is the fastest-selling line lies in the confidence of hundreds of dealers who know what they need to link up steady customers. They see many shipments of indifferent goods. They are pleased, as the wearer is educated to demand the best. They are happy when the Kitchen bales arrive.

The Kitchen Overall and Shirt Company
Brantford, Ontario

A. E. RICHARDSON & CO.

Wholesale Custom Tailors

SPECIALIZING IN STRICTLY HIGH-GRADE WORK ONLY

Your best argument in selling to your customers will be founded in stressing
FABRIC VALUE

We are offering now UNEQUALLED VALUES in
ALL WOOL INDIGO SERGES bought from the English Mills for
LAST FALL'S TRADE, but only now being received.

These Serges are ABSOLUTELY GUARANTEED, ALL WOOL and GENUINE
INDIGO DYES. They are in 16 and 18 oz. weights and are just what you need
for SORTING UP THIS FALL

AND THE PRICES ARE REASONABLE

WRITE US FOR SAMPLES

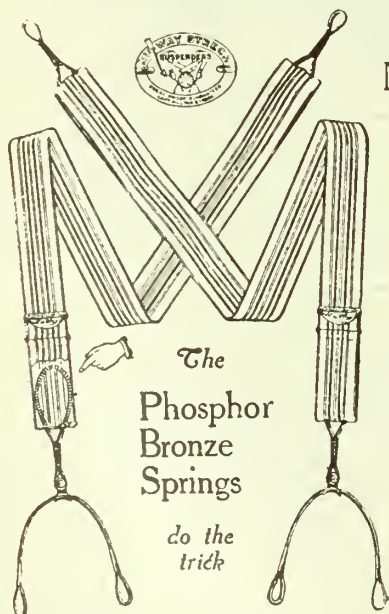
A. E. RICHARDSON & CO.

Makers of High-Grade Clothing for Men

172 Simcoe Street, TORONTO

NU-WAY STRECH

The Line You Will Eventually Carry



The
Phosphor
Bronze
Springs

do the
trick

No Rubber
More Stretch

A Year's
Wear or a
New Pair

More
Comfort

Treat Your
Customers
to the Best

Made in
Canada

Nu-Way Stretch Suspender Co.

MANUFACTURERS

St. Thomas, Ontario



Boys Really Like Our Clothes!

and boys always know what they like
—and want.

There is a cut and make in "LION"
BRAND Boys' Bloomers that is dif-
ferent from the ordinary.

The pockets are made to stand the
wear that a boy always gives his
pockets.

Feature "LION" Brand and you will
get the trade.

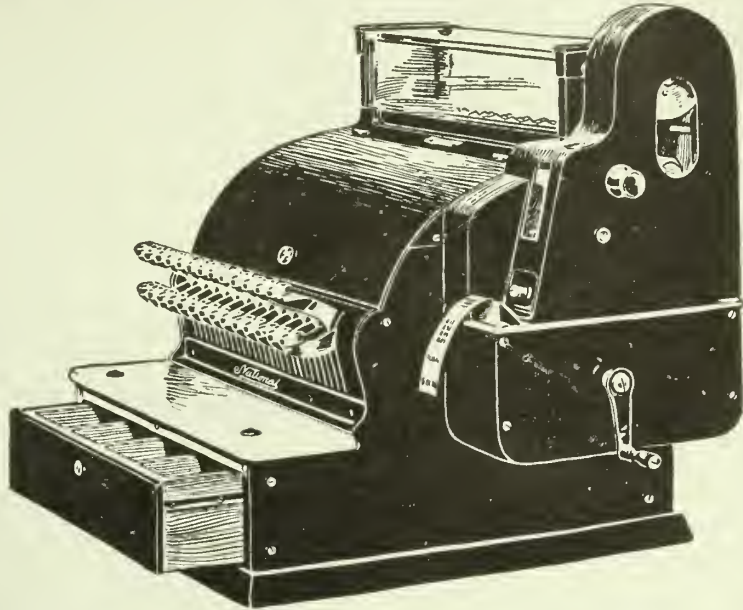
The JACKSON Manufacturing Co., Limited

Makers of the "Lion" Brand Boys' Clothing

CLINTON, ONTARIO

Factories at Clinton, Goderich, Exeter, and Hensall

This machine does what no other receipt-printing cash register can do.



1. It prints the merchant's name. —————→
2. It prints the price of each article. —————→
3. It adds the items.
4. It prints the total of all items. —————→
5. It retains added and printed records.

J. SMITH COMPANY 10 MAIN ST.	
	0.17
	0.32
	0.48
	0.09
TOTAL	
	\$01.06

Copy of receipt
printed for each
customer

It also does other important things for merchants, clerks,
and customers.

We make cash registers for every line of business

NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED



After a Trial Your Customers Will Prefer "Arm & Hammer" Brand Goods

Steady!
Steady!!
Steady!!!

The J. A. Haugh Mfg. Co., Ltd.
TORONTO, CANADA

Manufacturers of the famous "Arm & Hammer" Shirts, Overalls, Bloomers, Trousers and Shopcoats

"Craftana"
Registered No 262,005



THE HALL-MARK OF
Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Feature **JAMES CLOTHES**

For Boys and Young Men

Boys will be boys—they need clothes that will stand the wear and tear of everyday life—and JAMES CLOTHES will prove their ability for this necessity. Our young men's clothes also represent a standard of good workmanship. Your customers will appreciate both lines, so order a stock to-day. There's profit in it for you.

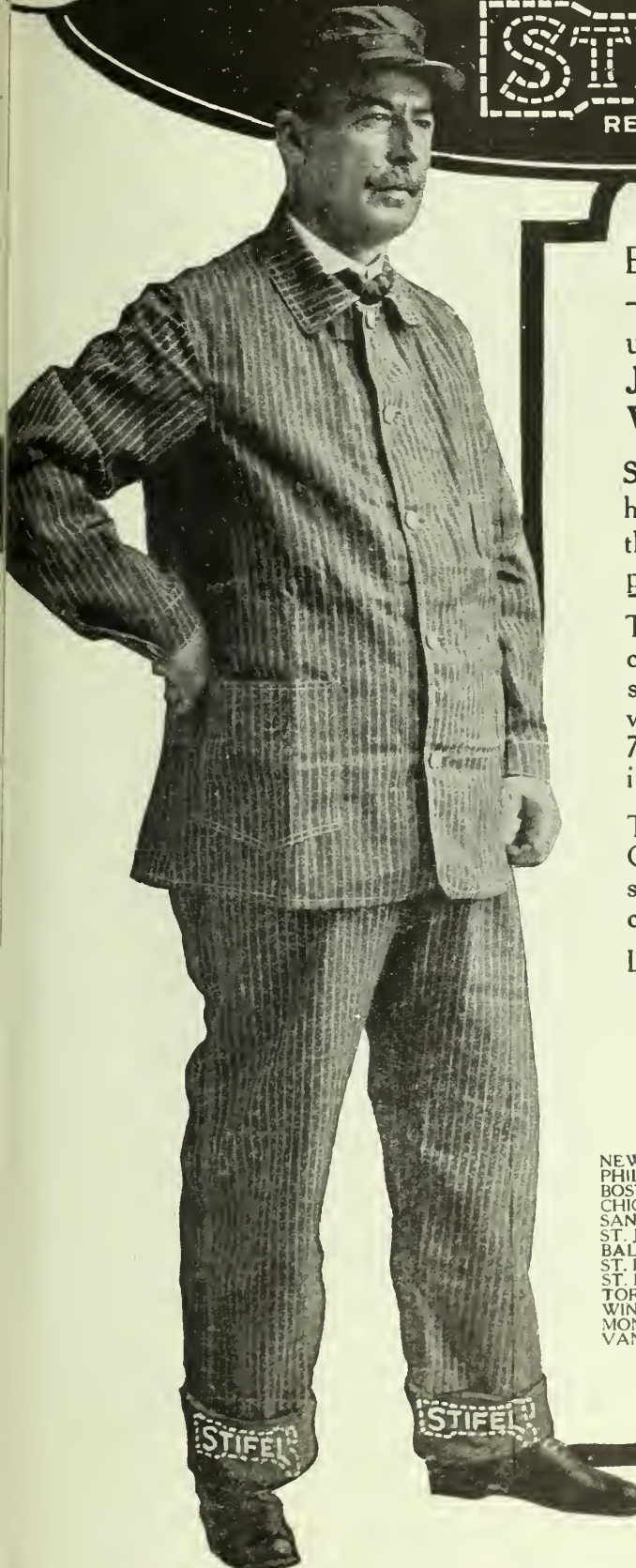
JAMES & CO.

Limited

200-206 Adelaide St. W., Toronto

Stifel's Indigo Cloth

Standard for over 75 years



Equal parts good looks and real quality — that's why Stifel Indigo Cloth makes up into 100% **OVERALLS, JUMPERS, UNIFORMS AND OTHER WORK CLOTHES.**

Stifel Indigo cloth is dyed a beautiful fast blue. It has a tough, strong weave, and is so printed that the white dots of the stripes and other patterns positively will not break.

The manufacturer who makes overalls and work-clothes of Stifel Indigo Cloth, and the dealer who sells overalls and work clothes of Stifel Indigo Cloth, will find Stifel Indigo reputation (standard for over 75 years) and Stifel Indigo advertising, big factors in making sales.

The genuine Stifel Indigo Cloth has this trademark stamped on the back of the cloth.



Look for it!

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

- NEW YORK..... 260 Church St.
- PHILADELPHIA..... 1033 Chestnut St.
- BOSTON..... 31 Bedford St
- CHICAGO..... 223 W. Jackson Blvd.
- SAN FRANCISCO..... Postal Telegraph Bldg.
- ST. JOSEPH, MO..... Saxton Bank Bldg.
- BALTIMORE..... 123 Market Place
- ST. LOUIS..... 604 Star Bldg.
- ST. PAUL..... 238 Endicott Bldg.
- TORONTO..... 14 Manchester Bldg.
- WINNIPEG..... 400 Hammond Bldg.
- MONTREAL..... Room 508 Read Bldg.
- VANCOUVER..... 506 Mercantile Bldg.



Write for Samples of Royal Prints — for Stylish House and Street Frocks.



You will not have to spend a great deal of time convincing your customers that

KANT KRACK
TRADE MARK REGISTERED

COMPOSITION COLLARS

MADE IN CANADA



Are first in---
Economy
Style and
Convenience

Men are finding out that a substantial saving in the cost of a clean collar every morning can be made the **KANT KRACK** way. That's why more men are wearing **KANT KRACK** collars—and doing it without sacrifice of personal appearance.

ONE GRADE ONLY—
AND THAT THE BEST

Order a sample assortment and test them out on your counter.

Sold direct to the trade at one price to every customer.



THE PARSONS & PARSONS
CANADIAN COMPANY
HAMILTON -- CANADA

ESTABLISHED IN U.S.A. 1879.
ESTABLISHED IN CANADA IN 1907.



Stocks carried at—Vancouver, for the Province of British Columbia; Calgary, for Alberta; Winnipeg, for Provinces of Manitoba and Saskatchewan; Toronto, for the City of Toronto; Montreal, for the Province of Quebec; Fredericton, for the Maritime Provinces.



Now's Your Chance

Just at the present—now that prices are lower than last year—may be the chance of your life to make money. Our line for

Spring, 1921

will help you. We feel sure you will make re-sales. Our materials are right, fit and designs are right, and the right margin of profit is obtained by selling our clothing.

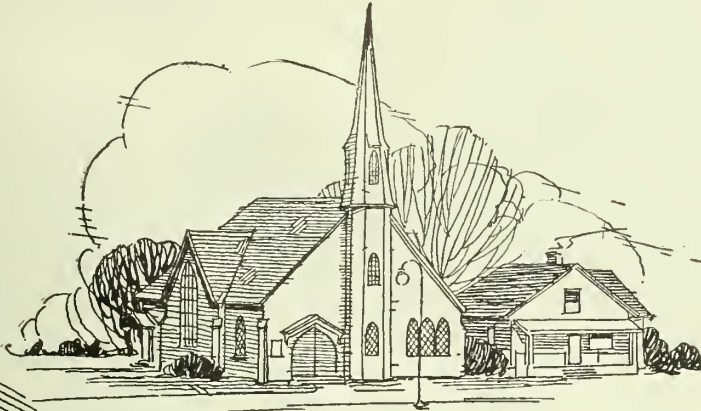
Our HIGH-GRADE QUALITY of Cloth and our excellent standard of workmanship is still maintained.

There is always a good selection of staples in stock from which to choose.

Toronto Clothing Mfg. Company

200-206 Adelaide St. W., Toronto

Challenge Cleanable Collars.



"Roman"



Because of their linen-like appearance—because they can be easily cleaned, and because of their style and satisfaction, they are being worn by all men in all walks of life.

Challenge Cleanable Collars

open a field of great sales possibilities to you.

Our extensive advertising is daily increasing the number of wearers of Challenge Cleanable Collars. It is daily creating business for all dealers in men's furnishings in every part of the country. It will put money into the pockets of those dealers who will link up with us and be ready to supply the demand we create. Order from your jobber to-day.

Write us for your supply of counter envelopes and ask us about our dealer displays to help you sell more Challenge Cleanable Collars.

The Arlington Co. of Canada
Limited

**Montreal
Winnipeg**

**Toronto
Vancouver**



What's the Price of this Coat?

That's what your customers are asking now. Over are the days when they didn't look at price tags.



Better see that your overcoat figures are right.

There is exceptional value in BARRIE-CLOTH ULSTER COATS for men. For roomy comfort and style distinction they'll surpass your greatest expectations—AND THE PRICES ARE RIGHT.

See them for your trade's sake.

Samples of cloth mailed on request.

OTHER LINES:

Astrachan and buffalo cloth coats and robes, also imitation curl and buffalo cloth gauntlets.



The Robe and Clothing Co.

Limited

Kitchener - - Ontario

"Wear Well" Brand Trousers and Clothing

For Greater Sales and Profits



Only excellent workmanship and material enter into the manufacture of this line. It's a line that assures the maximum of customer satisfaction from the standpoint of quality, wear and fit.

Our Western Representative is now showing a complete range of—Trousers, Mackinaw Reefers and Lumbermen's Breeches.

We can meet your immediate requirements. Write to-day for prices, etc.

The Levine Manufacturing Co.

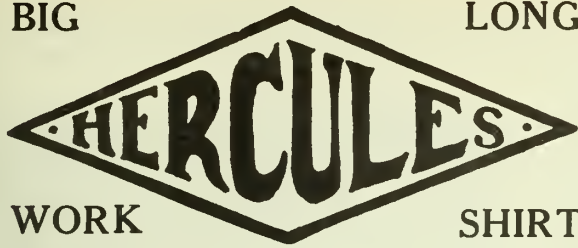
162 John St., Toronto, Ontario

Western Sales Office at
316 Avenue Block, 265 Portage Ave., Winnipeg,
Man.

Mr. H. O. Wodlinger in charge.

BIG

LONG



WORK

SHIRT

Just like its name—a big, strong, double-stitched, lap-seamed shirt that has won instant approval of merchant and worker alike.

Hercules Work Shirts are adapted to meet the needs of every trade and industry. You will find them sure sales-getters. To display them is to sell them. They are made up in a variety of materials and styles at attractive prices.

A popular line of Hercules Negligee Shirts for Spring are now being shown. A representative is in your territory. Wait to see him or write direct for samples.



The Hercules Garment Co., Limited

Head Office: Montreal

FACTORIES: MONTREAL and LOUISEVILLE, P.Q.

ENGLISH MEN'S WEAR

The "LOOM" Brand Goods

Silk Ties	Belts
Knitted Ties	Braces
Silk Squares	Hosiery
Collars	Underwear
Shirts	Mufflers
Pyjamas	Motor Scarves
Bath Robes	Handkerchiefs
Smoking Jackets	Walking Sticks
Dressing Gowns	Buckingham Zephyrs

J. H. BUCKINGHAM & CO., LTD.

(Manufacturers and Warehousemen)

4, 5, 6, 7 and 8 Ropemaker Street, London E.C. 2

Cable address—"Neckwear London."

"Blizzardeen" Raincoats.

"Carlinton" Overcoats.

"Heath" Ready-to-Wear Suits.

Sports' Jackets and Trousers.

Flannel Trousers.

Fancy Vests.

Works:—Basingstoke, Leeds, Reading, Fleet Lane, London E.C. 4; Golden Lane, London E.C. 1; Hackney, London E. 8.

GERRISH, AMES & SIMPKINS, LTD.

(Manufacturers)

63 to 67 Carter Lane - London E.C. 4

Cable address—"Obligable, London."

Canadian Representative:

SIDNEY J. CLAYTON

60-62 FRONT STREET, TORONTO

PHONE ADELAIDE 4449

The Deacon Shirt Company

Manufacturers of
 Working and Outing Shirts
 Starched Shirts Sateens
 Flannel Shirts Oxfords
 Viyellas Clydellas Tweeds
 Drills, Etc.

OUR RANGE FOR SPRING 1921 IS NOW
 BEING SHOWN BY OUR REPRESENTATIVE.
 SEE OUR LINES, AND PLACE
 YOUR ORDER EARLY

The Deacon Shirt Co.
 Belleville Ontario

Special Values

"Direct from Mill  to the Trade"

"Through Commission Merchants"

For Ladies' Wear

Botany Wool Serges, Gabardines, etc., etc.,

For Men's Wear

Indigo and Black Serges and Vicunas

Grey and Fancy Worsteds

Also

Pure
Wool



Scotch
Tweeds

"Manufactured in Scotland of pure, new wool, free from cotton or other vegetable fibre, shoddy, mungo, thread waste or any other remanufactured wool."

ON account of

THE HEATHER MILLS COMPANY,
Selkirk (Scotland).

"From whom we have Sole Canadian Selling Agency"

Stocks of all the above on hand.
Ready for immediate shipment.

C. E. ROBINSON & CO.

Importers

Mappin & Webb Building
10 Victoria Street

Commission
Merchants

MONTREAL



Selling Collars

The New-Way Collar System is an innovation, but a successful one, as it brings every style in sight of a customer and every size in instant reach of the salesman. This is only one of the hundreds of features of the New-Way System for men's wear.

Let us explain the system

Jones Bros. & Co., Ltd.
29-31 Adelaide St. W.
Toronto



IT APPEARS ON ALL OUR SOCKS

Your reputation— what is it worth?

To your business it means success, so why risk it by selling "so-called" quality Socks? "Hanson" Socks are guaranteed Socks—guaranteed to wear well and give entire satisfaction. We make a specialty of sock-making, so why gamble with your reputation? Make your next sock order Hanson's and play safe.

If for any reason you have not ordered through our representative, send order direct to the mill. It will have our personal attention.

GEORGE E. HANSON
HULL, P.Q.

S-A-T-I-S-F-A-C-T-I-O-N

Guaranteed in

"FOUNTAIN BRAND" IRISH LINEN THREAD

Manufactured by

ISLAND SPINNING CO., LTD., LISBURN, IRELAND

No broken ends and no snarling and so no waste of time or thread makes "Fountain Brand" the most economical thread on the market.

Manufacturers of Clothing and Leather Goods. One trial will convince you.

Sole Agents for Canada

WALTER WILLIAMS & CO.
LIMITED

MONTREAL
508 Read Building

QUEBEC
533 St. Valier Street

VANCOUVER
217 Crown Building

TORONTO
20 Wellington St. W.



FOUNTAIN BRAND



Do Not Hesitate!

Stock up now, at the turn of the tide, and be prepared to meet the coming demands of your trade.

STAR BRAND OVERALLS

will be wanted more insistently than ever, and there will never be a better chance than now to get your stock in hand to meet that want. Customers who know and use them will come to you to get them. Trade follows our BRAND.

The J. B. Goodhue Co., Ltd.
ROCK ISLAND, QUE.

Montreal: 211 Drummond Bldg.

Ottawa: 76 O'Connor St.



FOR SALE HERE

Show This Card
in Your Shop
Window—
It Will Help
to Keep You Busy.

GEORGE BRETTE & CO. LTD.

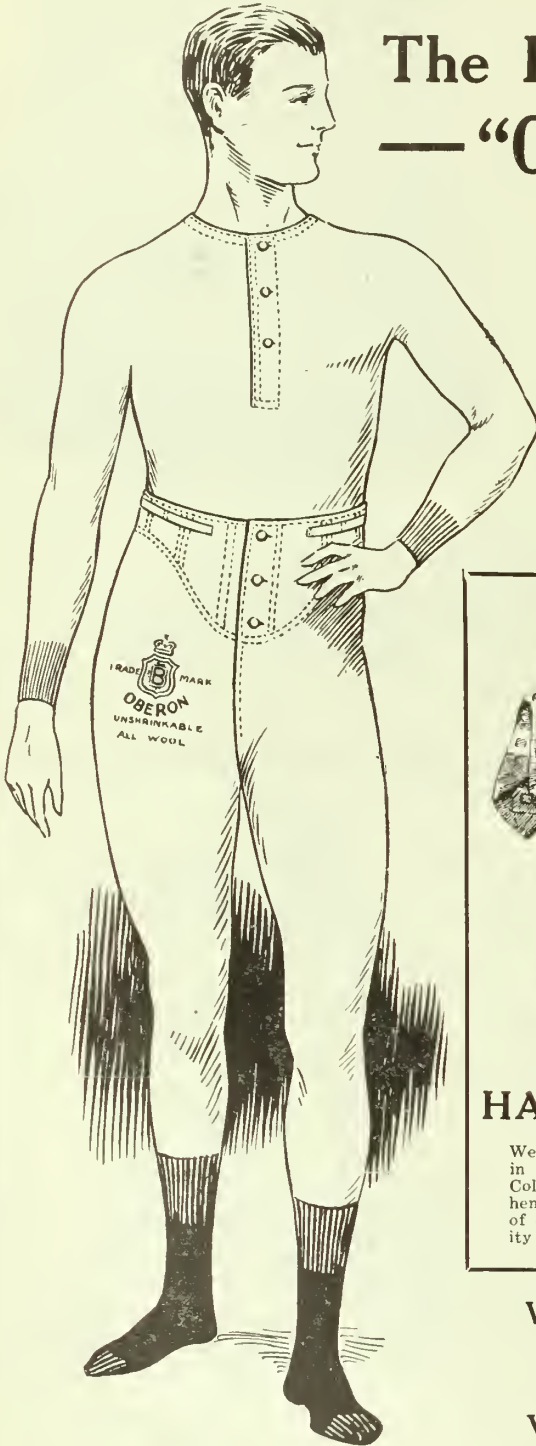
REGD.



Manufacturers and Merchants

119 WOOD STREET, LONDON, E.C. 2, ENGLAND

The Best Winter Underwear — "OBERON" UNDERWEAR



When you sell the customer "OBERON" Underwear you *know* that he will be pleased with the purchase. This famous Underwear is such an outstanding success because it is one hundred per cent. good, being right in quality, right in weight, right in cut and right in value. Our representatives will be pleased to show you the full range of samples — specially selected for the requirements of the Canadian trade.

For the Christmas Trade



MEN'S SILK HANDKERCHIEFS

We always hold well-assorted stocks in Madders, Plain Colours, Fancy Colours, and Jap Silks in plain, hemmed and hemstitched lines—all of our usual high standard of quality and excellent value.

"OBERON" NECKWEAR

Brettes are manufacturers of Neckwear, and have always in stock a wide and attractive range of Ties in tasteful and exclusive designs, in all up-to-date colourings and especially suitable for the better to best-class trade.

—Samples at the Addresses below:—

Western Provinces:

Mr. G. E. Ledger,
807 Bower Bldg.

Vancouver - B.C.

Eastern Provinces:

Marshall & Harding
Carlaw Bldg.,

Wellington St. W.,
Toronto

GEORGE BRETTE & CO., LTD.

119 WOOD STREET, LONDON, E.C. 2, ENGLAND

MEN'S WEAR REVIEW

Issued on the first of each month

Published by

THE MACLEAN PUBLISHING CO., LIMITED

143-153 University Avenue - Toronto, Canada

Branch Offices:

MONTREAL—128 Bleury St.
 WINNIPEG—1103 Union Trust Building
 VANCOUVER—198 Hastings St. West
 LONDON, England—88 Fleet St. E.C.
 NEW YORK—1606 St. James Bldg., 1133 Broadway
 CHICAGO—1401 Lytton Bldg., 14 E. Jackson St.
 BOSTON—734 Old South Building

Subscription Rates:

In Canada, per year \$2.00
 Outside Canada, per year \$3.00

Single Copies, 25 cents.

Vol. X NOVEMBER, 1920 No. 11

THE REAL READJUSTMENT

WHAT statesmen and business men the world over have been talking about for the past five years—the readjustment period—has arrived, so far as the men's wear trade is concerned. A readjustment period is not necessarily a period of prolonged or even temporary hard times, with prices tobogganing downward at a fearful rate, with distressful unemployment, and with financial embarrassment in innumerable instances. It is, however, more or less of a crisis in the history of the trade and, as in all other crises, requires sane leadership and sound judgment. Above all things, it is no time for panicky action or for cut-throat competition. Sooner or later, it was bound to come; it was desirable that conditions should become more normal. There is no reason why there should be undue hardship during the period when inherent values are becoming a greater factor in the trade than they have been during the past few years when there has been a wild scramble for goods.

It is possible for retail men to protect themselves and the public against disastrous results, if they will but act unitedly and with an eye to the future. It is undesirable that we get back to pre-war conditions or prices. It has been the daily press that, through its unscrupulous and unintelligent propaganda, has given leadership toward this undesirable end. It has been advising the public to hold off buying so that prices would come down. People to some extent have stopped buying; prices in some cases no doubt are coming down. But they are in danger of coming down in a way wholly unexpected by the daily press. There are al-

ready indications that labor will be forced, out of sheer necessity, to accept lower wages. When that time comes, it is to be hoped that labor will not forget what false gods it was who hastened them toward the rocks; when people stop buying, as they were urged to stop buying by the daily press, there is no call for the output of labor. We do not believe that manufacturers are as anxious to force down the wages of labor as they are to force up the production of labor. Labor is partly to blame for the condition now being brought on; if they had produced according to their ability, prices would never have reached their present levels and people would not have been forced or led to refrain from buying as they were able to buy. There must be, by this time after months of holding off, a vast accumulation of consumer purchases; and sooner or later those purchases will come with a rush.

It is at this point that the retailer should see his responsibility and his opportunity. Perhaps it is advisable to get rid of excessively high-priced merchandise but why go beyond that? and why stop buying for legitimate needs of the Spring trade? There is no reason why moderately-priced merchandise should be sacrificed; Spring prices will not find a level much below the present one. By refusing to place Spring business, the manufacturing interests are at a complete loss to know what to do. They certainly will not start to manufacture without orders, and if they don't operate, labor will be thrown upon the street. If labor is thrown upon the street, whence comes the business of the retailer, for labor spends much money with the retailer?

On the other hand, if the accumulated purchases of the consumer strike the retailer with a rush—even the consumer can hold off buying for only so long a time—what will be the position? There will again be the wild demand for goods. Manufacturers will again be faced with the difficulty of supplying demand. There will again be the three jobs for the two men, with labor prices soaring in exact proportion to the inexorable law of supply and demand. Then we will have to go all through this period again, led, in all probability, by the same unthinking daily press.

While it certainly is a time when excessive buying would be suicidal, it is not a time when fear should strike cold the heart of the retailer. If hard times come in this country, it will be because foolish and ill-advised things have been done, because we have lacked courage as a sister-nation, not because there is any inherent

The Third Annual Convention of the clothing section of the Ontario Retail Merchants' Association will be held at the Chateau Laurier, Ottawa, on February 21st and 22nd, 1921, the third Monday and Tuesday of the month. Secretaries of different Provincial organizations have expressed a willingness and desire to assist in the formation of a Dominion Association, and a large representation is expected at the Convention. Among the important subjects to be discussed are the luxury tax, better relations with the wholesalers, and fairness and better understanding with the daily press.

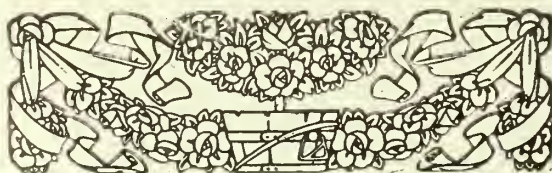
This Convention ought to be an epoch-making event in the history of the clothing and haberdashery trade in Canada. Every retailer who is interested in the development of a National Association and the furtherance of his own individual interests should make a point of being at this Convention.

reason for hard times. There are not wanting indications that thousands of desirable immigrants will soon be coming to Canadian shores. The counter-stroke to hard times in this country is greater development of the abundant natural resources at our disposal. By clogging the wheels of industry, retailers are not helping along prosperity, they are not helping labor, they are not helping legitimate business development. Merchandise that is placed on the market at a cheap price—cheap because sheer physical necessity forced labor to sell itself cheaply—is dear in the long run. There is danger of that if retailers do not place their legitimate Spring business. Or there is the other danger of so clogging the wheels of industry that another shortage may arise when the consumer again goes into the market to do his usual purchasing, with the attendant evils of the last few years when all things became abnormal. The next thing worse than abnormal times is sub-normal times. The retailer can stall off the latter evil by conducting his business with a faith in the future born of an undying belief in the steady development of the finest country under the sun.

CHRISTMAS TRADE

IT IS not too early to begin to think about and to plan for the Christmas trade. Canada has experienced another year of abundant prosperity; in some respects the greatest in her whole history. With the war well in the background, there should be a revival of the real Christmas spirit with all that that means in the way of gift purchasing by Canada's prosperous and contented peoples. It should be as good a season as the Christmas season of 1919, providing merchants take into consideration the greater difficulty in getting business due to the tendency of the public to curb their buying. With extra efforts the curtain should fall on Christmas trade, 1920, with as satisfactory results to the retailer as it did a year ago.

There is always the difficulty of getting the public to undertake their Christmas shopping until the eleventh hour. By the aid of special features in connection with the Christmas trade, this should be partially overcome. Window displays which engender the Christmas spirit should begin in plenty of time, and these displays should, we believe, feature more strongly this year than last. If business is going to be a little harder to get, extra efforts should be put into one of the best drawing cards of the wholesale organization during the Christmas season.





Above is a picture of H. & B. Druzerman's store in Yorkton, Saskatchewan. There are very few stores of this type in the West. Men's wear, ladies' wear, and children's ready-to-wear exclusive lines are carried. This picture is taken from the front of the store showing men's furnishings in the front and the ladies' and children's wear in the rear of the store. According to Mr. Druzerman, these lines are working in very well together. At one time he had a general store, but two years of experience with these three exclusive lines have convinced him that it is a better business and brings better results.

The show case seen in the front of the picture is of Mr. Druzerman's own design. Note the drawers on the side. The light in the windows and the store makes it stand out very prominently. There are two windows at the front of the store; also two at the side, with a side entrance to the ladies' department. The store has a 35-foot frontage with a depth of 80 feet.

"One cash price to all" is the motto of the store. Mr. Druzerman keeps very close tab on his daily business, and uses the form below to do it.

THE FASHION STORES

HOUSE OF QUALITY

COST AND SELLING LIST

MEN'S DEPARTMENT			LADIES' DEPARTMENT			SHOE DEPARTMENT		
Clerk's No.	Cost Price	Selling Price	Clerk's No.	Cost Price	Selling Price	Clerk's No.	Cost Price	Selling Price

Retailer Faces His Readjustment Period: The Problems of a Declining Market

Unseasonable Weather Has Added to the Difficulty of Merchandising on a Falling Market—
Must Get Rid of High-Priced Merchandise—How Shall He Do It?—Can Cash in
on the Character of His Past Advertising.

EVEN before the war had come to an end statesmen and business men had a great deal to say about the period of readjustment. Involved in this period were the spiritual, moral, social and economic interests and welfare of the people. What has been accomplished in the spiritual, moral and social readjustment of the various countries and peoples who were directly affected by the war is not within the province of this review to dwell upon. We are concerned more with the economic or the business interests. One of the most frequent predictions with regard to the period of readjustment that would follow the war was that it would commence with depressing times, low prices and a good deal of unemployment. It is now a matter of history how false that prediction was; the people who made the prediction seemed to have forgotten that for five or six years the producing power of the world's workmen and workwomen was consecrated to the god of war, to the arts of destruction, and that the world's warehouses were, accordingly, becoming barren of goods. It has taken two years for supply to come within measurable distance even of the demand, so far as the various lines of men's wear are concerned; and this, only because some of the most fruitful fields for woollen goods, particularly Russia, have been cut off by internal strife and revolution.

The Readjustment Now On

These two years have been rich harvests for manufacturers and retailers alike. Profits have been good and frequent; retailers who have financed their business wisely during these two years say that the retailer who has not made provision for the inevitable break in all this time can only blame himself if he goes to the wall. The opportunity knocked at his door; if he has kept his assets sufficiently liquid he need have no fear of the readjustment period which is now really upon the men of this trade. For two years prices have been soaring higher and higher; every retailer in the trade knew that the peak would be reached some time. It is generally conceded that the peak has been reached in the clothing industry. We admit it with a mental reservation, having in view Russia. But even in the case of Russia, were the trouble there to be settled tomorrow, it would be many months before active trading could proceed with her; credits would first have to be established and her whole financial position set at rights. We are certainly on a declining

market; the price arrow is turned downwards.

Problems of the Retailer

This period brings some problems to the retailer, problems that are collective and individual. Collectively, the trade has to face the problem of merchandising on a falling market, a problem hardly less difficult than merchandising on a rising market. It so happens that this period of declining prices is running concurrently with unseasonable weather, which adds to the difficulty of the problem. If trade were normal, merchants would be less inclined, we think, to buy as conservatively as they are now doing. But with trade quiet on account of the unseasonable weather, the merchant faces two conditions: large stocks on account of poor business, and falling prices for future business. It is, we believe, these two conditions which are responsible for the abnormally conservative attitude of the retailer toward buying for Spring, and the large numbers of sales that are being conducted all over the country at a time when one would expect that few or no sales would be held. The retailer is certainly in the dark regarding the attitude of the consumer by Spring. That the consumer is buying less is assured, and that the price of commodities is moving somewhat in harmony with this attitude is none the less a fact. It is hard to induce him to even look at Spring lines because of present business and future uncertainty regarding the price of merchandise. He is confident that Spring lines will be cheaper, confident because they have been offered to him at from 15 to 25 per cent. lower prices than formerly. But will they stop at that? He does not know, and so he adopts the policy of "watchful waiting." As we have pointed out before, there is an element of danger in this policy, a danger that may defeat the purpose which he has in view, namely, to bring down prices. The wheels of industry next Spring may again become clogged because of a rush of orders at the last moment. It is hard to tell.

Conducting Sales

Frequent as have been the sales since last Spring, it is doubtful if they were as frequent as they will be during the next few months. In other words, it must get worse before it gets better. There are those who believe that now is the time to run sales, at a time when there is the usual demand for Fall mer-

chandise, because high-priced merchandise must be got rid of to make way for the lower-priced lines that are sure to follow. There are retailers who so conduct their business that sales are a part of their policy. They run them constantly and seem to do so successfully. They are constantly in the market for sale goods, and it would seem that they will have a particularly fruitful field for a few months.

But there is the other merchant who runs sales infrequently, but who is faced with the action of a great many competitors. He abhors sales, and he knows (what is perfectly true) that there are men who will refuse to deal at a store where sales are held. He is a "last ditcher" so far as running sales are concerned. He is dubious of sales advertisements, and does not believe they are truthful, and he knows that many consumers do not believe they are truthful. What is this man to do? How is he to get rid of the high-priced merchandise that is on his shelves?

Truthful Advertising

There is no man who has absolute control of his customers. The men who are temperamentally opposed to conducting sales have customers who are looking for cheaper merchandise, too; and they also have a considerable quantity of high-priced goods stocked. He may take one of two courses. He may either figure out that it is best to get his regular profit on a limited quantity of merchandise, or he may decide that it is better to sacrifice profit and get the bigger volume which means more customers during the period of readjustment. And his decision in this matter may depend upon the quantity of merchandise he has on hand. But the man who decides to run a sale and has always advertised conservatively has now an opportunity to make the very most of his advertising of the sale he is to run. If he can convince his customers that he is really offering good merchandise at greatly reduced prices he can possibly retain the custom of many men who habitually shy clear of sales and sale advertising. It is a time when foundation and the character of a man's business begin to count more than he possibly imagined. Truthful advertising will be accepted according to the nature of the advertising and the character of the business. The customer may not always be able to tell, likely he seldom is able to tell, whether the retailer has gone into the market for

Continued on Page 59.

Readjustments Will Be Made Easier by Keeping Your Assets Liquid

Banks Are Trying to Prevent Individual Embarrassment—"Customers Deserving of Credit Will Get It"—Advisable to Sacrifice High-priced Merchandise—Time for Sane Action and Sound Judgment—No Cause For Panic—Future of Business is Certain.

THE downward revision of prices continues to be the factor dominating the general business outlook. Many of the commodities of life are undergoing this revision, among them many of the lines of men's wear. There is a feeling of uncertainty throughout the whole trade. Retailers are realizing that they are, at last, passing through the readjustment period and that this readjustment is definitely toward lower prices. It is partly because they are uncertain as to the extent of this price revision that they are apprehensive so far as Spring buying is concerned. On top of this is the action of the banks in curtailing credits to a certain extent, and while it may be the custom to blame the banks somewhat for this condition it must be remembered that it is their office to maintain conditions as stable as possible during any period when there is a readjustment involving decided, if not radical, price revisions. If, for instance, they were to allow unlimited credit for the expansion of many lines of business at a time when the merchandise carried by such lines of business was undergoing a downward revision of prices, it would undoubtedly lead to financial embarrassment in many instances.

Trying to Avoid Individual Embarrassment

Business from this time forward, for some time at all events, will go forward on a lower price level. It is highly probable that this readjustment will not go forward without embarrassment in some individual cases. There is no reason, however, why it should not go forward without serious general results by reason of the inherent strength of the credit situation and the steadying hand of the banks. In discussing the whole matter with bank men, Men's Wear Review was assured that the banks do not desire to increase but rather to prevent individual embarrassment. "Retailers too often do not take our advice", said a bank manager. "Months ago we advised retailers to keep their assets as liquid as possible in view of the inevitable break that was sure to come, and many of them did not take that advice. They have put their earnings in expensive houses and automobiles and are, consequently, not any too well prepared to meet the readjustment period which they are just now facing in earnest. This period began to show itself six months ago, but it is only now becoming more acute and is forcing many retailers into a position where they are obliged to liquidate their stocks to



Above is a picture of Humphries & Weaver's store at Port Alberni, B.C. It will be seen by this photo that there is an abundance of room at the entrance of it, and the proprietors believe that this, in conjunction with the way in which they keep their stock, is one of the drawing cards of the store. In this district lumbering and fishing are the chief industries, and Humphries & Weaver are largely dependent upon workmen's trade.

Humphries & Weaver took over the business the first of the year from Mr. Latimer, and there has been an increase in their business each month since assuming the proprietorship.

meet their bills." Men's Wear Review, six months ago, aired the views of the general manager of the Imperial Bank in these columns to this very purpose, namely, that merchants should keep their assets as liquid as possible. It would seem that it is a wise policy for the retailer to consult his banker more frequently, perhaps, than he is inclined to do and to accept his advice when it is given on matters of finance.

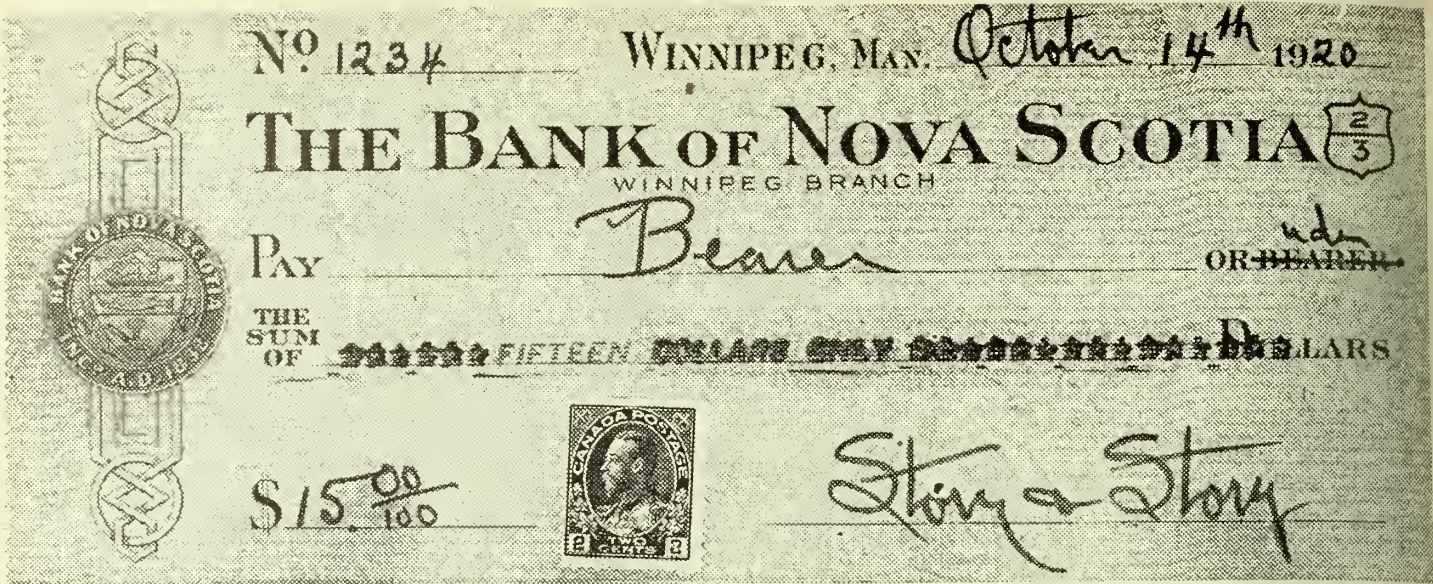
Will Help Business Work Out Normal Basis

There is no reason to suppose that the banks are not willing and prepared to finance business while it is working out a more normal basis of operation and a stable level of prices. The process will involve a large volume of credit. "Customers deserving of credit will get it," said another bank manager to Men's Wear Review. "It is not the policy nor the intention of the banks to put a man out of business simply because he cannot at the moment pay his bills. What the banks are refusing to do at this time is to advance credits for further develop-

ments in business. Even if a retailer is increasing his business and wants new lines of credit we are not granting such credits at this time. We are shutting down even on the best accounts in this respect. The whole tendency of the banks at the present time is to ask the retailer to liquidate his assets as far as possible, commensurate with the standard of his business and its safe keeping. We do not want retailers to sink their assets in automobiles, expensive houses and unnecessary luxuries at this time. We are watching credits very carefully because we feel that the business conditions are unsettled."

As a matter of fact that is exactly what the retailer is, in many instances, doing himself with regard to the conduct of his own business. He is refusing to make new and heavy commitments. Perhaps he is going too far in this respect and is endangering the wheels of production. The banks are also refusing to make new and heavy commitments. Perhaps they are going too far in this respect. At the same time they know that the retailer has had some fat years and

Continued on Page 51.



Cash This Within Two Days

Cut Out This Cheque, Bring It With You, and We Will Accept It at Its Face Value of \$15 as Part of Cash Payment on Any Made-to-Measure Suit or Overcoat Ordered From Us on Friday and Saturday, October 15th and 16th—Two Days Only.

The Reason:

WE want to know whether our newspaper advertising pays. We particularly want to know which paper brings the best returns. We are willing to pay for the information, as it may mean the saving of thousands of dollars to us during the year. You benefit by our desire to obtain this definite knowledge and we will gladly pay you \$15 for your help.

The method is unusual, and you may say it is a large amount to offer for this purpose. It is—but we figure that the offer may be worth while in order to get your co-operation. All our goods are marked in plain figures. The garments will be made and cut to your individual measurements in our own tailor shops, and our regular guarantee goes with every order. This offer is for Friday and Saturday. If you need a suit or a Fall and Winter overcoat, bring in this cheque and let us measure you to-day.

THE above is a reproduction of an advertisement which appeared in Winnipeg papers over the name of Story & Story on October 14th. "It brought home the bacon in an unusual manner," said Morley Story in telling Men's Wear Review how the plan had worked out. Aside from the reason given in the advertisement for conducting this type of sale, Mr. Story said they had in view giving a two days' special sale without the usual and common type of flaring sale advertising.

"The advertisement brought some interesting results," said Mr. Story. "For example, the cheque was brought in by a different class of men entirely to that which I expected. It was presented by business and professional men who wanted high-grade merchandise. The advertisement brought about \$2,500 worth of business directly, averaging \$85.00 a suit, the suits running from \$69.00 to \$120.00 each.

Cheques from One Newspaper

"All the cheques were cut and presented from one newspaper which proved to me that the expense of running the same advertisement in the other paper we used was wasted, or, at least, brought no direct results.

"I received two telegrams from men who read the paper on the train as they were leaving the city for the week-end, asking if we would hold the offer open for them until they returned on the Tuesday following (the advertisement was run on the Thursday before Thanksgiving day). In addition, we received two postcards and some letters asking the same favor from men out of town shooting over the holiday.

"In addition to the direct results we received good publicity from this advertisement. It created a lot of talk and I had many favorable comments on its originality."

MONTREAL CLOTHING MANUFACTURERS APPOINT NEW CHAIRMAN

An announcement of interest at the present time is that recently made by the Montreal Clothing Manufacturers Association to the effect that a successor to the position of impartial chairman of the board has been appointed in the person of H. S. Ross, K.C., who will take over the position vacated by the resignation of Mr. Barnes. Mr. Ross is identified with several of the local organizations working for the betterment of labor conditions and is regarded as a specialist on the subject of company law. He has made a wide study of industrial economics and his appointment will be heard of with very genuine interest by those familiar with the complexities of the present industrial situation.

The Benefits of a National Organization: Individual and Collective Interests Promoted

Some Lessons to be Learned From the Activities of the National Retail Association of the United States—Listing the Names of Manufacturers Who Merchandise Direct to the Public—Blocking Harmful Legislation—Other Features.

FROM a study of what has been accomplished and is being accomplished by the National Association of Retail Clothiers of the United States, a good idea of what a similar organization could do for the clothing and haberdashery merchants of this country can be gained. In less than three months from now the annual convention of the clothing section of the Retail Merchants' Association of Ontario will be held in the city of Ottawa. The belief is pretty general amongst those who are the prime movers in convention matters that the foundation for a national association in this country will be laid at this provincial association. Important results have already been obtained by members of the Ontario executive looking toward the national organization. The efforts of R. F. Fitzpatrick, vice-president of the Ontario association, put forth during his trip to the western coast have brought results; there is every reason to suppose that the western provinces will line up in favor of a Dominion association of their own, in the not distant future. Moreover, since the last provincial convention held in Toronto considerable activity has been manifested throughout many of the larger centres in this province. Local organizations have been brought into being and a better spirit engendered amongst the men of the trade in these centres. It has been a somewhat difficult matter to get merchants to realize that, while their businesses are individual concerns, their interests are really national in character, and that the individual business can be promoted by the promotion of the whole. Clothing men in this country will be infinitely better off if they have a national consciousness as, for instance, the Canadian Manufacturers' Association has. It will create a greater pride in their business, and it will lend strength to such efforts as are being put forth year after year by the Retail Merchants Association of Canada to further or to protect the interests of the retail merchant.

Protection Against Manufacturers' Sales

So much for the general benefits to be derived from a national organization. The National Association across the line has recently shown of what benefit the association can be in some particular instances. One of these is with reference to a matter to which we called attention some time ago, namely, manufacturers' sales of clothing. At the time these sales were attempted in Montreal and Toronto we condemned them in unmeasured terms. The best manufacturers in the country were against the practice themselves and did not hesitate

to so express themselves. The same thing was attempted in the United States with much more success, so far as initiating the sale was concerned, than was achieved here. There is a committee of the national association over there called the Vigilance Committee. This committee, among other things, looks into the question of the failure of manufacturers to deliver merchandise. It does not require a great stretch of the imagination to conceive that merchandise might be held by some manufacturers awaiting higher prices; especially would this condition prevail on a rising market. Now, this Vigilance Committee would look into the matter upon any retailer who was a member of the association reporting to it. It can easily be seen that such a manufacturer would soon become known to the retailers all over the country through the publicity medium at the disposal of the national association.

Just what this committee did for the retail trade of the United States in the matter of manufacturers' sales was told at the recent national convention by the chairman of the committee, Henry Houseman. In making his report on this feature of their work he said: "I feel we attained at least a fair degree of success. During the year we settled several complaints between manufacturers and retailers. A number of cases of manufacturers selling direct to consumers were also referred to us and in each case we took the matter up direct with the manufacturer, and in many instances we made them see as we did. We are still working on other such cases and declare vigorously that the retailers do not intend to build up the business of any manufacturer who sells them and then turns around and stabs them in the back by merchandising direct to the consumer." It only needs a quotation of this report to show what benefit such a committee could bestow upon a Canadian retailer who was a member of a national organization.

Tabulating Price Concessions

Still another use of a national association is told by Secretary Wry in his address to the recent convention in which he told of checking up manufacturers to see what price concessions on Fall merchandise they were making. "We are tabulating the information of who the firms are that have made concessions," said Secretary Wry, "and I have been instructed to tell the members that if any one of them wanted to know whether any particular manufacturer, or number of manufacturers, had made concessions, they should write to my office, giving the names of the firms, and we

will give them the information that we have as developed from reports we have received."

We do not suggest that a national association should always be used as a weapon of protection against manufacturers or against proposed legislation; quite the reverse. Much more, we firmly believe, can be attained by co-operation with clothing manufacturers at all times, especially during times of stress, and we are assured that manufacturers will heartily co-operate at such times. Mutual respect can only be engendered by co-operation. The same may be said in the case of legislation. Not only will there be proposals with regard to certain legislation that would be harmful to the trade, and that would have to be fought, but there are certain concessions or amendments to existing legislation that would be desirable. A case in point is the Luxury Tax. We pointed out months ago that a sales tax would be preferable to any other kind, and we still think so along with many manufacturers and retailers. It leaves, so far as we are able to see, absolutely no avenue of escape for many retailers who, we fear, are escaping the Luxury Tax at the present time.

Blocking Price Marking Bill

Again, comes an illustration of the value of a national organization from our neighbors to the south of us. To quote again from the report of Mr. Houseman: "The most notable achievement of the year, however, is co-operation with other retailers' associations to block the passage of the so-called 'price-marking' bill. Our committee has worked with fair price commissioners to secure the just application of the Lever Law, and has taken up individual requests for information on legislative matters in Washington. We urge all members to acquaint their representatives in Congress with their views on various legislative matters and to interest themselves in the coming campaign, so that the new Congress will convene with members keen for the execution of the policies to which they have been committed during the campaign."

A national association could not only strengthen the hands of the Retail Merchants' Association of Canada with which organization they would be immediately associated but they could make known their own views on such important matters as, for instance, the tariff inquiry at the present time. One has only to allow one's mind to travel out a bit to fully realize the innumerable ways in which the interests of individual business, as well as a national business, could be promoted.

Elements of Successful Salesmanship; Men Are No Longer Mere Order-Takers

We Are Back to the Good Old Times When Building Up Business Depends on Salesmanship, Aggressiveness and Use of Proper Business Methods—The Salesman Who Uses the Negative Suggestion and is Lukewarm—Successful Salesmen Are Students.

SALESMANSHIP to-day reminds one of the reply of the farmer to the city man who asked if this was the cow that gave milk.

"No," was the farmer's reply, "we have to take it away from her."

From the mill down to the retailer to-day, salesmanship is just like this. Representatives of reputable houses have ceased to be mere order-takers. They have to hustle after business and all the qualities of successful salesmanship are again being brought into play. The slow recession to pre-war prices and conditions, or something approaching such prices and conditions, has been heralded by some of our contemporaries as getting back to "the good old days" when business building has to be done on the basis of merit, aggressiveness and integrity, when the ever potent principles of good merchandising come into play again. Such business building applies to the retailer to a very marked degree; he is the man who is feeling the shock of the customer's resistance. Those back of the retailer—the wholesaler and the manufacturer—but feel the reflection of this condition which the retailer has to meet first-hand. We are in the midst of times when salesmanship counts, when it is to the interest of the retailer to see that his sales organization is constantly on the qui vive for business, and that he do all in his power to encourage his salesmen to make the very most of every opportunity. "If I were a retailer," said a manufacturer recently, "I would be more concerned about the number of people who came into my store and bought goods than about the profits I made in the next six months or a year. The thing for us to do is to keep the tide of business rolling into our stores so that when days of profit come again that profit may be ours." There is much to be said in support of that view; and one of the things that will continue to bring customers into your store is good salesmanship.

Is This a Good Policy?

We know of a certain firm whose salesmen were recently told that if they did not get business their services would be no longer required. Is that a good policy? We doubt it very much. It is conceivable that it might be as much the fault of the firm as its salesmen that their merchandise is unsaleable. Behind the salesman must be merchandise that possesses sales' features, to begin with; and there must be a selection of merchandise which is acceptable to the com-

If I were a retailer I would be more concerned about the number of people who came into my store and bought goods than about the profits I made for the next six months or a year. The thing for us to do is to keep the tide of business rolling into our stores so that when days of profit come again that profit may be ours.—Abner Larned.

munity in which the merchant is doing business. If the proprietor does not select such merchandise, he can hardly expect his salesmen to get rid of it for him. The days upon which we have entered, days of keener competition, lower-priced merchandise and better business methods, are days when the proprietor must also watch his step closely so far as his buying is concerned.

It does not seem to us that results can be obtained from intimidating members of the sales organization. It is, above all things, a time for co-operation and mutual confidence between the proprietor and the members of his staff. The head of the firm should give this matter his very earnest consideration; he should carefully examine his sales system to see if it is as efficient as it should or might be, or as profitable. Are there not a great many points about selling concerning which he does not know nearly as much as he should or might know? Is it not the better thing to study this whole matter, and then act, than walking up and down the store washing your hands with invisible soap? These are matters worthy the best wits of the retailer these days, and unless he puts his mind to them he will discover that other men's wits have been put to the problem with success to their business. Making friends for the store these days is, perhaps, of more importance than making profit for the business; and these friends can be made, and made only, through attractive salesmanship.

The Negative Suggestion

One of the commonest and at the same time one of the silliest methods of soliciting business from the customer is by the negative suggestion. How often does a man come into a store to make a purchase, and after he has made it is barked at by some clerk who says "Nothing else to-day?" It is the clerk's apology for his own laziness. He, by these words, places himself in a position where he

can partially justify himself in the eyes of his employer by saying that he asked the customer if he wanted anything else; at the same time, he half-heartedly indicates to the customer that if he really wants anything else he is there to serve him, but he hopes with all his heart that he doesn't want anything else. Beginning the solicitation of business by the use of a negative is a poor beginning and seldom—and never should—bring results. There is no stimulant to a man's desire in the use of negatives; he wants positives. A negative is a poor introduction to another department in the store, or to another article of men's wear. It is usually helpful to a salesman to have each day some special article for sale so that he has something positive that he can suggest to each customer who comes in the store. In any case, the use of the negative suggestion should be avoided; it is a distinct damper to a man's spirits and to business.

Avoid Lukewarmness

The lukewarm salesman is as destructive of business as the one who uses the constant negative. There is nothing that takes the heart out of a man who wants to make a purchase quite so much as the lukewarm clerk who saunters up to a customer as if he were doing him a favor in serving him, and who gives the impression that he has the whole day before him to render this distinguished service. These are busy days and men are busy men. If the busy man sauntered down to his business as some clerks saunter to their customers, they probably wouldn't have any business to saunter to for very long. Briskness, alertness and action—that is what the busy man likes. He likes to see a clerk right on his toes, all the time, anxious to serve quickly and courteously. These things count with busy men. There might be two or three articles which the customer requires if they were but suggested and a move made to display them. If the clerk is not interested in building up the business of his employer, it need not be expected that the customer will take an interest in it. The way to build up business is to sell goods, and the way to sell goods is to introduce and display them. Avoid lukewarmness; put "pep" into salesmanship and it will succeed.

A Salesman Is a Student

The successful salesman is a student of human nature and no man has a better chance to study human nature

Continued on Page 59.

How to Get Spring Business

Suggestions Made at the N.A.R.C. of
the United States

Conditions with regard to Spring placing are very similar in Canada and the United States—there is little of it going on. In last month's issue of Men's Wear Review we pointed out that carrying this policy to too extreme lengths constituted a danger. It will have a tendency to disorganize manufacturing staffs with the result that the wheels of industry will either practically cease or become suddenly clogged by a rush of orders at the last moment. It may have a tendency to defeat the very purpose which most retailers have in view, namely, the reduction of clothing prices consistent with the least possible loss and the greatest possible amount of business—in other words, to bring about a gradual decline rather than a disastrous landslide of prices. It is undoubtedly true that retailers are buying from hand to mouth only; that is a good policy which is advised by manufacturers themselves, as well as by more uninterested persons dealing with financial affairs. In retiring from the presidency of the National Association of Retail Clothiers of the United States, Colonel Levy dealt with this very subject, and pointed out, quite rightly we think, that to stop buying altogether would indirectly stop the wheels of the clothing industry and be bad for business in general. At the same time he strongly advised them to buy conservatively according to their needs.

One-Third Off by Spring

This same subject was dealt with by other retailers, and manufacturers at the recent convention and what they said may be of use in guiding retailers here. Simon Klee, of Klee Bros., Chicago, president of the Illinois Retail Clothiers' Association, urged both retailers and manufacturers to commit themselves to the plan whereby, on Spring lines of clothing, there would be one-third off to the consumer. He expressed the belief that the mills there had opened their Spring lines too high, but he urged that the manufacturer, by sacrificing a portion of his profit on Spring merchandise, could offer his lines at 25 per cent. lower average, and the retailer by selling at a 25 per cent. average profit instead of 33 1-3 per cent., the consumer would be able to buy merchandise for one-third less than last Spring. To illustrate the point, Mr. Klee said the wholesale price of the \$40 suit of a year ago should be \$30, and that the retailer should sell a \$30 suit at about \$40, which means the quality which the retailer, with his 33 1-3 per cent. profit a year ago, sold at \$60.

"I believe that to offer to the consumer a good quality of merchandise at one-third less than a year ago would restore confidence in the clothing busi-

"Escaped, Number 561" Novel Idea of J. Garmaise

J. Garmaise, of 561 St. Catherine Street East, Montreal, recently introduced a very novel idea in connection with an "Unloading Sale" that he was running. At the top of the advertisement announcing the sale was "Escaped, Number 561." The advertisement goes on to say:—

"He got away before his photograph was taken—the police have not got his finger prints on file—and there is no record of his Bertillon measurements.

REWARD OFFERED

"He's a crank on letter writing and he sent a note that he would be on the corner of St. Dennis and St. Catherine streets at ten o'clock sharp Tuesday and Wednesday morning. From there he will walk east on the left-hand side of St. Catherine street to J. Garmaise at 561 St. Catherine Street East. He'll look into the windows at the wonderful bargains, and, if not caught before, he will go into the store. The only description of Number 561 is that he is of normal stature, clean shaven, dark complexion, wears a dark suit and dark overcoat and a fedora hat. See if you would make a good detective—try and catch him and win.

THE REWARD

"Men! Catch this man. All you have to say to him is, "You are 561 and you're going to Garmaise's big unloading sale." If you have the right man he'll bring you to the store and hand you a man's chinchilla Winter overcoat for your pains—no charge, no strings to the offer whatever. Just a stunt to widely advertise our big sale. Same offer stands good for Tuesday and Wednesday."

Mr. Garmaise goes on to point out in the advertisement that "If you lose, you'll win," because, even though 561 is not caught by a person trying to catch him, they will see the great bargains being offered at the big unloading sale.

Here is certainly a novel way to introduce and popularize a sale.

ness and create a good demand, particularly if the right kind of publicity is given the reduced clothing costs. The fact is a progressive retailer has had a good volume of business right along. Many houses have greatly increased their volume. It is true they are not making the profits of a year ago, but it is not as necessary to make profits as to keep business going."

What a Manufacturer Said

In making the announcement that the overall manufacturers of the United States would sacrifice profits to boom business by reducing the cost to the retailer from \$36 to \$39 to from \$30 to \$35, Abner Larned, of Larned, Carter & Co., Detroit, made the following statement:—

"Sell your goods at any price that is reasonable, but sell goods. Keep your customers coming to your store. Don't keep your prices up thinking that, somehow or other in some miraculous way they can be moved. Mark them down. Take your loss like men and then, when the tide of business comes again, you will get your profit back with interest."

RETAIL MERCHANTS ELECT EXECUTIVES

Merchant tailors submitted a recommendation that, as suits made by mer-

chant tailors are subject to exemption up to \$60, there should be the following exemptions to parts of the suit: coat, \$43; trousers, \$16; vests, \$10; overcoats, \$65. The present exemption price for overcoats is \$50.

Trade sections represented at the meeting were: furniture, boots and shoes, music dealers, jewellers, opticians, grocers; meat dealers, hardware merchants, booksellers, merchant tailors, furriers, ladies' wear, general merchants, departmental stores, men's wear and dry goods.

NEW HAT AND CAP CO.

With a capitalization of \$100,000, a new cap company has been organized and has already started in business in Toronto. The name of the new company is the Palter Cap Co., Limited, and their offices and factory are at 124-26 Wellington Street West. They commenced operations on November 1st, though all their machinery and appliances are not yet installed. It is their intention to manufacture stitched tweed hats and caps and they hope to be in the market with a full range of these before a great while.

The president of the new company is Harry Palter, and the secretary-treasurer is Ephraim Palter.

Five Commandments for the Display Man: Hints That Add to the Value of Windows

The Nature of the Background Dealt With—Lighting One of the Most Important Factors—
Fixtures and Colors Should be Well Considered—Good Plan to Hear the View of the
Passer-by of Your Own Window.

AS IS well known, the ever-pressing problem of the window dresser is to present the merchandise displays featured by his particular store in a manner calculated to arrest the attention of passersby. The displays may embody the same details over and over again or they may feature some special undertaking of the store in question, but in either case the fundamental points for consideration remain the same, namely, to attract as many people to the window as possible and to sell the goods therein shown by means of the suggestions given. If your window is dressed attractively and appealingly the result cannot fail to be successful and many of the passersby who stop to look will come in to purchase.

Selecting three or four stores at random, a representative of Men's Wear Review interviewed the display men each in turn, and although each store had its own problems of merchandising, its own clientele and its own ideas regarding effect, nevertheless all concurred in the aim for unity of effect at all times. A set of five rules which embody the opinions of several of the more representative display men is herewith presented, which while not claiming anything in the way of novelty, nevertheless might be termed the commandments or creed of the display man.

1. The background should be unobtrusive.
2. The background should be such as to make the garments in front of it stand out distinctly.
3. The background should be a unit, holding the window together so that it gives a single effect instead of a confused and scattered impression.
4. Garments shown should be of one general kind and color to carry out the idea of unity of effect.
5. Only a comparatively few garments should be shown at a time.

Question of Lighting

After unity of arrangement, comes the question of lighting, and this point was emphasized by several of the men interviewed as being of paramount importance. In the case of stores whose position is in the heart of a busy district, where crowds pass its doors morning, noon and night, strong lighting is not so necessary as in the case of one located in a dark street, where there are no surrounding bright lights. Then again, the size of the window must be taken into consideration, and if it is very deep there must be a more elaborate lighting

system than if it were of a shallow depth. Of course, if the proper size lights and the right type of reflector are used this handicap will be easily overcome. Often one will pass a window from which the glare of the lights is so intense that the passer-by will put on an extra spurt of speed to get out of the range of the glare. Lights used in the window should be placed out of the range of vision of the observer. If this is not possible, they should be placed high enough so that they will not detract from the display. A good way to hide the lighting equipment from the observer is to place it behind a valance of drapery.

The light should come from in front of the merchandise and the upper front of the window makes the most appropriate place to place the units. Footlights are not needed in the window, although if so placed they will eliminate some of the shadows at the bottom.

In a large city or town, the advantage of an effective system of lighting for night displays is one of the first points understood by the competent display man. The show window, if properly treated, becomes as great an advertising medium as the store's newspaper advertisements. As it stands, a great many people are drawn to the store through its newspaper advertisements: but the majority of these always pause in front of the store's windows and look for merchandise that has been advertised. Also they are looking for merchandise that has not been advertised but which is shown in the windows.

Matter of Fixtures and Colors

The question of fixtures which can be utilized to the best effect in displays of men's wear is apparently an important issue with window men, some of whom stated that better effects can be obtained by the use of figures, furniture or travelling accessories than by the simple arrangement of clothing or haberdashery upon the usual stands. A representative of Men's Wear Review referred the question to Mr. Charbonneau, lately appointed display manager of Almy's Ltd., of Montreal, and asked for information regarding the various methods followed to suit the requirements of many different lines of merchandise. "When I am handling men's wearing apparel," said Mr. Charbonneau, "I prefer to use accessories very sparingly, especially with wax figures, I try to be careful not to use more than one at a time. A striking model suit or overcoat displayed

upon a figure needs little extra enhancement but a well-designed piece of furniture or even a chair and table with certain masculine appointments disposed near by should lend balance to the picture and by no means detract from the selling appeal of the clothing on display. I prefer to use one variety of merchandise and to employ it sparingly, depending upon artistic grouping and harmonious coloring to achieve my best effects. A neutral background, such as French grey, is in my opinion the very best against which to display men's wear. Such windows do not require startling effects of originality or novelty and are completely spoiled by over-decoration or the misuse of suitable effects. It is better, in my opinion, to arrange a single group of merchandise, and to place in proximity to it such accessories as would naturally suggest themselves to the wearer, such as a group of a number of winter overcoats with accessories such as gloves, walking sticks, or scarves attractively displayed about the window. If I am obliged to put a number of different articles of men's wear, for example, suits, coats, hats and shirts, into one and the same window, I invariably group each class separately and place its own accessories with each group, instead of intermingling the whole display indiscriminately. I find travelling accessories a great help when planning the arrangement of a window of men's clothing, and in fact anything which conveys the impression of dignity and distinction is useful to me. Men are not attracted by the windows which are intended to interest the feminine portion of a store's clientele and therefore in the case of a department store care must be taken not to use the same effects as would naturally be used in other windows.

"I know that many window men are averse to using decorations to any great extent because they claim that such effects distract the mind of the intending purchaser from the merchandise, but I do not believe in this.

"I am working now," continued Mr. Charbonneau, "upon my Christmas plans and will feature the usual gift lines in the accepted manner with plenty of holly and greenery about. A store should feature these Christmas symbols as early as is possible in order to stimulate interest in gift buying which is often delayed too late in the month."

Hears What Passer-by Says

Mr. Charbonneau does not consider



We reproduce above a picture of the new Oak Hall store at 83-85 Colborne Street, Brantford, which is known as Branch No. 12 in the chain of Oak Hall stores. The front of the store is twenty-three feet and the depth of the windows is sixteen feet. This front is made more convenient by the passageway in the back, giving two doors, the entrance to each window. The front is well lighted and the firm have really installed two systems of lighting which makes it impossible for them to be left in the dark at any time.

On the ground floor, men's furnishings, hats and caps, men's clothing are carried, the most modern fixtures being used for the purpose. The second floor is confined entirely to boys' clothing, where a good deal of space is at the disposal of both the customer and the salesperson, and where merchandise can be displayed to the very best advantage.

A pleasing feature of the front portion of this second floor is that it is fixed up as a rest room for customers. It is also used for displaying purposes. A large staircase leads to the second floor, while there is an elevator for the use of those who desire it.

any window complete until he has judged its effect upon the man on the street, who does not hesitate to express his opinion of any window display candidly and bluntly. Often he has been saved from making unintentional and apparently trivial mistakes by the outspoken criticism of a passer-by who was quite ignorant of the identity of Mr. Charbonneau. A case in point was quoted in connection with the special display of men's and women's riding habits which formed so striking a picture during the week of October 24th in Almy's largest window. A life-size horse and a pony were used in proximity to a huge limousine with wax figures of their riders preparing to mount close beside them. In the endeavor to display the riding habits to the best advantage the riders were inadvertently placed on the wrong side of the horses, in positions which were absurd to anyone versed in the art

of horsemanship. Before the window had been actually finished Mr. Charbonneau overheard a young man remark to his companion, "The man who fixed up that window doesn't know much about riding or he would have the girl standing on the right side of her horse and holding her crop in the other hand." Mr. Charbonneau verified the truth of this remark and the mistake was quickly rectified.

Few Articles Better

All the younger men in the men's wear and haberdashery business who have anything to do with the arrangement of windows lean to the opinion that it is infinitely better to feature a few articles of a single line at a time and to avoid the habit of stuffing. One smart looking window noted this week in an uptown store featured nothing more than a striped silk muffler stretched out upon the floor of the window, with a

cane suspended above and a pair of wash walking gloves and a fine linen handkerchief on either side. In the corresponding window upon the right side of the entry were three smart dressing gowns draped side by side. There was nothing more shown.

In all the best window displays noted recently the tendency undoubtedly leaned in the direction of sparing treatment of the merchandise with a due regard to the grouping and coloring of the goods. Original effects in men's clothing are quite as possible as in other lines, but the picture which is so original and striking that it overshadows the merchandise shown loses much of its value, while the conventional display must be extremely beautiful to secure the desired amount of attention. In any case, however, the display must be designed to attract the eye and the mind at one and the same time.

Clothing Manufacturer Has His Problems: On Declining Market Faces Abnormal Peak

No Indication of Lower Labor Costs Even Though Prices Are Declining—Will His Next Season's Output be Again Cancelled?—Will There be Another Spurt in Orders?—His Problems Are Difficult Ones.

WHILE it is true that the retailer is confronted by numerous problems to-day which tax his uttermost ingenuity, it is none the less true that the clothing manufacturer is facing a condition in the industry altogether abnormal and bristling with difficulties. To be a successful salesman requires an intimate knowledge of the whole conditions which surround the industry which produces the particular articles in which the salesman deals; we cannot help but feel that if the retailers in this country, indeed, on this continent, had devoted more of their advertising space in the last year to an exposition of the conditions obtaining in the clothing industry rather than to the description of their own individual merchandise, we might not now be facing the present difficulties. There are many men in the manufacturing and retail business today who regretfully admit that the present condition is, to a large extent, due to the newspaper propaganda that has been without scruple and quite reckless of the facts of the case; yet, is it not true that much of the harm that has been done is largely the fault of these same men who have allowed newspaper stories to go unchallenged? The problems of the manufacturer more or less reflect themselves in the problems of the retailer; and it is well, therefore, that his difficulties be understood by the men who have to face the public and give reasons for the cost of clothing.

Faces An Abnormal Peak

Labor continues to be one of the outstanding factors in the whole clothing industry and at the very time when prices are on the decline—and a somewhat rapid decline—clothing manufacturers are facing an abnormal peak with regard to the wage question. No one desires a return to pre-war prices in clothing or pre-war conditions in the clothing industry. It is undesirable from an economic and social viewpoint. People who unthinkingly ask for a return to pre-war prices and conditions are asking for something that would shock them if they did return. In spite of the fact that clothing manufacturers have had cancellations of goods running into many thousands of dollars, in spite of the fact that they have been left with made-up suits and overcoats which they are now offering at greatly reduced prices—we have heard from retailers who have been offered these goods at as high as a 40 per cent. reduction—and in spite of the fact that orders for Spring

up to the present time are not such as to warrant a belief in a very great volume of business, these manufacturers are faced with a labor situation that gives no promise of a decline. True, there is some improvement in the volume of output by labor; but, strangely enough, it seems to be coming at a time when it is not so greatly needed. Had labor not profited during the days of the rising market, the cost of clothing would never have gone so high. This is the abnormal peak which the manufacturers are facing. At the present time there are girls in the Toronto market who are getting \$27 a week for sewing on buttons, and in the Montreal market they are getting \$29. During the last month there have been workers in the clothing industry who have drawn as much as \$90 a week. Manufacturers say they are paying more for a poorer grade of intelligent labor today than the trade can absorb or stand, or that is warranted by the class of work that is being done. Labor has been in a position during the last few years where they could dictate their terms, practically; whether that will be the case during the declining market, and then on to the stable market, remains to be seen; but it is an assured fact that the interests of the laborer will be protected by their powerful unions and there does not seem to be the slightest prospect of any radical break in labor costs. Rather than accept a lower scale of wages, labor is inclined to make other adjustments regarding working hours.

Uncertainty Owing to Cancellations

Still another of the difficulties with which the manufacturer is confronted is that created by the recent wave of cancellations. That of itself was bad enough, but it leaves a feeling of uncertainty with regard to the future. Who knows when there may be a repetition of exactly the same conditions which resulted in these recent cancellations? The manufacturer doesn't. At a good deal of expense he went out months ago and booked large orders for clothing. Something began to happen in the retail trade and immediately his mail bags began to be heavy with cancellations. It is admitted that cancellations are an evil in the trade and it was with the hope that we might present the different points of view of all parties concerned and so bring about an understanding whereby such a thing could not happen again in the trade that we presented the series of articles on this subject in the last issue of *Men's Wear Review*. We are still hopeful that the matter will be

taken up at the next convention of the clothing men at Ottawa and that the trade will take some stand on the matter.

But, as has been intimated, conditions may arise which might again promote the likelihood of cancellations if there is not some better understanding in the matter. The manufacturer is uncertain as to what he should do with regard to future orders that are placed with him. After he has accepted the order and has made the goods to the retailer's order, will they be accepted? In the present state of the case, they will be accepted if something doesn't happen—and both he and the retailer hope it will not happen. He understands the position of the retailer with regard to cancellations and appreciates it; at the same time the uncertainty of the acceptance of placed orders is one of the problems which he has to confront.

If There Is Another Spurt of Orders

A possible contingency which the clothing manufacturer has to take into consideration is another spurt of orders from the retailer. It is certain that retailers are not placing their usual Spring orders; it is equally uncertain whether he will need to or not. There is a limit to the time the public will be able to hold off buying, no matter what may be prompting their present attitude or what may be the cause of it. The time will come when his wardrobe will be empty just as the time will come when the shelves of the retail merchant will be empty. Then buying will re-commence. What will be the position of the clothing manufacturer if orders again start to pile in on him as fast as cancellations did a few months ago? There will be a repetition of the old condition when there were only two men for three jobs with labor again in possession of the upper hand. Then production costs will again increase with another general tendency toward higher priced clothing. This is undesirable; manufacturers and retailers alike realize that we are on a declining market but they want it to decline gradually and when it stops declining to remain stable.

After all, the problems of the manufacturer are not easy ones. He is trying to get rid of some high-priced lines at considerably reduced prices; at the same time he faces a manufacturing season which does not give much hope of any considerable reduction in either raw materials or productive costs.

Novel Schemes of Advertising Adopted by George Wallace, the "Henry Ford" of Guelph

"The Store Where the Promise is Performed"—Getting the Boys' Trade by the Use of Numbered Buttons—Give the People What You Advertise When They Come Into Your Store—Cleaning and Pressing Department.

"THE store where the promise is performed," is a striking phrase used by George Wallace, of Guelph, on a neat little celluloid folder in which a box of safety matches can be inserted. George Wallace makes every effort to keep in touch with the young men of Guelph and vicinity; and with the O.A.C. located at that centre he has ample opportunity. "Wallace Wins Where Quality Counts" is another phrase on this folder, and one of the things the proprietor does with these folders is to give them out when occasion permits. Being a young and not altogether a bad looking fellow, Mr. Wallace is frequently invited to some of the social events in Guelph and he goes armed with a few of these folders with him. There are bound to be three or four fellows who will want a match for their after-dinner smoke and Mr. Wallace uses the occasion to give out one of these folders to a "matchless" friend. "Service with Courtesy" is the motto most prominently brought out on the folder.

Get People into Store

"The secret of what success I have had," said Mr. Wallace to Men's Wear Review, "is first to get people into your store and when you get them into the store give them what you advertise. If you don't do this, if you have sold something that is not what you have advertised you lose the confidence of your customer, a confidence that you never regain." In getting after the boys' trade, Mr. Wallace is at present running a little scheme that seems to be working out very successfully. He has for distribution amongst the boys a red button on which there are numbers. These buttons are printed in duplicate and it is the object of any boy who gets one of these buttons to find the duplicate which will be in the hands of another boy. "Find the boy with the number the same as yours," reads the button, "both come to George Wallace's, Guelph, and each receive a \$5.00 suit of clothes free of charge."

Mr. Wallace also presents his customers with a clothes brush with his name on it. He had equipped a number of the local dray wagons with large umbrellas which display very conspicuously his name and the things he stands for in the clothing business. At the different fairs that are held in Guelph and that section of the country, these umbrellas also figure very prominently.

Mr. Wallace has found that it has paid

Banks' Action Alarms Retailers;

Will Welcome Lower Prices

J. A. Sword, of the Sword Neckwear Co., Ltd., of Toronto, will welcome the day of the \$7.50 and \$10.00 neckwear. He says, looking back over his thirty years' in the neckwear game, that there is more in it at that price than at the present high prices, because there is considerably more of it sold. Moreover, he believes that now is the time to get rid of high-priced lines, and he is doing it himself if special inducements will count for anything at a time when retailers seem ill-disposed to buy. "The manufacturer will lose money rather than hold his present stock. He will clean up his high-priced lines, then if there comes a reduction he will be in a position to take advantage of it."

Mr. Sword says that retailers are buying but very little just now. "The banks have cut down the credit of the retailer and the manufacturer alike with the result that the retailer is nervous about buying for future. I know a retailer who usually got about \$4,000 credit at this time of the year and who was told by the bank that he could not get any credit now. There are many more just like him. The result is that the retailer is very conservative about his buying."

It is Mr. Sword's belief that prices of neckwear will be lower. "There will be no drop in the price of the raw material for Spring, unless it be on American lines; Swiss and English silks are as stiff in price as they have been hitherto. Any reduction will have to be made by the manufacturer who will sacrifice profits to protect himself, and it is also up to the retailer to take less profit."

Mr. Sword regrets that the suggestion made by Men's Wear Review some months ago that a sales tax be imposed rather than the present form of luxury tax was not followed at Ottawa. "The neckwear men should have gone to the Government at that time and asked that a certain per cent. sales tax be imposed by the manufacturer."

him to have a cleaning and pressing department in connection with his store. He started this department under considerable difficulties and had to send a man out to get work to keep himself going. It was many, many weeks before the department was a paying one, or even paid for itself; but now that he has it in good working order, he believes that it is a considerable asset to this business. Not only does he keep the suits he sells in good condition, but others bring their cleaning and pressing there and this is a means of introducing himself and his goods to these people. Mr. Wallace believes that it is in the interests of the retailer to not only sell the suit, but keep it in good shape after it is sold. It is a guarantee of that suit and of the man who sells it, and the wearer is not only pleased but impressed by the fact that his suit has always been in good shape and looked like new until it was practically worn out. He feels that he has retained the custom of many young men and older men, too, through

this department. He was careful to select a man who was well known locally as a good tailor and this has always been a factor in the success that has attended this end of the business.

Is Running a Sale

Mr. Wallace, who advertises himself as the "Henry Ford of the Clothing Business in Guelph," is running a sale at the present time and has had good results from the novel advertising that he has been running. Along with other retailers with whom we have talked, he believes that now is the time to get rid of the high-priced merchandise to make way for the cheaper lines that, he believes, are coming in the Spring.

Will Keep Perpetual Inventory

In the clothing end of the business, Mr. Wallace has recently started the perpetual inventory system of keeping track of his stock. Next year, he says, he will install it in all lines carried in his store.

Market Conditions Reveal Unsettled Conditions: Spring Lines are Still Moving Very Slowly

Some Big Reductions Are Being Made in High-Priced Lines—Still No Indication That Spring Lines Will be Much Cheaper Unless Labor Costs Break—Wholesalers Giving Trade Advantage of Any Price Reductions—Some Good Sales of Fancy Vests—
The Markets at a Glance.

MARKET conditions truly reflect the uncertain times through which we are passing in the clothing and haberdashery trade. Business in both the wholesale and retail fields is jerky. Two factors, their proportion of influence being hard to determine, dominate the situation—the weather and the disinclination of the public to buy unless unusual values are offered. There is still little inclination on the part of the retail trade to place Spring orders; manufacturers and wholesalers have stated to Men's Wear Review that big inducements are often fruitless in many of the lines of men's wear. Immediate business in the wholesale houses is spotty. Many orders are coming in, but they are small ones and show that the retailer is buying only from hand to mouth. Unemployment in many of the manufacturing plants is on the increase, though efforts are being made to keep as many hands employed as possible by shorter hours for all and fewer days in the week.

CLOTHING

Clothing is very quiet; retailers are still inactive so far as Spring is concerned. A number of the houses that have considerable high-priced clothing on hand as a result of the many cancellations that came into them during the last six months are offering big reductions on them. Some retailers have been offered clothing at a reduction of as much as forty per cent. on made-up lines. It looks as if good lines could and would be bought cheaper from now till the turn of the year than when the Spring lines are offered, lines which will be manufactured from piece goods bought at as high a peak as has obtained for many year, and at productive costs that, at present, show little signs of lowering.

The wage question, at present, is of speculative interest. One of the large manufacturing plants in the United States a few months ago closed down because they were unable to book business at prices they were obliged to ask on account of high producing costs. The management of the factory frankly told the staff what was what, that they were unable to sell their lines cheaper than they had been offering them on account of the high wages that had to be paid. The factory doors were closed. Then the members of the manufacturing staff got together, talked the matter over for some time and finally decided to offer their services at a reduction of twenty-five per cent. Manufacturers here state that the union will make every effort to maintain the present wage scale even though they have to work fewer hours of the day and fewer days of the week. One of the possibilities

of the situation is that enough workers will break away from the union out of sheer necessity to bring down labor costs.

Manufacturers say that business in the West is very quiet, in spite of the big wheat crop and what it means to that country.

HATS AND CAPS

The best business being done in hats and caps, so far as future placing is concerned, is in straws for next Summer. Retailers are buying quite freely. Travellers started out with straws some twenty per cent. higher than last Summer but, in some cases, there have been two reductions since then, bringing the price down to where it was last year.

Wholesalers are giving the trade advantage of every reduction they can in prices. Some of the mills have caused this step to be taken once or twice quite recently by reducing their prices from \$2.00 to \$6.00 a dozen on certain lines of felts. Wholesalers point out that this creates further uncertainty in the minds of the retailers because, having been notified of a reduction, they wonder if a further one will not come their way and if it is not advantageous to wait for a time; however, they are, as has been pointed out, giving the trade every advantage that comes their way.

Very conservative houses across the line and in England are writing to Canadian wholesalers, practically notifying them not to be wholly guided by previous quotations that have been made to them and asking them what lines they are interested in particularly so that they may make fresh offers on them. Both manufacturers and wholesalers urge that the trade place their requirements so that manufacturing can be proceeded with; and they point out that the prices will be adjusted according to conditions.

HOSIERY AND NECKWEAR

Hosiery men say that the trade is buying from hand to mouth. They are getting quite a number of orders but they are small. Prices here do not reflect some of the rather startling reductions that have been made across the line on lines of cotton hosiery. Mill men say that on some of the coarser workingmen's socks for Spring the price will be a little easier. In neckwear about the same condition obtains with regard to orders; they are spotty. Prices, however, are undergoing sharper fluctuations and some big reductions are being offered. A necktie that will retail at one dollar is easily

within sight again and some very good lines can be bought at reasonable prices.

FANCY VESTS

The season has been a good one for fancy vests. It needs something of this nature to brighten up the season and these creations have not had a run now for some seasons. There ought to be a good chance to make some money on fancy vests during the coming Winter months. Well-dressed men will soon respond to something new and tasty in the way of dress. Retailers report that they have done very well on the lines they have carried so far.

UNDERWEAR

Underwear still is quiet here as it is in the United States. Buyers do not seem inclined to go into the market at the present price level and travellers state that the retailers are not disposed to book orders at the present time.

SHIRTS AND COLLARS

Reports from the shirt and collar manufacturers indicate that no drop in price has yet occurred and domestic brands are quoted as

high as ever. Salesmen have been out now for the past month, and report that while orders are not coming in so freely as on the same trip in 1919 the response is fair. Merchants are buying in a much saner way; they are buying for requirements only and are not speculating. This tendency is not unwelcome to the manufacturer, who is thereby enabled to catch up with the business that has been booked so far ahead. In the first place, this applies to yardage, much of which is yet undelivered, and also to the finished garment.

Some merchants are holding off from buying, hoping thereby to obtain shirts at cheaper prices. So far however, there appears to be little likelihood of any decline, and prices are expected to remain firm, notwithstanding the decreasing demand on the part of the consumer. It is probable that next year's prices will show a recession but until the stock offered for the Spring of 1921 is disposed of there cannot be much change. Even when the benefit of the revised prices in raw cottons does reach the shirt market, it is said that the reductions will not be anything like what some dealers are expecting.

Bd. of Commerce is No More

The Board of Commerce is no more. Perhaps the last remaining office to be performed will be performed by the Privy Council when they preach the burial service over this body, a service in which they will state that the board exceeded its powers in trying to fix prices and profits. At all events the chairman, Capt. William White, and the other two commissioners, F. A. Acland, Deputy Minister of Labor, and Major Gerald Dillon, have handed in their resignations, which the Government reluctantly (?) accepted. Capt. White reverts back to the secretaryship of a board which exists in name only, and Mr. Acland goes back to the labor department of the Government. "No appointments to the vacant positions will now be made," said Premier Meighen, and when the decision of the Privy Council is given, "It will be for the Government to decide what should be done." And we venture to say nothing "will be done."

The knock-out blow delivered to the board was delivered by the very body that created it — the Government. Apparently there was fear that the creature of their hands would finally destroy them. Its death followed the sugar issue. The previous members of the Board of Commerce had promised the sugar refiners protection on a falling market, just as they had sought to give the public protection on a rising market. The order which they issued, and which was suspended by the Government, was a perfectly logical order in view of the promise that had been made. But it got the Government in wrong with the people. And so the order was sus-

Elucidates New Customs Ruling

IN view of the misunderstanding of the Customs Department ruling regarding the valuation of imports for duty, a definite ruling has been issued, as follows: All invoices shall be made out in the currency of the country when the goods are imported, or in the currency in which the goods are actually purchased. And in computing the value for duty of such currency the rate shall be based upon the actual value of the standard coins or currency of such country, as compared with the standard dollar of Canada. It will be necessary for the exporter to put on all invoices the following declaration:

The fair market value for home consumption at the time shipped shown on this invoice is £. . . s. . . d. . . in paper currency, and is equivalent to £. . . s. . . d. . . in gold sovereigns, as compared with the Canadian dollar, on the basis of \$. . . to the pound sterling.

To make that perfectly clear we may give the following example: Supposing that an invoice shows that the fair market value for home consumption at the time shipped is £100 in British paper currency, and the rate of exchange on the said date is \$3.9946, then the equiva-

lent in gold sovereigns would be £80, on which latter amount the duty would be payable at \$4.86 2-3 to the pound.

The British exporter will, of course, obtain the current rate of exchange from his banker on the day the invoice is made out, and the Canadian Customs will issue a bulletin weekly, showing the minimum and maximum rates for the week, for the purpose of verifying the exporter's statements.

The Customs Department will allow refunds for the amounts of duty overpaid since July 22, 1920, if certified amended invoices are forwarded with the above statement and signed by the exporter.

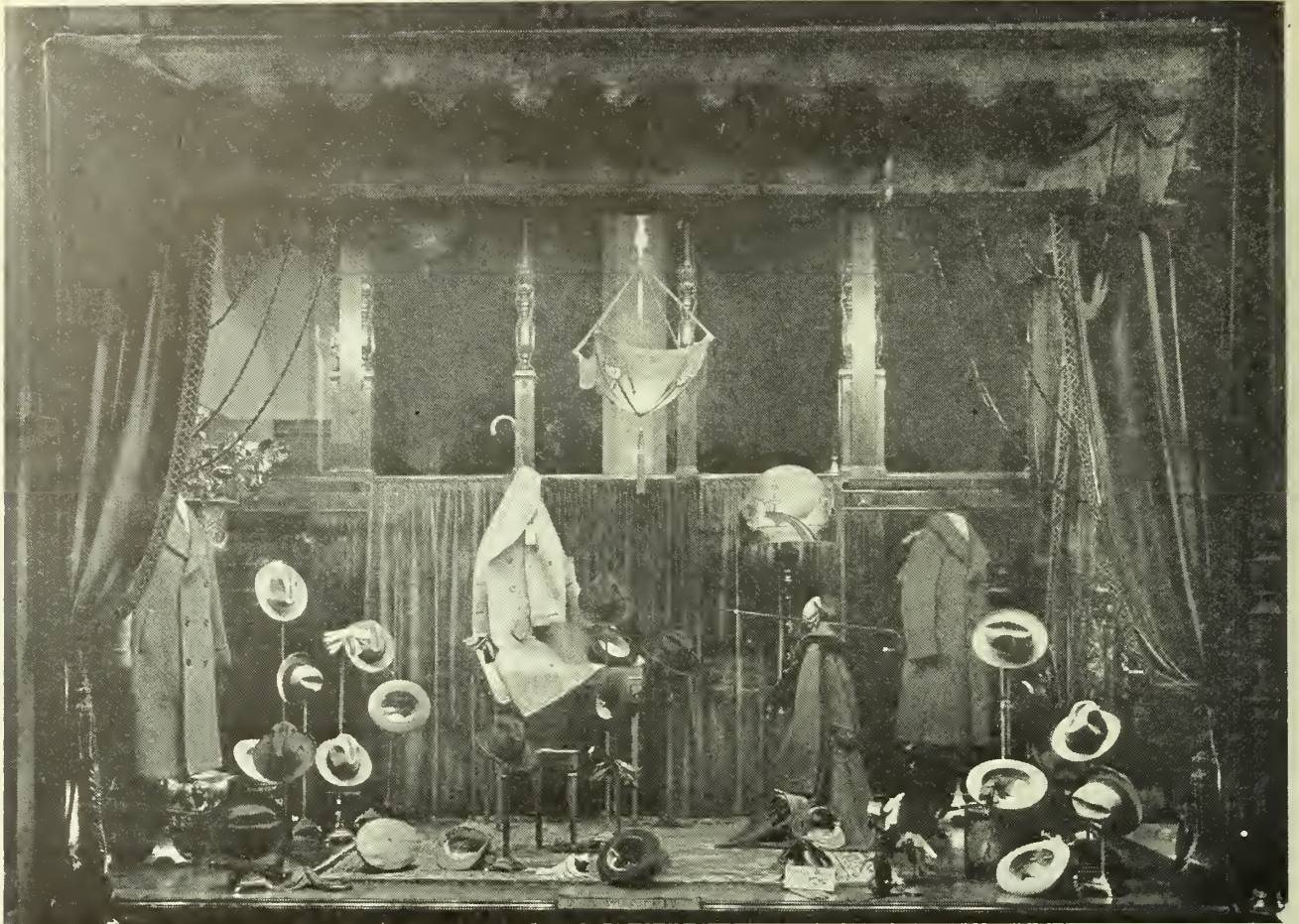
The pre-war values of standard currencies are still recognized whether of gold or silver. The difficulty is that no European Government would acknowledge that its paper currency has depreciated from its standard gold and silver currency, even if it had stopped payment in specie.

Therefore, exporters make the above declaration for the benefit of importers who pay the duty, not acknowledging depreciation of their own currency, but only relatively to the Canadian dollar.

ended and the members of the board, to retain their self-respect, resigned.

And the whole story in a nutshell has been told in these columns before, namely, that prices cannot be fixed or regulated artificially. Competition has been, is, and always will be, the regulator of prices unless there be a combination in restraint of trade. No one ever believed that retail clothing men were a combination in restraint of trade, and if there are combinations in restraint of trade

there are laws on the statute books of this country to prosecute them. The Board of Commerce was created as a shock-absorber for the Government, to absorb an outcry against high prices, high prices that were created by the people themselves by extravagant buying and demand upon demand for higher wages. And the Board of Commerce has been a failure. It was doomed to failure even before its personnel was brought into being.



Above is a picture of a window shown by Fairweathers, of Toronto. The beauty of this window is greatly enhanced by the simple use of rich-colored draperies at the back and the curtains forming the arch. The window is not too elaborate for any window, be it either large or small, with the possible exception of the arch effect. A background of rich-colored drapery makes a most attractive background and is a rich setting for a few pieces of merchandise. The fewer pieces of merchandise that can be used without giving the appearance of being stinted or empty, the better. This is a large window and there are, comparatively speaking, only a few pieces of merchandise in it. In the ordinary window, such a display fashioned after this pattern would be effective if not more than three pieces of clothing, a couple of hats and a pair of gloves and walking stick were used. Try it out.

Novelty Lines for Christmas; Webbed Goods, Leather Belts, Umbrellas

RETAILERS will be interested in hearing that all classes of webbed goods, including suspenders, garters, armlets, etc., are slated for a decline of from five to fifteen per cent. for the coming Spring season. This means that present prices will hold until the month of February, when revision may be made for Fall selling.

Leather belts are reported as still firm in price, for no effect from the drop in raw skins can be felt in the finished product for a long time to come. Even at the present prices asked for belts, the manufacturers say they never paid within 25 per cent. of the top price for hides, and therefore the raw stock must drop tremendously before the slightest decline in price will be apparent.

Leather and composition belts of all kinds, especially with an initialled buckle, are expected to be strong sellers this season.

Although the cost of cottons has de-

preciated, yet very little decline in the prices of umbrellas has yet taken place. The Japanese handle finds favor among discriminating customers. Apart from the Japanese crooks, there are innumerable varieties of Bakelite handles, for men's as well as women's use. The price of silk umbrellas shows a slight decline, but is scarcely noticeable when the price of some of the newest handles is taken into consideration.

Walking sticks have come into their own once more, it is said, and the younger man will carry such novelties as the pearwood cane with real horn ferrule or a malacca with silver tip. Inlaid ebony with Bakelite tips and rings are also strikingly new. Other good makes are shown in rosewood, imitation snake-wood and maple, in light weights and colors. Prices are steady, although a slight effort may be made to reduce costs on account of the tax upon all such articles.

Retailers report a steadily increasing demand for umbrellas and canes now that the military outfit is completely a thing of the past, and men have once more become accustomed to civilian life. Incidentally, the high cost of wearing apparel has something to do with the vogue for the umbrella, and many a hat owes its life to the protecting cover of a good serviceable one.

Four mills of the American Woolen Co., in Lawrence, Mass., closed down on November 4 for the remainder of that week, and started out on the next week on a four-day-a-week basis. Previously they had been running on a six-day shift but with only 50 per cent. of the personnel. The reason given for the change of schedule is lack of orders.

There are some stocks which every retailer can order in advance with reasonable safety. If he orders them now he will at least be sure of having these when the buying starts. While there is, at this time, great danger in overbuying, there are also dangers to be avoided in refusing to buy legitimate needs for certain business.

"Steady Boys, Steady"; Stability and Foundation Will Be Decisive Factors in the Business Future

J. A. Haugh Points Out the Desirability of Mutual Confidence Between Manufacturer and Retailer on a Declining Market—Retailer Should Not Expect Legitimate Manufacturer to Meet Every Man Who is in Difficulty—Prices Are Coming Down and He is Glad of It.

"STEADY, boys, steady." J. A. Haugh, of the Haugh Manufacturing Co., Toronto, is not a sailor; but if he were to send out a message to the trade at this time it would probably be couched in these nautical words. That we are on a declining market, he states quite frankly—and is glad of it, too—but that every effort must be made to prevent prices going down in toboggan fashion has impressed itself upon his mind very clearly. It is a time when manufacturers, wholesalers and retailers should seek mutual understandings and have mutual confidence in one another. Moreover—and this, we think, is not less important—it is a time when stability and foundation will tell and will count from now on more than they have during the last few years. The time has passed when the manufacturer and his staff of representatives were order-takers; the time has likewise passed when the retailer occupied much the same position with regard to the consumer. The warehouses of the manufacturer and the wholesaler are no longer barren of goods; the shelves of the retailer are no longer empty, and goods can be had without much difficulty. The price-arrow is turned downwards and the thing for manufacturers, wholesalers and retailer alike is to prevent such a rapid slump in prices that unnecessary losses will be occasioned all along the line. Mr. Haugh, like many another man with whom we have talked, regrets that we are somewhat susceptible to the

panics that sweep the country to the south of us; it is, above all other times, a time for sane action and matured judgment.

Business Must Return

Mr. Haugh is not apprehensive about future business and he is giving expression to his faith in the future by manufacturing every yard of material he has in stock into overalls, working shirts, etc. It will return some day as surely as the daylight follows the dawn. "After all," he says, "the world is but a multiplication of individuals and when I want to tackle a problem to solve it, I start out from the individual and that individual is myself. I can hold off buying things that I am accustomed to buying for so long a time but the time comes when I will have to re-stock, when I will have to go into the market again. It is the same with trade in general. How long can the consumer, the retailer and the manufacturer hold off buying? Maybe there are many men who will make their present suit of clothes do until the Spring, but sooner or later he will have to have that new suit of clothes and the retailer will have to have the goods to sell him."

Pre-war Prices Would Be Calamity

"People who are holding off for a return to pre-war prices do not know what they are asking for," said Mr. Haugh, "and it would be a great calamity if those prices did return. We are on a declining market, there is no doubt about

that, and I am glad of it. It will be better for the trade in general when things are more normal, when the law of supply and demand is more evenly regulated. There is not a manufacturer today who is not taking a loss and who is not willing to take a loss; but there must be mutual confidence between the manufacturer and retailer if heavy losses are not sustained all along the line."

A Reasonable Statement

In speaking of the action of a number of houses in making somewhat sensational cuts in their prices, Mr. Haugh expressed the opinion that such action was prompted either because enormous profits had been made and that such houses were able to make this cut without feeling it to any great extent, or that their action was forced upon them by the banks. "At the same time," said Mr. Haugh, "the legitimate retailer must not expect the legitimate wholesaler or manufacturer to meet every man who is forced to unload because of some difficulty." It was at this point that Mr. Haugh cautioned stability and sane action. Retailers should not expect houses of long standing that have carried them for years through sunshine and storm to meet the temporary price fluctuations of mushroom concerns that are being forced to the wall because of financial difficulty. "It is a time when stability and foundation will count, and these will tell more and more from now on," said Mr. Haugh.

TELLS STORY OF LOCAL INDUSTRY

The Canadian Re-Construction Association's information service department, which favors a protective tariff, has issued the following statement concerning Winnipeg industry and tariff influence:

"A minor but striking example of the value of a protective tariff to new industries is furnished in the experience of shirt and overall manufacturers in Winnipeg. Established some twenty-five years ago, this local industry has progressed steadily until today it includes eight manufacturing concerns, using \$1,500,000 capital, employing 750 persons, and producing goods to the value of \$2,500,000 annually. Approximately one-third of this value is distributed in pay to the employees. A substantial proportion of the materials used are purchased in Canada, so that employment is provided indirectly for other

workers. Selling prices are based upon actual cost of production and have never been higher than the prices of similar goods when made and sold in the United States, except to the extent that Canadian costs are increased by revenue duties on materials. Competition in the industry is keen.

"The Canadian tariff duty on imported shirts and overalls is 35 per cent. under the general and 25 per cent. under the British preferential schedules, but the net protection is not large, inasmuch as imported colored cotton goods used in the manufacture of shirts and overalls are dutiable at 32½ per cent., buttons at 35 per cent. and buckles and slides at 30 per cent. The United States, with much larger and stronger domestic industries manufacturing similar goods, maintains a tariff of 30 per cent. against imports of such articles."

OTTAWA NOTES

Myles, clothier and furnisher, Sparks Street, Ottawa, is running an alteration sale, his present space having become too small for his business that is rapidly expanding.

W. Abelson & Sons, Bank Street, had their stock of clothing considerably damaged by smoke from a fire in the adjoining premises recently, but good work stopped the fire getting directly into the store.

Blair's, Limited, liquidation sale came to a close on Saturday night, October 9th, the local papers carrying an announcement that the store would be closed Monday, Tuesday and Wednesday for stock-taking. Mr. E. R. Fisher, well known men's furnisher, Sparks Street, has purchased the remainder of the stock, as well as the fixtures in the store.

Humanizing the Retail Store: Insurance, Sick Pay, Sick Committee

Policies That Have Developed With the C. H. Smith Co., Ltd., of Windsor—Length of Service Not Considered in Life Insurance—Cutting Down of Working Hours—Keeping Track of the Health of Employees.

WHAT is the test of "system" in a business? Perhaps there are two real tests. The first is the business itself. If, by means of a perfect system that regulates every department in a store so that the entire organization moves along like clock-work, the business progresses from year to year, grows bigger, makes more friends, and sells more merchandise—that, surely, is a satisfactory test of the system that regulates the whole store. It can truthfully be said, in such a case, that the system is all right, that it is not burdensome, and that the returns justify it. Then, there is a second test. One can easily imagine a store being so systematized that it has lost its soul, so to speak, that the employees are mere pawns in the great commercial game, that their usefulness to the firm begins and ends with their ability to sell goods and to get gain for the firm. In that sort of industry there is no humanity; and it has been the lack of humanity in industry that has resulted, to a considerable extent, in the unrest and discontentment in the labor world to-day; a discontent, however, that has carried certain elements of the labor party far beyond the bounds of reason.

Proof of the Test

How has the firm of C. H. Smith Co., Limited, stood up under this test? Has it progressed? Is it human? It has progressed because behind it there is a driving, progressive personality in the person of the president and the general manager, C. H. Smith, and because it is human. The progress of this institution is, in no small measure, due to the system that governs the whole store life and management. A man who started a business in Windsor six years ago in a store on one street with a floor space of 15,000 square feet, and who now occupies a store that faces three streets with a floor space of over 63,000 feet; who knows at six o'clock every night the exact amount of business done by every one of the more than twenty-five departments in the store; who knows on Saturday night every detail in connection with every department of the store, down to the number of parcels that have gone out, the number returned and why; who can tell you at six o'clock every night the exact amount of stock on hand in quantity and value; who has so systematized his business, as he told the writer once, that he could step out of it and it would run on just the same as if he were there—such a man can surely be cited as the exponent of a system that is a success.

What of the humanity of the business? A store, the salaries of whose departmental heads is, in a large measure, limited only by their own initiative and ability; whose employees' lives are insured by the firm; whose working hours have been cut from 8.30 to 6 o'clock five days of the week and to 11 o'clock on Saturday to 9.00 to 5.30 o'clock for five days and to 9.00 o'clock, on

Nickname Still Clings "Ginger" Stewart, He Knows

Many a man is going through life with a nickname attached to him that dates back to some little school incident or some trait of character that is all too apparent in his general make-up. And if the name does stick, why not capitalize it? At least, that is what H. O. Stewart, of Belleville, thinks. If one were to step into Belleville and ask to be directed to the store of Mr. H. O. Stewart, the man of whom the question was asked would probably stare in blank amazement at the questioner. But if one were to say "Where is Ginger Stewart's store?" there would be no hesitation. Everybody knows who Ginger Stewart is, and "Ginger" makes no effort to avoid the nickname. In some way or other, there came to be associated with the nickname the phrase, "He knows." "Ask Ginger Stewart; he knows," is a common phrase applied to this gentleman, whose hair, by the way, suggests the "Ginger."

Ginger Stewart uses the phrase in all his advertising. There are billboards all over the countryside, announcing Ginger Stewart of 236 Front street, Belleville. He is going to carry the phrase into all his advertising. Shortly, he is going to issue a card, which he will send out once a month to all his friends and prospective friends, suggesting to them certain articles of clothing or men's wear that are seasonable and desirable. "Ask Ginger Stewart; he knows," will feature on the advertisement; and this will probably cling to him as long as he serves the men of Belleville and vicinity.

Saturday night; who give expression to the "family" spirit with which the whole institution is infused to the extent that they organize their own committees for visiting the sick, sending flowers to them and visiting them; and who take such a pride in the opening of a new quarter of a million dollar addition to the firm's buildings that they undertake to fill the whole store with a profusion of flowers of their own volition instead of allowing the firm to do it at their own expense—well, surely, this is some acid test of the humanity of the business. And the test rings true; it would be difficult to find a happier family anywhere.

"We pay only on time cards," said Mr. Smith in explaining the sick fund of the store's life. "If there is sickness, the one sick reports to the department manager and he to the merchandise man in charge of that department. This man makes application to the office for sick pay according to the sick pay scale. We know at the end of a given period what we have had to pay out for sickness and where the amounts have been paid, and under this system we have a good record of the health of the employees. After an employee has been with us for six months, we pay full pay for the first eight weeks of sickness; the next eight weeks we give half pay, and the third eight weeks we give quarter pay. Where service has been particularly meritorious or long, the scale is graded in consideration of such service. Of course, we pay for public holidays.

"At the end of January of each year, every one in our employ is given a life insurance policy, starting at \$500. We have just two grades—department heads and salespeople. The length of service is not taken into consideration at all; length of service in this respect means nothing to us. You can easily see that a person may be in our employ for years who is not necessarily as valuable to us as one who has been with us a shorter length of time. In the case of old age or meritorious service, the policy may be continued even after the person has left our employ.

Flower and Sick Committee

"The flower and sick committee is composed and organized by the members of the staff themselves. Five members of the staff compose the committee—two men and three women; there is a chairman and secretary. Contributing to the funds of this committee is entirely voluntary on the part of the members of the staff and I am glad to know that practically every member of the staff assists this committee in their work. The members of the staff contribute five cents a week and this money is kept in an entirely separate fund which is in the hands of the staff committee. This money is used to provide flowers, fruits and other comforts for sick members of the staff. The members of the committee also visit the sick. At the end of the year, if there is a surplus on hand, the staff make donations to local organizations which are doing special work around Christmas time."

Beauty Show for "Bertha": Pocket Makers Breakfast in Bed: Russians Forty-Five Per Week

IT is not likely there is much truth in the following report which appeared in the Mail and Empire recently, but there are one or two good things about it. Retail men know that labor costs are the chief reason for high prices, and this item sets out some of the reasons why labor makes high demands with regard to wages. "Beauty shows," "breakfast in bed" and "\$45 a week to Russians" do account for some things after all.

Chicago, Sept. 21. — "Clothing prices must come down; they are too high," Frederick Levy, president of the Retail Clothiers' Association, told a thousand members of that organization to-day. Clothing dealers from all parts of the country are here to discuss the details of the trade.

From the delegates some bits of good news were gathered. One is that wools will be cheaper in the spring. The manufacturers are beginning to catch up.

The price of clothes, however, will drop slowly so long as girls from Russia get \$45 a week.

The average wage for needle trades is \$47. The sample shop has gone. Bertha, the sewing machine girl, goes regularly to the beauty show now. She is getting to be a regular chicken, silk hose and everything.

The pocket makers are the real aristocrats in the clothing business now. In some cases they get \$100 a week. They have entered that class that can take breakfast in bed.

Prices were the main topic at to-day's session. Levy said clothing prices must come down, because they are too high.

But Fred Voiland, a director of the association, gave a better reason. He said the public had rebelled against high prices.

The Old Clothes' Clubs, he said, "have struck the right note. That was the public's way of registering a protest against an intolerable situation.

"Men who could afford to buy clothes at the high prices refused to do so, with the result that the market is overstocked."

Shopping Passes to Employees

System Used by C. H. Smith Co., Ltd.
of Windsor

Purchases by members of the staff of the C. H. Smith Co., Ltd., of Windsor, is, like all other phases of the store life and management, handled in a thoroughly systematic manner. Members of the staff are required to pay cash for the goods they get and this rule is not violated even by the president himself or the members of his family. A liberal discount is given and there are certain hours during the day when the members of the staff may attend to their purchasing if they so desire. There is a regular store pass, a copy of which is seen on this same page. Any one in a department who wants to shop throughout the store makes application to the department manager who knows if that person can be spared from the department during the busy hours. The hours set apart for shopping are from 9.30 to 12.00 in the morning. Discounts are given only during these hours.

Members of the staff can either pay with cash or give an I.O.U. If the latter is given, it is deducted from the weekly pay at the end of the week and the I.O.U. is returned in the pay envelope.

Upon application, these shopping passes are issued and if the person to whom the pass is issued makes purchases in several departments, he or she must have as many passes as departments where the purchases are made. If after making the pass out it is not used for some reason or other, it is returned to the manager. Where sales are made, the shopping pass is sent in with the sales slip and, in this way, a record is kept in a simple folder whereby, at a glance, the purchases of any employee can be ascertained.

"The firm endeavors to generate loyalty amongst the employees," said Mr. Smith to *Men's Wear Review*, "and we encourage them to buy here, though no methods are used to compel them to buy here. If we find out, for instance, that a number of employees are not buying some line we have in stock we can possibly find out why they are not buying it; there may be something wrong with that line, and we want to find out about it."

This pass must go with sales check to office

SHOPPING PASS

Hours: 9.30 to 12 o'clock

M.....

This pass entitles bearer to regular store disc't
Not transferable

Time issued..... Date.....

Good only for day specified

No discount allowed on sale goods

H. SMITH COMPANY, LIMITED

15 Sandwich St. East 12-14-16 Pitt St. East
28 Ouellette Ave.

Per.....

Amount of purchase..... Dept.....

Above is a copy of Shopping Pass used by C. H. Smith Co., Ltd., of Windsor, Ont.



"THE KEMPTON"

Model shown by courtesy of Hoffman, Ducoffe & Co., Montreal.

This new two-button "University" model, shown for Spring and Summer, 1921, is developed along young men's lines and features a pointed yoke in front and back.

The two slanting patch pockets shown are of generous size, lapels fairly long and belt all round, which can be buttoned inside the coat, showing a three-quarter belt effect. The back features two inverted box pleats extending from the yoke to the belt and from the belt down to the end of the coat.

Suggestions for Show-Cards for Seasonable Merchandise

“A Window Without a Show-Card
is Like a Book Without a Title”

- | | |
|---|--|
| PLENTY OF DRAWING POWER IN THESE
MAGNET CORDED MADRAS. | CLOTHES THAT RENDER THE FULL MEASURE
OF SERVICE. |
| CLEVER CLOTHES FOR MEN WHO WISH TO BE
DRESSED CLEVERLY. | SNAPPY CLOTHES FOR THE NOBBY DRESSER. |
| THE MOTHER'S CHOICE—THESE CLOTHES SAVE
TIRE D FINGERS. | EXPERT TAILORS. NOT TOILERS. MAKE THESE
PERFECT FITTING SUITS. |
| TONE UP WITH TOPMOST QUALITY—BUY ONE
OF THESE HATS. | THE STYLE SMART, THE FIT FAULTLESS, THE
PRICE ——— |
| QUALITY—A MATTER JUST NOW OF COMMON
SENSE. | BACK TO THE GOOD OLD TIMES—THE PRICE
LOWER, THE QUALITY THE SAME. |
| YOU CAN'T ADD ANYTHING TO BEST VALUES. | LONGER WEAR IN LISLE THREAD HOSE OF
DOUBLE STRENGTH. |
| VALUE IS THE MOTTO OF OUR BUSINESS AND
THE FEATURE OF OUR GOODS. | THE BEATEN PATH OF THE WELL-DRESSED
MAN LEADS TO THIS STORE. |
| A NOVELTY A DAY KEEPS THE COBWEBS AWAY | THIS HEAVY-WEIGHT UNDERWEAR WILL
COUNTERACT WINTER'S CHILL AIR. |
| VALUE AND QUALITY—THE WORDS ARE
WOVEN INTO THE GOODS. | TAKE CARE OF THE CENTS AND THE CENTS
WILL TAKE CARE OF THE DOLLARS. |
| GOOD CLOTHES, LIKE OPPORTUNITY, KNOCK
AT YOUR DOOR BUT ONCE—HERE IS
YOUR OPPORTUNITY. | THERE IS NO QUESTION BUT THAT OUR
FABRICS FOR SUITINGS ARE CORRECT.
YOU CAN ACCEPT THEM WITHOUT
HESITATION. |
| IN THESE SHIRTS WE HAVE WHAT YOU SEEK
—FAIR PRICE AND FIRST VALUE. | THE CLASS OF CUSTOM WORK THAT WE GIVE
IS THE BEST AT MODERATE PRICES. |
| NECKTIE OFFERINGS THAT WILL WAKEN THE
DEAD. | NEWEST FALL AND WINTER SUITS AND
OVERCOATS. |
| PUBLIC SENTIMENT DEMANDS LOWER PRICES
—WE HAVE THEM HERE WITHOUT
LOWER VALUES. | SUPREME VALUES, CAPTIVATING STYLES,
GUARANTEED QUALITIES. |
| WHO WILL HELP REAP THIS HOSIERY
HARVEST? | THOUSANDS OF OUR HATS ARE WORN AROUND
TOWN. |
| FINE LINEN MAKES THE GENTLEMAN. | EXCELLENT QUALITY—POPULAR PRICES. |
| MERCHANDISE THAT WILL RETAIN THE GOOD
WILL OF THE CUSTOMER. | MODELS EXQUISITELY STYLED AT POPULAR
PRICES. |
| QUALITY CLOTHES WITH TAILORING BUILT IN
TO LAST THE LIFETIME OF THE SUIT. | |



A. J. McMichael has recently opened up a new store on James Street, Hamilton. He carries nothing but hats. In displaying them he uses rich-colored draperies which make a very effective and a very attractive window. As hats are his stock in trade, he dresses the windows frequently; in the midst of a hat season, three and four times a week. The fixtures he uses are very simple, and the display is added to by the use of walking sticks here and there.

READJUSTMENTS MADE EASIER

Continued from Page 35.

that he has made enough to tide himself over the readjustment period. It is certainly advisable that the retailer refrain from putting his earnings in anything but legitimate business until conditions become more settled than they are. The action that is being taken by many retailers to do this is to conduct sales so that their high-priced merchandise may gotten rid of before prices which may be considered as representing a more stable level are ushered in. We cannot help but think that to get rid of high-priced merchandise is a wise policy at this time, although generally opposed to the principal of conducting sales at this season of the year. In some cases it may not be necessary to do it because stocks are clean and there is no pressure from the banks. In such cases we would advise against a sale but urge that special efforts should be made to attract custom during the readjustment period. The whole outlook in the retail clothing and haberdashery business has undergone a change in the last month, due to the fact that unseasonable weather has again threatened Fall business,

leaving the prospect of heavy stocks on hand when the price of such stocks is likely to be revised downward. In the course of time, business will resume its normal volume and it is, perhaps, well that retailers be ready to handle the new goods at whatever prices may obtain at that time.

Look After Collections

It is also a time to look after collections. There is plenty of ready money in the country and if there are outstanding accounts they should be collected without delay. It is not impossible that there may be considerable unemployment



during the winter months when the period of readjustment will, perhaps, be the most acute. It will then be both harder to collect money and to sell merchandise; that is a double reason why the money should be collected now and why assets should be liquidated to meet financial obligations.

It is no time for panicky action but for sane, sound judgment. After the first shock of the great calamity that broke upon the world in 1914 had passed off, it was clear that a period of readjustment would have to be passed through sooner or later. We have all been talking about it and should have been planning for it. Now that it is here, there is no reason to be alarmed in the slightest degree. Canada was never in a better position to face a period of readjustment. The future of business is certain and we believe that the present period of unsettlement will last only a few months and then we will get down to lower levels with more stable business conditions all round. In the meantime, retailers should protect themselves, for in so doing they are helping to stabilize conditions and bring about a speedy return to normal business.

Present Stocks Should Stabilize Prices: Reduction Only Through Lower Labor Costs

C. W. Cook, of Cook Bros. & Allen, of Toronto, Says That Canadian Manufacturers Protected the Retailers by Buying Before the Peak in Prices Had Been Reached—Attitude of the Banks and Newspaper Propaganda Has Resulted in Small Spring Placing Orders.

THAT the retail trade should not be asked higher prices for woollens so far as present conditions indicate is the opinion of C. W. Cook, of Cook Bros. & Allen, Ltd., of Toronto; in other words, clothing prices should not be higher. Of course, that is not applicable to an indefinite period of time but, in Mr. Cook's opinion, it should cover many months, admitting the possibility of another jump in prices. It is conceivable that clothing prices may even soar again, though this is not the opinion of most men, not at the present time, anyway. But, for instance, if Russia should suddenly enter the world's markets again, England would be the first country invaded for almost limitless quantities of woollens. Up would go the price of woollens again, though the upward bound might not immediately affect the price of clothing here, just as the downward tendency of woolen prices has not yet affected the price of clothing. Present stocks in manufacturing plants might have to be exhausted before the increase was felt, because there seems reason to believe that the banks will refuse further extended credit until stocks are reduced. Or, on the other hand, the refusal of merchants to place spring business might result in higher clothing prices, though it would be slight. It would simply be a question of labor. Manufacturers will not make up goods without orders; if the orders pour in at the last minute, it may again resolve itself into a question of labor costs, with a scarcity of workers which means higher labor costs.

Believes We Are on Declining Market

But while Mr. Cook points out that woollens should not be higher, he believes that we are on a declining market, despite the fact that certain of the raw materials used in the making of clothing are still soaring in price and in spite of the fact that the present prices being quoted for woollens are not such as to justify the reduction which the consuming public seems to expect. "The manufacturer who makes money from July 1, 1920, to July 1, 1921, is lucky," said Mr. Cook to Men's Wear Review. "The manufacturer dare not raise prices even though things are costing him more." And the conditions which have brought about this state of affairs are, to Mr. Cook, very clear; in fact, they are well known throughout the trade. "I believe the banks have advised every one of their branches all through the country to curtail loans so that stocks will be

I think we will all agree that our industry during the past 12 months has experienced about every emotion possible in an industry. There was a royal scramble of business through the early months of last fall, accompanied by price changes; the general agitation of that period is still fresh in all our minds. Then through winter and spring months came price regulation agitation, accompanied by unjust and unwarranted attacks against legitimate business men of the country through the press, overall clubs, patch clubs, and about every kind of club that could be used. These things, combined with other causes, have created chaotic conditions that have benefited no one and wrought almost irreparable injury to a great industry.—Chas. E. Wry.

reduced. The action of the banks in this respect has had a tremendous effect on business conditions as they are to-day, and the newspaper propaganda on top of this has fixed it. There is no doubt, I think, that merchants have carried too heavy stocks and we manufacturers are in exactly the same position. During the last few years, goods were difficult to get, no one was refusing anything, we were all taking goods when they came in. When the slump came, as it was bound to come, everyone had goods piled up, only the merchants were in a better position than we because they could cancel goods and we couldn't."

Did Not Buy at Peak Prices

Mr. Cook believes that the manufacturers protected the merchants against high prices better than most of them realize. They did this because they looked ahead and bought considerable quantities of woollens before the market had reached the top price. He pointed out that during the last few months worsteds had been quoted at from 40 to 60 shillings; now they were being quoted at from 20 to 30 shillings. "Canadian manufacturers never reached the peak in prices," said Mr. Cook, "few manufacturers in this country bought their present stocks when the prices were at their highest. They bought before these peak prices were reached and the prices being quoted to-day are just about the same as the prices at which most manufacturers bought their stocks. I had a British representative in here just yesterday

and he assured me that there was no prospect of worsteds being cheaper for some years to come. They are now as low as they can be so far as the raw material is concerned; the rest is a question of labor and there is no indication that labor costs will ever again reach the pre-war levels. Moreover, the prices quoted to-day are not being guaranteed; representatives state that if the price advances again they will have to get the advances asked for at that time. Prices now are such, I believe, that there will be no further advances to the retail trade even though we are paying more for mohair and alpaca linings for next year."

Too Bad So Near the U.S.

Dealing with conditions in the trade at the present time, Mr. Cook expressed the opinion that it was too bad we were so near the United States where panics prevailed much more frequently than they did in England. The influence of the price-cutting waves that sweep over the United States periodically is felt here to a very marked degree. That merchants were buying very little for Spring was Mr. Cook's experience. The attitude of the banks and the newspaper propaganda combined were resulting in an absolute refusal on the part of the merchants throughout the country to place Spring business. He stated that he had recently offered some good lines to Toronto merchants at ridiculously low prices but they would not buy them at any price. He agreed with the view taken by Men's Wear Review last month that the ultimate result of this might again mean higher prices to labor and that unless manufacturers decided to absorb these costs themselves the retailer would have to pay more. It would simply result in a shortage of labor which, in turn, would mean higher labor costs with the same experience as the past year—lower production. Labor, he believes, is the crux of the whole situation: when labor costs go down, the cost of clothing will go down correspondingly, but not till then.

It is said that the sale of umbrellas is on the decrease, while the sale of raincoats is on the increase. Here are two things for the retailer to keep in mind: First, that the promotion of the sale of raincoats is policy; and, second, that more hats will be required because of the effect of the rain on hats. If, for instance men are going to have a "rainy-day hat" they will want a new one for best.

Women Heavier Purchasers Than Men: Custom is Well Worth Cultivating

Montreal Retailers Say That Their Trade is Becoming an Increasing Factor in Their Business—By Tact, Their Prejudices Can Soon Be Overcome and They Become Regular Customers.

WHEN a prominent Montreal dealer in men's clothing and haberdashery makes the statement that at ordinary times fully 40 per cent. of his trade is feminine, and at Christmas it is more nearly 60 per cent. of the total volume, it makes one "furiously to think" as the French put it. Thinking that some information of interest might be gleaned, a representative of Men's Wear Review interviewed one or two of the exclusive shops where the atmosphere is redolent of masculinity and a woman is as out of place as the fly in the proverbial ointment. The result was surprising on the whole.

"Yes, we are glad to encourage women buyers," replied one sales clerk interviewed, "but we certainly do hate to wait on them. They are without exception a hundred per cent. harder to serve than men are, and they worry the average clerk to death with silly questions and prejudices. Personally I'd rather wait on a store full of men any day than one woman, but I have to admit that they will buy far more than a man once they see what they want. On an ordinary morning, when business is slack," he continued, "a woman will not scruple to take up a half hour of my time making up her mind over a dollar tie, whereas a man would decide in a second. Women shop to put in time, but men only shop when they want something."

When asked whether women required any special sales methods, the department manager replied in the affirmative. "Women are the hardest proposition we are up against," he said, "because they never know what they want. If they have come in for socks for instance, and we say 'what size?' nine times out of ten the lady will say, 'Why, I haven't any idea,' or else 'Well my husband wears a ten boot, I think,' and later on it transpires than he wears three sizes smaller. Again they will come in and ask to see neckties, but have not the remotest idea what variety they want nor what color. I lately overheard one lady say to her friend, 'I don't see a thing here which would go with John's moustache,' and another lady wished for something that would 'go with a fair complexion.'"

"Mothers are worse than wives," he went on laughingly, "they come in here with their sons, many of whom are quite grown up, and they insist upon selecting the style and seeing it tried on. It's about the hardest job I know to sell a suit to a mother, for she is so used to dressmakers that she forgets that men's tailors are somewhat different. I had a mother this morning who insisted on having the lapels of a smart striped

tweed coat ripped and turned in because a light stripe showed on the outer edge. I had a hard time explaining things to her," he concluded.

Women and the Tax

"Women don't mind the tax as much as men do," said another retailer, "if they want anything enough they'll pay the price, whereas a man will just walk out. Women are spoiled by the big department stores; they are used to dealing with unskilled, uninformed sales clerks, and when they enter an exclusive men's shop they act just the same as they would in a different type of store, and it irritates our clerks very much. If it were not that we display everything under glass and our ties and socks in groups on stands, we would be hard put to it to satisfy certain customers' requirements. Women aren't backward in coming in when they feel that they are wanted, and in many cases I do not know what many of their men folks look like, the shopping has been done by the women so long. We have customer's names on our books whose faces I have never seen, and yet I know exactly what kind of shirts, ties, and hosiery they wear and prefer. Women shoppers of this stamp do not require advice from our clerks; they buy handkerchiefs or whatever is needed in large quantities at Christmas which last their husbands or brothers right through the year. So you see, we find it pays to cultivate the woman shopper."

Tact is Required

Upon further enquiry the retailer said that he believed this aspect of his business was the most difficult. It requires exceptional tact and experience together with personality to qualify a sales clerk to cope successfully with women who shop for men. "Advice is not always welcomed" he said, "and therefore the clerk must do his utmost to close the transaction satisfactorily to all concerned by means of tactful questions relative to the age, coloring, size and preferences of the recipient of the purchase. The worst habit a woman can manifest is a firm conviction that loud, vivid patterned neckwear will make her husband

Directions for Washing Gloves

"Put the gloves on, dip them in tepid water and proceed as if to wash the hands, using Ivory or any other white soap; rub one against the other until the dirt is removed; rinse in clean water thoroughly, then remove the gloves, press them between the hands to squeeze out the water; do not wring or twist; allow the gloves to dry slowly without artificial heat."

One Montreal glove manufacturer says that if the above directions are memorized by sales clerks and quoted when wash gloves are being sold, there will be no fear of damaged goods being returned. He supplies such directions with every pair sold, but says that half the purchasers never read them—hence the admonition.

look younger; it takes hard work to eradicate notions like that!"

The stores interviewed stated that despite the drawbacks mentioned, the backbone of their trade was undoubtedly that secured through feminine patronage, which seems to be steady from month to month. Faces, once known as casual shoppers, soon become familiar, when the atmosphere of the store is encouraging, and once a woman's timidity is overcome she will regard the retailer as her friend and advisor, and then the disagreeable side of business will be completely a thing of the past.

"Women's trade is well worth cultivating," is the opinion of the retailers; "they spend twice as much money as their husbands do, and when they possess judgment and taste it is a great pleasure to assist them, especially at Christmas, when shopping is so unusually burdensome. We seldom have husbands and wives shopping together, it is always the wife or the husband separately, and I believe this is typical of all the higher grade stores," concluded one man who has made a study of the woman shopper.

More is expected of the sales clerk in a man's store, perhaps, and feminine whims may seem trivial and irritating but during these days of uncertain business conditions, when the consumer is bent on getting 100 cents value for a dollar, it pays to cultivate the women who shop for men and to encourage their tentative and casual purchasing expeditions. Once their confidence and interest are gained no store is the loser in the end.



How New Departments Are Added to Business: Valuable Information From "Want Lists"

C. H. Smith Co., Ltd., of Windsor, Has Added Two New Departments Recently Because of the Information Gathered From These Lists—Get to Know What Business is Not Being Done That Might Be Done—Educates the Staff, Too.

NOT a little of the success which has attended the commercial effort of the C. H. Smith Co. Ltd. of Windsor is attributed by the president, C. H. Smith, to what is known in their institution as the "Want List". As a matter of fact, two new departments have been added to this large departmental store as a direct result of the data that is obtained from the salespeople throughout the store from these want lists. It is not a requisition for repeat orders of goods already carried, necessarily; it is rather a record of things people may be asking for which the store does not carry. For instance, a person might ask for an automobile. The salesperson would be disposed to tell the customer that automobiles were not carried in their store and let it rest at that. But that is not enough. The Board of Directors of the C. H. Smith Co. want to know that some one has asked for an automobile. Some day, they might decide to go into the automobile business; and the thing that will decide them can and will be traced back to these want lists. There will be on file in their offices these want lists which show that a great many people have been asking for automobiles, enough people, in fact, to justify their going into this line of merchandise. It is precisely this method that has led to the addition of the two new departments in this store within a comparatively short time.

Overcoming Departmental Spirit

The danger of a departmental manager is, sometimes, to forget that there are other departments in the store, or that it is desirable from the firm's viewpoint to branch out into larger business and handle more lines of merchandise. It was this which Mr. Smith had in mind when he outlined this feature of their store life to Men's Wear Review. "Too frequently," he said, "department managers pass judgment on what they want or don't want for their own department, whereas there may be demands coming in that might be profitably filled with considerable advantage to the store if these lines were stocked. Moreover, department managers are inclined to place orders in certain channels either through friendship or because they believe best values are attainable in a certain quarter. The result is that sometimes lines are starved because the particular representative from whom this department manager buys is not on the ground, or because the manager himself may be shortly going on a buying trip and may be holding off buying required lines on this account.

Not Noted Under Old System

"Under the old system when the manager of the department made out the want list, these discrepancies were not noted and we

had no knowledge of unfilled requests for certain lines of merchandise.

"Under our present system every salesperson in the organization is supplied with want lists and on this list the salesperson must place everything asked for and not carried in stock by that particular department, or where they have failed to make a sale. The salesperson is allowed absolutely no discrimination in this respect; if the customer asks for a street car, it must be entered in this list, for who knows but that some day we may handle street cars? The salesperson doesn't know, and we want to know if there is a request for something we do not carry. The simple rule is that all things asked for and not carried must be entered on these lists.

"Another rule in connection with these lists is that the request for merchandise not carried must be entered as often as the request is made. This means that if the same article of merchandise is asked for five times in the day it must be entered that number of times. In this way we know how urgent the request is for a certain line of merchandise and we can govern ourselves accordingly."

Why It was Introduced

"It was brought to our attention," said Mr. Smith, "that a great many salespeople were being asked for merchandise that we did not carry and the customer was simply told that we did not carry this line. In many cases, we found that this line was carried in some other department. Consequently, when this want list was laid before us in the morning and we looked it over we were able to see that this particular clerk did not know that the thing she or he had entered on the list was in the store. We have found that this is a good way to educate our own staff as to the number of things we carry in the store and in which departments.

"In this way, too, the firm gets an idea of the things that are being asked for that we do not carry in stock. In the development of our business, these lists form the basis of new departments that are or may be added from time to time. We found out that many requests were being made for candy, with the result that we added a candy department to the store, knowing that the demand was such as to justify this step in the business. Still another department, the art department, was added to the store because of the data we obtained from these want lists.

"In checking over our several departments we know the business that is being done; but by these lists we also get to know the business that is not being done and which might be done. These lists are not handed to the heads of departments but to the merchandise heads and, after consideration, they are handed back to the buyers for them to look after.

"These lists have told us more about our business than we ever knew before and we have actually established two new departments as a result of the information we have gained from them. Looking at it from the firm's viewpoint, we are building up business not for one particular department alone but for the whole store. By these lists, salespersons are constantly reminded of the fact that this is a store of many departments, not simply one; and that we are building for the future as well as the present."

Dundas & Flavelles, Ltd., of Lindsay, are celebrating their sixtieth anniversary by a Great Diamond Jubilee Sale lasting 15 days. On the opening day of the sale they had the 45th regimental band, of Lindsay, playing in front of the store during the afternoon and special music by an orchestra in the evening.

WANT LIST.

Goods Asked For, Not In Stock

Dept.....	Sales person.....	Date.....
-----------	-------------------	-----------

WRITE PLAINLY

EVERY REQUEST by Customers for merchandise not in stock MUST BE ENTERED on want list. This Rule Must Be Followed.

Note.—This is a copy of the Want List used by C. H. Smith Co., Ltd., of Windsor.

NEWS OF THE CLOTHING TRADE

John J. Rodgers has opened a men's furnishings and dry goods store in Hamilton.

D. F. Johnston, of Brock Street, Whitby, was the victim of a burglary early in October, when between \$1,500 and \$2,000 worth of clothing was stolen.

Harvey Murphy, of Nanaimo, B.C., has moved into his new quarters in the old Mercantile Store, corner Commercial and Bastion Streets.

Grafton & Co. recently celebrated their 68th anniversary.

Oak Hall recently opened up a fine new store in Brantford.

Frank Stollery's business is now known as Stollery-Teasdale. The partnership was recently consummated.

The Court of Revision in Toronto recently held that the association known as the Associated Clothing Manufacturers was an adjunct of the clothing manufacturers' business and was, therefore, assessable.

Clothing men and shoe retailers in Ottawa recently met to discuss the question of Government action in the case of the sugar refiners. The feeling of the meeting was that if the Government decided to come to the financial assistance of the refiners because of the previous action of the Board of Commerce, that they should also memorialize the Government to do the same thing for them because of the activities of the Board of Commerce and their effect on business. Mr. McKerracher was one of the leaders of the movement.

Max Rosenberg's store on King Street, Kitchener, was recently entered and several pieces of valuable cloth stolen.

Hedley Davidson, a thirteen-year-old boy of Woodstock, Ontario, recently had his thigh and leg crushed by a falling radiator in Lyon's store in that city. New radiators were being installed, and while the boy was sweeping out the store, one of them, which was standing against a wall fell on him. It weighed 900 pounds.

English made suits are said to be finding increasing favor in the United States.

Blair's liquidation sale is in progress in Ottawa.

M. Ducoffe, proprietor of the firm of Ducoffe Bros., Bridgewater, N.S., is advertising his business for sale. This firm commenced business in 1900, and is to-day considered one of the finest equipped stores in the Maritime Provinces, carrying a complete line of clothing, furnishings, ladies' ready-to-wear and general dry goods. Mr. Ducoffe is giving up the retail business and will devote his energies to other business interests. The store is located in one of the thrifty towns of Nova Scotia and will, in all probability, find a ready purchaser.

E. Neville has taken charge of the tailoring department in the store of N. I. Shortt, Red Deer.

The Department of Customs and Inland Revenue has issued instructions that on and after November 1, 1920, the luxury taxes will be collected by means of excise tax stamps.

Retail firms selling goods subject to the excise (luxury) taxes should take out a retail license at once, when they will be supplied with a perforator for the purpose of cancelling the stamps. Merchants already in possession of licenses may obtain the perforator from the Collector of Inland Revenue from whom the license was obtained.

When goods are purchased subject to the luxury tax the merchant is required to attach to the invoice or sales slip stamps of sufficient value to cover the tax being paid by the purchaser.

A new scheme of getting rid of thousands of ex-army grey flannel shirts has been conceived in England. As shirts with soft collars to match are usually a good buy, collars to match these shirts are being made, thus making an altogether saleable article.

The Germans have invented a scheme to sell large sized collars. These collars are too large because severe rationing during the war reduced the size of the men folk of Germany so that large collars would not do. The new patent process neither involves the cutting or changing of the shape of the collar.

An unsuccessful attempt was recently made to rob the store of Senior Bros., 768 Yonge Street, Toronto.

F. W. Bellinger, of Toronto, was slightly injured on Saturday night, October 30th, as the result of a fall.

Au Bon Marche, of Hull, offers to pay the railroad fare one way to any out-of-town customer who makes a purchase exceeding \$25. Citizens of Ottawa are offered their fare one way.

Orth, Limited, of London, have branched out by adding the second floor to their business on the corner of Dundas and Clarence Streets. The second floor is being used for young men's and men's clothing.

Henry Marks, of Montreal, is offering a 25 per cent. discount on all Winter overcoats, dress coats and ulsters, with special reference to his English lines. The offer affects all three of his stores.

Arnold & Quigley, of Vancouver, recently ran a sale, covering all the lines of their men's wear. It was announced to the Vancouver public by a two-page spread in the local papers. Arnold & Quigley said the advertisement brought them the biggest day's business they had ever had.

The Bon Marche, of Saskatoon, are advertising their \$25,000 stock of men's clothing and their \$30,000 stock of boots and shoes for sale at great reductions. It is stated in the advertisement that they are closing out these lines. Announcement of the sale was made by a double page spread in the Saskatoon papers. A feature of the advertisement was the picture of a whole battery of siege guns in action against a very modern enemy — The High Cost of Living. Over the battery of guns was written, "An Attack on the High Cost of Living."

The firm of J. I. Broidy, of St. Peter and Craig Streets, Montreal, are announcing their retirement from the men's clothing business and are offering all the present stock at marked reductions. The store has been taken over by the Service Tobacco Shops and will be occupied by them in the near future. Broidy's are advertising a sacrifice sale of \$75,000 worth of stock, including clothing and fixtures, during the week of November 1st.

Knit Goods Prices Likely Lower for 1921: So Say Some Manufacturers of These Lines

Are Not Ready to Announce Price as Yet But Believe That Prices Will be a Little Lower—
Recognize That the Retailer Does Not Want to Pay More For Goods Than in 1920—
Manufacturers Will Probably Take Certain Losses.

JUDGING from conversations which Men's Wear Review has had with knit goods manufacturers within the last month, there is a strong possibility that prices for 1921 will be a trifle easier. There are still uncertain factors in the trade, however, which make any definite statement at this time impossible. Labor still continues to be, perhaps, the most important factor in certain lines of knitted goods; and we are informed on the very best authority that increases are to be given to labor in certain quarters before a very great while. On the other hand, the cost of the raw material is, undoubtedly, coming down to a considerable extent; and in a number of the heavier lines where considerable quantities of the wool are used, this will have some bearing on the 1921 price list. But even not considering these factors, there is one other which is worthy of notice. The manufacturers themselves are trying to keep in step with the downward tendency of all commodities and are, probably, willing to assume their share of the losses that must inevitably come with the readjustment period. They know that people are looking for cheaper goods that come out of the men's wear stores, and they know, moreover, that the retailer's buying at the present time is being largely governed by the attitude of the consumer. In the United States there has been a great calm in the knit goods trade, due to the fact that prices were still high and that retailers had, apparently, come to the time when they would not buy great quantities of merchandise unless they were lower in price. Trade over there is still quiet, and in some lines here where there have been substantial increases over last year's prices there seems to be very little buying in progress.

One other thing. The weather has been against the manufacturer of knit goods. One manufacturer went so far as to say that Nature had done more to bring down the cost of commodities than any other one thing. He pointed to the backward spring season when retailers were left with large quantities of Spring goods on their hands and then he referred to the Summer that acted more like Fall than Summer, and the Fall that acted more like Summer than Fall. The cumulative effect of these unseasonable seasons was to leave large stocks on the hands of the retailers and to allow supply to catch up with demand, with the result that retailers were getting anxious about their present stocks and were beginning to sacrifice them at sales.

Give Customer Benefit of Reduction

"I feel that we will send out goods a little lower in price than last year with the further idea that if there are any reductions in yarns we will give the retailer the benefit of them," said one manufacturer to Men's Wear Review. He went on to say that yarns could now be bought cheaper than formerly but that labor still continued to be one of the chief factors in the cost of merchandise. He realized that the trade were looking for lower prices, but he could not say at the present time what the exact price for the next season would be. Prices this year were, perhaps, slightly lower than last year, and customers of his were getting the benefit of any reductions that were possible arising from the drop in the price of the raw material or lower production costs. He pointed out, however, that he did not propose because some farmer came in and got a little less for his load of wool that he would immediately reduce the cost of the finished article.

This manufacturer went on to say that they had recently noticed an improvement in the production of their employees per capita. Looking to the future of business, he expressed himself as quite in sympathy with the attitude of the consumer to tighten the purse strings; at the same time he could see no reason for a falling off in the production or purchase of staple goods. "There is room for legitimate business," said this man, "and the man who stops buying is automatically putting himself out of business."

Not What the Trade Expects

"I think prices next season will be a little lower," said another manufacturer to Men's Wear Review, "but nothing like what the trade is expecting or what the newspapers would have them believe. The only drop is in the price of the raw wool. Fuel is higher and other items that enter into the manufacture of knit goods are higher in price than they have been." This manufacturer also pointed out that labor costs still continued to be the large factor in producing costs and, while there was an improvement in the per capita production, there was still no indication of a fall in wages.

It was his opinion that the retailer should continue to buy for his requirements, though he discouraged, by all means, any speculative buying on his part.

Manufacturer Will Have to Lose

"Very likely the manufacturer will

have to lose money," was the opinion of another manufacturer expressed to Men's Wear Review when 1921 prices were under discussion. He pointed out that most of the knit goods manufacturers had bought supplies of the raw material some months ago and had sufficient supplies to do them for from six to nine months of 1921. The prices paid for the yarns at that time were higher than they were now. The "little fellow" who was buying from hand to mouth and could run in and take advantage of the market when the prices were away down stood a better chance than the "big fellow" who had to purchase his supplies months ahead. Moreover, he recognized that the retailer did not want to go into the market for 1921 and pay more for goods than he paid in 1920 and the manufacturer would likely recognize this fact when he came to arrange his price list. "We could not place contracts for yarns now any cheaper than in 1920," said this manufacturer. "Spinners had to place their orders a year ahead to get deliveries and we have had European yarn men here who say that, although there is no drop now, they cannot tell what will happen in six months."

This manufacturer claimed that they had lost many thousands of dollars through lateness of deliveries from the spinners. Had their yarns come in on time they could have made the goods up and shipped them and not been subject to the many cancellations that have come in to the knit goods manufacturers during the last few months.

A Hint to Manufacturers

In discussing this question, that is the slowness of trade in the knit goods market, the Journal of Commerce of New York recently said this:

A recent contention in the trade has been that there has not been the right sort of truth told in knit goods advertising. No fault is found with the volume of advertising put out by the industry. The very little grain of wrong in that particular phase of the situation is that consumers have not been properly acquainted with the merits of knit goods compared with woven goods. Many people are wearing nainsook underwear because they don't know any better. It is asserted in all seriousness that a cent a dozen on knit goods costs will provide means sufficient to show consumers where they are in error in this matter. The already handsome sums that are being spent on knit goods advertising will be augmented.

Continued on Next Page.



Before another issue of Men's Wear Review is placed in the hands of our readers much thought and attention will have been paid to Christmas decorations and windows. In some places the active campaign will have been commenced for a Christmas trade that should be almost as good, if not quite as good, as any other year within the last few years. At this festive season, a window is the best advertisement the retailer has; it will attract the eye of the passerby as nothing else will. It has a greater drawing and sales power, perhaps, than the windows at any other time of the year and special attention should be given to frequent and attractive displays. Here is a Christmas window by Trudell, of Chatham, and one that contains many useful suggestions for the window dresser.

KNIT GOODS PRICES LOWER

Continued from Page 56.

Far be it from a newspaper worker to say that any atom of advertising is lost. Sums that were thought to be spent foolishly in this direction have many times turned up with the persistency of an elusive nail in a shoe. You never can tell about advertising, despite much of the chatter of the scientists in the business itself.

A great deal of the advertising of knit goods has emanated from manufacturers and not always from the selling agents, who are the merchants in the case. The appeal that is now being made for truth in advertising the merits of knit goods as against woven goods is directed towards manufacturers. Some very canny linen merchants have grown very tired of the advertising that linen manufacturers are paying for, but that is neither here nor there. The point is that it is desired to induce consumers to recognize the value of knit goods, and the appeal is to be made nationwide. It is proposed to help the jobber and the retailer and the manufacturers, and it will help them.

Sudden Death of Albert Stein

Albert Stein, president and founder of the firm of A. Stein & Company, manufacturers of "Paris" and "Hickory" garters, died suddenly of pneumonia at the French Lick Springs Hotel, French Lick, Indiana, early Sunday morning, October 10th.

Thirty-three years ago, in a small room, he founded the business which was destined to become one of Chicago's great industries, and which has grown to be the largest manufactory of its kind in the world. The story of his success is well known to everyone in the trade, and is one of the many romances of business. His ambition and ideal were not only to build a business on the basis of rendering the greatest possible service, but also embraced the far-sighted policy of dealing honorably and generously with labor. His ideals are well exemplified in the great business that bears his name. Introduction of profit-sharing programs, welfare work and social service for employees by Mr. Stein

in his institution, laid the way many years ago for much that has since followed in many other institutions. One of the greatest pleasures of his business life was the annual event—the day before Christmas—when he personally distributed the service dividend checks to his employees, or his "co-workers," as he always preferred to call them.

He was an active member of the Chicago Association of Commerce and his work in connection with the Men's Wear Association needs no extended comment. He was a member of the Ravisloe Country Club and a director of the Standard Club of Chicago.

The business world in general and the dry goods, clothing and men's wear trade in particular, have lost an able and admirable friend and leader in his untimely death.

One of the best bits of news that has reached Canada in many months is that the Hon. Manning Doherty, Minister of Agriculture for Ontario, is arranging for the immigration to Canada of over one hundred thousand men to go back to the land.

Careful Arrangement of Stock Promotes Ease and Rapidity of Sale

R. A. Lauzon, of Montreal, Has Made Careful Study of Stock Arrangement Which He Finds a Considerable Asset to His Sales Staff—The Use of Attractive Labels—Quick Service All Round.

THE present season calls for more than ordinary foresight in everything appertaining to merchandizing, according to R. A. Lauzon, the proprietor of an up-to-date and spacious clothing and haberdashery store at 219 St. Catherine Street East, Montreal. Mr. Lauzon takes special pride in his present premises, which he has occupied for some eighteen months, having moved from his former location on St. Lawrence Boulevard during the early part of 1919. Ever since the establishment of his present business Mr. Lauzon has concentrated upon the improvement of the service rendered by the staff, and his policy may be summed up briefly in the words: "quick service all round." Everywhere throughout the bright and busy store one sees concrete evidence of the expert in time and effort-saving devices. One notices it in the arrangement of the display cases, so artistically yet conveniently arranged about the main floor; it is also noticeable in the attractive and neat rows of boxes, carefully ranged upon the many shelves about the walls. Every type and sort of merchandise carried by Mr. Lauzon is displayed either under glass in large silent-salesmen or in geometrical rows upon tables. Such goods as gloves are kept in their original

boxes and neatly ranged according to prices and styles upon the wall shelves.

A carefully thought-out plan has been carried out in the arrangement and distribution of the stock about the store. Mr. Lauzon has instructed his sales staff that every shelf and table shall have its own particular line displayed upon it, and this arrangement is never varied. Each section of the store therefore has been planned and designed for its special showing of goods, and in consequence each clerk knows exactly where to put his hand upon any required article of haberdashery. Furthermore, even the boxes and cases themselves are marked with a code sign intelligible at a glance to the sales staff, which designates their contents, price and color, etc. and different styles of merchandise are placed side by side with a code sign to differentiate them. Mr. Lauzon pointed out to Men's Wear Review that by means of this system of stock arrangement and careful record of box contents, he or his staff are enabled to serve customers three times as quickly as would be possible were the various goods to be constantly re-arranged for purposes of novelty. Any code may be applied, according to Mr. Lauzon, so long as it is simple and easily recognized by the staff.

The important thing is to have the goods kept in their original boxes, and these must be of the best material procurable in order to prevent breakage and consequently an untidy appearance on the shelves. Mr. Lauzon estimates the cost of his boxes alone to be about 1 per cent. on each sale, but he is prepared to pay as much more as is required in order that his goods may be well protected and his shelves attractively arranged.

Uses Attractive Labels

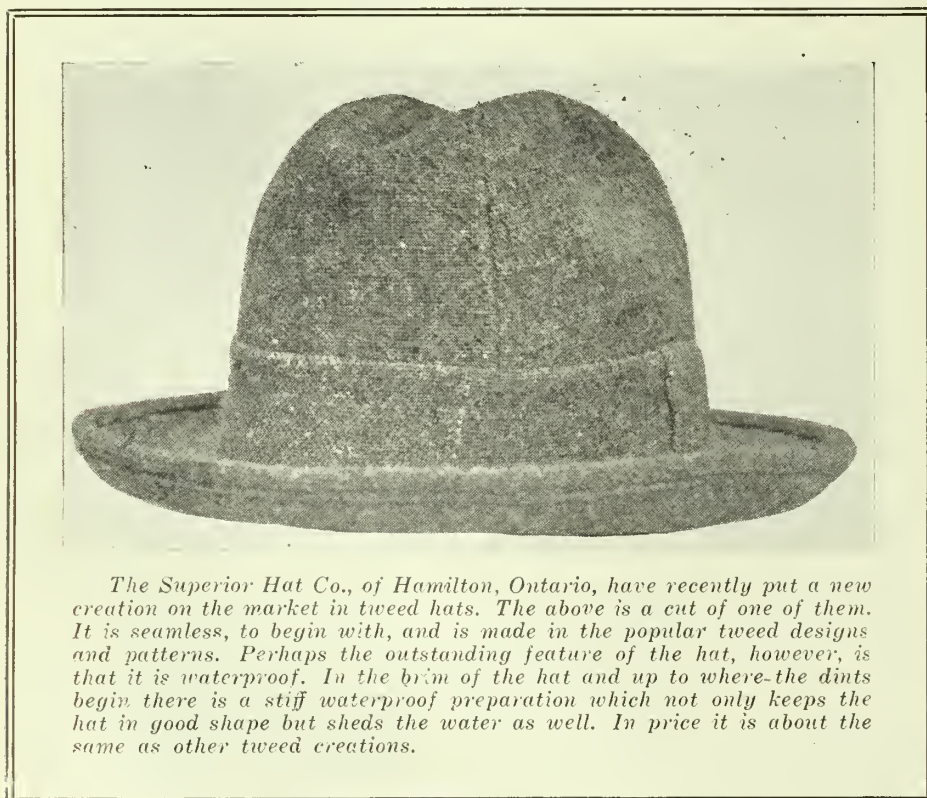
Mr. Lauzon is a strong believer in the use of attractive labels and cards of all sorts in his business. The French are especially impressed, he says, by such details, which cost little but enhance the appearance of any parcel that goes out of the store. Mr. Lauzon's coat of arms appears largely on all the printed matter which accompanies the purchase.

Mr. Lauzon states that business has been extraordinarily good this season, and his sales during the Summer months averaged at least 50 per cent. ahead of those for the corresponding season in 1919. A slight falling off has been experienced during the last month, however, which he attributes to the recent change in the public attitude towards prices, which has had such a marked influence upon economic conditions. He does not believe in cutting prices to pieces in order to move his stock. From 10.30 a.m. to noon, and from 4.30 to 7 p.m. are the rush hours in his store, and during these periods both Mr. Lauzon and his staff find all they can do to handle the customers, and were it not for the code device before mentioned much time and many customers would be lost.

The luxury tax is as much a deterrent to trade as ever, according to Mr. Lauzon, who advocates a system of tax stamps, which shall be purchased by the customer in advance of the purchase from some other source than from the retailer. This method, he said, would be of inestimable help to the retailer, who otherwise has to invest heavily in stamps against an indefinite market for his goods.

Apart from the up-to-date selling methods employed by Mr. Lauzon, his store presents a live and attractive appearance due to the care which has been exercised in the choice of plate glass cases and the natural wood shelving. Indirect lighting and a well chosen and neutral wall covering enhance the store remarkably and the frontage of three large display windows upon St. Catherine Street is also characterized by excellent grouping, good color schemes and smart appointments.

In view of the present and prospective price fluctuations, it is of the utmost importance that retailers, manufacturers and wholesalers come to an immediate understanding regarding the stability of that type of contract which is called a sale. This is, perhaps, the most important duty of business to-day.—"The American Hatter."



The Superior Hat Co., of Hamilton, Ontario, have recently put a new creation on the market in tweed hats. The above is a cut of one of them. It is seamless, to begin with, and is made in the popular tweed designs and patterns. Perhaps the outstanding feature of the hat, however, is that it is waterproof. In the brim of the hat and up to where the dints begin there is a stiff waterproof preparation which not only keeps the hat in good shape but sheds the water as well. In price it is about the same as other tweed creations.

Drastic Action Not Considered; Montreal Manufacturers Not to Force Lower Wage Scale

Denial Given to Report That Labor Must Accept 20% Reduction in Wages—Labor Representative Says Labor Will Not Consider Lowering Wage Scale—International Credit.

DESPITE much newspaper publicity of a somewhat sensational nature relative to the situation in the clothing industry of Montreal at the present time, Men's Wear Review is informed that no such drastic action would be taken as that forecast by a certain paper announcing the closing down of all the Montreal factories unless a reduction of 20 per cent. in wages were accepted by the garment workers.

It is admitted on all sides that the times are very slack in the clothing and garment trades of Montreal, the amount of unemployment being estimated at 60 per cent. Nevertheless, upon careful enquiry, Men's Wear Review has ascertained that no concerted action has been decided upon or contemplated on the part of the manufacturers. Such an idea was emphatically denied on all sides. Many of the factories, it was stated, are already closed down for want of orders, and most of those which are working are only working part time, but no question of reducing the rate of remuneration has as yet been broached.

Will Not Entertain Lower Wage Proposal

According to the Clothing Manufacturers' Association, no such proposal has been considered as yet by its members. Lazarus Marcowitz, member of the general executive of the Amalgamated Clothing Workers' Union, when approached on the subject confirmed the statement that no such proposal had been made to the workers by the clothing manufacturers, and added, "You can further take it that the Amalgamated Clothing Workers will not hear of any such reduction of wages whatever. The factories are all either closed or working short time, and in so far as they cannot give regular work to their employees, there can be no question of reducing wages. The workers need the higher wages to carry them over the periods when they cannot work. We will not entertain any proposal of a reduction."

Mr. Marcowitz further explained that the union was willing to do anything else that might be asked of them to help the trade out of its troubles; they would increase production by every possible means, if that would help, but he did not believe that a reduction of wages would give them increased work, and therefore a drop in wages would simply mean putting the workers on a worse basis than ever.

H. Vineberg, of H. Vineberg & Co., Ltd., makers of Progress Brand Clothing, also said that there was definitely nothing in the rumor, and that there was no concerted action being taken by clothing manufacturers to reduce wages. It was true that many factories were closed for want of orders, owing to the fact that the public had gone on strike and ceased buying. The manufacturers had a contract with the workers which they were loyally fulfilling, and which comes to an end very shortly, and from his knowledge of the level-headedness of the clothing workers he had no doubt that the latter would meet the manufacturers and do their share toward bringing down the cost of clothing, but the question was not yet under discussion.

Need International Credit

"The two great causes of the slackness of trade," according to an official of the Clothing Manufacturers' Association, "are first, the lack of confidence which has arisen between consumer and dealer, causing the former to refuse to buy, and second, the anomaly of a surplus of these goods existing here, while on the other side of the ocean there is a whole continent suffering and in dire straits for want of them. The remedy then, is not cheaper clothing prices, because the enormous demand overseas will always tend to encourage high prices here, but rather an international credit which would allow the producers here to satisfy the European demand. That would result in a degree of prosperity amongst the American peoples which would allow them to face the high prices without discomfort."

In the United States at the present time labor leaders in the textile crafts take the position that lowering of wages may be preferable to no employment, and many of the large mills have recently put into effect a reduction in wages of 15 to 20 per cent. It was precisely the same situation as is in existence in Canada today, and it is interesting to note that the cuts were accepted by the employees in American factories rather than face unemployment. The refusal of the purchasing public to buy at high prices left the workers with high wage scales but no jobs. In many instances the 15 per cent. cut wiped out a 15 per cent. raise which the workers gained last June, when the mills were going top speed on unfilled orders. Such cuts as these are reported to presage a

general wage reduction of similar size throughout the entire industry.

The recent "hunger strike" of the buying public is a symbol of a new condition of affairs, which labor as well as capital would do well in its own interest to recognize and accept.

RETAILER FACES READJUSTMENT

Continued from Page 34.

sales goods and is selling sales goods at a fair profit or whether he is offering his regular lines of merchandise at a considerably reduced, if not entirely wiped-out, profit. But he does know the character of your business, and this will be reflected in the nature of the advertising you do.

The period of readjustment may be accompanied by many sales. The success of those sales will, we believe, depend to a considerable extent upon the manner in which they are projected before the public in advertising. And successful advertising is truthful advertising.

ELEMENTS OF SALESMANSHIP

Continued from Page 56.

than the salesman. There are methods which will succeed with an elderly man that will not succeed with the young man, with the stylish man that will not succeed with the conservative man, with the woman that will not succeed with the man. The woman purchaser of men's clothing has become a greater factor in the trade than it was years ago, and special study of methods whereby they can be handled are required. Successful salespeople will tell you that their success is due to the careful study they have made of their customers. A salesperson should not be simply an exchanger of goods for money; he should be a student of human nature, discovering those vulnerable points in the man's armor which overcome his resisting power.

The American Woolen Company opened its lines of woollens and worsteds for the spring 1921 season on Thursday, September 9, and the mills of the company, which have been shut down for over two months, re-opened on Monday, September 13, at the same wage scale as heretofore.

The shutdown of the mills of the American Woolen Company has been the subject of discussion and dispute in the trade for many weeks. The labor element was quick to pick up the matter, calling it a strike of capital, and arguing that it had been done to bring the working man to terms in the matter of wages. Politicians took it up and argued that it was being used as a means of swinging votes from one party to another.

Lack of orders on which to operate the mills was the reason assigned by William M. Wood, president of the company, for the shutdown.

How "Uncle Jack" Roberts Handles Boys' Trade: Essential to Love and Understand Boy Life

Montrealer Has Adopted Several Unique Plans to Cultivate and Retain Boys' Trade—Deals Largely With Mothers—Never Lets Mother Point Out Defects in Suit, But Suggests Them Himself—Finds That Snug-fitting Suit Better Than Larger One to Allow For Growth.

MUCH useful information in relation to the merchandising of boys' clothing was recently gleaned by Men's Wear Review from the genial head of the "High School Clothes Shop," of Montreal, popularly and affectionately known to legions of youthful customers as "Uncle Jack," but to their parents as John Roberts. A representative recently dropped in on "Uncle Jack" for the purpose of eliciting some useful pointers on his methods of handling youngsters, and between the sale of a smart Winter overcoat for a young man of twelve and a discussion regarding the requirements of an only son about to leave for boarding school, on the part of his anxious parents, the said writer was able to glean much information of general interest.

Just now, to alter the words of the poet, "a young man's fancy lightly turns to thoughts of clothes," for schools and colleges have just reopened for the Winter, and not one of the many thousand students who attend Montreal educational institutions, has neglected to replenish his Autumn wardrobe, if one may judge by the throngs of smartly garbed youths who frequent the campus and class room. Business in boys' and young men's clothing, according to Uncle Jack, is better than ever, despite high prices, and on Saturday afternoons, particularly in the Fall and Spring, it is almost impossible to handle the rush.

Special Advertising Appeal

As Uncle Jack's store deals exclusively with clothing, the advertising is especially designed to attract interest to this one line in a manner calculated to appeal to both youngsters and college men alike. An instance of Uncle Jack's method which emphasizes the seasonal aspect very cleverly is shown on this page.

A series of these advertisements runs almost daily in the Montreal papers, and each and every one embodies the same personal note of appeal, which is undoubtedly the keynote of successful advertising. "Uncle Jack" does not limit his publicity work to newspapers alone; he has various unique methods for increasing his patronage, which are peculiar to himself. One of them, which has proved to be more successful than most, was founded upon the well known fact that a boy loves to earn money. Therefore, Uncle Jack will gladly pay any of his young friends a cent apiece for every name and address of another boy they can bring in, and in many cases

the lists submitted net their originators as much as \$1, so comprehensive are they. Such addresses form the nucleus of an extensive mailing list, a record of which forms yet another subject of interest to Uncle Jack. Filed away under an ordinary catalogue system are hundreds of neat cards, 3 x 6 inches in size, which bear on one side spaces for the parent's name and address and the names and birth dates of the sons. On the reverse are ruled five columns, headed by the following captions: Date, garment, number, size, price. Under these headings Uncle Jack records the date of sale of a garment, its stock number, size and price, and in this way a complete record is kept of every customer's purchases, which is extremely valuable as a reference both in tabulating stock and in making future sales.

According to Mr. Roberts, the proper merchandising of boys' clothing requires a dual personality, for one must be able to appeal to the youngsters to make them his friends, and by so doing establish a feeling of good will in the homes in which there are children, and in addition one must actually sell to the parents.

How Business Increased

Tangible evidence of the success of Mr. Roberts' methods is afforded in the remarkable increase in the volume of sales recorded by the shop during the last few years. The weekly turnover during the busy seasons is well over the \$1,000 mark, and this increase developed before the present rise in prices.

Pointers in Salesmanship

In telling of the various methods of salesmanship which he has tried out successfully, Mr. Roberts laid special stress on the fact that the actual sale of a garment is not so important as the satisfaction felt by the purchaser, and the degree of confidence and friendliness established. In this connection, he stated that in his experience he had found that mothers do not look for value, nor understand the meaning of quality, it is rather the becomingness and the general looks which carry the day when a sale is made. "When a boy comes into the store," said Mr. Roberts, "I am able to size him up, literally speaking," and without asking what size he wore last I nearly always manage to fit him with the correct one. In most cases I find it best to have a suit fit snugly, although most mothers request a size larger to ensure growing room. When a suit is

too large, it looks badly, and in the end a mother is disappointed with the garment. It does not always pay to allow for growth, it is better to advise the looser styles rather than the form-fitting ones.

"In general," continued Mr. Roberts, "mothers are willing to leave it to me as regards the choice of a suit or coat. They have full confidence now in my judgment, and as I am familiar with their position, both financial and social, I find it an easy matter to send them away satisfied. In my business, of course, I deal chiefly with mothers, but often fathers come with the boys, or else both parents together. When they both come," Mr. Roberts laughed, "look out for squalls! It is a difficult job to satisfy both because they both have totally different ideas as to what the youngster should have, and the boy himself generally has ideas of his own as well. One thing I always avoid when making a sale, and that is to let the mother point out the defects in the fit of a garment to me. I always go right to the point at once and indicate any needed alterations before she gets time to raise objections, and in every case she will be so pleased by my desire to satisfy her that the rest is easy."

Mr. Roberts said that the boy of to-day has a marked predilection for well cut clothes, and the semi-ready breeches cut on military lines are proving to be the popular line par excellence. When such a suit is worn with a smart pair of golf hose in a pretty heather mixture, the high school boy of to-day presents a well-groomed and decidedly smart appearance which appeals to mother and son alike. Another feature which most boys insist on, said Mr. Roberts, is slashed pockets in the coat, that is, if it's a fancy model. French boys are partial to close-fitting and novel styles in fancy weaves, but English boys prefer the plainer, more conservative Norfolk type of three piece suit with vest. Their whims are always carefully considered by "Uncle Jack," but he rarely allows them to take anything flagrantly unsuitable to the type of the wearer.

A love for and an understanding of boys and their needs is the basis of successful salesmanship in a boys' store, and for that reason it is best that the salesman should be a man of wide experience as well as a lover of children. Successful merchandising also requires to be backed by a standard stock carried in the fullest possible range of styles displayed

Continued on Page 61.

Operating Business on a 7.50 Per Cent. Profit: Preliminary Report of Nation-Wide Costs Issued

Prof. Secrist Makes Report to Seventh Annual Convention of National Association of Retail Clothiers in New York—Report Covers Data Secured From 276 Merchants, Among Them a Number of Canadians—Profit of \$7.30 on \$100 Worth of Clothing.

ONE of the very interesting and most instructive features of the seventh annual convention of the National Association of Retail Clothiers of the United States recently held in New York was the preliminary report of the survey made by Prof. Secrist. Reference was made to this survey in Men's Wear Review some months ago; it was in the nature of a nation-wide survey of the cost of doing business and the average profit made by the retail clothiers. This report is of more than passing interest to the men of the trade in this country, for, although trade papers of the United States do not mention the fact that a number of Canadian retailers sent in data from which this report was compiled by Prof. Secrist, such is, however, the case. The preliminary report was compiled from data secured from some 276 merchants, doing a business of over \$28,000,000 a year. It is a distinct answer to the charges of profiteering that have been heard and read from the Canadian platform and from the Canadian press during the last few years. The report shows that the retail merchant pays \$70 for every \$100 worth of clothing sold and that it costs \$22.70 to sell it, leaving a profit of only \$7.30 on each \$100 transaction, or a little over 7 per cent. Out of this \$7.30 the merchant must pay income, luxury and excess profits tax. This report is but the preliminary one; the full report is due about the first of December.

Food for Advertising

In this report there is food for advertising for the retail merchants of this country. Operating, as we now are, on a declining market, the old days of competition as in 1914 are returning, in fact, they have returned. Honestly, sincerity and value will count for more than they have in the last few years; the declining market to the retailer means that the consumer is buying more carefully and with a keener eye toward values. There is no reason why the Canadian retailer should not take the consumer into his confidence and tell him the exact amount of profit he is making, for, in the last analysis, no one expects the retailer to do business without a fair profit. There are instances across the line where retail firms have frankly told the public in a well-tabulated form exactly what profit they are making, and it has worked effectively. There is some good ammunition in this report for live advertising matter.

Amount of Classified Expenses per \$100 of Sales in Stores Reporting the Same, by Amount of Total Net Sales and Years.

	ALL EXPENSES		RENT	
	Amount of Sales	Per \$100 of Sales	Amount of Sales	Per \$100 of Sales
Total	\$55,060,198	\$22.70	\$54,594,274	\$2.56
1919	28,460,516	21.00	27,999,877	2.16
1918	17,969,007	24.40	18,187,999	2.80
1914	8,630,675	24.80	8,406,398	3.38
Under \$40,000	6,300,706	23.30	6,257,696	2.99
\$40,000 to \$80,000	14,523,691	20.90	14,852,247	2.55
\$80,000 to \$180,000	18,068,654	21.94	17,898,013	2.63
\$180,000 and over	16,167,147	25.00	15,586,318	2.30

	SALARIES		ADVERTISING	
	Amount of Sales	Per \$100 of Sales	Amount of Sales	Per \$100 of Sales
Total	\$53,645,257	\$12.00	\$54,059,785	\$2.00
1919	27,728,574	11.60	28,238,252	1.88
1918	17,974,613	12.70	17,883,373	1.41
1914	7,942,070	12.20	7,938,160	2.46
Under \$40,000	6,026,391	11.30	5,845,409	1.44
\$40,000 to \$80,000	14,173,213	11.20	13,982,575	1.52
\$80,000 to \$180,000	17,613,439	12.10	18,068,654	2.00
\$180,000 and over	15,832,214	13.10	16,163,147	2.60

Amount of Net Sales per 100 Square Feet of Floor Space in Stores Reporting Both Amounts by Location and Classified Sales.

Location	Number of Stores	Total Net Sales	Net Sales per
			100 Sq. Ft. of Floor Space
Corner	276	\$28,525,272	\$2,490
Inside	60	6,735,424	2,761
Under \$40,000	216	21,789,848	2,417
Total	49	1,492,461	1,650
\$40,000 to \$80,000	112	6,374,390	1,920
\$80,000 to \$180,000	82	9,677,813	2,340
\$180,000 and over	33	10,980,608	3,547

Rates of Stock Turnover Classified by Size of Store—Cost of Sales.

	All Stores	Under \$40,000 to \$80,000 and Over		
		1 to 2	2 to 3	3 to 5
Average turnover	2.2	1.4	2.0	2.7
Most common turnover...	1 to 2	1 to 2	2 to 3	1 to 2
Lowest turnover	Under 0.5	0.5 to 1.0	Under 0.5	0.5 to 1.0
Highest turnover	8.0 to 8.5	6.0 to 6.5	7.5 to 8.0	8.0 to 8.5

Turnover rates based on 92 stores, which supplies figures which could be used.

Ratio of Specified Accounts to Sales by Geographic Divisions and Years.

Specified Accounts	Geographic Divisions	Average	1919	1918	1914
			1919	1918	1914
Returned Goods:	All Divisions	1.8	1.7	1.9	2.1
	The East	3.6	3.0	3.1	7.0
	The South	2.1	1.9	2.1	2.5
	The West	1.9	2.0	2.0	1.1
Charge Sales:	East North Central	0.9	0.9	1.0	0.8
	West North Central	1.5	1.5	1.5	1.6
	The East	26.1	26.0	25.9	26.6
	The South	23.0	23.1	21.6	25.5
Outstanding Accounts:	The East	33.8	32.6	34.4	37.8
	East North Central	24.9	25.3	24.0	25.3
	West North Central	27.0	26.9	26.3	29.9
	The West	22.2	21.8	25.0	18.7
Inventories:	All Divisions	6.0	5.4	6.4	7.1
	The East	4.2	3.9	4.0	6.2
	The South	7.0	6.4	7.6	8.7
	The West	7.3	6.3	8.4	8.6
Average Stock:	East North Central	5.9	5.5	5.9	6.9
	West North Central	3.8	3.4	4.3	4.5
	All Divisions	38.7	33.4	43.3	45.5
	The East	40.9	36.9	44.7	44.2
Ratio of Specified Expenses to Total Expenses by Geographical Divisions—Average for 1919, 1918, 1914.	The South	35.9	32.5	36.4	48.4
	East North Central	38.0	32.2	43.4	46.5
	West North Central	41.9	34.3	51.7	45.7
	The West	35.1	32.4	34.6	43.3
Ratio of Specified Expenses to Total Expenses by Geographical Divisions—Average for 1919, 1918, 1914.	All Divisions	34.5	28.5	41.0	42.7
	The East	41.6	35.4	45.0	48.3
	The South	33.2	29.5	39.1	41.9
	The West	33.2	25.9	39.9	44.4
Ratio of Specified Expenses to Total Expenses by Geographical Divisions—Average for 1919, 1918, 1914.	East North Central	29.7	24.1	37.3	34.8
	West North Central	37.1	31.6	42.9	45.9
	All Divisions	11.3	54.9	8.9	26.3
	The East	12.9	52.2	8.3	20.8
Ratio of Specified Expenses to Total Expenses by Geographical Divisions—Average for 1919, 1918, 1914.	The South	10.9	54.9	8.2	26.2
	East North Central	10.9	52.2	9.7	25.4
	West North Central	11.3	57.8	8.8	22.0
	The West	11.7	52.5	8.9	26.9

"UNCLE JACK" HANDLES BOYS

Continued from Page 60.

in such a way as to look as attractive as possible. If the stock is first class, there is no need to depend entirely upon sell-

ing talk, satisfaction is the one point to concentrate upon, and once your customer is satisfied, she will never fail to return, and in most cases she will recommend the store to her friends. As in

Uncle Jack's case, all salesmen should endeavor to serve the customer by giving entire satisfaction which will create a bond of friendship and confidence. After that, "the rest is easy."

Resume of Many Confessions About Sales: What Retailers Are Telling Public

Varied Explanations That Are Given by Retailers For the Sales They Are Now Running to Get Rid of Their Merchandise—Lower Prices Coming, Must Have the Money, Helping to Bring Down the Cost of Living Are Among the Reasons Assigned.

SALES are the order of the day. The Weather Man has again intervened in the usual progress of merchandising to the public, and his antics, combined with the continent-wide drop in the price of many commodities, are causing retailers from Halifax to Vancouver to sacrifice a liberal margin of profit to unload merchandise for one cause and another. The various reasons given for the conducting of these sales are set forth in the big advertisements that are being run in the daily or the weekly papers.

The "Henry Ford" of Clothing

In running a reduction sale in Guelph, George Wallace styles himself the "Henry Ford of the Clothing Business in Guelph," and he thus explains his reason for entering upon a sale at this time of the year:

"For the last two or three years we have all been saying that the re-adjustment period would arrive. It arrived. We are living in the re-adjustment period right now. Now the question is, what about the future? But honestly, who knows what is going to happen? Do you? We don't. If we were possessed of the prophetic vision of an Elijah we could foresee months ahead. But this we do know from experience, the last few months' experience, that as a result of the propaganda that has been hurled through the country by our press, the buying public have turned against the higher-priced clothing. We agree clothing is too high. You cannot sell the public what they won't buy. We have always given the public what they wanted and we are going to try to maintain that policy. It took us many years to establish this business. It took hard labor and a great deal of effort to create the good will we now enjoy. We have spent thousands and thousands of dollars to build up our name in Guelph and vicinity; are we going to throw that all aside now?—No.

"The public want to buy. The public are going to buy. If they won't buy a suit of overcoat for \$75 or \$85 we are giving it to them at a price they will buy. Now, that's our story. Every high-priced suit or overcoat must be cleared from our racks regardless of cost."

Ed. Mack of Toronto

In advertising a "Money-Raising Sale of Men's Finer Clothes at Lowered Prices," Ed. Mack of Toronto gives a

very frank statement of the case so far as he is concerned.

"Here are the facts: We are hard up, pressed for money as we never have been before. All due to the unusually fine weather of the last two months—and men holding off from buying as briskly as usual at this time of the year. This fine weather has thrown a wrench into the machinery of business. We are frank and candid in saying that. We are feeling the pinch and have determined to start something. Something that will bring you here faster than you have been coming during the fine days. We must get money. We must get it quickly—that is the sole and only reason for this sacrifice of prices on the finest ready-for-service clothes in the city."

Bill Mills of Kitchener

"My Business Birthday Party" says Bill Mills, of Kitchener, "has been a tremendous success. A boy expects gifts when he has a birthday, but a full-grown man usually celebrates by making everybody happy when he attains a milestone in the march of life. I am selling suits, hats, hosiery, and other haberdashery in many instances at less than the cost of replacements for goods of like quality. As this is a dry country I can almost use the term of intoxicating bargains in some instances. One can readily believe that when I sell a \$70 suit for \$50 that I must be losing money on that particular bargain, for no business man would exact a \$20 net profit on a single suit purchase."

Van Alstyne of Winnipeg

"Small profits on our part," says Van Alstyne, of Winnipeg, in offering a sale of men's clothes at low prices, "have helped to keep clothing prices down, despite the 300 per cent. increase in manufacturing costs. The only reason for our low prices has been the anticipation of better times to come and our willingness to help things back to normal by doing a non-profit business for the time being." In addition, Van Alstyne offers a 20 to 30 per cent. reduction on all furnishings.

Brass of Toronto

In advertising an "Overloaded Sale," John Brass, of Toronto, addresses the people of Toronto thus: "I wish to state that never since I've been in business on Yonge Street have I offered as great assortments, as great qualities, and as great values as I offer in this 10-day

stock-reducing sale (and I've conducted some remarkable sales in this city). As was explained in the newspapers yesterday, my stock is too heavy at all three stores by 50 per cent. I am determined to reduce it by 50 per cent. in 10 days by offering goods for less money than you can buy them for anywhere else in the city. This is one of the most unusual sales I have ever launched and I expect the greatest crowds of many years, because I think the Toronto crowds do know values."

Shannon & Grant of Hamilton

"Gigantic Crash in Clothes Prices; Shannon & Grant Forced to Unload \$500,000 Worth of Men's and Young Men's Suits and Overcoats" is the big headline in a Hamilton paper announcing a sale by Shannon & Grant. "This is the climax," the advertisement goes on to say, "the final achievement in price-slashing — shattering all precedents, smashing former records to atoms. Beyond this, bargain-giving cannot extend. For remember, what we're doing now is no spasmodic flash-in-the-pan—no feeble attempt at partial clearance. It's a startling, stupendous, sweeping offer that must completely empty our entire stock of men's and young men's clothes—whether the task takes two weeks or two months. Nothing is reserved, not even the finest staple blues and blacks. So we say, make the most of it. Don't wait. Don't hesitate. Drop everything—get here tomorrow and pick the best."

Shannon & Grant advertise two men's suits or overcoats for the price of one. They announce that any suit or overcoat in the store can be bought for \$15 provided another one is bought at the regular price. The same offer is made with regard to odd trousers.

Birrill's of Toronto

Norman Birrill of Toronto is running a sale in which he announces that he is ready to take his medicine now. "Bought and paid for, but we'll take our medicine now and be ready for changing conditions. Note: We're putting prices down to you, although our stock, like other good stores, has been bought and paid for at prices that were high. However, we expect to buy cheaper merchandise cheaper in the Spring (not before) and we prefer to take our loss now and be ready for changing conditions."

L. J. Applegath & Son of Toronto

"Men's Hats Below Factory Cost" is Continued on Next Page.



The displaying of sports accessories at certain times of the year is both advisable and profitable. There are many towns and cities throughout the Dominion where horse racing or summer sports are decidedly popular, and the occasion should be taken advantage of by clothiers and haberdashers. Above is a window of sporting accessories by Hickey's, Limited, of Toronto. It was on display during the Woodbine races and resulted in a number of good sales.

the headline of an advertisement being run by the above firm. "There is no necessity for us to explain just why these hats are priced to sell below factory costs other than to assure you that they are all this season's styles in the newest colors (pearl greys excepted) and were made to our order, all having our name as well as the maker's on the leathers. We must have the money, and have it quick."

Case, of Montreal

Case, of Montreal, starts out an advertisement by calling it an "editorial on prices and quality." He goes on to say: "Prices of many commodities are coming down. Announcement of the reduction in the price of raw material has already been made. Doubtless other similar announcements will come from time to time. The expectations of a great many people are that apparel prices are about to take a substantial drop. We believe there will be a gradual readjustment of prices. But, judging from present conditions we are frank to say that we see no possibility of any reductions on our quality of apparel under our present

prices before January, 1921, which prices we are confident are the lowest to be found on clothes and furnishings of like quality anywhere."

R. H. & J. Dowler, St. Thomas

"This drastic cut," say R. H. & J. Dowler in advertising a 20 per cent. reduction sale in their St. Thomas store, "is in keeping with an established Dowler policy of protecting the buying public to the fullest limit of our dominant position. It anticipates and outdistances any downward price revisions that might occur within the next year. It cuts right through profits into the very heart of operating expenses.

"In making this momentous decision the only way we could hope to break anywhere near even was by doubled turnover. Upon the public's acceptance of this buying opportunity we depended."

Burton McLean of Winnipeg

"Hit the Trail Man Points the Way," is the headline used by Burton McLean of Winnipeg in advertising a big sale. "Here's the idea in a nutshell, which means saving of dollars for you and money for us by turning our stock over

quickly," explains the advertisement. "We are going to content ourselves with less money for our Fall and Winter stock of men's high-grade wear. But we are going to do this right away instead of waiting all Winter. We're making it worth while for every man to buy his outfit here and now. We're blazing a new trail in merchandizing. It's good for you and good for us. So hit the trail now and take advantage of a complete stock. The prices we have marked on it will keep it hustling out."

Lyons Tailoring Co., of Hamilton

"Profits Obliterated in an Unloading Sale," is the way the Lyons Tailoring Co. introduce a sale in Hamilton. "There is no big story or mystery about it," they go on to say, "the reason's simply this—we're overstocked and must unload. Half measures won't do; first loss is best loss—and so without reserve our entire stock of ready-to-wear clothing and woollens is thrown on sale at prices that will stagger the clothing trade."

Retailer Sells Below Cost Price

Message from New President N.A.R.C.
of United States

Andres Burkhardt, newly-elected president of the National Association of Retail Clothiers of the United States, has made the following statement with regard to the retail selling of clothing in that country:

"I know I am speaking for the entire retail clothing trade," Mr. Burkhardt's statement read. "Rightfully or wrongfully, the public is determined to get lower prices. Continual increases in costs during recent years have brought consumers to a state where they no longer can be appealed to by sheer reason. Arguments and facts do not budge them.

"It is of no avail to show that costs on the goods we are selling today have not come down. The public wants cheaper goods, and does not care how it gets them.

"Both manufacturer and retailer have bought their goods at highest prices, but it does no good for us to tell that to our customers. So all parties in the clothing industry, from manufacturer to retailer, have determined to forget their usual profits, and the result is that today clothing is being retailed in many places at prices that represent no profit at all, while, in some establishments certain lines are being sold at less than the cost of production.

"Retailers are doing these things neither from panic nor necessity, but for the reason they know the country just now is passing through a temporary period of deflation and unsettlement, and that at such times it is important, above all things, to retain the good-will of the consuming public and keep the wheels of business turning."

Exchange Office Makes Friends; Unsatisfied Customer Poor Asset

C. H. Smith Believes It Good Policy to Buy Back Merchandise That Does Not Suit—Obviates Probable Indifference to Customers Returning Goods at Busy Hours.

IN THE various service ideas with which the C. H. Smith Co., Ltd., of Windsor is permeated, merchandise exchange offices have found their way. The development of these exchange offices in retail organizations has required a good deal of courage because there are periods in the history of merchandising—perhaps such a period is upon us now—when selling the merchandise for the first time is difficult enough without inviting people to return it if it is not satisfactory, and offering them either their money or its equal in other merchandise through the store. Yet it is a service to the customer which is based on a sound principle of merchandising, namely, that an unsatisfied customer never becomes a friend of your store and never a good advertiser for it. Mr. Smith is convinced that it is a good feature of their organization and that it makes for better service to their customers.

Principle on Which it is Founded

"We sell for cash," said Mr. Smith to *Men's Wear Review*, "with the result that we have adopted a liberal exchange policy. When a customer makes a purchase, finds that it is unsatisfactory, and returns it, say to the neckwear department, on Saturday night at a busy hour, there is the danger that that customer will not be treated as courteously as a new customer would be, particularly if the salesperson at that particular time happens to be waiting on two or three people with others waiting to be served. This is soon brought to our attention.

"The exchange offices are under the supervision of skilled ladies who know how to handle merchandise and to handle any situation that may arise. Customers returning merchandise now go straight to the exchange office where the goods are carefully examined and the precaution taken not to exchange merchandise purchased in any other store, and the customer is given a refund receipt. This receipt can be immediately redeemed at the cash office in cash or she can take it to any department and exchange it for other merchandise. In this way, the customer can go straight to any other department in the store and make a new purchase without saying anything to the salesperson about it and, after making the purchase, present her refund slip.

Creates Store Spirit rather than Department Spirit

"We have found, not unnaturally perhaps, that departmental managers are selfish for the interests of their own department and sometimes overlook the interests of the entire organization with the result that we lose friends for the whole store. The fact that a customer returns merchandise to a store is the greatest evidence that he or she is not pleased with it and the sooner we can buy back that merchandise that is not

satisfactory in size, color or quality, the sooner we have made a better friend for the store."

How Merchandise Gets Back to Department

It is also of interest to trace this returned merchandise and find out how it gets back to the department from which it was traced. When the particular merchandise that is being returned is handed in to the exchange office, the refund receipt is made out in duplicate. At the end of the day, the merchandise heads of the departments clear the exchange office and know by the duplicate receipt that they have the proper goods

returned. The form used is as follows:—

DAILY REPORT FORM

Exchange Office

Dept.

Date.....

Received from Exchange office				
Total.....				
Signed.....				

Note—This form is signed by the merchandise manager when he takes the returned goods from the exchange office.

Says Sales Add "Explosives" To "Poison Gas"—Leaders Needed

In addressing the convention of the Colorado clothiers early in September, Jack F. Rissman, of Cohn-Rissman Co., Chicago, among other things had some sage advice to offer regarding the holding of sales. One or two things he said regarding the attitude of retailers to charges of profiteering are also worth repeating. He said, in part:—

"Gentlemen, it is time that you abolish your defensive attitude. The gentlemen from Washington are entitled to assert themselves. Free speech cannot be eliminated in this country, but it is time that you took the offensive; it is time that you tell your story to the public. The high price era is here to stay—you cannot write it down, shout it down, or talk it down.

"And that brings me to the part which your organizations should take during this crisis. 'United we stand—divided we fall' still holds good. Your organizations must function; you must have leaders. From my observation in Chicago, where I have occasion to meet retailers from coast to coast, I have failed to notice a unanimity of opinion, or any form of concerted action which you are taking; either through your organizations in each individual city, or through your state association. You have allowed the 'poison gas' from Washington to permeate the public mind until any priced garment—no matter how reasonably marked up—is dubiously looked upon by the consumer. You stand indicted in the public mind as the profiteer. Can any red-blooded man allow such an accusation as this to go unanswered?

"Leadership is badly needed, gentlemen—leadership in every community—to right this wrong. Sales in each community only add more 'explosives' for the 'poison gas.' They will not solve your problem.

"Regarding the price of clothing. There has been no drop in the price of clothing for this Fall; there is no indication of even a softening in the price. If anything, I might state that there should be an increase.

"We are not receiving our labor for one iota less than in the past. In many spots there have been recent increases.

"And every indication points to no material change for the coming Spring season. However, there may be a slight softening in the prices. Not because the woollen manufacturer can actually afford to sell his cloth for any less, and not because we would receive our labor for any less, but simply that all of us, from the manufacturer of woollens to you retailers, will operate with a smaller mark up. How long all of us can continue this I don't know. But the law of business will soon create 'business funerals' if such a practice continues for any length of time. That, and that only, explains a possible slight softening in your Spring prices.

"Gentlemen, the high price era is here to remain—the country is very prosperous; business is to be had; the American business world has confidence in the country and in itself. So get together—take the offensive!"

Unique Window Displays By Canadian Clothiers

THERE are certain conventional ways of suggesting the season of the year by the window display route. The principal seasonable window trim accessories are floral decorations and painted panels, but Lyons, Hamilton, Ont., uses neither of these methods. He struck a decidedly original vein by decorating the side wall and the background on each of his two show windows with a beautifully framed water color reproduction of a pastoral scene. Each picture was draped with folds of rose plush and garlands of Autumn flowers and leaves. Both the pictures and the floral decorations are changed in accordance with the season.

Tapestry Scenic Views

Crystal, Ltd., Edmonton, Alta., decorate their show windows with a tapestry fringe that serves a twofold purpose. This fringe imparts an artistic effect to the top portion of the window glass, the fringe being about three feet long by two feet wide. Each section of the fringe is joined together as one piece. Embroidered on the tapestry are scenes of London's Tower Bridge, the Rome Coliseum and other Old World scenes. These artistic scenes cause many people to pause before their windows who otherwise would not.

Keeping Ahead With Inventions

McClellan & Garland, Ltd., Winnipeg, Man., are among the first to introduce

the latest styles in men's clothing to Winnipeg. Their original method of driving home this fact to the public can be adapted by retailers in practically every trade. At the centre of their suit trim was an electric light bulb on top of a sheet of glass. The bulb had copper wires that forked out to about a foot each way and then stopped. It was quite a mystery to ascertain how the bulb obtained its power. The electric light bulb alternately lit and went out, while a card down in front advised that this device was the—

"Wireless Electro Inter Mitto Auto Luxe.

Advance methods in wireless.

Advance styles in men's wear."

Distorted Mirrors

Joyners, Moose Jaw, Sask., have two distorted mirrors outside their store, in between their two show windows. If one looks in the first mirror, he sees himself as an extraordinarily lanky individual. If he looks in the other mirror, he finds himself as fat as Roscoe Arbuckle. Very few passersby can resist the temptation to look into these mirrors, and having a sense of humor, they laugh at the caricatures of themselves. If they are going to make a purchase in the store, they enter same in an excellent frame of mind.

Ready-Mades from Overseas; British Manufacturers Active

ACTING Trade Commissioner H. F. Gurney, in a contribution to Men's Wear Review with regard to the latest development in the ready-made clothing and hat fields, has the following to say:

For some weeks prior to August Bank Holiday reports received from this industry were far from favorable.

Many factories had been on short time, in some cases working only three days a week, a fact which created a gloomy outlook for the Autumn and Winter trade. The position, however, improved as the holidays approached. For some time buyers throughout the country had been holding off and few orders were being placed, but with a burst of fine weather, manufacturers found themselves hard pressed to meet a sudden demand for deliveries of women's costumes and men's suits before the holidays.

Resulting to some extent from the quiet period in the home markets, manufacturers are concentrating their attention to openings overseas. Many well-known firms are eager to obtain information as to likely markets abroad for men's suits and women's costumes. The

old practice of believing that British sizes and measurements are applicable elsewhere is no longer adhered to, and United Kingdom firms are particularly anxious to obtain information concerning the actual sizes and measurements current in all parts of the world, together with first-hand particulars as to local requirements in styles and finish.

Competitors in this particular branch have fallen out of the running for the time being, and a great opportunity presents itself to United Kingdom manufacturers for the capture of trade in many markets hitherto held to a large extent by Germany and Austria.

The soft, felt hat continues to be very popular and to command a ready sale. Fashion favors the curled and bound brim, which gives a slightly more formal and dressy appearance than the negligé hat which has been worn for some time.

The colors most in favor are varying shades of grey, and from drab to dark smoke. The lighter shades of drab are nicely toned down by the almost inevitable black band. Velours are maintaining their popularity in light shades of grey, buff, and biscuit.

A Good Stunt

Have you ever noticed that when you take down a suit of clothes to show it that the lining of the vest that shows at the opening of the coat collar is dirty and ruffled and gives a somewhat shopworn appearance to the suit? There is a way to overcome it. Ryan's, of Guelph, have devised the plan of reversing the coat on the hanger so that this little area of the vest lining that shows is kept clean. It does not impair in the slightest degree the looks of the suit on the hanger and is a factor in preserving the better appearance of the suit in general.

From Denton comes the report that although there is some justification for stating that there is something in the nature of a lull in the market, most manufacturers have sufficient orders on their books to keep them busy until Christmas.

Orders from abroad are fairly numerous, but there is room for improvement in that branch. A steady trade is being done in mixtures.

The Colonies, China, and Japan have placed good contracts, and American buyers have been much in evidence of late. The trade in ladies' hats is opening out well, and velours, despite the enormous quantities produced during the past few years, are stated to be in practically as heavy demand as ever.

Employment continues fairly good.

For the time being there is little prospect of the cost of production coming down, as, on the whole, the tendency is in an upward direction rather than otherwise.

IS IT A SALESMAN?

Is your store window out in front making a selling talk to each passerby? Or is it so shabby that it looks more like a beggar than a salesman?

By way of variety, wouldn't it be a fine idea to give the buyer some real information about the goods you are trying to sell him? Of course it is possible and very probable that you don't know anything about the merchandise you are offering. Such being the case you are missing all the fun of business and should at once set aside a definite part of your time to learning the "human interest" stories back of your goods. And you will one day wake up and find that some of your information is leaking out into your advertising and actually paying cash dividends.

READY TO MANUFACTURE

Climax Clothing Company, which has located at Arnprior, Ont., has all machinery installed and ready to commence operations on the manufacture of ready-made clothing. The Kenwood mills are also making an extension to their felt factory.

Catering to Women and Movie Fans: Locality, Being Next Theatre, Proves Valuable

Dave Livinson, of Montreal, Adapts His Business to Immediate Surroundings—Finds That Theatre-Goers Are Good Purchasers—Manufactures Ties to Meet Demand for New Jazz Style—Arcade Idea Trebles Sales Within a Month

DAVE LIVINSON, haberdasher, of St. Catherine Street, Montreal, does not let many opportunities slip past him when it comes to furthering his business. There are few stores in Montreal so compact and yet so capable of doing a successful business in men's wear, and the reason, according to Mr. Livinson, is because he makes the utmost of every possible opportunity and is always looking for an excuse to do more business.

Location is undeniably a great factor in achieving success in any business, and there are few branches of trade so susceptible to environment as is the men's wear business, since it subsists in great measure upon a class who are notoriously indifferent shoppers, besides being occupied during the greater part of or-

dinary shopping hours to the complete exclusion of such ideas as the need of new clothes. The haberdasher, who by choice or by force of circumstances is located off the busy thoroughfare, away from the huge department stores, soon learns that his situation is the dominating factor in his business life, no matter what his methods of business may be nor what his stock comprises.

When Mr. Livinson selected his present site some years back he was astute enough to recognize the latent possibilities in being next door to a theatre, but it is only during the last few months that the said possibilities have materialized into what may be considered as a really valuable sales force. According to Mr. Livinson, it pays to cultivate the movie fans, and with this idea in mind he has

taken special pains to study the tastes and requirements of his customers in order to make his store as attractive to them as possible.

Catering to Movie Fans

The store itself runs back from the street parallel foot for foot with the lobby of the Gaiety Theatre, and the front windows have always been dressed with special care on this account, but during the past summer the theatre management decided to change the situation of their box office, and the outcome of the matter was that for the trifling consideration of some three square feet of space in Mr. Livinson's shop, the latter was permitted to cut three large display windows through from his shop to the theatre lobby. The loss of the few



The above is a picture of the windows of Dave Livinson, of Montreal, which are in the arcade entrance to the Gaiety Theatre that has recently been completed in that city. It is something new in window display work and should prove a most valuable asset to Mr. Livinson's business. Hundreds of people pass these windows every day and cannot help but be attracted by the displays. Mr. Livinson changes the displays frequently so that the passer-by may note the various lines he carries and can see what is the very latest in accessories.

Retailers Beginning to Take Action Regarding Luxury Tax

Expressions of Many Retailers in Favor of Sales Tax Recorded in
MEN'S WEAR REVIEW Some Months Ago Now Taking
Concrete Form—Hamilton Men Pass Strong
Resolution—Others Should Do the
Same Without Delay.

feet of space is negligible to Mr. Livinson, and the benefits accruing from the added display already are becoming noticeable to a remarkable degree.

The advantages of being near to a theatre are many, according to Mr. Livinson. First of all, it is surprising how many women are about early in the day to get their tickets for the evening performance. They drop in to the store and invariably the query comes: "My husband said he saw some ties in your window last night and he wanted me to look at them and get the price." Such conversation as this rarely fails to result in a sale, and usually additional purchases are made. Then again, there are the people who drop in for a few minutes during the intermission, who come from a distance as a rule and who are anxious to get something out of the ordinary. In such cases it is always advisable to keep a large assortment of the latest things in neckwear, socks, gloves, or jewellery so that customers may not lose time in selecting something which takes their fancy. One point emphasized by Mr. Livinson was that a retailer catering to a Jewish clientele must be always on the "qui vive" for the latest thing in haberdashery as there is no race so insistent upon being up to date and different when it comes to matters relating to dress and personal appearance.

Selling Jazz Bows

An interesting anecdote was related by Mr. Livinson to illustrate his point. During the Summer he was besieged with enquiries for the tiny jazz bows so much worn in the States, and which had not as yet become common in Montreal. He sent out hurry calls to various manufacturers but could not secure prompt deliveries, and so in desperation his wife suggested that she convert some fancy cravats which were not as popular sellers as the new bow ties, into the minute butterfly effect so greatly admired. Her idea was carried out at once, and the first dozen went like hot cakes at fifty cents apiece with calls for as many more as could be made. "Give 'em something that no one else has got," said Mr. Livinson, "and you can do all the business you can handle."

On Friday and Saturday nights the little store fairly hums, and Mr. Livinson finds that he can scarcely handle all the business which comes from the continuous stream of theatre patrons. His arcade windows, as they may well be termed, are always dressed carefully with the newest things in haberdashery and are further embellished with photographs of the prettiest movie queens who may happen to appear upon the screen of the Gaiety. Side by side with Anita Stewart or Marguerite Clarke will be seen a neat yellow show card stating that certain ties are \$1.50 or else that shirts may be purchased for \$3. "Goods must be moderately priced and vet up to date," declared Mr. Livinson, "if one wants to succeed nowadays."

Will Make Additions

A little later on Mr. Livinson plans to

THE manufacturers and retailers of Hamilton have taken a commendable action with regard to the luxury tax. Sentiment in favor of the sales tax which was advocated by Men's Wear Review some months ago is rapidly growing and there is an insistent demand from many quarters that the luxury tax be abolished. It would seem indeed, that the necessity for this tax no longer exists inasmuch as the cost of clothing to the consumers is undergoing a downward tendency. This was one of the objects which the Government had in view when imposing the luxury tax and the logical step for the Government to take now would be to abolish this tax. Aside from this altogether, the luxury tax has done a good deal to retard business amongst retail clothing men; and it failed, in many instances, to impose a tax on things that are real luxuries. Many manufacturers and retailers were quoted in Men's Wear Review some months ago as favoring the sales tax because it was the easiest method of collecting the tax, it caused the least amount of work, and it prevented any retailer from the largest to the smallest from escaping the payment of the tax, as, it is feared, many are doing under the present system. It now seems that local associations are taking this matter up in an organized way and are forwarding resolutions to the Government asking that the luxury tax be withdrawn. It is a matter that should be taken up by every retail organization, local or provincial, in the country; and we would urge clothing men, whether

they have, as yet, formed a local organization or not, to get together and pass a resolution with regard to this tax and forward it to the Government. In all probability, the matter will not be dealt with until the forthcoming session of the House of Commons and associations would be well advised, in addition to forwarding the resolution to the Government to also forward one to the local member of the House of Commons.

The Hamilton Resolution

The substance of the Hamilton resolution was that the luxury tax be entirely abolished and that the sales tax be sufficiently increased to compensate the Government for the falling off that would occur by the withdrawal of the luxury tax. It was claimed by many of the speakers that the tax had been the cause of the falling off of business to a considerable extent, particularly with regard to certain lines of men's wear.

George H. Douglas, president of the Manufacturers' Association, presided, and very strongly pointed out the detrimental effect upon the clothing business caused by the imposing of the luxury tax. Representatives of other manufacturing, jobbing and retail concerns expressed themselves as being strongly opposed to the continuance of the luxury tax and their desire to have the sales tax to the retailers increased. This change in the system of taxation would greatly lessen the burden of the manufacturers and would not increase to any great extent the obligations of the retailers.

build in a suitable background to the arcade windows and instal improved lighting effects so that the atmosphere of his store will be fairly redolent of Broadway and the "Gay White Way." Mr. Livinson admits that he owes a great measure of his success to his silent partner, to whose resourcefulness and business acumen he attributes the highest praise, modestly disclaiming any credit for the buying of stocks or the choice of styles. His partner, by the way, happens to be his wife. The French have a saying: "Cherchez la femme" when it comes to the final analysis of the motive of any deed, and no better instance of the truth of this epigram can be cited than by Mr. Livinson's frank admission of the ability of a woman to guide and superintend the strictly business end of a man's store, while he himself is content to see to the artistic arrangement of the win-

dows and the important matter of salesmanship. Even the casual observer can see that Mr. Livinson is unusually fortunate in the matter of a partner no less than in the locality of his progressive and attractive store.

NEW BRANCH ACQUIRED BY CANADIAN CONVERTERS, LTD.

A recent announcement of interest has been made by the Canadian Converters of Montreal to the effect that they have opened a branch plant at Waterloo, Quebec, with a capacity of 60 to 100 machines. In this plant will be manufactured the work shirts handled by the company and the factory will be managed and operated by the Canadian Converters exclusively, who will now be able to handle their trade with greater expedition and efficiency.

Cotton Reductions Are Announced; Action by Montreal Manufacturers

Three Manufacturers Announce Cuts of From 10 to 25 Per Cent.—
Effect Will be Felt Almost Immediately—Are Prepared
to Take Their Loss Now.

PRICE reductions of from 10 to 25 per cent. on all kinds of cottons have just been announced by the three leading manufacturers of Montreal, although publication of the new season's price lists has been somewhat delayed. Men's Wear Review has been informed that the long looked for decline in staples has arrived, and in consequence of this action on the part of the textile mills reductions are to be looked for in the near future.

Such action on the part of the mills, as the head of one of the largest cotton concerns in Montreal put it to a representative of Men's Wear Review, has occurred because of an extraordinary decline in the raw product, which has been the cumulative result of contracted credits following price resistance on the part of the consumer. Raw cotton has fallen from 40 cents to 20 cents and the crop is stated to be in excellent shape. In fact the Southern crop would furnish a large export volume but for the strike in England and conditions in credit markets of Asia and Europe. As it is many growers will have to take losses on this year's growth, but they must realize that other producers are taking losses also. It seems the rule that most producers are willing for the price of every commodity to come down but that of their own. However, cotton growers will allow this year's losses to average in with unusually good profits of the last two years. It was only a few years ago that campaigns were started to save the farmers by the "buy a bale" movement at 10 cents a pound instead of 20 cents which is now claimed to show such a loss. Cotton growers have no need to become excited and to ask Government aid, for such a measure would stop the process of deflation which has been so long anticipated, and it is said by those in closest touch with conditions that a marked improvement is already becoming noticeable. The costs of production are becoming adjusted to the new price levels, and it is impossible for the farmers to threaten to cease growing cotton because they can grow nothing else, and therefore the only thing they can do is to accept the present loss and begin planning for next season.

Benefit All Along Line

The loss incurred by the grower will be felt by the entire market from farmer to retailer. The tendency on the part of the mills in Canada is to give their customers the benefits of the new rates on all old orders so that wholesalers will be able to give the retailers the advantage

of the drop immediately and they in turn may pass it on to their customers. This is contrary to the practice in the United States, where the makers of cotton goods are insisting that old orders be paid for at old prices.

One Montreal firm interviewed stated that in making such a cut in prices they are incurring a heavy loss, since the raw material was obtained some time ago when high prices prevailed and the boom in cotton was at its height. It was further explained that Canadians could not make so great a cut in their manufactured cotton goods as the factories across the border as they had never inflated their charges like their Southern neighbors. To support this it was stated that prices here had not advanced since March last, while on the other side there has been considerable advance since Spring. Denims, shirtings, cotton tweeds, as well as tickings, greys, and other staple cottons will therefore experience a decided change in price, and it is expected that if the mills are granting such concessions that the same action will be carried out all along the line. The benefit of any reserve will be passed on to the customer and the full effect of the reduction should become settled and effective within eight or nine months' time.

That the prices just announced by the textile mills will remain at this level cannot be definitely forecast just yet, but buyers who are in need of goods should take into consideration the prospects of getting them during the next few months. The January sales of white goods are not far off; in fact they are so close at hand that unless orders are placed during the next few weeks it will be virtually impossible for the goods required to be put through the bleaching and finishing processes in time for delivery prior to the end of December.

The existing stocks of white goods are conceded to be below the quantity ordinarily needed for the January sales, yet no real effort seems to have been made to place orders in any appreciable quantity.

According to a prominent wholesaler, the labor end of production is easier in the United States and should have an effect as well upon conditions. The mentality of the workman has changed radically, and even in Canada it is stated that production is approximately 40 per cent. better than it was several months ago. Big concerns are preparing, it is said, to lose many thousands of dollars, realizing that the first loss is always the heaviest. It is stated on all sides among



D. A. MILLER
579-581 St. Lawrence Blvd.
MONTREAL

A.P.H. Pants

Guaranteed all pure sheep wool. Best and strongest working pants in Canada. Ask for price list and sample.

CLAYTON & SONS, HALIFAX

Telephone East 7526

GOLD BROS.

Manufacturers of

Boys' and Juveniles' Clothing

930 St. Lawrence Blvd. Montreal

TWO COURSES

ADVERTISING and
SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

SHOWER PROOF GARMENTS

FOR

Ladies and Men

We specialize in the manufacture of High-Class Garments made from English Gabardines (wool and cotton).

Neat-fitting, stylish, comfortable and absolutely dependable.

Our Salesmen will shortly be showing samples for Fall and immediate.

Special discount to the wholesale trade.

SCHWARTZMAN BROS.

1448 St. Lawrence Blvd. Montreal

When writing advertisers kindly mention having seen the ad. in this paper.

the wholesalers that reductions in other lines will naturally follow in the wake of the cotton decline.

*Glissades
Italians, Mohairs*

SPERO

ON SELVAGE OUR GUARANTEE

Pocketings

"BEST IN THE WORLD"



COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

TWO OF A KIND Both Reliable



Clothes

For

Men and Young Men

—Popular because they Satisfy



When selecting your line you not only consider the quality of merchandise but the reputation of the manufacturer.

Peck's clothes are backed by our reputation. The quality of material and workmanship reflect the spirit of faithful service which has given them the well-deserved popularity.

Peck's clothes for Spring, 1921, are correctly styled and the value is unsurpassed. Our range contains new and interesting features. If you are not already a Peck dealer, write to-day.

For your seasonable wants a complete range of men's clothing is carried in stock ready for immediate shipment.

John W. Peck & Co., Limited

*Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.*

VANCOUVER

MONT



Boys' Clothing

They must be Strong
to Stand the Wear

Father and mother pay the bill — it may be easy enough to please the boy, but how about the dad?

Peck's boys' clothing are sturdily built, strong and reinforced at the wearing points and tailored to the standard of all Peck's products.

Our range of boys' clothing is complete and a wide variety of styles are carried in stock.

Be sure you see them before placing your order for Spring.

For the convenience of our Western Patrons, a complete stock of Men's and Boys' Clothing is carried at our Winnipeg Warehouse.

John W. Peck & Co., Limited

*Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.*

REAL

WINNIPEG

Prized By Dealer and Customer Alike

UNDERWEAR---to fulfil its mission and bring satisfaction to both dealer and consumer should be of lasting satisfaction to the first, and productive of ample profits for the second.

Dealers everywhere are learning that ATLANTIC UNDERWEAR admirably fills both these requirements.

Different weights and qualities, each line guaranteed to be the best of its class.

ATLANTIC UNDERWEAR,
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for
Quebec, Ontario and Western
Provinces.

27





Scarves for all occasions, \$24.00 to \$48.00

Neckwear, seasonable in colorings and designs,
\$7.50 to \$27.00

*Sample orders solicited for our exclusive range of
Knitted Scarves and Neckwear*

HOULDING & COLEMAN, LIMITED

419 King Street W., Toronto



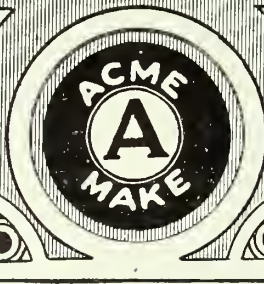
SNAPS IN MEN'S GLOVES FOR PROMPT BUYERS

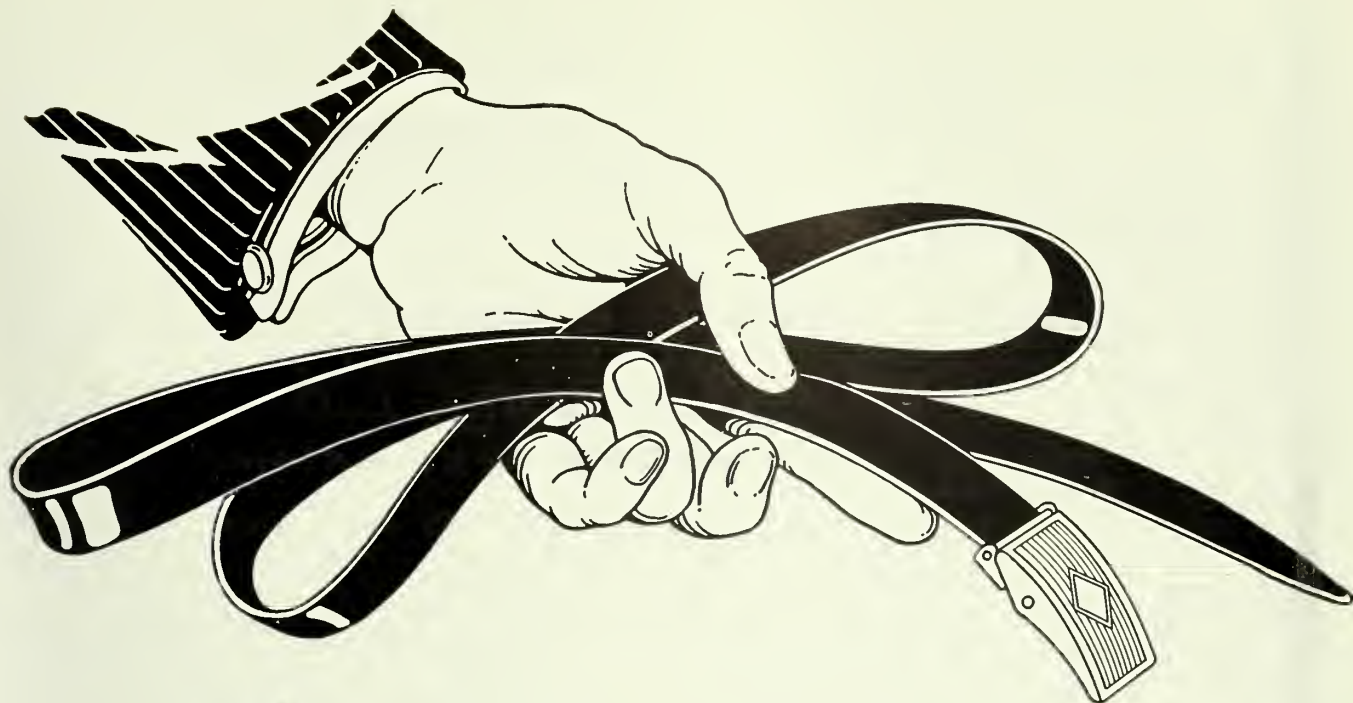
No.		Price
200	Men's Tan Mocha, cotton fleece lined, 1/2 pique sewn, dome fastener	\$14.50 doz.
201	Men's Grey Mocha, cotton fleece lined, 1/2 pique sewn, dome fastener	14.50 "
202	Men's Tan Mocha, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	15.00 "
203	Men's Grey Mocha, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	15.00 "
204	Men's Tan Mocha, fancy wool lined, outseam sewn, gore in wrist, dome fastener	19.50 "
205	Men's Grey Mocha, fancy wool lined, outseam sewn, gore in wrist, dome fastener	19.50 "
206	Men's Tan Mocha, knit seamless lined, outseam sewn, gore in wrist, dome fastener	26.50 "
207	Men's Tan Cape, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	19.50 "
208	Men's Black Cape, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	19.50 "
209	Cadets' Tan Mocha, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	13.50 "
210	Cadets' Grey Mocha, cotton fleece lined, 1/2 pique sewn, gore in wrist, dome fastener	13.50 "

Men's Gloves, assorted sizes 8 to 10 1/2 to the dozen.

Cadets' " " " 7 to 8 1/2 to the dozen.

ACME GLOVE WORKS, LIMITED
MONTREAL





The Ideal Gift -- INDIVIDUALLY BOXED!

The ideal Christmas Gift is a Marathon Washable Flexyde Belt—

And for the holiday trade you can secure them in **individual boxes!**

This year your customers are going to look for new gifts that are useful, novel, serviceable and **reasonably priced—**

that's the Marathon Belt!

And when it is packed in individual boxes, it makes the neatest package for Christmas you could offer.

*The fastest selling
belt in the world
--and the biggest
belt value!*

Retail Price in Canada

\$1.50

No charge for Xmas boxes

*Other models with initial buckles,
12 to 18-carat gold front buckles,
etc., reasonably priced.*

Here's a gift that bespeaks quality, character and refinement, and yet it is so reasonably priced—

You know there will be a heavy demand for Marathon Belts for Christmas gifts—display them prominently throughout your store.

There is no extra charge whatever for these individual boxes, so take advantage of it and place your holiday order at once.

Send orders direct to your Marathon Belt distributor.

JONES & ROBINSON, BROCKVILLE, ONT.

Exclusive Canadian Distributors of Marathon Flexyde Belts. *Full line carried in stock at all times.*

MARATHON WASHABLE FLEXYDE BELTS

HARRY PALTER, Pres.

EPHRAIM PALTER, Sec.-Treas.

Announcement

To the Trade

With pride we announce the formation of the
Palter Cap Company, Ltd.

We are prepared to furnish Tweed Hats and Caps at prices of interest to every dealer.

CHARACTER, SMARTNESS and INDIVIDUALITY will be found in this line of tailored headwear.

Value and Service

is the slogan of our house.

We assure all dealers of prompt deliveries for earliest Spring on Hats and Caps. Order now.

PALTER CAP COMPANY, LTD.

122-28 Wellington St. W., Toronto

H. GREENBERG, General Manager.

*The Particular Man's Greatest Desire is
 a Well-Made Shirt*

Suggest PROSPERITY SHIRTS

We make a specialty of Men's High-grade Made-to-measure Silk Shirts and use only the best silk obtainable. Unusually attractive and incomparably tailored in the very latest designs from New York. Also we make a medium and better line of both cotton and silk shirts that are hard to be equalled.

A stock of Prosperity Shirts will surely boost your Christmas trade this year.

Prices range from \$18.00 to \$95.00 dozen.

Samples on request

Prosperity Shirt Company

364 Yonge Street, Toronto, Ontario

CONSIDERING VALUE

FELS AND LIPPÉ CLOTHES

should interest you. There are no fancy creations or freak styles but a correct interpretation of the coming vogue.

Fels & Lippe Clothes will stand comparison. Compare style, workmanship and quality of fabric—then consider the price. We are confident that you will agree that our Spring range is unique and worthy of your careful consideration.

Our representatives are now on the road. Make sure you see them.



Fels & Lippe'
292 St. Catherine Street West
MONTREAL

Art Kraft Clothes



Art Kraft dealers are style dictators. The clothes they sell express that vigor and dash which aggressive men, everywhere, look for.

Their store is the Mecca of the well dressed.

"Clothes of Distinction"

Walter Blue & Company, Limited
SHERBROOKE, QUE.

Coaticook, Que. Montreal, Que. Winnipeg, Man.

BLUE'S
Wearbetter
 Clothes for Boys
 The Clothes with the Guarantee



THE satisfaction parents find in the smart appearance of Wearbetter clad boys means their continued patronage.

Wearbetter clothes are the magnet which draws to your store the class of customer you most desire.

Walter Blue & Company Ltd.
 Sherbrooke, Que.
 Coaticook, Que. Montreal, Que. Winnipeg, Man.

There's Profit through the Young Man's
Patronage when Handling
ARROW NECKWEAR

As patrons in men's furnishings, Young Men as a rule are in the majority. You'll find nearly every one discriminating in dress taste—they know a good necktie when they see one. Consequently show them



What is most important about this line is that these ties are of the real quality that will please and wear well.

Our Mail Order Department is complete in assortments and prices. Satisfaction guaranteed at your own particular price. Returnable if not entirely satisfactory to you.

Order through our travellers or write us to-day for Christmas and general orders.

The Arrow Neckwear Company, Limited
MAKERS OF "ARROW" NECKWEAR
1184-1188 Queen St. West, Toronto, Canada

*Winter Uniform
Caps*



*Metal Badges
and Buttons*

for every kind of uniformed employee. Many styles and designs carried in stock. Special samples of your individual requirements manufactured by

WILLIAM SCULLY, Limited

Our Uniform Equipment has established for us a reputation for good value, high-class workmanship and a keen perception of what is required to give the smart and distinctive touch to a uniform.

We are prepared to supply you promptly.

Send for our illustrated catalogue.



WILLIAM SCULLY, LIMITED

Uniform Equipment and Supplies

320 University Street

MONTREAL



An Open Letter to the Trade

Before placing orders for Spring lines in tweed hats and caps we advise you to await our travellers, who will be on the road about December 1st. We have several new styles which it will pay you to see, and our revised prices will make it well worth your while. We have carefully studied the situation with a view to quoting the lowest possible price for the best materials and styles money can buy.

In Boys' Assorted Tweed Caps we can show you a line at \$13.50, one-piece style; and our \$16.50 line equals our \$19.50 line of last Spring.

Our \$30.00 lines have been reduced to \$24.00 per dozen in order to meet the luxury tax, which gives an exemption up to \$3.00 on caps, and \$7.00 on hats.

We will show but few lines at \$30.00 a dozen because these lines have been reduced to \$24.00. We feel that the peak of high-priced merchandise has been reached. To offer good lines at lower prices we have, therefore, cut down our overhead expenses and we are increasing our turnover. At the same time we are prepared to sacrifice profits. Doubtless our customers will do the same.

Before placing orders for future requirements, look at our samples. It will pay you to do so.

The Brill Hat & Cap Company, Limited

160 John Street

Toronto



Good Clothes Will Cost Less

for your customers in the long run if you educate them to buy dependable fabrics that last. Therefore stock and recommend

York Made-to-Measure Clothes

Every model is the original creation of our expert designer—made to the owner's particular measure from serviceable fabrics of the smartest designers. Our clothes represent a standard of real high-class workmanship.

Merchants will be assured of good service when dealing with us and also satisfactory profits in handling this popular priced clothing.

There are some splendid openings for representatives in every town in the Province. For good sound business proposition along the clothing line our York Agency cannot be equalled.

Full particulars on request.

York Clothing Company
Limited

35 Church Street - TORONTO

There's a
DIFFERENCE
they
are **Better Made**

LOOK FOR
THIS
TRADE
MARK
INSIDE
OF THE
WAIST BAND

The Label inside of the waistband is your guarantee that you are getting

**EVERYMAN'S
TROUSERS**

They are made better, fit better, and of better materials than the ordinary trouser.

You can get a pair that will match your suit nicely—at all "Everman's" Dealers.

Also Selling

EVERYMAN'S BRAND SUITS AND OVERCOATS

Write to our Custom Department
for
Made-to-Measure Clothing

Complete Lines for Fall and Winter

DAVIS BROS.

HAMILTON

CANADA



A Quick Seller

This line of cotton eiderdown Bath Robe has proved to be a quick seller and a good profit-maker for dealers. Durable materials, comfortable cut; neat, strong finish and a wide variety of patterns to choose from have made it popular with the average man.

C. B. G. Bath Robes, Dressing Gowns and House Coats have established a reputation among dealers as a good staple line to stock. Are you among the dealers who are getting a share of the profits on these C. B. G. lines?

Caulfeild, Burns & Gibson, Ltd.

60-62 FRONT STREET WEST

TORONTO



Recess in Store Windows

The peculiar construction of the store frontage of the C. H. Smith Co., Ltd., of Windsor, Ontario, has a particular appeal for women patrons. Mothers who must take their little ones along while they shop feel safe in wheeling perambulators into these sheltered sections of the store entrance, and the space is so constructed that congestion is avoided on the busiest bargain mornings. The window construction also permits the customer a better view of goods displayed.

DRY GOODS REVIEW

takes you into the stores of Canada and gives you their best ideas for increasing business.

DRY GOODS REVIEW is the specialized business newspaper of the dry goods trade; a monthly business-builder filled with the latest and best ideas of merchants. Ideas for—

Window Displays
Store Arrangement
Sales Helps
Clerks' Helps

Advertising
New Plans
Accounting Methods
Store Plans

For thirty-one years Dry Goods Review has helped merchants build business by giving—the news of the trade—the news of new lines which you can sell—new ways of selling—merchandising ideas—business building suggestions—display ideas—splendid windows.

A regular reading of this paper will mean added profits to you if you are interested in building business in the Dry Goods Trade.

DRY GOODS REVIEW

143-149 University Ave.
 TORONTO, CANADA

Fill in the Coupon
and let us send
you a copy
free!

The MacLean
 Publishing Company, Limited.

Send me a sample copy of DRY GOODS REVIEW. I'll read it for ten days and if I decide not to subscribe I'll write you. Otherwise you may draw on me for a year's subscription—\$2.00.

.....

*Why not buy the best?
"They cost no more"*



We are in a position to take care of your orders for display fixtures of all kinds for the clothing and men's wear trade.

We change our models frequently to conform with the latest styles.

Your orders will receive careful and prompt attention.



No. 6-B

*There's a Catalogue awaiting
your letter asking for it.*

Clatworthy & Son, Limited
161 King Street W., Toronto

REPRESENTATIVES:

Vancouver, B.C.: M. E. Hatt & Co., Mercantile Bldg.
Montreal, Que.: S. J. Barley, 210 Park Ave.
Winnipeg, Man.: O'Brien Allan Co., Phoenix Block.
Halifax, N.S.: D. A. Gorrie, Box 273.

**Who Sells
The Line
You Are
Looking For?**

Very likely you
can find it in
the Men's Wear
Review.



ANTICIPATING
careful buying on
your part for the next
few months, we have
arranged to keep our
stocks well assorted.

*Immediate Shipments
can be made from
all our lines*

Our Winnipeg and
Vancouver offices, as
well as ourselves, are
prepared to serve you
promptly and efficiently.

Write or wire for your
needs.

Prices always as low as
market values will per-
mit.

Best quality and workman-
ship comprise the Carhartt
Line of Overall Uniforms,
Gloves and Work Trousers.

**HAMILTON CARHARTT
COTTON MILLS LIMITED**
TORONTO, ONT.

WINNIPEG, MAN.

VICTORIA, B.C.

Attract the "Best" Custom by featuring "CEETEE"

The "CEETEE SHEEP" trade mark is what your best customers look for when buying wool underclothing—there is only one grade and that the highest.

Turnbull's underwear, which competes with every other manufactured in Canada, sells on merit and every garment is backed by 60 years' experience—

it is made in all weights—sizes and prices to suit every requirement—and bears the diamond-shaped label as illustrated.

The C. Turnbull Co. of Galt, Ontario

Also Manufacturers of Turnbull's Ribbed Underwear for Ladies and Children and Turnbull's "M" Bands for Infants.

**THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK**



**THIS
TRADE MARK
IS ON EVERY
GARMENT**

CEETEE

CEETEE

CEETEE

CEETEE

CEETEE

CEETEE

CEETEE

CEETEE

DOLLARS AND IDEAS

There is a saying which long since has passed the "Original" stage, so it cannot be credited to anyone in particular. It runs as follows:—

"You have a dollar. I have a dollar. We swap. Now you have my dollar. And I have yours. We are no better off. . . . You have an idea. I have an idea. We swap. Now you have two ideas. And I have two ideas. That's the difference."

An idea can be used by a great many people without anyone being the poorer for it.

MEN'S WEAR REVIEW contains the ideas of many men, which are yours to use free. They are reported, analyzed and prepared for your ready use right at your store.

Read the editorial columns. Study the Advertising pages.

MEN'S WEAR REVIEW

143 UNIVERSITY AVENUE

TORONTO, CANADA

INDEX TO ADVERTISERS

A		Gardner, B., & Company 16	P	
Acme Glove Works, Limited 74		Gold Bros. 68	Palter Cap Co., Limited 76	
Arlington Co. of Canada, Ltd. 25		Goodhue, J. B., Mfg. Co., Ltd. 29	Parsons & Parsons Canadian Co. 24	
Arrow Neckwear Co. 80		H		
Atlantic Underwear, Limited. 72		Haworth, Richard, Ltd. 69	Peck, John W., Co., Ltd. 70-71	
A.P.H. Pants 68		Hercules Garment Co. 27	Penmans, Ltd. 4	
B		Hanson, Geo. E., & Co. 28	Perrin-Kayser Company 2	
Brettle & Co., Geo. 30		Hickok Mfg. Co., Ltd. 7	Prosperity Shirt Company 76	
Brill Hat & Cap Company 81		Haugh, J. A., Mfg. Co. 22	Palm Beach Mills 10-11	
Blue, Walter & Co. 78-79		Houlden-Coleman 73	R	
C		J		
Canadian Converters Co.		James & Co. 22	Racine, Alphonse, Ltd. 8	
Front Cover		Jackson Mfg. Co., Ltd. 20	Randall & Johnston, Ltd. 9	
Can. Consolidated Rubber Co., Ltd. Inside Back Cover		Jones Bros. & Co., Ltd. 28	Raven, William & Co., Ltd. 22	
Clatworthy, Sons & Company 85		K		
Carhartt Hamilton Cotton Mills, Limited 85		Keen's Company, W. J. 1	Robe & Clothing Company 26	
Clayton, S. J. 27		Kitchen Overall & Shirt Co., Ltd. 19	Robinson, C. E. 28	
Cluett, Peabody & Company of Canada, Limited 17-18		L		
Cook Bros. & Allen, Ltd.		Lang Shirt Company 5	Richardson, A. E., & Co. 20	
Inside Front Cover		Leishman, Wm. H., & Co. 15	S	
Coppley, Noyes & Randall, Ltd. 3		Levine Mfg. Co. 26	Schwartzman Bros. 68	
Caulfeild, Burns & Gibson 83		M		
D		Marathon Tire & Rubber Co. 75	Scully, William, & Co. 80	
Davis Bros. 82		Milne, William 14	Shaw Correspondence Schools. 68	
Deacon Shirt Company 28		Monarch Knitting Company 6	Stifel, J. L., & Sons 23	
F		N		
Fels & Lippe 77		National Cash Register Co. of Canada 21	T	
G		Nu-Way Stretch Suspender Co. 20	Tooke Bros., Ltd. Back Cover	
Gariepy & Frank 12		Toronto Clothing Co. 24		
H		Turnbull Co., C., Limited 86		
I		W		
J		Williams, Walter & Co., Ltd. 29	Y	
K		Walthausen Hat Corp. 13	York Clothing Co. 82	

Dominion Raynsters

"Made-in-Canada" Raincoats

What A Satisfaction It Is

to offer your customers a line of raincoats that are absolutely guaranteed in quality and workmanship.

Every "DOMINION RAYNSTER" bears the guarantee label of the Dominion Rubber System and should there be any cause for dissatisfaction with one of these coats, you have Canada's largest rubber organization to make the matter good.

"DOMINION RAYNSTERS" are made in a wide variety of pleasing styles and patterns for men, women, boys and girls.

If you want a line of raincoats that are stylish, faultlessly fashioned and finished, and absolutely waterproof, and which can be sold at popular prices, write our nearest service branch for price list of "DOMINION RAYNSTERS" — the raincoats with the guarantee label.



Dominion Rubber System Service Branches

are located at

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



—and now

PROGRESS

still another new starched

Tooke

COLLAR

IN PROGRESS we have manufactured an irresistible starched collar.

Made with a roll, of a light weight, it embraces all the snap and vim that any man could desire.

We predict that PROGRESS will prove one of our largest sellers.

PROGRESS is ready for delivery at \$2.60 the dozen.

TOOKE BROS., LIMITED

Shirts, Collars and Neckwear

Montreal
Winnipeg

Toronto
Vancouver

Tooke

SHIRTS
COLLARS
and
NECKWEAR



MEN'S WEAR REVIEW

OL. X

PUBLICATION OFFICE: TORONTO, DECEMBER, 1923

NO. 12



Boys' Clothes at Their Best

W.J. KEENS COMPANY

WHOLESALE CLOTHIERS
TORONTO



That Christmas Bells Will
Ring Out Their True
Message of
Happiness to You All
Is Our Sincere Wish



COOK BROS. & ALLEN
Limited

Manufacturers of

ART CLOTHES
COOK BROS. & ALLEN LIMITED

Toronto, Ontario



Christmas Greeting

We wish to thank our many friends for their hearty support during the past year and extend to them sincere wishes for a Happy, Prosperous 1921.

WALTER BLUE & CO., LTD.

Head Office: SHERBROOKE, QUE.

BRANCHES:

Coaticook

Montreal

Winnipeg

Magog



The retailer who "mends his fences" NOW is going to fortify his store against lack of business during these reconstruction days. If your own particular patronage has slowed up in Clothes-buying, if they rebel against high-priced clothes and if your policy forbids you to offer any but good clothes, you can still "find a way out."

Our new lower-priced range of Spring Suits in imported and domestic woolens is a splendid solution of the difficulty.

If you have not seen the line, write or wire. If you have and now wish to place the order you failed to place when our Salesman called, it isn't too late. Let us hear from you NOW.



Bengard
Clothes

B. GARDNER & COMPANY
MONTREAL

To the Trade:

ANDERSON-MACBETH
LIMITED

Present the
Season's
Compliments



*With all Good Wishes for a Merry
Christmas and a Prosperous New Year
Anderson - Macbeth Limited*

SOLE CANADIAN DISTRIBUTORS
BORSALINO AND KING HATS



Season's Greetings

To all our friends and
patrons, we extend the
old, old greeting

A Merry Christmas and A Happy, Prosperous New Year

We feel assured that 1921 will be a year of success and prosperity wherever Peck's clothing is featured.

The far-reaching effects of long experience and wide knowledge of the clothing business cannot be denied.

Peck's high standard of quality and service can be attributed to over forty years of experience and a thorough acquaintance with fabrics and styles as well as to initiative and industry.

AT WINNIPEG — For the benefit of our Western customers our warehouse and showrooms carry a complete range of all Peck's products. Your immediate needs can be readily supplied from stock in many of our standard lines. If you have not already visited our Winnipeg showrooms start the New Year with a visit to see our unusual display for Spring, 1921.

John W. Peck & Co., Limited

*Manufacturers of Men's and Boys'
Clothing, Shirts, Caps, etc.*

MONTREAL

WINNIPEG

VANCOUVER

PRODUCTS
for
MEN and BOYS



CLOTHES
for
SPRING

Peck's Caps

are business assets which have done much to build up not only a phenomenally large, but an enduring business.

We trust that during the coming year our patrons will continue to reap the benefit from our long experience, wide connection and efficient organization.

The Clothing Department

The brand "Peck's" is recognized as one of the leaders of the Better Grade clothing. It has won favor with dealer and wearer alike for its Reliability and unsurpassed Quality. Peck's Boys' Clothing is a dependable line which assures its dealer of satisfied customers.

Peck's Made-to-Measure Clothes has ever proved a successful and profitable line for its many representatives. The possibilities of the department are worth consideration.

The Shirt Department

Owing to our large and efficient staff we are enabled to manufacture enormous quantities of high-class shirts of every description. The "newest" in shirts usually is shown—first by Peck's.

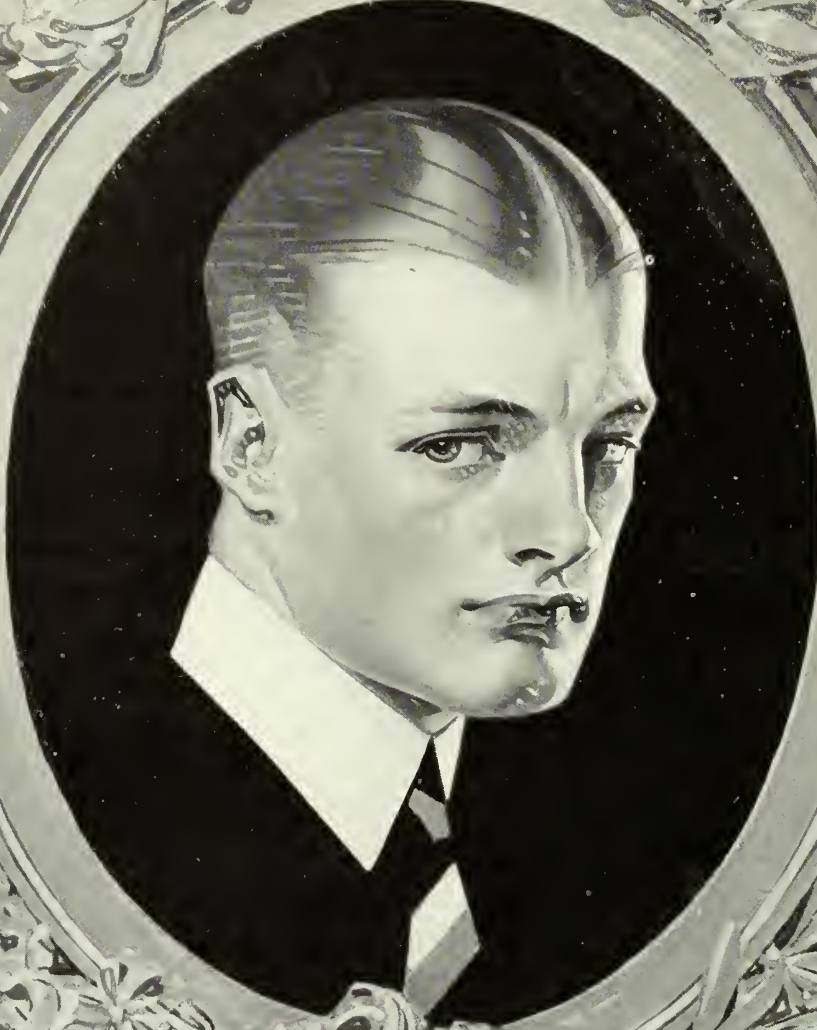
John W. Peck & Co., Limited

*Manufacturers of Men's and Boys'
Clothing, Shirts, Caps, etc.*

MONTREAL

WINNIPEG

VANCOUVER



MARCY
ARROW COLLARS

Cluett, Peabody & Co.
of Canada, Limited



Greetings

**Christmas
Greetings**
to our
Friends
and
Customers

and may we add our thanks for your liberal patronage of the past year, and express our desire to serve you in the future.

*Wm. H.
Leishman
& Co., Limited*

MAKERS OF
THE BEST
TAILORED
GARMENTS
FOR
MEN

Leishman's have realized that popularity can only be retained by backing up style with quality.

Style and Durability are very apparent in our range for

SPRING 1921

Stock them and your trade will soon understand the value of Leishman's Label.

192-194 Spadina Ave., Toronto



Men's Wear News

WE have a remarkable assortment of everything in Men's Furnishings for immediate delivery or for Spring. The Racine line of products are popular from the standpoint of price as well as that of quality.



Christmas Specialties

We have anticipated last-minute orders for Novelties for Christmas selling and have prepared a splendid range of these seasonable Furnishings, including:

SWEATER COATS
COLLARS
TIES
MUFFLERS
CRAVATS

UNDERWEAR
SUSPENDERS
BELTS
PYJAMAS
DRESS SHIRTS

GLOVES
HANDKERCHIEFS
SOCKS
UMBRELLAS



This is a time when retailer and wholesaler alike realize the necessity of selling more. Racine Good Quality at Racine Popular Prices will help you to speed up your sales.

Visit one of our many sample rooms and see our values.

Prompt delivery of goods guaranteed.

Alphonse Racine Limited

"MEN'S FURNISHING SPECIALISTS"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

SAMPLE ROOMS:

HAILEYBURY Matabanick Hotel	SYDNEY, N.S. 269 Charlotte Street	OTTAWA 111 Sparks Street	QUEBEC Merger Building	TORONTO 123 Bay Street	SHERBROOKE 4 London Street
SUDBURY Nickle Range Hotel	RIVIERE DU LOUP Hotel Ancil	THREE RIVERS Main Street	CHARLOTTETOWN, P.E.I. Queen and Sydney Sts.		

MONARCH-KNIT HOSIERY

For
Men



Send us your sorting orders
for Christmas trade. Prompt
delivery is assured.



We can give you prompt
delivery on all sorting orders
for Sweaters, Pullovers and
Jerseys for Men and Boys.

MONARCH KNITTING CO., LIMITED
HEAD OFFICE - DUNNVILLE, ONT.

FACTORIES AT: DUNNVILLE, ST. CATHARINES AND ST. THOMAS, ONT., AND BUFFALO, N.Y.



To
All Who Sell and All Who Buy



*We extend the SEASON'S GREETINGS
and SINCERE WISHES
for a PROSPEROUS YEAR in 1921*

"Better Service" is our New Year's resolution



S. RUBIN and COMPANY

Mfrs. of the

FIT WELL WATERPROOFS

437 St. Paul St. W.

Montreal



A Merry
Christmas,
and may the
New Year
swing wide
the portals
that lead to
increased
happiness
and
prosperity.

"Where
You Get the
Service"

Shirts for Spring 1921

Don't let your customer buy just a "shirt."

Sell him a LANG SHIRT and you will soon realize the value of linking an established name with your store.

*Our stocks are ready. Prompt
deliveries assured for Spring.*



The Lang Shirt Company

Limited
Kitchener, Ontario



Greetings

THE HEARTIEST CHRISTMAS GREETINGS TO ALL

When you wish your customers the Season's Greetings suggest, during a shopping period, a PUNCHARD-BIRRELL Suit or Overcoat.

There'll be satisfaction expressed all 'round through the offering of right style, combined with "long-service-quality" material.

If you are not fully stocked at present—

DROP US A CARD.

THE PUNCHARD-BIRRELL CO.

545-7-9 King Street West
TORONTO



SUGGEST
PERRIN'S--
"Ace of Clubs"



THE UTMOST IN GLOVES!

They have ever proved acceptable Christmas gifts. Perrin Kayser's products are everywhere recognized as the BEST. Your patrons want perfection of quality and workmanship in the gifts they give, therefore they want Perrin's. Have you a good stock of our reliable gloves?

PERRIN'S KID---Lined and Unlined

KAYSER
Silk³ and
Chamoisette

These names are synonymous with value, smartness and satisfaction.

"Kayser's"
GLOVE
REAL CHAMOISETTE

Made in Canada

PERRIN KAYSER COMPANY, LTD.
SOMMER BUILDING, MONTREAL



Greetings

Not unmindful of the trying times through which the trade is passing, we still have unshaken confidence in the future of Canada, and a belief in the early return of a healthy volume of business. Feeling so

Men's Wear Review

the more readily and the more earnestly wishes its readers and friends

A Merry Christmas
and
A Happy New Year





Clearing Christmas Neckwear

Regardless of Cost

We did not want to close our factory and lose our trained help during the quiet months, so we made up all our Christmas silks into neckwear for stock. Every dozen of these must be cleared out before the end of the year, regardless of cost or present-day value.

This extra special offering of 10 dozen high quality neckwear for \$98.50 presents to you an outstanding opportunity to secure the additional neckwear you need to satisfy Christmas gift buyers at prices that mean Big Value to your customers and Big Profit to you.

There is no old stock in this assortment—the silks were bought for this season and sold as high as \$27.00 a dozen—the quality, the patterns and colorings were the best shown to the trade for this Christmas selling.

Don't lay this aside and forget your present intention to order this assortment. Send a card now.

MILLER MEN'S WEAR, LIMITED

44 to 48 York Street, Toronto

Neckwear, Underwear and Furnishings.

Clothing Specialties.





Milne's Neckwear News for December



Greetings

MAY Your Christmas be a Merry One, filled, as Ours will be, with Appreciation and Good Will toward all our Friends and Customers throughout Canada. We hope that our Organization will always be worthy of the Faith and Co-operation of the Trade in Canada.

We trust that our Service during 1921 will merit a continuance of Your Patronage, and extend to You Our Hearty Wishes for a Happy New Year.

WILLIAM MILNE

The Newest in Neckwear

129-39 Spadina Avenue

Toronto, Canada





ACME
TRADE MARK

A Merry Christmas

To every merchant, from Coast to Coast, we extend Season's Greetings — and at the same time express our deep appreciation of business received in the past twelve months.

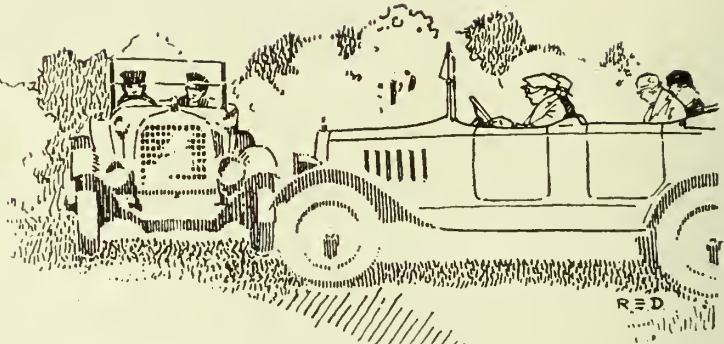
A Happy New Year

ACME GLOVE WORKS
MONTREAL Limited



ACME
A
MAKE

Challenge Cleanable Collars.



The increased demand for Challenge Collars has demonstrated that men everywhere endorse them as the satisfactory collars for all conditions.

The professional man, farmer, and workingman, all wear

Challenge Collars

because they are convenient, economical, and stylish, because it is almost impossible to tell them from real linen—because they present a neat, dressy appearance, and a damp cloth is all the laundering required.

Our advertising is helping you to get your share of Challenge Collar sales and profits.

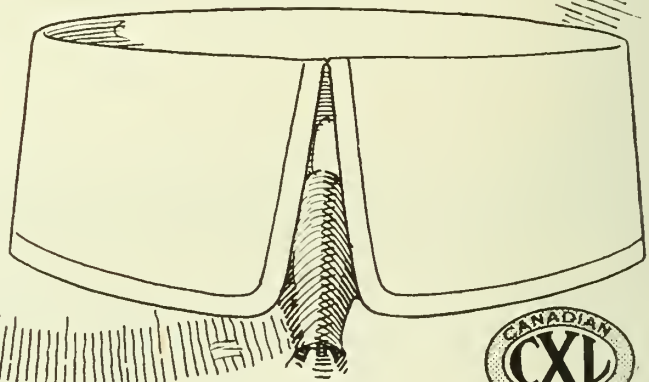
Order to-day from your jobber.

Write us for your supply of counter envelopes.

**The Arlington Co.
of Canada Limited**

**Montreal
Toronto
Winnipeg
Vancouver**

"Defender"



PY-RA-LIN





HAVE you ever stopped to consider that every suit of underwear you sell is either a credit or a reflection on the character of your store,—that underwear is worn morning, noon and night, and your customer is continually either pleased or irritated with it, and that permanent satisfaction is the only sure basis of a permanent trade connection?

The reputation of your store will benefit by handling Penmans Underwear not only because these lines are of the very highest quality in every respect, but also because their quality is so well known to your trade.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penman Limit d, Paris.

Also makers of Hosiery and Sweater Coats.

3T



The Season's Greetings

For the courtesy of your patronage in the past year we sincerely thank you and hope to enjoy a continuance of those cordial relations during the coming year.

Our lines—Ulster Coats for men and youths, also imitation buffalo cloth coats and robes, Astrachan and buffalo cloth gaunlets.

Every line will prove a ready seller.

This pleasing cloth is made in Black, Brown, Heather, Blue mixture, Green mixture and Oxford Grey.



Samples of cloth mailed on request.

Stifel's Indigo Cloth

Standard for over 75 years



The manufacturer who makes **Overalls and Work Clothes** of Stifel Indigo Cloth, and the dealer who sells **Overalls and Work Clothes** of Stifel Indigo Cloth will find Stifel Indigo Cloth's more than seventy-five years reputation, and Stifel Indigo Cloth's advertising big factors in making sales.

Stifel Indigo Cloth positively will not fade, and the dots and patterns positively will not break in the print.

The Genuine Stifel Indigo has this trademark stamped on the back of the cloth. Garments sold by dealers everywhere. We are makers of the cloth only.



J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.	BALTIMORE	123 Market Place
PHILADELPHIA	1033 Chestnut St.	ST. LOUIS	604 Star Bldg.
BOSTON	31 Bedford St.	ST. PAUL	238 Endicott Bldg.
CHICAGO	223 W. Jackson Blvd.	TORONTO	14 Manchester Bldg.
SAN FRANCISCO	Postal Telegraph Bldg.	WINNIPEG	400 Hammond Bldg.
ST. JOSEPH, MO	Saxton Bank Bldg.	MONTREAL	508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.		

Write for Samples of Royal Prints — for stylish House and Street Frocks



Underwear
of
Perfect Comfort

Woven of soft, heavy yarn and designed in such a way as to conform to the natural lines of the body and to give plenty of room for movement, Atlantic underwear appeals particularly to men who appreciate the luxury of perfect undergarments.

The dealer who features it strengthens his hold on the discriminating customer with every garment sold.

Atlantic Underwear

COMPANY, LIMITED

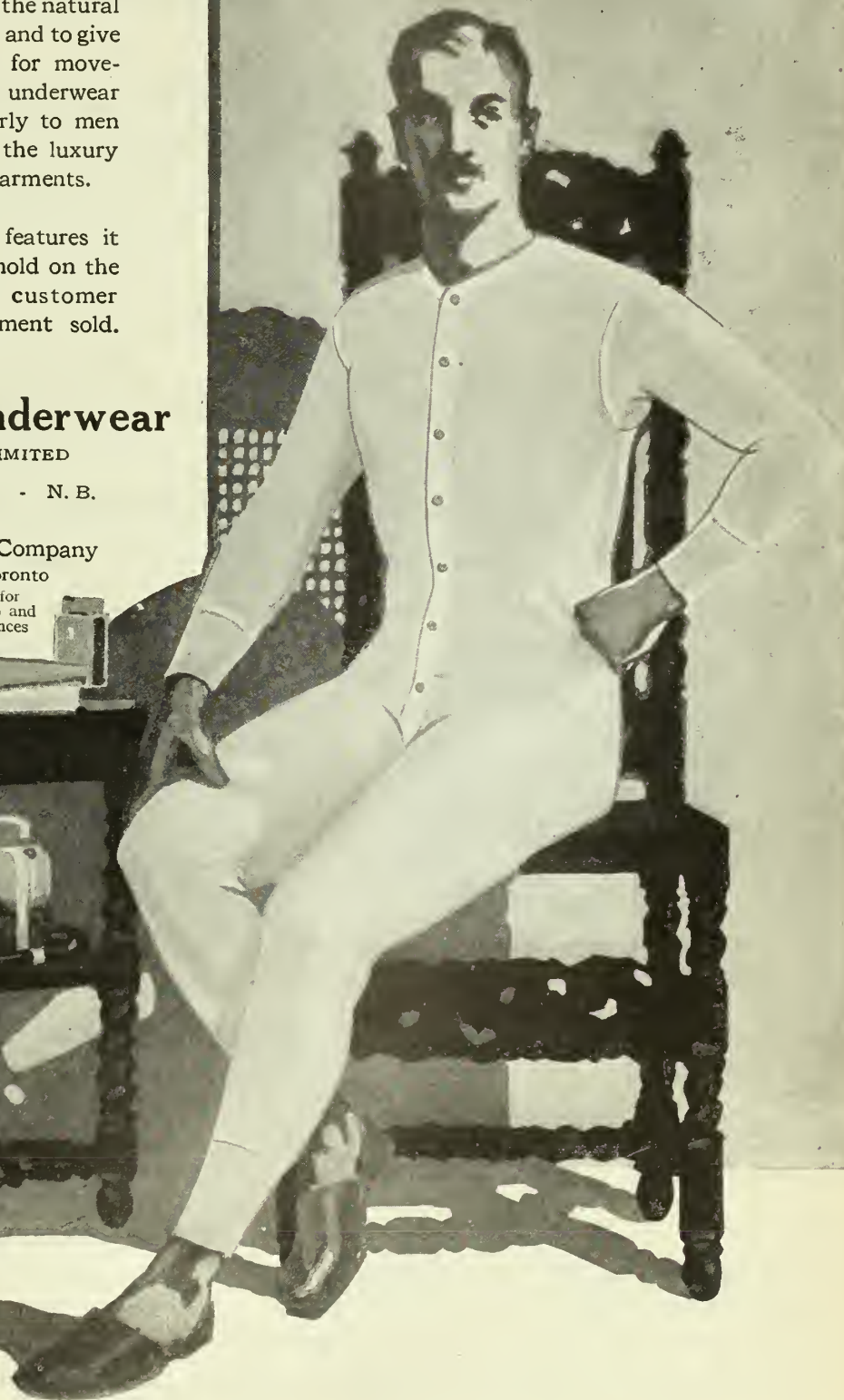
MONCTON - - - N. B.

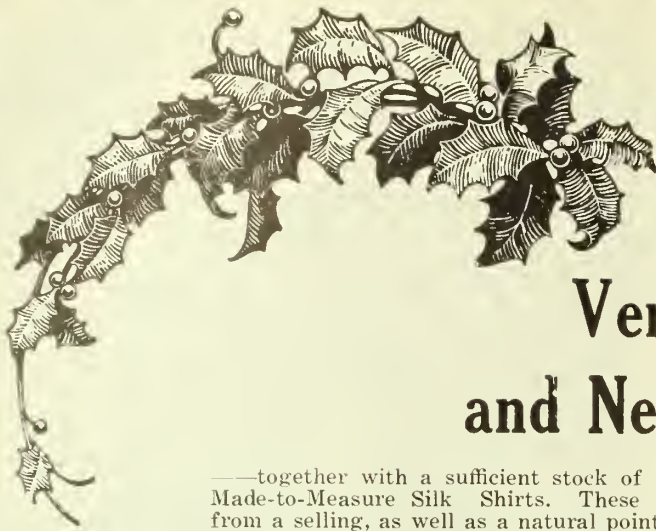
14

E. H. Walsh & Company

Montreal and Toronto

Selling Agents for
Quebec, Ontario and
Western Provinces





May You Have a Very Merry Christmas and New Year Prosperity

—together with a sufficient stock of Prosperity Men's High-grade Made-to-Measure Silk Shirts. These shirts will prove attractive from a selling, as well as a natural point of view, and the good workmanship and latest New York designs will be fully appreciated.

We manufacture a medium and better line of cotton and silk PROSPERITY shirts.

PRICES RANGE FROM—per dozen—\$18 to \$95.

Samples on request.

Prosperity Shirt Company

New Address, 12 Queen St. E., Toronto



"FOUNTAIN BRAND"

Finest Quality and 100% Satisfaction
in
"FOUNTAIN BRAND"
PURE IRISH LINEN THREAD

Manufactured by
ISLAND SPINNING COMPANY
LISBURN, IRELAND

Buyers of "Fountain Brand" get their money's worth, for there is no waste, because
NO SNARLING and NO BROKEN ENDS.

It comes in ½-lb. and 1-lb. Patent Wind Cops; 1, 2 and 4-oz. Spools and in colors:
Black, White and Whitey-Brown.

MANUFACTURERS OF CLOTHING AND LEATHER GOODS

This economical and reliable thread is for you!

Sole Agents for Canada

WALTER WILLIAMS & CO., LTD.

MONTREAL
508 Read Building

QUEBEC
553 St. Valier Street

VANCOUVER
217 Crown Building

TORONTO
20 Wellington St. W.

PHONE ADELAIDE 2762

REGISTERED

UNIFORM WORK OUR SPECIALTY



122-126 WELLINGTON STREET WEST
TORONTO
ONT.

Gentlemen:—

We beg leave to notify you that Mr. E. Palter and Mr. H. Palter, formerly the practical partners of the firm of Palter Bros., have formed a partnership for the purpose of manufacturing Hats and Caps. We have included in our firm Mr. H. Greenberg, practical designer, lately of New York City.

We have also installed most modern machinery for the purpose of making a higher grade of Hats and Caps. We expect to have a line of samples shortly and will have our salesman call on you in due time.

Trusting you will give us a fair share of your patronage for the future and thanking you for past favors,

We are,
Yours truly,
PALTER CAP CO., Limited.

Our travellers will leave 1st of January with Spring and Early Fall headwear for Men, Boys and Children.



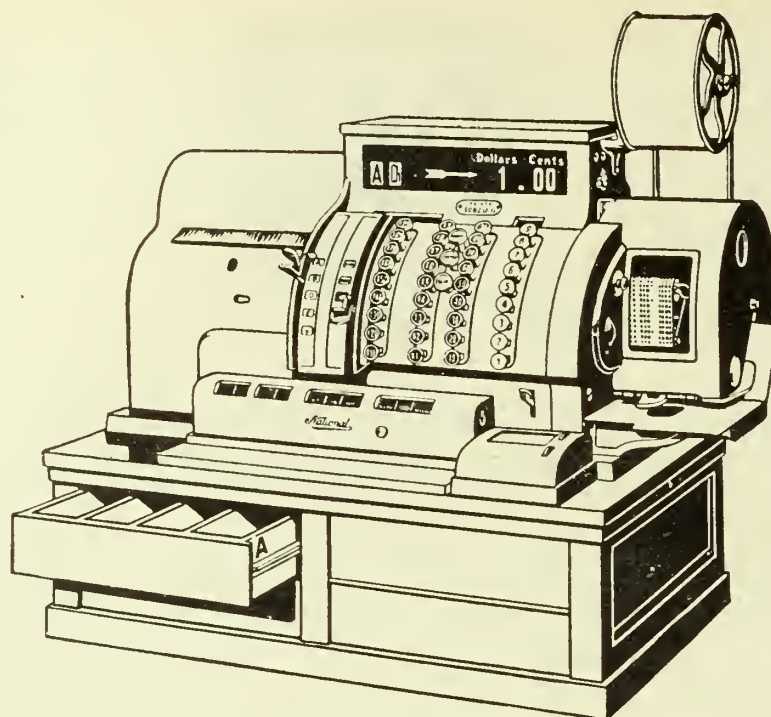
A salesman can start an account, but
it takes the goods to hold it.

Wherever

Campbell's Clothing

is sold it stays sold.

THE CAMPBELL MFG. CO., LIMITED
MONTREAL



This National Cash Register Shows

1. The business handled by each clerk
2. The business in each department

With this register you know which clerks are the most valuable. You can fix wages on actual selling records.

It gives you printed and added records which you need for a profit-sharing or bonus system. This makes your employees vitally interested in increasing your business.

This register tells which departments of your business are making the most profits.

It tells when a department is not producing as it should. You know when to start a selling campaign to put any department back on a paying basis.

**It is the best way to get the facts you must have
about your business**

We make cash registers for every line of business

**NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED**



IRONSOX

This dependable line of men's hose in mercerized, combed Egyptian yarn and lisle, is building profits the year round for dealers.

This is a "staple" line—the demand does not fluctuate with fashions and seasons. It is a steady seller—the kind that is most profitable in the end.

We are Canadian selling agents for this profit-building line.

Caulfeild, Burns & Gibson, Limited

60-62 FRONT STREET WEST : : TORONTO, ONT.

Here are the Points To Drive Home

THE maker of a good article like Kitchen's Railroad Signal Overalls can fashion the rivets of salesmanship and send them to you, the merchant, with unerring aim.

It is the work of the retail dealer, in advancing his business on sound lines, to perform the driving home of the rivets so that the final service is completed. Most merchants know that.



KITCHEN'S *"Railroad Signal"* OVERALLS

are built with as much mechanical skill and careful planning as the big steel structure that must stand the strain at every point where force is applied. And our evidence of dealer satisfaction is great enough to make a book.

The Kitchen method is to choose the best of materials that are combined in good work garments. We insist upon the most intensive tests and inspections. We give more than ample room in Railroad Signal garments, and we study every line of overall work to discover what is needed in an overall. We combine these qualities through intelligent direction and craftsmanship. We give the dealer the best service we can think of or read about. And we bring the merits of our garments to the attention of the consumer by advertising that reaches the instinct for good value. It pays to deal with Kitchen's.



**The Kitchen Overall
& Shirt Company**

Brantford - Ontario



For Your Own Particular Selection



We, Palter Sons, irrespective of the recent change in the firm, are continuing the manufacturing of Hats, Caps and Uniform Caps for Firemen, Bandsmen, Policemen, Chauffeurs, etc.

We make a specialty of Graduation Mortar Boards which we greatly pride in.

Our stock comprises a complete assortment for your own particular selection and we guarantee prompt delivery.

This line is really a necessity and the margin in turnovers will prove entirely profitable.

Always look at our samples.

IF INTERESTED SEND FOR SAMPLE

PALTER SONS

MANUFACTURERS OF
CLOTH HATS AND CAPS
122-128 WELLINGTON ST. WEST
TORONTO
ONT.



Christmas

Greetings

We take this opportunity of thanking our numerous customers and friends for their liberal patronage during the season of 1920.

You can be assured of Prosperity in the New Year if you feature

"HERCULES" NEGLIGEE SHIRTS

—the Best on the market.

The same applies to Hercules Work Shirts.

Hercules distinctive fabrics and attractive prices will bring you customers.

Send for samples.



THE HERCULES GARMENT COMPANY, LTD.

HEAD OFFICE: MONTREAL

FACTORIES: MONTREAL and LOUISEVILLE, P.Q.

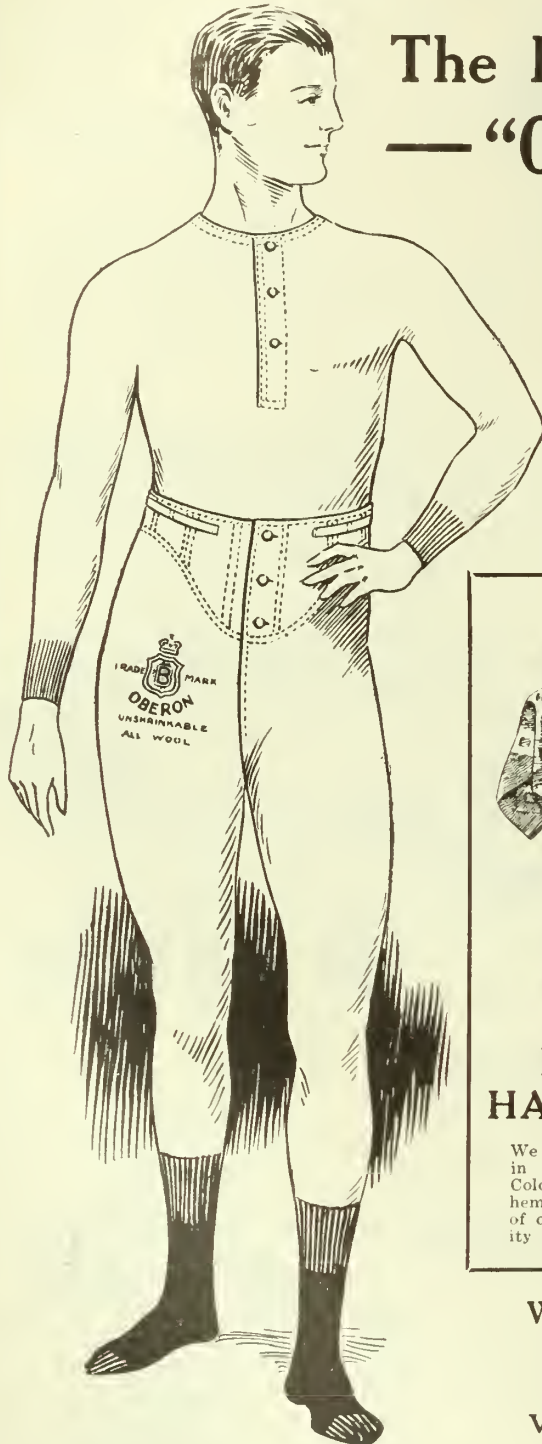
GEORGE BRETTL & CO^{LTD}



Manufacturers and Merchants

119 WOOD STREET, LONDON, E.C. 2, ENGLAND

The Best Winter Underwear — "OBERON" UNDERWEAR



When you sell the customer "OBERON" Underwear you *know* that he will be pleased with the purchase. This famous Underwear is such an outstanding success because it is one hundred per cent. good, being right in quality, right in weight, right in cut and right in value. Our representatives will be pleased to show you the full range of samples — specially selected for the requirements of the Canadian trade.

For the Christmas Trade



MEN'S SILK HANDKERCHIEFS

We always hold well-assorted stocks in Madders, Plain Colours, Fancy Colours, and Jap Silks in plain, hemmed and hemstitched lines—all of our usual high standard of quality and excellent value.



"OBERON" NECKWEAR

Brettl are manufacturers of Neckwear, and have always in stock a wide and attractive range of Ties in tasteful and exclusive designs, in all up-to-date colourings and especially suitable for the better to best-class trade.

—Samples at the Addresses below:—

Western Provinces:
Mr. G. E. Ledger,
807 Bower Bldg.
Vancouver - B.C.

Eastern Provinces:
Marshall & Harding
Carlaw Bldg.,
Wellington St. W.,
Toronto

GEORGE BRETTL & CO., LTD.
119 WOOD STREET, LONDON, E.C. 2, ENGLAND



May Christmas Bells Ring Out Their True Message of Happiness To You All

When Yule has left its true message of good cheer behind and we enter into another year of business, may the same spirit of optimism hold forth sufficient for the placing of another order of



Irrespective of the times, the Young Men and those who stay young must see to it that their haberdashery is always complete and satisfying, particularly in ties, a comparatively inexpensive, yet necessary form of dress.

You can safely recommend the high quality of this line and we stand behind your statements.

Our Mail Order Department is complete in assortments and prices. Satisfaction guaranteed and at your own particular price.

Now is the time to order—either by writing or through our travellers.

The Arrow Neckwear Company, Limited

MAKERS OF "ARROW" NECKWEAR

1184-1188 Queen St. West, Toronto, Canada

GARTERS

Garters of the Satisfaction-Giving kind.



No. G.P. 22
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the trade.

WHOLESALE ONLY:



Regd. No. 205436

"SPHERE" SPECIALITIES
are noted for their
QUALITY AND VALUE.

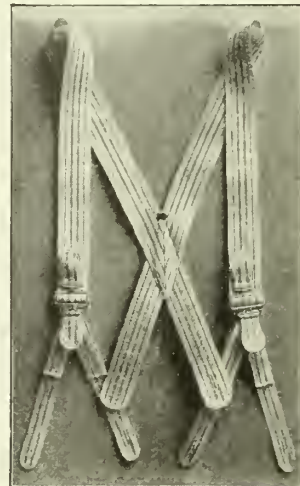
"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders
it means extra business.



"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnodde & Smith, 1 Strand Street,
Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth
Street, Melbourne.

SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings,
George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street.
Also Auckland, Wellington, Dunedin.
BOMBAY: F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

Denton, Mitchell & Duncan

TORONTO Limited

Specials for Christmas Trade

Men's
Mocha
and
Fine Wool
Gloves

Smoking
Jackets

in
plain
colors
Blue, Brown,
\$12.00 each.

Assorted Sizes



Special
Values
in
Men's
Neckwear
\$4.80, \$6.50,
\$9.00
per dozen.

Men's
Terry Cloth
Bath Robes

Assorted
patterns
and colors,
\$11.00 each.
Assorted Sizes

Dressing Gowns

Assorted patterns, colors and sizes.
Prices \$12.00, \$15.00, \$16.50 and \$17.00 each.

MEN'S WEAR REVIEW

Issued on the first of each month

Published by

THE MACLEAN PUBLISHING CO., LIMITED

143-153 University Avenue - Toronto, Canada

Branch Offices:

MONTREAL—128 Bleury St.
 WINNIPEG—1103 Union Trust Building
 VANCOUVER—314 Carter Cotton Bldg.
 LONDON, England—88 Fleet St. E.C.
 NEW YORK—1606 St. James Bldg., 1133 Broadway
 CHICAGO—1401 Lytton Bldg., 14 E. Jackson St.
 BOSTON—734 Old South Building

Subscription Rates:

In Canada, per year \$2.00
 Outside Canada, per year \$3.00

Single Copies, 25 cents.

Vol. X. DECEMBER, 1920 No. 12

THOSE REVENUE STAMPS

CHARLES DICKENS in one of his entertaining novels tells of the history of an institution called the Circumlocution Office. This institution was in connection with the government and its chief object seemed to be to place barnacles around the neck of Progression and to instruct the poor, deluded people, not how to do it, but how not to do it.

The Luxury Tax and its ramifications remind us considerably of the methods of the Circumlocution Office. Up to the point where it was universally recognized that more revenue was needed to pay off the debt of the country, we are in agreement with the government. And we imagine ninety-nine and a half per cent. of the best business men of this country also agree up to that point. But there the agreement ceases. Instead of a Luxury Tax, there should have been a Sales Tax or Turnover Tax, as we pointed out months ago. Such a tax would have imposed a minimum of time and expense in connection with administration on the part of every retail merchant in the country. It could have been included in the cost to the consumer without a hundred embarrassing explanations that too frequently killed sales altogether and, thereby helped to defeat the very purpose which the government had in view. But, more than this, such a Sales Tax would have reached every merchant in the country—something which the present Luxury Tax does not do. There is no reason why Canada's war debt should not be assumed by the whole of the Canadian people in such proportion as they are able to assume. There are many merchants who have altogether escaped the Luxury Tax.

and those who have not are dissatisfied with it. It fell unduly hard on many merchants and seriously jeopardized their business.

But the revenue stamps are about the last straw on the camel's back. If the government had sent out an official "licker" with each perforating machine, it might not have been so bad. Perhaps we are anticipating or not anticipating, as the case may be. The government may have a plan in the back of their heads to alleviate the unemployment situation by engaging these official "lickers" for the various retail stores throughout the country. If so, we apologize. Otherwise, we think the stamps are a further unnecessary burden on the time and expense of the retailer. The previous method whereby retailers forwarded their cheques as required by law was preferable. We are informed on good authority that E. R. Fisher, the president of the Clothing Branch of the Retail Merchants' Association of Ontario, has told or will tell Sir Henry Drayton that he will go to jail for thirty days rather than comply with the revenue stamps burden. We imagine that such leadership would speedily receive a host of eager followers. Even going to jail is preferable to some things.

LOOK TO YOUR TURNOVER

ON a declining market, two principles of merchandising should be kept uppermost in the mind—turnover and replacement value. In fact, one is the complement of the other. If the decline is general in character, if all lines of merchandise are affected, an effort should be made to move all lines of merchandise without exception. During a rising market, we argued that merchandise should be marked at replacement value. We believe that to be a sound principle of merchandising. Conversely, on a declining market we believe that the same principle applies. The longer merchandise is held, the greater the loss is bound to be. Big retail firms whose activities reach out over this whole Dominion are to-day operating on this same principle. They are marking down their goods according to the replacement value and they are putting forth every conceivable effort to move their stock. The sooner it is moved out, the less will be the loss which they have to sustain, or the less the cut in their margin of profit, whichever the case may be. It is sound business. Not only the keener competition which is now evident on every hand but this very question of replacement value makes it imperative in the interests of successful business that

the energies of the retailer be concentrated on turnover.

"You must be figuring on a big loss just now," said Men's Wear Review recently to one of the directors of a Montreal firm.

"No" was the quick reply of this director, "we expect to overcome it by quick turnover."

It will be the part of wisdom for every retail merchant to give a good deal of thought and attention to this question of turnover and seek out means whereby he can keep his stock on the move. For the next few months, customers are the things that are wanted. The days of profits will come again. And by quick turnover, even the margin of profit can be somewhat saved.

THE PASSING YEAR

HERE another copy of Men's Wear Review reaches the hands of our readers, the curtain will have fallen on the year 1920. The scenes that comprise the play have been varied, drifting rather more rapidly from light to shade than could have been foretold a year ago. There was little or nothing on the horizon a year ago to warrant even a safe guess that the year now quickly drawing to a close would be the year of the great readjustment that had been heralded throughout every clime as one of the most momentous in all the world's history. Like most breaks in the tenor of business, it came sooner than it was expected, finding not a few unprepared.

Unpreparedness, however, is not always the forerunner of defeat. The recent world war furnishes an outstanding example of how a great empire, unprepared, can rise to the occasion and turn what looked like irreparable disaster into an overwhelming victory. We believe it will be so with the men of the trade if every care is exercised and every proclivity toward speculation is curbed. It is a time when every energy should be bent toward coping with changing conditions. During the period of the great conflict old accepted theories of war fell foul of newer methods that developed with scientific warfare. During the period of the great readjustment, it may require more aggressive methods to deal with the confusing difficulties that arise with the changing markets. There should be no occasion for alarm, no fear of panic, no cause for pessimism. Sound judgment and a passion for efficiency in conducting business will tide every man over this period of readjustment which constitutes the closing scene of the year 1920.

THE PROVINCIAL CONVENTION

THERE is one pronounced feature about the Ontario convention of Retail Merchants that is discouraging. That is the attendance. Out of a membership of nearly 3,500 not more than a hundred merchants attended this convention. The agenda was interesting and instructive. The matters dealt with were of vital importance to the retail trade, matters which affect their every-day business and have a great deal to do with its success or failure. Too many difficulties which have their origin in petty prejudices and differences, it is feared, stand in the way of both local and provincial organizations. It was pointed out at the convention several times that the retail merchants of Canada did not realize their strength or they would make better use of it than they do. Such a matter as the Luxury Tax arouses their intense indignation, and while they do express that indignation, they do not do so in an organized way that impresses the powers that be. It is simply nothing but lack of organization; rather, it should be said, perhaps, lack of response on the part of many retail merchants to an appeal to organize.

These conventions should be important milestones in the history of the retail trade of Ontario. They could be made so by a slight effort on the part of the retail men themselves.

BRIEF EDITORIAL COMMENT

EVEN at this late date there are men who do not seem to realize that in unity there is strength.

* * *

THE clothiers and haberdashers were well represented at the Convention; in fact, we believe they were in the majority.

* * *

KENT COUNTY is undertaking a campaign worthy of imitation. To offset the mail order houses, all the merchants have combined to run a campaign showing the people of Kent County why it pays to spend their money at home. This campaign and its results will be followed with intense interest.

* * *

KING GEORGE has placed an order for six suits of ready-mades. If he had placed the order with some of our Canadian houses, everyone would have said his tailor was doing unusually good work.

Take Your Losses Voluntarily

Sound Advice Given by E. C. Drury to the Credit Men's Association — Deflation Can be Brought About Gradually by Getting Down to Rock Bottom Prices When People Will Buy and Industrial Activity Will be Resumed.

“THE business world has been like a great balloon. It has been inflated gradually until it has nearly reached the breaking point, and if this inflation continues there will be an explosion. Is it not better to release the valve and bring about the deflation in a natural way?”

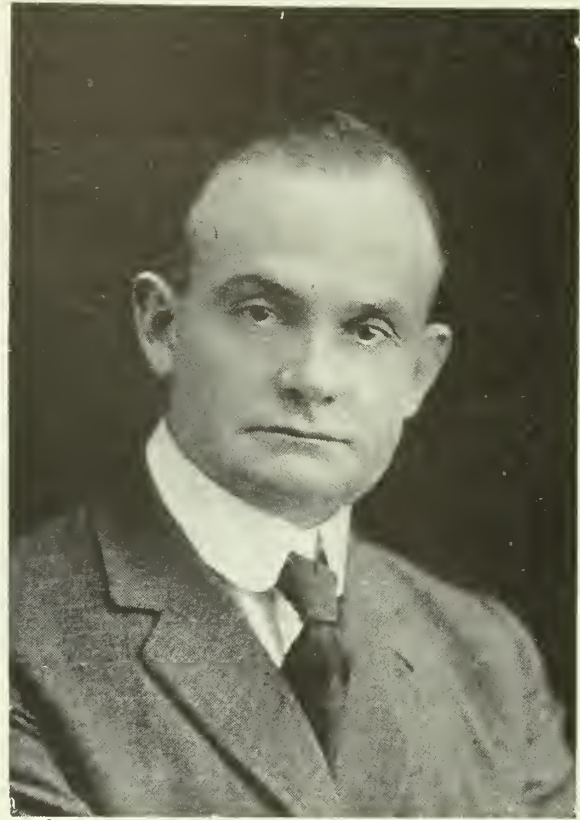
So spoke Premier E. C. Drury in concluding an address to the Credit Men's Association in Toronto on Thursday night, December 2, in which he urged business men to take their losses voluntarily and immediately so that we might the sooner get down to rock bottom and recover the sooner to a stable basis of commercial activity and industry.

Deflation Inevitable

From a study of economic conditions, past and present, the Premier believed that deflation was inevitable; it always followed inflation. Such a period of deflation was marked by a curtailing of credit, unemployment, and an effort on the part of some individuals to hold up prices. That effort always failed. The failure of the American continent to extend credits to Europe, not only profoundly affected the social and industrial conditions over there, but caused unemployment and a dislocation of the industrial machinery on this continent.

Farm Produce Down

The Premier, from his knowledge of farm conditions, stated that farm products were down between 30 and 40 per cent. below war prices, making an appreciable reduction in the cost of living. “The country in the next three years,” he said, “that will be the most prosperous will be the country that gets down to rock bottom first in prices. It will then be in a better position to recover.” Manufactured products, wholesale and retail goods all had to come down—and then labor. He did not believe that, with a few exceptions, labor was higher than the cost of living. The present glutting of the Victory bond market was, he believed, due to the pinch of necessity felt by the smaller holders throughout the country, particularly among the working classes. “Hang on to your goods if you want to,” said the Premier, “but the time will come when you will have to sell them for what you can get for them.” He hoped that the commercial world would not, by this means, seek to unload losses on the other classes of the community. The war had been won by the hearty co-operation of all the classes of the people, by forgetting selfish interests, by voluntary co-operation of all sections of the community. “I believe,” he continued, “that the salvation of the present difficult position lies in the



PREMIER DRURY
of Ontario

voluntary and concerted effort of the manufacturing and the commercial world to get down to rock bottom prices. All made well during the war, big profits were made by all. If firms acted wisely during that period they laid aside something for the rainy day and that rainy day has come. Hang on to your profits if you want to, keep up prices if you will, and the country will go through all the evils of unemployment with all the dangers of disorganization to the state. Do this if you want to, but we will have to go through the inevitable losses later on if you do. The more you keep up prices the more are you reducing the ability of the purchaser to buy, and the less buying there is the more is our industrial machinery dislocated. You follow my argument. You will have to take this loss later on. You will take it with compound interest and it will take us years to recover.” But if the

cost of living was reduced to the people the Premier said, there would be a readjustment of wages on a new money level, not on a new living level. He believed labor would meet this proposition in a fair spirit.

Great Vacuum to be Filled

Premier Drury said there was a great vacuum to be filled so far as the consumer was concerned. He had held off for many months from purchasing many of the common necessities of life. He would venture to say that many of the linen closets were nearly emptied of their stocks, and speaking for the farm community, he knew that many improvements had been delayed because of high prices. “Take your losses voluntarily and provide for the lowering of the money wage, not the living wage. Don't put these losses on the classes of the community least able to bear them. If

Continued on Page 61

Meet Declining Market With Turnover; Replacement Values Should Be Considered

Future Losses May Be Avoided by Making Speedy Turnover of Stock—Big Retail Houses Are Now Working on This Plan—Sufficient Stock Should Be Carried to Meet Requirements of the Trade—Fatal to Stop Buying Because Prices Dropping

THERE is one word to which the active business mind instinctively turns at a time when the market shows a tendency toward decline—turnover. With the knowledge that lines of merchandise which he carries are to undergo a price revision downward, he immediately begins to devise methods by which he can clear out present stocks to make way for similar lines at the lower prices that will be offered him. Turnover is the key to successful merchandising during a declining market; and it is the salvation from heavier losses that inevitably follow inaction during such a period.

Replacement Values Again

During the rising market, Men's Wear Review argued and advised that merchants mark their merchandise at replacement values. We maintained very strongly when prices were increasing almost daily that the retailer should take advantage of these increases in price; that he should mark up his present stock and get a profit, not merely on the present cost of the goods, but on the cost at the time he was selling them. We pointed out that he should take this additional profit to establish a reserve to meet losses which he might have to take when prices were on the down grade. It is to be feared that this was done in one respect, namely, that many retailers did not build up the necessary reserve to tide them over the readjustment period. That is why so many profit-sacrificing sales have been held, and merchandise sold even below the replacement value—the reserve was not set aside, hence the banks stepped in, refusing to advance further credits till stock was reduced, or demanding the immediate payment of outstanding debts.

This same principle holds good in the case of a declining market; merchandise should be sold at replacement values. It is very possible that many retailers would under-estimate the replacement value when once the markets do begin to decline; unless the labor market undergoes a very, very radical revision downwards, it looks as if this has already been done. At the same time, the principle should be put in operation once the decline starts. A merchant may say to himself, "There is mighty good merchandise; I'll not sacrifice that line." There are two reasons why that attitude may prove very unwise. In the first place, his competitor may be sacrificing similar merchandise because he has adopted the replacement

Convention is Fraught With Far-Reaching Consequences



"The forthcoming convention of the clothing men of this province should be the largest and most enthusiastic one held; it is fraught with consequences that are far-reaching to the clothing men of this whole Dominion," says R. F. Fitzpatrick, vice-president of the Clothing Section of the Retail Merchants' Association of Ontario, with regard to the coming convention in Ottawa on February 21 and 22. "During my trip to the coast in the interests of the association, I was greatly impressed by the response from our Western brethren to the call to form a national association. We are hopeful that definite steps toward this national organization may be taken at this convention. We are passing through a period right now that would be made much easier if there was united action by the clothing men; and we have suffered in the past because of lack of unity and purpose in coping with issues that are really national, not local or even provincial.

"The officers of the organization can do nothing effective without the support of the men of the trade. Since our last convention we have been encouraged by the local organizations that have been brought into being and the expressions of men from all over who say they are with us more than ever in organization work. We hope that these two days will be set aside by the men of the trade as days in which they owe it to themselves and to the interests of the trade in general to attend this convention at Ottawa."

value method of unloading, and, in that case, business is being lost to the man who stands pat. And in the second place, when the decline has gone to a considerable extent he will have to sell at an even greater loss than if he had taken steps in the first instance to get rid of all lines at the sacrifice of a smaller margin of profit.

Turn Over Whole Stock

Of course, the market tendencies should be watched very carefully during a decline. It is altogether probable that some lines would remain very firm and that, therefore, a very small margin of profit should be sacrificed. But it is better to take steps to turn over the entire stock as quickly as possible. Reservations should be made on only those lines that show decided firmness during a decline, and it is doubtful if the reservation should go the full extent of maintaining the present margin of profit. It is better to get the whole stock moving out. By doing this greater losses can be avoided in the future. By quick turnover, even a working mar-

gin of profit may be maintained throughout the whole period of decline, and it is just that much better for the business that the steady stream of custom be kept coming. There is nothing so destructive of a business as the failure to keep up the clientele throughout trying periods, just as there is nothing so uninspiring to the public speaker as empty benches. A man might have ever so good a subject to discuss, but the heart goes out of it if there is no one to listen to him. It is the same with business. A man may have ever so good a stock of merchandise that is worth every dollar he is asking for it, but it is of little use to him, quality and all, if it is not moving. And the loss is the greater when he has to move it to meet competition that has taken into account a declining market.

Big Retail Stores Now Doing It

The largest retail stores in the country are working on this principle at the present time. They have determined that, on no account, will they
(Continued on page 61)

The Branch Bank Manager and Retail Accountant

Say That Retail Accounts Are Being Carefully Watched and That Efforts at Speculation Will be Checked—All Agree That Assets Should be Kept Liquid.

THE general lowering of prices continues in the wholesale markets for a great many commodities as well as staple markets, and some reflection of this downward movement is to be found in the retail trade. Whether or not this action may be in part attributed to the influence of the banks is a debatable point, and it is of interest to note the complete unanimity with which bankers agree on certain aspects of the present situation.

In discussing the matter with bankers in different parts of the Dominion recently, Men's Wear Review ascertained that their attitude is unreservedly one of caution as regards any speculative tendency on the part of retailers. The old idea of the banker chained by one leg to his strong room and by the other to his office stool has long been exploded, and to-day the men who guard balances—or keep a sharp eye on overdrafts—are as interested in trade as in the fluctuations of exchange.

The present situation as the bankers see it may be described as follows: With the first sign of a price reduction, there always develops a holding away from the markets which is seriously regarded by merchants. They claim that, unless people come into the market and buy at the lower price levels for which they have asked so long, merchants may be placed in a serious position. Forces of large plants and mills, both in Canada and the United States, are being reduced owing to the lack of demand and soon there will be created a fairly large surplus of labor. This is a condition that the people, it would seem, should try to avoid. If prices are coming down the best possible thing that could go with the movement would be a healthy working capacity, thus assuring hands plenty of work and a steady if not a continually high wage.

While announcements of retail reductions make their appearance daily in advertisements it is impossible to dodge the fact that prices, in the broad sense, are still much above the pre-war level and even considerably above the levels current in 1918. There has been a general disposition on the part of all other classes in business to blame the retailer for his failure to pass on to the public the lower prices justified by replacement costs, and get merchandise moving.

On the other hand, retailers insist that they bought their goods at much higher prices than prevailing wholesale quotations, and that they cannot afford to take the loss suggested. Bankers believe that this is a mistaken policy and urge that the ultimate consumer is thoroughly aroused over the price issue, and while

In a business period such as that through which we are now passing there should be a close business relationship between the retail clothier or haberdasher and the banker. Instead of the merchant waiting for his banker to hand him a statement of his affairs, it is wise, perhaps, that he keep sufficiently in touch with him that their relative position can be frankly discussed with a view to mutual benefit. There is no doubt that the banks have exercised their power in many instances for the curtailment of credit; and there have been exceptions taken to this attitude in many quarters. At the same time, nothing but good can come of a freer exchange between merchant and banker. Having this in view, and knowing the attitude of the banker, Men's Wear Review has got in touch with a number of the branch bank managers who come frequently in touch with retail accounts to get their views on such accounts and their attitude to the retail trade.

the Christmas trade may result in the usual purchase of seasonal gifts, there will be a general inclination to await a further decline before buying staple merchandise. Consequently, it is probable that the merchant who anticipates this situation and cuts prices first, will be the one to take the smallest loss.

It would seem that many retailers are hovering between the frying pan and the fire. The retailer can take the first and smaller loss now, if indeed it be a loss, or he can take a much larger one later, for the longer he waits the smaller he is likely to find the buying power of the consuming public.

Chosen from a number of opinions expressed to Men's Wear Review by prominent bankers in different parts of the country, are the following statements, which are quoted verbatim:

Six Commandments

The first, which comes from New Brunswick, runs as follows:

"My advice to retailers for a considerable time has been:

FIRST.—To avoid getting in any way alarmed and to endeavor to keep cool under present conditions, which may become very trying within a short time. Anything in the nature of a general panic is sure to end rather disastrously.

SECOND.—For a year back I have advised all my customers to endeavor to get their stocks reduced as much as possible, and to aim at being short of

stock rather than over-stocked even at the risk of losing some business.

THIRD.—To be very careful to see that their stock on hand is being turned over, and if any portion of it is found to be sticking to let it go even at a sacrifice.

FOURTH.—To play safe all the time and be content with small profits, or in other words, to buy from hand to mouth at the top price rather than to buy in large quantities, and in this way be sure of making a small profit rather than to be uncertain as to whether they will make a profit or a loss.

FIFTH.—In regard to collections I have advised all my customers to limit credit as much as possible and to allow no accounts to remain stationary, and better still to sell for cash rather than on credit even if this means, as no doubt it will in many cases, losing some of their customers.

SIXTH.—To endeavor to get themselves in such a liquid position that they will not have to borrow from their bankers. In this way they will be quite independent of whatever financial condition may arise."

A second opinion, which comes from the Province of Quebec, stresses another side of the same idea:

"Banks are not as a rule (even in normal times) very keen in extending credit to the retail trade without adequate security. They would prefer to assist the wholesaler and have him carry the retailer.

"Goods usually being sold to the retailer on time, he should be able to make his turnover before the wholesalers' draft on him is due. If the bank lends the money to the wholesaler and to the retailer also, they are doubly financing the transaction, which, of course, is not good for the trade, the banks, or the country in general. When a retailer's credit is very good and he can put up adequate security, the banks sometimes assist him to take advantage of trade discounts.

"At the present moment, faced with a falling inventory and the decreased buying power of the public, retailers should keep their stock as low as possible, give strict attention to their collections and undertake nothing which they cannot comfortably finance from their own resources.

"This will result in a minimum loss from depreciation in values and leave them in a liquid position to meet the financial depression which many feel has to come before we can get back to the old prices, etc.

"The fact that many stores are un-

Continued on Page 36



The above is a picture of a clothing and accessory display shown in King's store, Penticton, British Columbia. Here, again, the use of a few of Nature's decorations adds materially to the effectiveness and attractiveness of the entire display.

der strong pressure from their bankers to liquidate their stocks and more especially to materially reduce their book debts, which were undoubtedly swollen to excessive figures during the recent period of extravagance, is a significant point bearing on the present situation."

Watching Accounts Very Carefully

"We are watching the retail accounts very carefully," said the branch manager of a bank in one of the outlying districts in Toronto to Men's Wear Review, "and we are curtailing their credits if they give evidence of over-buying or indulging in unnecessary luxuries. There is no disposition on the part of the banks to curtail legitimate business or development. But we think the wisest plan is for the retailer to be conservative in carrying stock. If he has high-priced stock and does not sacrifice it now he will have to take a greater loss in the future and that is why we are telling him to unload this stock before we advance him money to buy more. The proper way to finance from the bank's point of view is for the wholesaler to carry the retailer and we carry the wholesaler. We have found that there are times when we advance money to retailers to take advantage of their cash discounts and they use this money to buy more goods with."

This manager also advised that it was by far the best to get down to a cash basis in doing business. He believed that the old system of credit was merely a system that courted disaster from the very first.

What a Barrie Manager Says

"We have been endeavoring for some time," said a bank manager of Barrie

to Men's Wear Review, "to get the merchants in our own town to use greater caution in making their purchases, but we have not been so effective as the public in this regard. So long as the people showed a disposition to buy the merchants did not mind paying the prices and we bankers found that we had a difficult job on our hands to check the merchants from doing a little speculating when they were encouraged to do so by the commercial travelers who talked ever-higher prices all the time and advised the storekeepers to fill up their shelves. Now the public has stopped buying. The people are looking for lower prices and they seem likely to get them."

Take Lower Prices

"I would be inclined to advise merchants to take lower prices," continued this manager, "over even a slight loss, if necessary, to keep things moving. I feel that the public is going to hold out longer than business in this test and that prices will come down. If there is a certain adjustment necessary, then the merchant who catches sales on the way down is in a better position than the one who has a large stock when the bottom is reached. It is the other side of the argument that the merchant is entitled to profits on his stock in trade when there is a rise; likewise he should be prepared to take a loss on the decline. And, personally, I think most of the merchants are in a position to meet the public in this matter or if they are not they are not very good merchants when you consider the conditions we have been experiencing for some years now."

There is no doubt that we are facing

all the perplexities and dangers of price readjustment. Buying is restricted, there is a reluctance to place orders with manufacturers, and falling prices affect the values of great quantities of goods unsold. All over the continent cancellations of orders seem to have been common, and it is perhaps curious that this practice should be so generally regarded as moral and legitimate. In the United States some of the great stores are now buying goods for the spring trade as a means to improve the general situation. They contend that this is the only sound course to pursue in the interests of producers and wage earners, in order that gradual readjustment may continue and reduction of wages and unemployment be avoided or reduced to the minimum.

It is explained by the buyers for some of the large stores that if retail dealers now purchase their requirements, as has been the custom, business will proceed normally, but that if purchases are delayed in the expectation of still lower prices the certain result will be to drive prices upward again, as happened during the spring after the Armistice. "We are looking," said one buyer, "toward a readjustment of prices, which the public has a right to expect. What we would like to do is to start a movement that would stimulate a return to safe and sane business conditions. It seems to us that the thing to do now is for each merchant to buy according to his requirements and to avoid speculation in merchandise. Buying for requirements now would enable manufacturers to keep their plants going, would prevent the workers being thrown out of employment, and would avoid possibility of a panic."

Case of the Clothing Manufacturers Presented to the Tariff Commission

Over \$12,000,000 Invested in Local Industries, Employing Over 3,500 Workers Whose Wages Are Over \$4,250,000—Denounces Luxury Tax and Collection of Income Tax From Two Sources.

MANUFACTURERS of men's and boys' clothing in Toronto and district presented their brief to the Tariff Commission at the City Hall on December 3. It was presented by T. W. Learie, director of the W. R. Johnston Co., Ltd. In the brief, the case for the clothing manufacturers was developed on seven counts as follows:

1. Statistics governing the industry locally.
2. That during times of distress such as exist now it would not be opportune to change the policy of raising revenue.
3. That under the protection policy the Dominion of Canada has grown, developed and thrived and a change of policy would be fraught with the greatest danger.
4. That foreign manufacturers have certain advantages over Canadian manufacturers, as a result of which the clothing industry could not exist in Canada without a measure of protection.
5. That the clothing manufacturers of Canada have not taken unfair advantage of the small measure of protection given them.
6. That the actual protection accorded the clothing industry is a very small one.
7. That the elimination of the clothing industry from the Dominion of Canada would be a tremendous loss.

The Local Situation

Dealing with the local situation, Mr. Learie pointed out that there were about thirty houses in the city and district with an approximate capital of \$12,085,000, and an annual turnover of between \$13,000,000 and \$14,000,000. In the industry there were about 3,500 workers, of whom 49 per cent. were married. Wages varied from \$15 to \$50 a week, with an average of \$27.09, and allowing seven weeks seasonal lay-offs, the earning capacity of these workers was \$4,266,675. From this point of view alone it was pointed out, anything that would bring about a change in governing conditions would bring consequent suffering upon a large number of people.

Business and Income Tax

Dealing with the business and income tax, Mr. Learie inferred that, while tremendous amounts had been paid into the National treasury from the former, Canadian commerce might not always be in a profitable condition.

"Business is, after all," said Mr. Learie, "more or less dependent upon the will to buy and the ability to buy of the general Canadian public. At the present time the clothing industry is confronted by a

How Men's Wear Review Can Be of Help to You

"We have been taking Men's Wear Review for some time and in the October issue," writes G. H. Brown, of Bancroft, Ontario, to the editor, "we read a very interesting item under the heading of the Boys' Contest, of Begg & Co., of Hamilton. We were very interested and decided to run a contest. So on the first of November we launched a contest with the aid of our advertising manager, the rules of which we send to you."

This is one very outstanding way in which Men's Wear Review can be made of use to the readers all over Canada. By getting out amongst the men of the trade, finding out how they are doing business, what novel methods of advertising they are following, what successful sales they have promoted, any new features they have introduced into business that have been profit-producing, what systems they have in operation in store management that make for better merchandising and greater returns—by getting in touch with these things we think we can be of most help to the trade. Men's Wear Review seeks to be co-operative; we want this trade paper to be the product of the clothiers and haberdashers of this country. It appears to us that what is of most use are these methods being adopted by men in the trade all over which have proven successful; that is why we get after them to tell about them so that a good idea—and a profit-bearing idea—may be passed along to someone else. In such instances as the one quoted above from Mr. Brown, Men's Wear Review has done a service; and we know of many similar services rendered to the men of the trade.

If you, reader, have "put across" a good thing, or are putting across a good thing, if there is any feature of your business which you feel will help some other man in the trade, we would like to hear about it; at the same time, let it be understood we are not asking for trade secrets. If you have an idea and another man in a distant town has an idea and you exchange ideas, you each have two ideas. Men's Wear Review wants to be the "Idea Exchange."

change of attitude on the part of the buying public who have apparently decided that they will not buy at present though the buying power of the public, up to this time has scarcely been affected. As a result there is not a manufacturer in the clothing industry who is not facing a period of actual loss in business. Moreover, much of the reserves, which sound business principles require these firms to lay aside for periods of depression in past years, will be wiped out entirely, while, in many other instances the reserves usually accumulated for this purpose have been paid over to the Government in the form of Business Profits War Tax."

Mr. Learie pointed out that the income tax was commended by a great majority of business men with the reservation that this tax should be collected only by the Dominion Government and that business men in one community should not be called upon to pay income tax into two sources while their competitors in other communities had to pay only into one source.

The Luxury Tax

Condemnation of the luxury tax was made by Mr. Learie. If a tax of this kind was to be levied, a sales or turnover tax was preferred. But it was pointed out that business began to drop off from May 19th of the present year. Since then, business had been getting slower and slower, there was more unemployment, and the determination of the buying public to withhold their purchases stronger and stronger. The speaker argued for the

removal of this tax, and pointed out that in view of the great difficulty that had been experienced in these forms of taxation, and the opposition with which they had been met, it was better to adhere to the practical, sound, and more effective means of raising revenue by a tariff policy.

Industry Cannot Exist Without Tariff

Touching the industry in its entirety, Mr. Learie said:—

(4) Regarding the clothing industry itself in relation to the protection policy, it is our firm opinion that our industry cannot exist in Canada without it at the present time. The duty on woollen cloth and linings, which go into the manufacture of clothing, is practically the same as the duty on finished garments, viz., 30 per cent. from Great Britain and 35 per cent. from the United States. Leaving out of account Canadian-made cloth which, although it is somewhat lower in price, is not produced in sufficient quantity to supply the needs of our trade, we have to pay duties ranging from 15 per cent. to 30 per cent. in the case of Great Britain and from 20 per cent. to 35 per cent. in the case of the United States, and the major constituents of ready-made garments carry duty at the rate of from 30 per cent. to 35 per cent. and the garments, if imported direct from Great Britain or the United States, are dutiable at the same rates.

Continued on page 61

Ontario Retailers In 19th Convention

THE nineteenth annual convention of the Retail Merchants' Association of Ontario was held in the World building, Toronto, on November 17th and 18th, President B. W. Zieman occupying the chair throughout the three sessions. It is not the intention of this one article to fully cover all that transpired at the convention; various phases of it are dealt with in other places and we would suggest that these matters be carefully read, for they show what is being done to better conditions for the retail trade, not only in Ontario but throughout the whole of the Dominion.

The Dominion vice-president, J. A. Banfield, of Winnipeg, was present and gave the first address of the Wednesday afternoon session. The greater portion of his address dealt with the luxury tax and the need of the retail trade of Canada presenting their views to the government as a whole. The retail merchants, he said, had the greatest power of any organization in Canada if they would only use it. The retail trade, he declared, should not make a mistake with regard to action before the government on this luxury tax. It should not be left to Mr. Trowern or to the Dominion Executive but should come from the entire retail trade of the country as an ultimatum to the government from the Retail Merchants' Association of Canada. He deprecated the effort being made to organize one or two sections of the trade to take this matter before the government. What right had one or two sections to present the views of the retail trade of Canada? to speak for the fifty odd sections of the retail trade? Sir Henry Drayton had told them that they should not present sectional views at all, but should come before the government as representing the retail trade of Canada, presenting a concrete case.

"The time is coming when you will have to determine your position," said Mr. Banfield. "When we get proportional representation, we will have group representation in parliament; and when we have group representation we will have group legislation. We must have our men present a progressive, advanced and constructive legislative programme."

President Zieman's Address

The president pointed out that the time had come when things began to look blue to many of the retail merchants of the country. Men from all sections had come to the conclusion that the newspapers were largely to blame for a great deal of the unrest that prevailed. The attitude of the man of the street was that he would not buy many of the necessities of life until they had dropped 50 per cent. The retailer, as a result, had stopped buying from the wholesaler, and the wholesaler was not placing any orders with the manufacturer for future delivery. The result of this was that

Meet in Toronto November 17th and 18th—Membership Now 3,410—President Blames Newspapers for Present Condition of Trade—Officers Re-elected for Ensuing Year.

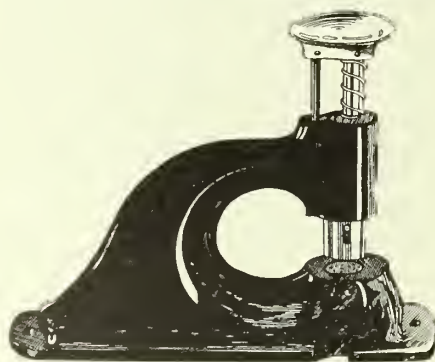
many men were being thrown out of work and these people did not have the money to buy. That was why people were not buying at this time. Had it not been for the newspapers things would have declined much more smoothly and many merchants would not be sacrificing goods at prices at which they could not re-purchase.

Address of E. M. Trowern

The Dominion secretary immediately launched out on a discussion of the luxury tax. It had been imposed, he said, for two purposes: first, to get revenue; and, second, to prevent people from buying things which the government thought were luxuries. What right or what knowledge had the government to determine what was a luxury? He disagreed with the policy of the government in bringing down this bit of legislation without having consulted with the retail trade of this country. That policy said in effect, "We don't know what will help the merchants of this country, but we will take a chance anyway." The government should have selected some of the men of the retail trade, laid the matter before them and got their opinion on it before it was brought down in the House. He also thought that governments, like individuals, should be big enough to admit they had made mistakes. With this luxury tax in its present shape, Mr. Trowern said, you could not get a single retailer from one end of the country to the other to support the government.

Collect Revenue at Source

It was the opinion of the Dominion



This is the authorized perforator with which retailers are now becoming familiar and with which they are not head over heels in love. Protests against the Luxury Tax have spread from one end of Canada to the other, so that there is reason for wondering whether or not the perforator will continue to "carry on."

secretary that there was only one method of taxation that would commend itself to business people, that was a system that collected the taxes at the source. This would be the best and the most economical way of collecting the taxes. Instead of having an army of accountants and spotters going all over the country to see if the law was being properly observed, a mere handful of men could keep in touch with the different sources and see that the taxes were being properly paid. The desire of the Dominion board, he said, was to present a concrete case to the government, representing the thirty-seven branches of the retail trade that were affected by the luxury tax. With this in view, they had sent out questionnaires to the retail trade asking them their views on the proposed sales tax which aimed to collect the taxes at the source of supply and, from these, they expected to be able to present to the government the views of the retail trade of the whole country.

Favor Departmental Stores

Mr. Trowern called the attention of the delegates to the fact that the government had made a concession to large departmental stores with regard to the collection of these taxes. Instead of using the revenue stamps in many of their departments, they were allowed to indicate on the sales check that it was a taxable article and the amount of the tax was then paid by cheque.

In his secretarial report, W. C. Miller showed an increase in membership up to the middle of November of 215 with the rest of the year still to run. The total membership of the Association was now 3,410. Referring to the work of the organization with regard to legislation, Mr. Miller said that they had been instrumental in having eliminated from the Workmen's Compensation Bill a clause which would have brought the retail merchants within its scope; also an amendment to the Wages Act to raise the garnishment to \$50 and the substitution of a clause satisfactory to the retail trade. Mr. Miller also referred to the data which they had collected with reference to the proposed Bell Telephone rates increase which had been forwarded to Ottawa.

Ed. Mack, of Toronto, said that the effect of the luxury tax had been to put the whole buying public on strike. He instanced cases where he had spent a great deal of time over customers, selling them suits of clothes, only to have them refuse to take them when they knew they were obliged to add several

Want Sales Tax Collected at Source

Will Ask For Repeal of Luxury Tax—New Tax Would be Absorbed
As All Other Taxes Are—Mail Order Houses Should
Pay Taxes Where They Do Business—The
Question Box.

dollars for a luxury tax. The proposed sales tax could, he said, be liquidated by the manufacturer in the selling price to the trade and when it came to the consumer, the man who bought a \$40 suit would pay his portion of the national debt just as the man who bought the \$75 suit. Politically, Mr. Mack said, the government had brought down this measure because the West wanted direct taxation or something like free trade, but he objected to the budget being used for political purposes.

Mr. Howell, of Hamilton, argued that the retail trade did not recognize their own importance in this matter. The retail trade had more money invested, they paid more taxes and they employed more labor than the manufacturers of Canada; yet they were made the tax collectors for the whole bunch. That being the case, he thought the retailer should have some say as to how the taxes were to be levied and collected. Retail men could get what they wanted if they would stick together; if modifications could be secured here and there, the whole thing could be wiped out by concerted action.

Mr. Trowern said that the Dominion board had sent out a questionnaire to the trade all over Canada and from the answers a plan would be formulated and presented to the government. "The one thing we must not do," said the secretary, "is to have one group go to the government with one thing and another group with another thing. If we are going to get this we must stick together. All the provinces are studying this question and when we have their views, they will be centralized at Ottawa. That plan will be right because it will be democratic; it will be the expression of all the retail trade. All other provinces have endorsed this resolution. We want to show the government how this country should be run so far as the retail trade is concerned." Mr. Trowern went on to point out that the farmers had a voice in the affairs of the country as a class, the labor classes had a voice, and the time had come when the retail trade should have a big voice.

Discussion on Mail Order Houses

During a short discussion on the question of the mail order houses, W. J. Easton, of Chatham, referred to a campaign that was about to be launched by the merchants not only of Chatham but of the whole county of Kent to offset the influence of the mail order houses. The campaign was to run for twenty-six weeks and during that time merchants would do a certain amount of advertis-

Says Billboard Advt. Pay Him

D. M. Mitchell, of 1178 St. Clair Ave. West, Toronto, has tested out the value of bill-board advertising and says that it pays him to do it. Some distance from his place of business, namely, at Vaughan Road and Lansdowne Ave., he has two large spaces on bill-boards advertising his boys' clothing. In his district, he says, his brother merchants are not advertising boys' clothing in these districts where he has advertised. He is getting quite a nice boys' trade from these two sections where he has paid for bill-board space. "If this kind of advertising is good for the big fellow, it is also good for the small fellow," philosophises Mr. Mitchell, and his experiment proves it to the hilt.

Mr. Mitchell is strongly of the opinion that all reference to competitors should be avoided in advertising. Advertising that reflects on the other fellow, he believes, does not help his own case.

ing in the daily and weekly papers, pointing out the benefits to be derived from trading at home. It was the opinion of the merchants there that mail order houses should be beaten at their own game and their competition met right on the ground.

L. P. Levesque, of Sturgeon Falls, said he understood that several of the smaller places in New Brunswick and Quebec had been practically shut up as a result of the mail order houses.

Ed. Mack, and other speakers who followed him, urged that some steps should be taken to make such houses pay taxes in those places where they did business. Why, for instance, should Simpson's or Eaton's be allowed to sell \$100,000 worth of goods in Oakville and not contribute to municipal revenue just the same as other merchants who did business in that or any other place?

The feeling of the meeting was that merchants all over the country should conduct campaigns to set forth the advantages of trading at home.

Telephone Rates Question

The convention went on record as opposed to the plan suggested by the Bell Telephone Co. for increasing their rates. If they were justified in an increase, the members did not object to it, but they

did object to the method. They argued for a flat rate, rather than the meter system. It was pointed out that it was the intention to apply the meter system in Ottawa, Hamilton and Toronto and to increase the flat rate in other places. After collecting a good deal of data on the question, the Provincial board had ascertained that in some cases the meter system would increase the rates from 200 to 1,000 per cent. Some merchants would be paying \$2,000 and \$3,000 a year for their telephones.

The question was asked what a retailer could do in the case of goods on which revenue stamps had been placed being returned. A case was cited where a man sold a pair of shoes at \$10, he collected the 10 per cent. tax and the shoes were returned. How could he get back the money he had paid for the stamps?

R. F. Fitzpatrick, of Toronto, said that he had consulted with the Inland Revenue officer on that very point. If the customer would write his name across the face of the sales slip, indicating that he had paid the tax, the retailer could then return these slips to the department of Inland Revenue and get a refund. It was pointed out that these refunds would not be given by the Post Office.

A retailer in Belleville asked what he should do about an extra perforator for his store. He really had two stores divided by a hallway and he wanted to know if he would be obliged, as had been asked by the government, to pay \$2 for a new machine. The question was not answered definitely, but it was decided to petition the government to allow all merchants to use a blue pencil during the Christmas rush because it would take too much time to use the machines.

Some warm words were spoken with regard to manufacturers who were putting on retail sales at the present time, and it was the feeling of the convention that some means should be devised whereby the trade could be informed of the names of such manufacturers so that they would govern themselves accordingly when these manufacturers came to them for business. There is, at present, no legislation covering such manufacturers, and it was suggested that the executive committee try to get an amendment to the Transient Traders Act whereby it would be necessary for such manufacturers to state their names when putting on a sale.

The following officers were elected:

President, B. W. Zieman, Preston.
First Vice-President, W. J. Cully, Stratford.

Second Vice-President, W. Hodgins, London.

Treasurer, D. W. Clark, Toronto.

Auditor, Mr. Ball, Toronto.

Delegate to Dominion Executive Council, Henry Waters, Ottawa.

The date and place of the next convention were left with the Executive.



Easily copied designs shown by Miss Martel of Martel-Stewart, Montreal.

Last Minute Xmas Suggestions; Special Appeal to Women

What Montreal Stores Are Doing—The Use of Showcards—Crepe Paper Can be Used Effectively—Other Timely Suggestions.

THE Christmas business this year takes on some distinctive features which are unusual and must be handled with much discretion and diplomacy. On the one hand the public is stricken with an unprecedented fever for economy; on the other, the habit of generations still seeks its usual outlet in expressing the Christmas spirit.

Why not make it a more practical Christmas and appeal to the feminine as well as the male trade if need be, the "sisters and the cousins and the aunts," not to mention the mothers, who are all keenly interested in the gift question more than ever they were. Women are still earning high salaries and their potential buying power is never sufficiently estimated by the average retailer.

The "bargain sale" is at its hey-day of popularity at present, and as a means of appeal to feminine patronage the conservative retailer will find it a powerful attraction and a sure means of moving many lines, provided he offers values sufficiently attractive. Play up the useful gift and feature the displays as artistically as possible. If you have been accustomed to pay little or no attention to your windows and interiors, try just

once the effect of a little greenery and a special display of sale goods, together with a show card symbolical of the time.

Boys' clothing and accessories can be effectively played up at the last minute as well, and a special display window or table with gifts for boys only would be valuable in suggestions for mothers and fathers alike.

St. Catherine Street haberdashers, Montreal, are already featuring holly wreaths and touches of crimson, and against these simple yet colorful settings many artistic displays of evening wear are shown. The newest evening shirts, collars, ties, vests and gloves are shown together with sets of studs and buttons in the newest designs. Hosiery and opera hats, canes and scarves are all excellent gift suggestions and show up with fine effect when carried out in black and white only. Magpie effects are best



when used with greenery and crimson bows, and the appearance of the display is sure to be in good taste.

Crepe paper rolls offer inexpensive and wide possibilities to the window decorator since all varieties of motifs emblematical of the season can be cut out and applied to cardboard and touched up with wet paint liberally sprinkled with imitation snow. One attractive window features a border of Santa Claus cut-outs made in this way, and the show card repeats the same idea. Crepe paper offers unlimited possibilities as the pattern range is better than usual and the wise retailer will not overlook its many advantages.

The accompanying illustration shows a collection of seasonable cards which are stencilled or appliqued in the several designs and are easily adapted to any purpose.

DEATH OF DANIEL GALLERY, MONTREAL

Daniel Gallery, who for many years ran a tailoring and furnishings business on Notre Dame street, Montreal, died on November 9th. Prior to engaging in this business, he was with a dry goods firm on the same street. For twelve years Mr. Gallery was an alderman of the city, in which capacity he served the interests of his ward very faithfully and later entered parliament as member for St. Ann's division. He is survived by a widow and two children.

The Markets at a Glance

Business Quiet and Many Prices Are Fictitious—Lines of Men's Wear Selling More Cheaply Than Wholesale—Hope That by Spring the Consumer Will Again Go Into the Market for Necessaries.

THERE is not a great deal to be said of market conditions. Business, as between the manufacturer and the wholesaler on the one hand and the retailer on the other, is quiet. A further dislocation of the manufacturing staffs in several lines of men's wear proceeds as a result of the indisposition of the retailer to place orders for future. Looking at business conditions generally, there is a feeling amongst manufacturers that business will considerably brighten by Spring because the consumer, who has been holding off for so long a time, will go into the market to purchase some of the necessities he has been denying himself. They realize that the period of deflation is upon us, and few, if any, of them will dare to assume the role of the prophet with regard to future conditions and when they will definitely better themselves.

Prices are, for the most part, fictitious. To unload, having in view replacement values, is the supreme effort of many manufacturing, wholesale and retail firms. Others are certainly going below what might reasonably be expected to represent replacement values in an effort to get rid of their stocks and, no doubt, place themselves in a position where they can meet their bills. There are not a few lines of merchandise selling more cheaply retail than they can be bought either from the manufacturer or the wholesaler. There are hats being sold to-day cheaper than they can be bought at the manufacturer's or warehouse door—considerably cheaper. In some of the accessory lines manufacturers who have had heavy cancellations are selling good regardless of profits. They are trying to get producing costs out of them, at least.

Some of the hat and neckwear firms have had some very heavy cancellations from retail and even wholesale firms. Their buyers are not going into the markets as usual to buy the raw materials. This may also be said of some of the

largest clothing firms; their buyers are usually across the water by this time buying for Fall, 1921, but they are not going. English woollens, they say, are still too high in price to meet the demand for lower prices on this continent.

Importers say that English prices, for the most part, are remaining very firm, almost too firm. One importer stated to Men's Wear Review that he had advised a number of the English firms he represents that they would have to cut their prices if they expected any volume of business from this country; this advice followed a report he had received that Spring prices would be little reduced, if at all. Buyers of woollens, for instance, have said that they would buy from the Canadian mills more than they ever had before.

There have been further reductions in other lines of men's wear. Several of the largest shirt manufacturers have reduced their prices in accordance with the lower prices of textile lines. Underwear prices are also undergoing revision downward; on some of the coarser lines, these reductions are 30 per cent. Other firms, while not materially reducing their prices, are giving much better qualities than they have been doing the last few years. Cotton lines are also reduced from, perhaps, eight to fifteen per cent. American agents have booked quite heavy orders on cotton lines and are offering big reductions over former prices.

All branches of trade are buying from hand to mouth and are putting forth extra efforts to turn over what stock they have so that they may, the more readily, make way for new prices. It is, perhaps, a time when buyers from the consuming to the wholesale class are watching values very closely. A mere announcement of price reduction may not mean a great deal unless better values accompany such announcements. Retailers would be well advised to see that they are getting values commensurate with the prices that are being quoted in lines of men's wear.

OTTAWA

Bryson - Graham, Limited, Sparks street, offered heavy quality all-wool Irish frieze ulsters at a special price of \$48. Other lines were also reduced a great deal. Boots are frequently advertised at from 10 to 33 1-3 off. Haberdashery is now to be procured at prices away below original values and the day of high clothing seems to be passing away. All merchants are anxious to reduce stocks and get the cash before values are still lower. Colder weather has done much to ginger up sales that have been far too slow, despite falling prices.

Frank Stollery Did It

F. W. Stewart, Canadian manager of the Cluett, Peabody & Co., of Canada, is authority for the statement that Frank Stollery, of Toronto, started the ball rolling which resulted in the reduction of Arrow collars to 25 cents to the consumer. To Men's Wear Review the other day, Mr. Stewart stated that Mr. Stollery was the first to make a reduction in the price of collars that had formerly been selling at 35 cents to the consumer. Mr. Stollery reduced the price to 28 cents in a sale he was conducting. He was quickly followed by Dunfield's, of Toronto, who made the price 25 cents. Now the Arrow collar is selling in Vancouver, Winnipeg, Toronto, Montreal, Hamilton and nearly all the large cities and, no doubt, nearly all towns, for 25 cents. The Cluett, Peabody & Co. recognize that 25 cents to the consumer is now the price.

Suggestions for Show-Cards for Seasonable Merchandise

“A Window Without a Show-Card
is Like a Book Without a Title”

THERE IS DIGNITY AND DISTINCTION IN THESE HATS	THESE ARE STYLED FOR YOUNG FELLOWS.
NO MAN CAN AFFORD TO WEAR AN OLD SUIT— DO YOU LIKE THESE?	DISTINCTIVE FABRICS FOR DISTINGUISHED DRESSERS
THE WISE MAN BUYS RIGHT. THE FOOLISH MAN BUYS RIGHT AND LEFT. BE WISE.	OUR CUSTOMERS' INTERESTS ARE OUR INTERESTS
A GOOD NAME AND A GOOD HAT	BEST MAKE, BEST QUALITY, BEST STYLE— FOR THE PRICE.
AS EXCLUSIVE AS THE SUNSHINE—YOU CAN GET IT ONLY FROM ONE SOURCE.	CAREFULLY SELECTED MATERIALS FOR CAREFULLY DRESSED MEN.
THE STYLE AND QUALITY IN THESE GARMENTS WILL SATISFY THE MOST CRITICAL	A LIGHTWEIGHT SUSPENDER FOR REAL COMFORT.
NO HIGH-POWERED SUPERLATIVES REQUIRED TO INTRODUCE THESE CAPS	HOSIERY THAT SELLS BECAUSE IT WEARS.
WE TAKE PLEASURE IN INTRODUCING THESE EXCLUSIVE NOVELTIES	ATTRACTIVE ALIKE IN STYLE AND PRICE.
THERE'S A TOUCH OF TO-MORROW IN OUR STYLES OF TO-DAY.	SINCE GOOD CLOTHES MAKE THE MAN, WHY NOT BE A MAN?
HIGH-CLASS MERCHANDISE THAT LEADS THE PROCESSION.	THE ONLY PEOPLE WHO DO NOT LIKE THIS MERCHANDISE ARE PEOPLE WHO DON'T WEAR IT.
HATS THAT GIVE YOU THE MOST FOR YOUR MONEY	IDEAL COMBINING OF DESIGN, MATERIAL, AND DURABILITY.
HATS AND CAPS WITH STYLE FROM EVERY ANGLE.	IT TAKES BOTH PRICE AND QUALITY TO GIVE SATISFACTION—THAT'S WHY WE GIVE SATISFACTION.
STYLE, PRICE, QUALITY—AN ALL-ROUND ADAPTABILITY.	THE MEN'S WEAR HIT OF THE SEASON IN HOSIERY.
CREATIONS WHICH DICTATE THE TREND OF STYLE.	PEERLESS SHIRTING FABRICS FOR THE NOBBY DRESSER.
A DESIGN THAT COMBINES GRACE WITH STRENGTH	PRACTICAL—SERVICEABLE—WASHABLE.
THESE WELL KNOWN NAMES HAVE BEEN THE CHOICE OF DISCRIMINATING MEN FOR YEARS.	OUR REPUTATION DEPENDS ON THE QUALITY OF OUR MERCHANDISE—HENCE OUR GOOD REPUTATION.

“As Variety Is the Spice of Life Therefore, I Will Give Variety”

A Good Motto That Will Give “Pep” to Business in Dull Times—Many Canadian Retailers Are Introducing Novel Ideas Into Business—Getting—Getting Live Mailing Lists—Personal Solicitation—Novel Sales

THERE are evidences from all sections of the country that retailers are putting new “pep” into their business these days. Novel ideas of getting business are being introduced. Merchants are not lying down under the adverse wave of business that struck them last spring and has continued throughout the summer and fall. And, after all, there is a certain thrill in fighting for business. The real, live business man would rather be a salesman than a mere order-taker. His organization—advertising man, display man and salesman—will be more of a sales force from now on. To get the necessary turnover during the readjustment period, every merchandising device, every advertising scheme, and every business-getting proposition within the ingenuity of the human mind will be under consideration if sufficient “pep” is to be put into business to overcome dull periods.

Working the Mailing List

Among the various schemes that are being worked out successfully by retailers are those which are allied with business-getting through mailing lists. It is a very appropriate time to begin working the mailing list again, particularly in view of the Christmas trade in the immediate foreground and spring trade not so far distant. But the first consideration is to have a live mailing list. Begg & Co. of Hamilton have recently completed their campaign for a live mailing list among the boys of Hamilton and vicinity and it has proven a very successful campaign. As a matter of fact, it has also helped his mailing list among the men as well as the boys. The contest was run along the lines of the most popular boy in the city and in the country, too. He had hundreds of boys working for Begg & Co. during this campaign, not only pulling business his way—votes were given according to purchases at his store—but supplying him with names of other boys who would be probable customers. He gave them concerts and filled theatres with them. He gave them \$1,200 worth of prizes. The whole scheme has been reviewed in Men's Wear Review and could easily be followed in other places. George Wallace of Guelph has the simple system of giving out numbered buttons to boys, telling them to find the boy who has the same number, come to his store, and get some free merchandise. And when they come he gets their names as a mailing list. Still another scheme that

Trade is Waking Up to the Benefits of Organization; What President E. R. Fisher Says



In responding to a letter from Men's Wear Review with regard to the forthcoming convention to be held at the Chateau Laurier, Ottawa, on February 21st and 22nd, 1921, President E. R. Fisher had the following to say regarding it:—

I feel that it is not too early to begin with getting our members to lay aside the dates of the convention, namely, Monday and Tuesday, Feb. 21st and 22nd, 1921, and to try and make them realize that they owe it to themselves and to their organization to give the time and money to attend same, and more, their executive expect everyone here to give counsel and advice in matters pertaining to our business.

The year we are passing through has brought many problems and I feel that the year 1921 will possibly present larger and more difficult problems and each member has something to contribute to help solve them. I do

believe our trade is fast waking up to the benefits to be derived from an organization, and I am glad to note the ever-increasing interest that is being taken all along the line. Many problems have been solved this year by us as an organization, which, if they had to be done individually, could never have been accomplished.

In reference to national association, I think before we arrive at that point we should have all our provinces organized here. This we may fairly expect in the course of the coming year, as one of the members of our executive, namely, Fitzpatrick, made a trip to the coast along that line, with, I am sure, beneficial results. I think, then, it would be in order to take up the international end of the question, and I am sure international co-operation would be very beneficial to the retail clothing interests.

has been followed successfully is to give away, say, a nice painting, or some other suitable gift for twenty or twenty-five names of likely customers. It is a simple system and will bring many new names to the mailing list.

Public Can Be Induced to Buy

The wants of consumers are accumulating and sooner or later they will have to come into the market to do abnormal purchasing. For almost a year they have held off from mere sentimental reasons, not because they could not afford to buy. It is up to the merchant to loosen the purse strings of many men during the next few months. The live

personal letter is one method of doing it. Stereotyped letters are usually consigned to the waste paper basket; but local conditions or events or local interests should form the basis of good letter matter. For instance, a Toronto gentleman recently received this letter from a New York firm:

“We hope that while you are in New York you will call in to look at our merchandise. We have only the finest quality goods from the best known English and domestic houses, including a fine assortment of English overcoats in medium and heavy weights.

Continued on Page 59

Readjustment Sales in Full Swing: Universal Sacrificing of Profits

General Disposition of Merchants is to Clear Stocks From Their Shelves, Having in View the Replacement Values—The Need of Money Given by Many as Reason for Sales—Some Houses Selling Out.

SALES which are given a wide variation of names still continue to figure in the clothing and haberdashery trade from one end of the country to the other. The reasons given for these sales are as varied as the names of the sales themselves. Following are quotations from advertisements from the firms named. Newspaper space is not being spared in these sales, some merchants using as much as two full pages in a single edition of their town or city paper.

Paul's, of Calgary

Paul's, of Calgary, in advertising a sale called the "Clothing Master-Stroke," adopted a novel scheme in running their suit and overcoat sale. "Come up tomorrow and purchase one of our new fall suits or overcoats and we'll allow you as high as \$15.00 on your old one. Every garment will be sold at our regular upstairs value. Every old garment we receive will be shipped to the manufacturers in the east, who are co-operating with us in this great master-stroke. No matter how old your clothes are, bring them up." In conducting this sale, there is to be "One Lucky Man." Paul's advertised that the first person who brought up his old suit or overcoat on the morning of the sale, could have his choice of any garment in the store free of charge.

Union Outfitters of Fort William

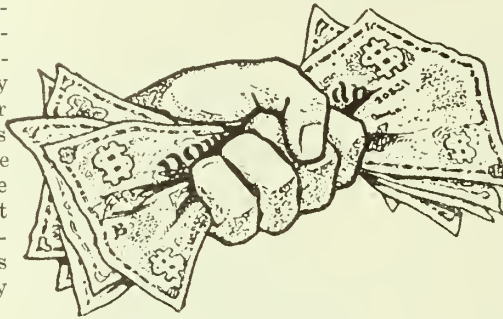
In announcing in glaring headlines that "Lower prices are now an Actuality," the Union Outfitters of Fort William state that "Warm weather, late fall, and banker's ultimatum to pay up our bills on heavy winter stocks" are the causes of the big smash in the prices they advertise.

Cumming of Stratford

Cumming of Stratford, in advertising special values during The Herald's prize contest week in which special prizes are given for the best-dressed windows during that week, the people to be the judges themselves, takes advantage to do a little bit of advertising for himself along the same line. He announced that a free hat would be given to the writer of the best letter telling why men should buy their clothing from Cumming.

Ecclestone's, of St. Catharines

"Formal announcement is made today," say Ecclestone's in advertising their "Lower-Price Sale," "of big reduction in the prices of men's, young men's and boys' suits and overcoats, winter



underwear, etc. It comes unexpectedly six months ahead of time. New prices on the highest grade clothing obtainable, creating overnight a new condition of things in the clothing business. Please note this fact: These are the permanent new low prices on all fall stocks and much below next season's replacement value."

Robinson's Clothes, Ltd.

"I want to say to you now," says the president of Robinson's Clothes, Ltd., in an advertisement, "that while clothing at its original source has not dropped in price, it will. I, myself, as well as every other clothier in Canada, have goods bought at the higher level, but no merchant can expect the public to pay for his errors of judgment, and I, for one, am now running a big sale and taking a big loss under actual cost in order to turn this merchandise into ready cash."

Fitzpatrick & O'Connell, Toronto

"Owing to unseasonable weather and other unfavorable conditions," say Fitzpatrick & O'Connell, of Toronto, in announcing their Stock-Reducing Sale, "we find ourselves with too large a stock at this time of year. Faced with the possibility of having to carry over part of a very valuable stock we have chosen the alternative of slashing prices and taking the loss so as to get these goods out quickly."

Wilcox, of St. John, N. B.

"Wilcox's November Clearing Sale of Men's Suits and Overcoats has got the public talking," declares Wilcox, of St. John, N.B. "Some think we must be going out of business to be selling clothes at such low prices, but don't worry, we are not going out of business. But we are going to clear out every suit and overcoat in the store—for our stock must be sold regardless of cost."

Fox's, Ltd., of Fort William, Selling Out

"Let my affidavit speak to the truth

of our statement," says Fox's, Ltd., of Fort William, in advertising his "selling out" sale, which, he says, is a Knock-out Blow to High Prices. "We are positively selling out, quitting business, and going into another line." In connection with this sale, and as a lead to boost it, Mr. Fox makes a free offer thus: "Choice of any pair of shoes in the house, whether at \$5.00 or \$15.00, will be given away absolutely free on Opening Day. Tickets will be given to the first fifty people entering our store Saturday morning. These will vary in value from 25 cents to any pair of shoes in the house. Be one of the first fifty."

B. Shniffer, of Belleville, Selling Out, Too

"Great Clearing Out Sale" is the way in which B. Shniffer, of Belleville, announces his retirement from the trade. "We have opened a factory," he says, "and our expense is going already and we need the money and can't spend much time around here, and selling out will not keep on for years or months. The goods left after the sale will be sold by auction, sale, stock and fixtures."

Oak Hall, Sydney, N.S.

"Notwithstanding the persistent newspaper reports," says Oak Hall, of Sydney, N.S., in an advertisement headed "Forestalling Newspaper Rumors," "regarding the lowering of clothing prices, there has been absolutely no indication of such a condition. In fact, prices up to the present have been steadily advancing and orders that are being taken to-day show still further increases. However, as these almost daily reports of the reduced cost of materials may have the hoped-for results, we have decided to forestall such an event by giving 15 per cent. discount off all clothing now in stock."

Claman's, of Vancouver

"Greatest Legitimate Sale Ever Held in Canada" is the manner in which Claman's, of Vancouver, announce the first sale they have had in six years. "Prices in men's and boys' apparel are undoubtedly returning to pre-war level" says Mr. Claman in an editorial insert in his advertisement. "While the decline has not been so abrupt as to cause a serious disruption in manufacturing circles, nevertheless the drop in prices is certain and large. I propose to give my customers the benefit of these reductions in price. Irrespective of cost at time of purchase, all merchandise in

Continued on Page 62

Adding 500 Salesmen to His Store: Doing the Best Day's Business on Record

Result of Begg & Company's Popular Boys' Contest in Hamilton and Surrounding Country—
Says It Brought Most Satisfactory Results—Personal Contact With Family Life
Was Valuable.

ADDING a sales force to a store for a period of two and a half months of some five hundred boys certainly ought to be considered a stroke of business well worth the effort. Yet that is what J. C. Begg, of Begg & Co., of Hamilton, says he did in his recent boys' contest that was brought to a conclusion on the 18th day of November. The whole plan of this contest was outlined in the October issue of Men's Wear Review and need not be reviewed. The test of any contest is the result, and Mr. Begg says that the result was most satisfactory. From the thousands of coupons that were handed in during this two and a half months' contest, the best mailing list that could be got has been compiled. The boys have certainly talked "Begg & Co." for that length of time; moreover, they have turned, undoubtedly, many thousands of dollars over to this firm. And it closed with a rush, for Mr. Begg states that the final Saturday of his contest brought him the biggest day's business in his history. But we will let Mr. Begg tell of this contest and its results in his own words:

Most Satisfactory

"Regarding the final results of our 'Popular Boys' Contest' I would say this, that it has proved to be one of the most satisfactory advertising programmes which we have ever carried on for this reason: During the period which we were conducting this, our competitors were using extreme means at an unusually early season of the year to get business. These largely advertised sales with half-price and other inducements, combined with the extremely warm weather in September and October, made it a real test as to the value of

this means of interesting the public and getting the business. We must say that the test has proven it to be a very favorable means because of showing the evident strain to get business from the standpoint of price and other much overdone methods. Results show that this contest worked definitely and accumulatively for us. We had in the neighborhood of five hundred boys acting as outside salesmen for us, urging their friends to help them win one of the prizes by purchasing at the Begg & Co. store.

Personal Contact Valuable

"Throughout the period of the contest the contact which I, personally, and our organization had with the family life both in the city and the country was valuable. The interest which we aroused in the contest at the time of our visiting the different country fairs, having the

pony constantly in prominence about the city, and the prizes displayed in our windows from time to time kept the name of Begg & Company very much to the fore during this period of two and a half months.

Did More Than He Promised

"The closing feature of the contest we tried to make such as would cause the public to feel that here was a store which did more than it promised rather than 'do just what we had to do, and so the last month we made it known to all the boys in the contest in order to encourage the ones who might feel like dropping out that a special prize would be given to all the boys who succeeded in securing ten thousand votes, which, to be definite, meant securing one hundred dollars' worth of business for us. This kept all the boys working right up until the end of the contest and we had great satisfaction in giving out some sixty special prizes to boys, namely, a two dollar order for any merchandise they might secure in our store.

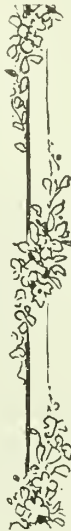
Creating Confidence

"I might say that this was a great opportunity for creating confidence in our store and its management. In the carrying on of this contest we had a filing system whereby each day the votes registered were tabulated, and by these cards the judges, after having an affidavit from the young lady who did the work, gave their awards.

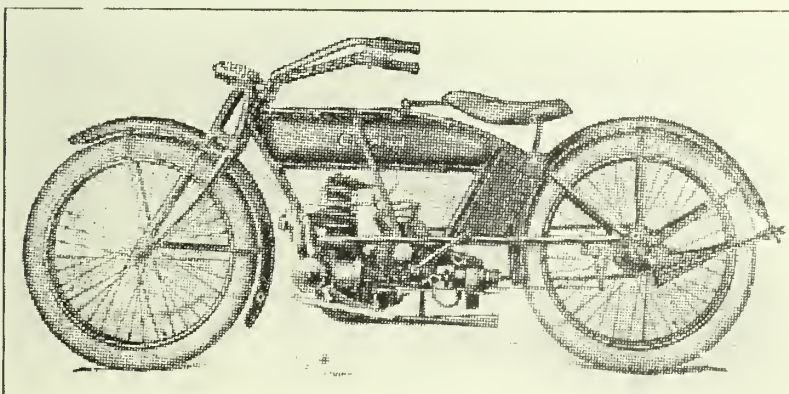
Record Day's Business

"I do not want to appear as boasting, but I might say of the final Saturday of our contest that it gave us a record day's business at a time of the year when we would least expect it."

Continued on Page 62



This is the pony outfit that Begg & Company used throughout their entire Popular Boys' Contest, running two and a half months. It did much to keep the contest continually before the people of Hamilton and vicinity. It was the first prize given away in the city contest. A pleasing feature of the contest was that this first prize went to a cripple boy. The pony and cart will now be used by the boy's mother to drive him to school.



This is the first prize given in the Begg & Company Popular Boys' Contest for the country contest. Like the pony and cart, it went to a needy boy and will be sold for cash that can be easily used in the home to which it goes.

Resolutions of Ontario Convention

Re False Advertising

That we desire to place ourselves on record, as being strongly in favor of the legislation secured by the Dominion Board of the "Retail Merchants' Association of Canada," to prohibit the false advertising of goods, and that members of this section be requested to forward to the secretary of the Ontario Provincial Board of this Association all advertisements, or catalogues in which they find goods falsely misrepresented, and that they be requested to take action thereon, and that whereas in cases of prosecution in the Police Court for violation of the false advertising Act does not make any provision for accepting the written report of the analyst who may be called to analyse any goods and that the analyst himself must appear and give evidence, we, therefore, recommend that the executive take such action as to have the written sworn statement of the analyst taken as evidence in the Courts. Moved by B. F. Brown; seconded by P. J. Kelly.

Re Discrimination in Prices

That this convention desires to place itself upon record as being opposed to the system adopted by some manufacturers of giving special prices to some dealers, who make it a practice to advertise certain lines of goods at a lower price than the said goods can be purchased by the ordinary retail trade; and that whereas the legitimate retail trade are collectively the largest buyers, and as such, they contribute most towards the profit of manufacturers; that we ask that that system be discontinued, or otherwise that we ask the manufacturers to adopt the price contract or re-selling plan, whereby these price cutters cannot use staple lines for the purpose of deceiving the public.

Moved by R. Patterson; seconded by Mr. Cauley.

Re Telephone Advertising

That it is the opinion of the convention that it is not fair to the telephone subscribers who are retail merchants that the telephone company should charge an extra fee to have the names of retail merchants classified in the telephone directory, which is an absolute necessity to every subscriber to have, and if the telephone company should find it necessary to charge an extra fee in order to publish the telephone directory, every subscriber should be treated alike. As it is at present, if a customer wanted to look up those merchants who are engaged in any line of trade with a view to giving him an order, they would only have the advertisers to choose from, as the telephone company, by their extra charge, have barred out those who believe that the telephone company should not discriminate in the manner in which they do. Moved by J. C. Willard; seconded by John James.

Re Credit Reporting

Whereas a credit reporting department has been inaugurated by the association and which has been in operation for some time, and found to be of great service, and a great saving to our members, that we endorse the same and ask our members to take all the advantage they can of it. Moved by W. J. Easton; seconded by Theo. Legaults.

Re Workmen's Compensation Act

That we, in convention herein assembled, hereby strongly oppose any attempt to make the application of the Workmen's Compensation Act apply to the retail trade; as we understand that it is the intention of the Provincial Government to include all classes in its operations, we ask the executive officers of the Ontario Provincial Board of our association to oppose the same very strenuously. Moved by J. P. Levesque; seconded by Mr. Taylor.

Trading Stamps

That it is the opinion of this convention that vigorous action should be taken against those who violate the Trading Stamp Act, or the False Advertising Act, or any act of a similar nature that has been secured by our association, and that such prosecutions should be undertaken by the Dominion Board under the direction of special committees appointed by the executive of the Provincial Board, and we also recommend that the Dominion Board ask the Dominion Government to have an official appointed to prosecute those persons who falsely advertise any article, similar to the inspector who is appointed to prosecute those persons who violate the Gold and Silver Marking Act.

Moved by Mr. Harwell; seconded by J. C. Wellard.

Manufacturers Selling Direct to Our Customers

That we, as retail merchants in convention assembled, consider that it is not a fair practice for wholesalers to sell their goods to retail trade, and at the same time solicit trade from those who are, or should be, our customers, and who do not carry stocks of goods. As this system is not only unfair to us, but it places us in an unfair position with those persons who are privileged to buy at, or near, the same prices that we are charged; and it also injures the business of the manufacturer.

We, therefore, agree that this subject should be taken up at a joint meeting of the wholesalers and retailers with a view to having the same discontinued. Moved by Mr. Mack; seconded by Mr. Anderson.

Re Community Development

That it is the opinion of this convention that some active steps should be taken at once to carry on the work of the community development so as to induce the public to spend their money in their home town and that the incoming executive be requested to give it their immediate attention. Moved by Mr. Clark; seconded by Mr. Mack.

Daylight Saving

That whereas resolutions having been passed at the annual convention of the Provincial Board of the Retail Merchants' Association of Canada, Incorporated, in the Provinces of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, Nova Scotia and New Brunswick, favoring a daylight saving measure, and the same having been placed before the members of the Dominion Board of our association for the purpose of taking some definite action thereon, are of the opinion that any daylight saving plan that is proposed, in order to be effective and not to cause any confusion should be Dominion-wide in its operations, and that the executive officers of this board be requested to submit a copy of this resolution to the Hon. Arthur Meighen and the members of the Dominion Cabinet, and suggest that if such a measure is passed that it be put into effect from April 1st to Sept. 15th in each year.

Moved by Mr. Clark; seconded by Mr. Mack.

That this convention places itself on record as viewing with alarm the great tendency there is among the public in many of the cities and towns of Canada to enter into voting contests to secure prizes, which system has a tendency to demoralize trade and promote the gambling spirit in the community and that the incoming executive be requested to take such action to prevent the same as they may deem necessary. Moved by W. C. Miller; seconded by Mr. Anderson.

Re Selling by Weight

That it is the opinion of this convention that all fruit should be sold by weight, and the size of the box in which strawberries are sold should be specified under the act, and when they are sold by the box, the size specified should be used. Moved by Mr. Pratt; seconded by Mr. Clark.

Re Association Aims

That it is the opinion of this convention that we should acquaint the public with the object and aims of our association and ask them to bring their influence to bear on those retail merchants who are willing to take all the advantage we secure without assisting us to procure the same. Moved by P. J. Kelly; seconded by Ed. Mack.

Re Automotive Section

Whereas the manufacturers and wholesale dealers in tires have in the past made a practice of giving the public the benefit of list prices on tires, this convention strongly protests against this practice and recommend that a special committee be appointed to place the following suggestions before the tire manufacturers.

(1). The manufacturers and wholesalers to restrict sales of tires to legitimate tire dealers (and by legitimate tire dealers we mean dealers that give tire service), handling a representative stock of \$250.00 or over for resale only; to discontinue the selling of tires to firms purchasing mill and mine supplies, rubber boots and coats, hose and belting and druggists' supplies, or by reason of being in the wholesale or any other business and who enjoy the privilege of getting goods at wholesale prices.

Continued on next page

RESOLUTIONS OF ONTARIO CONVENTION—Continued

(2). This convention goes on record as being opposed to the policy pursued by some wholesalers and manufacturers of tires, who appoint jobbers and other agents, well knowing that such agents are selling tires direct to consumers at less than published list prices. This practice is detrimental to the welfare of the legitimate tire dealer and is in direct contravention of the manufacturers stated selling policy. We, therefore, strongly urge that manufacturers be requested to discontinue this practice.

(3). Believing that the practice of allowing wholesale prices to men or firms, retail or wholesale, who operate five and ten cars or more, to be extremely injurious to the legitimate tire dealer, who maintains an establishment for service and inasmuch as the legitimate tire dealer can offer better service, which would undoubtedly save these firms money and would at the same time give the tire dealers an opportunity to share in this portion of the tire business that five and ten car contracts, if any, between manufacturers and retailers, be permitted to expire, but before renewing such contracts that they be submitted to the association for approval, and that no new five and ten car contracts be entered into.

Moved by W. C. Miller, Toronto; seconded by Mr. Moore, Toronto.

Re Dry Goods Section

Whereas the Retail Dry Goods Section of the Ontario Provincial Board desire to go on record as approving the representations made to Sir Henry Drayton in connection with the Luxury and Sales Tax, and desire to express our appreciation of the capable and efficient manner in which the views of the retail dry goods merchants of Ontario have been submitted to the Government, and hereby pledge our unanimous co-operation in supporting further representations, by the Dominion Board, which will bring about immediate relief from the present operations of the Luxury Tax.

Moved by Mr. Staples, Lindsay; seconded by Mr. Young, London.

Re Lack of Police Protection

That, whereas, a large number of complaints are being received from merchants in various municipalities throughout the Province of Ontario, complaining of the alarming increase in the number of burglaries and thefts which are taking place throughout the retail stores of the province, and, inasmuch, as the Police Commissioners of some of the larger municipalities have detailed officers to investigate minor breaches of by-laws; be it resolved that this matter be referred to the executive officers to draw the attention of the Attorney-General to the fact that thousands of dollars' worth of merchandise have been stolen from the stores of the City of Toronto, within the last few weeks, and only in a few instances have the stolen goods been recovered and, inasmuch as the retail merchants are large tax-payers in the municipalities, we deem that more efficient protection should be given to them. Moved by Mr. Mack, Toronto; seconded by Mr. Taylor, Toronto.

Re Welfare Fund

That inasmuch as a resolution was unanimously passed at the last meeting of the Dominion Board held in the City of Vancouver, B.C., deeming it advisable to raise a Special Welfare and Organization Fund of \$100,000.00 from retail merchants throughout Canada, that the members assembled agree to give the same their hearty support.

Moved by J. A. Banfield, Winnipeg; seconded by Ed. Mack, Toronto.

Re Government Statistics

That we desire to recommend to the Dominion Board that they take up with the Government the advisability of having all statistical forms that are sent out to retail merchants, properly gone over and compiled in some simple form so that the merchants can understand same and so that they will be of value to the Government, and that the same be referred to the Dominion Board previous to their publication. Moved by R. H. Dowler, London; seconded by Ed. Mack, Toronto.

Re Membership Fee

That this convention approve of the action of the executive officers of the Ontario Provincial Board in placing the provincial membership fee at \$12.00 per annum, and which took effect on September 1st last, and which action was in conformity with the action of the delegates to the Dominion Board in supporting the resolution, which provides that, from that date, the amount of per capita tax from each province shall be \$2.00, instead of \$1.00 per annum.

Moved by W. C. Miller, Toronto; seconded by P. J. Kelly, Stratford.

Re Questionable Advertising

That this convention assembled deprecate the use that some persons are making of the columns of the press and through the mails to advertise in such a manner as to attract the children and offer to give them certain prizes, which have been found to be cheap and trashy, after they have sold, by peddling from door to door, certain articles. We ask that this matter be referred to the executive officers to take whatever action they may deem requisite to stop same.

Moved by Mr. Mack; seconded by Mr. Anderson.

Re Marriage Licenses

That whereas a notice has appeared in the public press stating that it is the intention of the Deputy Registrar General of Ontario to amend the marriage laws of Ontario, so as to require a guarantee of mental and physical fitness as a condition in securing a marriage license, that it be an instruction from this convention that any of the proposed legislation of this character be closely watched, so that the liberty of the individual be not hampered by paternal legislation, and that, whereas retail jewellers, at the present time, to a large extent, issue marriage licenses, which has been found a great convenience to the purchasing public, and that, if any proposed amendments are made whereby the retail jewellers will be relieved of this duty, the executive officers be requested to see that no injustice is done to them by transferring this work to any other class who may not be as well qualified.

Moved by Hepenstall, St. Thomas; seconded by Patterson, Kincardine.

Re Luxury Tax

That it is the opinion of this convention that the Luxury Tax is an absolutely unfair system of taxation and that we ask to have the same removed, and that we heartily endorse the recommendation of the Dominion Board, which was as follows:

"We recommend that instead of placing the collection of the Luxury Tax on the retail trade that it be collected at the source of supply, namely, from the manufacturer and the importer, and in this way it would be absorbed in the same manner as all systems of taxation are absorbed."

Re Manufacturers' Tax

That this meeting endorse the action of the Dominion Board in notifying their members not to pay the manufacturers' tax when the said manufacturing is worked in conjunction with the retail trade.

Moved by Mr. Collyer, Toronto; seconded by Mr. Barrie, Peterborough.

RESOLUTIONS REFERRED TO EXECUTIVE COMMITTEE FOR FURTHER CONSIDERATION

Re Legislation for Collection of Small Debts

That whereas it is the intention of the Ontario Provincial Board of our association to apply to the Ontario Provincial Government for an amendment to the Division Court Act, whereby small debts can be collected at a very much lower rate than it now costs to collect the same; and that we are in full sympathy with such action, and we will do all we can to assist in securing the same.

Re Business Tax

That whereas the officers and members of the Ontario Provincial Board desire to have the rate of 25 per cent. which is placed on the value of land and premises of all retail merchants, so as to ascertain the amount of business tax that they now pay, be reduced to 10 per cent. of the assessed value, instead of 25 per cent., be approved of by this meeting, and that we agree to assist the executive officers of the Ontario Provincial Board to secure the same.

Re Express Co.'s.

That whereas it has been reported to this board that a number of our members who live in districts outside of that in which express companies deliver parcels are greatly inconvenienced by the limited express service, that we ask the incoming executive officers to take this subject up and deal with it in a manner desired by the members.

Re Mail Order Inquiry

That whereas it has been decided by the officers and members of the Ontario Provincial Board to ascertain as to the amount of injury that is being done to the cities, towns and villages of Canada by circulating petitions for the signature of retail merchants, to show that they are in sympathy with this inquiry, that this meeting places itself upon record as approving of the same, and that they urge upon every member of this section to sign the same when presented.

Wide Range of Neckwear for Spring

Montreal Manufacturers Are Yet Uncertain as to Price—Different Toned Blues Will Be Popular—Knitted Tie Will be Strong—Heather Mixtures and Herringbone Effects.

OF all the items of men's haberdashery the necktie is the one which bothers the retailer most at the present time. When stocks were hard to secure and variety limited, many retailers were persuaded to order more heavily than they might otherwise have done under normal conditions. Following the exceedingly good sales of 1919 the prospects for 1920 looked more than promising and no inkling of the impending decline in the silk market reached the retailers until it was too late. And so the majority found themselves with heavy stocks, heavier than they should have had and bought at peak prices. But they did not worry then because Christmas, 1919, had shown them that the \$3.00 necktie, or even the \$5 article, was not an impossibility, and with prices at such a height a good tie represented a sufficient investment to impress the person who received it as a gift, and so stimulated buying. Retailers, therefore, devoted much time to featuring good quality merchandise and naturally anticipated that business would remain good while deliveries were an uncertain quantity. The poor delivery question undoubtedly influenced retailers to get stock at any price some months ago, and with prospects all indicating a climb even higher it was no wonder that the break in the market came as a complete surprise.

The Luxury Tax

But that was not all, as every merchant well knows. The luxury tax, with its drastic effect upon neckties in excess of \$1.50, was the "last straw." High-priced neckwear languished throughout the summer months, and with the increasing reluctance on the part of the buying public to purchase at any price, the neckwear situation became acute.

According to Montreal manufacturers they were in no better position than were the retailers from the same causes, and they are awaiting the results of the Christmas trade as a means of determining the trend of the market. They do not intend to make up stock simply as a speculation, and until all past orders are filled, the large manufacturers are not seeking to make up extra supplies in view of present conditions. However, one tie manufacturer expects to offer as many as 200 different patterns by next September, which will retail under the tax level.

Tie Silks

As regards the situation in tie silks it is stated that the Swiss varieties are more plentiful and Canadian makers are featuring them extensively, each in his own "confined" patterns, secured espe-

cially for his own purposes. Colored warp grounds in Jacquard silks in many new and artistic designs are among the leaders for Spring. Ombre brocades are richer in effect than for some seasons and the new bird and animal designs are proving to be exceptionally popular in New York. Greens and purples are reported to be the leading tie colors in the States, while blue in different tones and combinations leads in Canada.

Montreal manufacturers confine themselves to a certain range of color combinations and yet within the limits set their range is remarkably wide and artistic.

Prices Uncertain

No one cares to discuss prices as yet, for prices on raw silk are too uncertain to make any prophesy dependable. Competition is undoubtedly the factor this season which manufacturers have to reckon upon and revision of prices has already occurred in most lines more than once. However, the maker who brings out new lines which can retail at moderate prices will be apt to carry the bulk of the business, from present indications.

Perhaps it may sound paradoxical to make the assertion that only by buying new stock can the retailer hope to move the old stock. But there is an element of truth in this statement, made by a manufacturer to Men's Wear Review, and by it he meant to point out that customers get tired of seeing the "same old thing" at their favorite haberdashers, and a few new samples will stimulate interest even under present conditions and help to move other lines.

The knitted tie is by all odds the leader with smart dressers, and the fibre varieties are competing very successfully with the pure silk. The tendency in knits is to get away from the bulky and heavy effects and to reproduce grenadine weaves. Good models are shown in solid colors and heather mixtures, solid blacks with bright cross stripes in new contrasts, also in herring-bone effects.

Prices on these ties have dropped tremendously of late and there is no reason why they should not prove to be unusually good sellers this Christmas.

Knitted Tie Popular

It must be borne in mind that a man's necktie is not a part of his wearing apparel that is an actual necessity. It is worn for style and caters to his vanity. It is in direct line of vision to the eye he wears. Its becomingness either adds to or detracts from his personal appearance, according to the taste of selection or manner of wearing. While knitted cycle of fashion changes, the silk or bro-

ties are apt to come and go with the cade tie will always be worn by the best dressers, and a proper assortment of stock must continue to be on hand for selection. Next Spring will probably see the knitted tie at the zenith of its popularity in a better variety of designs and colors. Just now the all black knitted tie is "the thing" worn with a soft collar in corded cotton or silk fabrics, and either wide or narrow widths are favored.

Men's wear sections in the department stores report a good demand for the medium sized bow tie, but the extreme types are dead, in the larger stores, at least.

The Old Order Changeth

The situation, judged impartially in a general way shows a tremendous

Continued on Page 58



SMART NEW DESIGN IN NECKTIES

Shown by Tooke Bros., of Montreal

Brocaded satin cravat in dull blue shot black with bird pattern woven in yellow. The sombre effect is particularly good for Spring neckwear and the more pronounced patterns are features. This design is a smart adaptation of the prevailing fad in New York for bird or animal designs in bold patterns. As will be observed, in certain lights, the pattern becomes indistinguishable and appears altogether black.

Crafty George Brown of Bancroft Will Find Out Who is Most Popular Girl in North Hastings

Decides to Run a Popularity Contest Among the Members of
the Fairer Sex—An Idea He Picks Up From Reading
Men's Wear Review—Contest is Now Off to a
Start and Closes on Christmas Eve

GEORGE H. BROWN, of Bancroft, Ontario, has started things moving in North Hastings. The contest idea appeals to him and he is putting over a new kind of contest; the idea was suggested to him, he says, in reading our account of the Begg & Co. boy's contest, of Hamilton, Ontario. He is calling it a "Popularity Contest" and he has started to find out who is the most popular girl in the North Hastings territory. A shrewd young man is Mr. Brown to enlist the co-operation of the young ladies, and not knowing whether the said Mr. Brown is married or not we are not in a position to say whether he has a deeper purpose in view than merely boosting business between November 1st and December 24th. Perhaps, so; perhaps, not. Time will tell.

Prize—A Beautiful Mahogany Phonograph

Mr. Brown has selected a good Christmas gift as a prize for the contest he is running. It is to be a beautiful mahogany phonograph valued at \$125, and this is to be given to the girl polling the greatest number of votes in the popularity contest absolutely free.

Rules of the Contest

There are eight rules to the contest which are as follows:—

1. Contest opens November 1st and closes on December 24th at midnight.
 2. 100 votes will be given for every dollar purchase, votes to count for whoever the purchaser desires.
 3. All ballots must be placed in the ballot box in Brown's, the Tailor, Gent's Furnishing Store, within fourteen days of date of issue and none may be cast after December 24th at midnight.
 4. 150,000 votes must be cast or the contest will be withdrawn.
 5. In case the required number of votes are not cast a Special Prize of \$25.00 will be given to the person holding the largest number of votes cast at the close of the contest.
 6. The decision of the judges will be final.
 7. For further information see the Contest Manager, Brown, the Tailor, at the store.
 8. No credit is given in this contest.
- Go to it, Mr. Brown. Best of luck.

Notes From the Busy Capital Many Sales Are in Progress

Ottawa, Ont.—A real avalanche of sales has struck the city. The many clothiers are vying with one another in giving away clothing at a very low margin, if not at less, in a frenzied effort to lower stocks at once before losses grow larger. The Blair stock is being sold at a very low figure by Mr. E. R. Fisher at the old Blair stand on Sparks street; Jess Abelson, 188 Sparks street, offers 25% off every suit and overcoat in the store; G. L. Myles, Sparks street, says 20% off during my "Alteration Sale"; R. McGiffin, Limited, Jackson Building, Bank street, give their nine windows over to a special window sale, each window being a sale event in itself that is bound to attract attention; Glaude's, Limited, Upstairs Clothiers, 47 Rideau street, "20 Feet Above the High-

rent Level," offer real bargains in 350 sample overcoats; Rice & Pye have been busy selling out suits at generous reductions at their store on Bank street, while Macdonald's Men's Wear, Limited, Bank and Queen streets, have offered 25% off suits and overcoats.

Haberdashery has been on the same bargain basis and reduction has in many cases been even more marked than in suits and overcoats. Boots have come down too. Gales & Co., Limited, Sparks street, announce a revision of prices and offer fine values at \$10.15. Masson's, Sparks street, offer \$9 special during their "moving sale"; other merchants quote remarkable figures that come within the means of the men of all classes while the poor old Luxury Tax is snowed under.

Long Service is Rewarded

LIBERAL BONUSES GIVEN TO EMPLOYEES

On October 4 three hundred of Messrs. Richard Haworth and Co., Ltd., mill employees were presented with a bonus as a recognition of their long service with the firm.

Mr. G. C. Haworth, chairman of the company, in making the presentation, said: "I have the pleasure and privilege to distribute this bonus to those employees who have been with the firm 25 years or more, and who are now in our employ (to those of 25 years' service, £25; and those of 50 years' service, half a century, £50, which is equivalent to £1 for each year of service).

"Although it cannot be said that the present condition of the cotton trade is very favorable, nevertheless we feel that it is an obligation we are bound to fulfil, and the fact of going on short time must not in any way interfere with our promise.

"The moneys are to be distributed by amounts entered in a bank book such as I now hold in my hand. The idea of the firm is that this money will be placed or deposited in the bank for you, as a kind of provision for your old age, so that when you may become unfit for your work you will realize the advantage and comfort of having this 'nest egg' to fall back upon. Meanwhile all these amounts will be accumulating in the bank, the firm allowing you 8% per cent. interest.

"We distributed £10,000 some time ago amongst the men who fought so bravely to defend our hearths and homes. In distributing this £10,000 we placed their money in the bank the way we shall do with yours.

"I am sure there is not another mill in the whole of Lancashire that has so many employees with such a splendid long service record and we feel that the high reputation the firm holds in Lancashire as regards "Spero" cotton goods has been gained by your faithful services."

The chairman of the company further stated that the firm would be pleased to render any help they possibly could in such cases where it was required.

KNITTING FACTORY AT CHATHAM

The Denby Motor Truck plant at Chatham has been taken over by J. T. Wood & Son, of Brussels, who propose to open a knitting factory there. The move is being made early in December, and extensions to the present plant will be made.

Handling Safety Razors with Profit; Little Money Involved; Better Service Given

It is One of the Legitimate Dress Accessories—Sale is Helped by National Advertising—
Particularly Good Line During the Christmas Season—Why Not Handle Them?

ARE clothiers and haberdashers losing a profitable business in not handling safety razors? And what is perhaps of equal importance, are they not neglecting one of the service arms of their business? The amount of money that would be wrapped up in the necessary stock of razors and a few accessories, such as extra blades, a few brushes and soaps, would be very small. The stock is easily kept and it does not deteriorate in value. The profit is good. There is no reason why safety razors should not be carried by the furnisher and outfitter. It is not the invasion of another retailer's field; the razor can be called, in a very real sense, a dress accessory. The man who comes in during the week to buy a necktie, a collar, a suit of underwear, or a suit of clothes, may want a new razor, or some extra razor blades. Why should he have to travel to another store for them? The man or woman who goes into your store for his or her Christmas present may have on their list a safety razor or even a dozen blades for one of their friends. Why should they have to go to another store for them when they are much more of a men's wear article than confection is a drug article or working gloves are a hardware article? They would, moreover, provide just that much better service to gentlemen customers, and good service is what great businesses have been built on.

Are Nationally Advertised

Many of the safety razor lines are nationally advertised lines. They carry big pages of advertising that reach the consumer day after day and there is little for the retailer to do in introducing these lines. All he has to do is to announce in his advertisement that he carries such and such a razor and the consumer knows the rest. All you have to tell the consumer is that you are carrying a line of goods that means better service to him in equipping his wardrobe. Such firms, also, will provide you with advertising cards and hints that can be used in your store or in the dressing of your window. About all you have to do is to keep them in plain view; to reserve one of the showcases, or even a part only of the showcase, for a small and neat display.

Quite a Number Carry Them

We have recently made a canvass of the men's wear field and have found that many merchants are carrying lines of safety razors satisfactorily. "I just

Matters of Vital Importance Will Be Discussed at Ottawa



Secretary-Treasurer Dan E. Johnson of the Clothing Section of the Retail Merchants' Association sends out very encouraging news that an ever-increasing interest is being taken by the trade in the work of the association. He says:—

"The dates fixed for the Retail Clothiers' convention are the 21st and 22nd of February (the third Monday and Tuesday) at the Chateau Laurier, Ottawa.

"Matters of vital importance to the retail clothiers will be discussed. Mr. FitzPatrick of Toronto has been through the Western Provinces to the Pacific coast; the secretaries of the different provinces have expressed a willingness and desire to assist in the formation of a Dominion association and a large representation is expected at the convention. Committees have been appointed to draft resolutions dealing with the Luxury Tax, better relations with the wholesalers, fairness and

better understanding with the press, and many other questions of importance to the retailers.

"Interest in our Ontario association is being manifested to an ever-increasing extent, and we feel confident that all clothiers and furnishers must realize the importance of being united, if we are to be successful in our undertaking.

"We appreciate your efforts in furthering the interests of the clothing trade."

placed an order for more safety razors yesterday," said a St. Catherine street merchant, Montreal, to Men's Wear Review, "for we were out of stock and are constantly being asked for extra blades by our regular customers. Of course, they are more in a gift line and we play that point up strong in selling them. As Christmas gets nearer we push them all we can; but, in any case, we have found that a neat display in our front showcase does the trick. We carry one brand of razor only, but in six different styles and find that they just sell themselves." This retailer stated that the manufacturer issued such lines of advertising as gave considerable assistance in selling their lines. "When you believe that the line you are selling is the best on the market it enables you to convince your customer. The other day one of my customers was buying collars from me

and I noticed he walked right across the store to look at the razors. He said he'd take one without my having to say a single word about it; so I believe it is a good thing to have a few of them anyway. Customers like to feel that you have most anything that they want."

Little Money Good Profit

J. Ross Wylie of Toronto has carried safety razors for some time and has found them very profitable. He does not carry a large stock, for, he says, it is not necessary to carry a large stock to give a complete service in this line. "We sell many extra blades," said Mr. Wylie to Men's Wear Review, "to men who come in for their accessories during the week. We do not sell a great many razors, but we have found that it pays

Continued on Page 62

Suits at Two Prices Only; Policy of G. B. Ryan, Guelph

IN the clothing department of G. B. Ryan of Guelph only two prices in men's suits are carried. This is a policy which this company has tried and proven satisfactory for a number of years. Before the days of the great war, they made an investigation, covering a very wide field, of the most popular priced suits for men. This was done by correspondence with clothing manufacturers in this country and the United States. Finally, the Ryan firm hit upon two figures which they believed were the most popular in the men's clothing field. Before the war, these figures were \$12.00 and \$16.00. But with the rising market these figures had to be revised from time to time. To-day, Ryan's still have their two prices, but they are \$29.00 and \$39.00.

Speaking of the advantage of this two-priced policy, the manager of the clothing department pointed out that it constituted a good starting point in the selling of suit of clothes. The customer knew before coming into the store exactly the prices that would have to be paid for the very best garments that Ryan's carried. "The hardest man I have had to deal with in a long time came in the store the other day and wanted to buy a \$68 suit and it was very hard to convince him that our \$39 suits were as good as many others selling for a higher price. He went out satisfied that he had a good suit of clothes." Another feature of this two-priced policy is that Ryan's claim to sell a suit of clothes \$8.00 cheaper than other men in the clothing business.

Still another policy that Ryan's have adopted is not to advertise any one make of clothing. They sell Ryan's clothing and have their labels on every suit of clothes that goes out of the shop. They do not even advertise any one make of clothes.

It is worth while to point out in connection with this two-priced policy what we have frequently pointed out before, namely, that the price of clothing since the war has not increased in proportion to the increase in the cost of the raw materials used in the suit, or in proportion to the increases that have been made to labor. Ryan's were selling suits before the war at \$12 and \$16 and are now selling them at \$29 and \$39. That is an increase of slightly over 100 per cent. Some of the materials used in the suit have increased 300 and 400 per cent. and the wages of labor have increased from 150 per cent. upwards. This is information that should be constantly used by the advertiser.

Advertising Ammunition for the Local Retailer

Increased Freight and Passenger Rates Bring Grist to his Mill
Which He Should Not Fail to Use—Good Argument
For "Stay-at-Home" Campaign.

IT IS an ill wind that does not blow good in some direction. The action of the Dominion Railway Board in allowing an increase of forty per cent in freight rates in the east and thirty-five per cent. in the west, and a twenty per cent. increase in passenger rates where the rate does not exceed four cents a mile should be an action on which

every retailer who has retail mail-order houses as competitors should cash in. Retailers all over the country are constantly up against competition from two angles other than the competition he has to meet right in his own town or city. The retail mail-order houses and the disposition of many people to do their trading out of town are constant thorns in

the flesh which he would be gladly rid of. There is grist for his advertising mill in these increased passenger and freight rates, and he should make the most of it in his advertising.

In the case of the freight rates there is not a great deal to be said in the retailer's favor, unless he is handling a line of merchandise which the retail mail-order house would send by freight rather than by mail or express as many orders are now sent by these houses. But if it be heavier merchandise sent by freight, the retail merchant can easily and with considerable weight point out that the freight on the individual article would cost the consumer more than if he bought it at your store where you receive the same article in much larger quantities. The freight on each article, therefore, is less and the retailer should be able to sell it at less to the consumer than the mail-order house. The amount would not be a great deal and is absorbed in the cost of the article to the consumer. In the case of receiving the article from the mail-order house, the freight is a separate item in the ultimate cost to the consumer and the local retailer should be able to make something of this in his advertising.

Food for "Stay-at-Home Campaign"

The increased passenger rates, however, provide better material for the local retailer who is confronted with the problem of being able to keep custom from drifting to the larger centres of population where the big stores are. Many of the larger stores in the cities of this country have recently branched out into rather extensive advertising campaigns in some of the daily or weekly papers in the smaller towns, and villages even. Their argument usually is that their greater purchasing power allows them to sell cheaper because they can buy on a narrower margin and, by a bigger turnover, sell at a lower price. They point out that this more than makes up for the transportation cost to their store.

Here is a splendid chance to hit back at that argument by pointing out that the increased passenger rates will easily wipe out any advantage that may be derived by jumping on the street car or the train and going into the city to do the weekly shopping. It is good food for a "stay-at-home" campaign. The local retailer now has something concrete upon which to base his presentation of the advantages of trading in the home town and the home neighborhood.

The benefits to be derived from these increased freight and passenger rates, while meaning something to both sides, lean a little on the side of the local retailer and he should not be slow to make the very best out of the argument. There is, at all events, reasonably good psychology in some forceful and immediate advertising of the kind, and the advertising man should not lose sight of it.

Thinks Mid-Season Price Cutting by Manufacturer and Wholesaler Unwise

Joe Barnes, of Toronto, Thinks That Readjustment Would Have Been More Gradual if the Vendors Had Made Cuts at the Beginning of the Season (Which He Feels They Could Have Done) and Then Kept Prices Firm During the Season

JOE BARNES, 250 Danforth Ave., Toronto, thinks that the manufacturer has failed in a large measure to help bring about as gradual a readjustment as could have been brought about if wiser methods had prevailed. He cites the case of clothing as an instance. Many retailers, he says, ordered their Fall clothing last March when prices were at their very peak; others ordered from that month on to May and probably June. The manufacturers' costs were based, at that time, on the rate of production by garment workers during the previous season. But between the time the order was booked and the time the goods were delivered, he says, production on the part of the garment worker had increased sufficiently to reduce to some extent the total cost of production and, hence, the cost of the lines ordered. And he backs up this statement by citing the case of a certain manufacturer who asked his manufacturing staff to speed up their production. They refused. The manufacturer shut up shop. The garment workers appealed to the union and the union told the garment workers in this manufacturer's plant that he had not asked them to do something unreasonable, told them they were capable of producing what he asked, and advised them to go back to work and do as they had been asked. They went back to work and did do as they had been asked by this manufacturer.

Now, Mr. Barnes argues, the manufacturer was in a position to shave prices a little and should have done so. He should have notified his customer that he would get a reduction on the booking price. Other than the consideration of a slight reduction in production costs due to increased efficiency on the part of garment workers, there was the fact that began to be apparent by the time manufacturers were ready to make deliveries of fall clothing that a recession in clothing prices generally was a certainty. That meant a shaving of profits all along the line and he feels that the manufacturer would have placed himself and the retail trade in a better position from the very start of the price recession if he had made the reduction from the very first.

Cut in the Middle of Season Bad

But Mr. Barnes thinks that a further mistake has been made in cutting prices in the middle of the season when portions of orders have been delivered and the remainder of the order is coming on. In this respect he does not refer

Readjustment Period Needs Help of National Organization



Past-President Ed. Mack of the Clothing Section of the Retail Merchants' Association in writing about the forthcoming convention at Ottawa and the probability of organizing a Dominion-wide association at this time has the following to say:—

On the lines of the Dominion-wide association of retail clothiers, too much, in my opinion, cannot be said in its favor, for we all know that in unity there is strength, and with a body of merchants the size of the retail clothiers of the Dominion, with such a tremendous buying power and with so many millions of dollars invested in merchandise, they should be cemented together with an executive of the brainiest and strongest men at its head to keep a watchful eye on the legislation of the Municipal, Provincial and Federal Government of the country—not only for their own, but for the protection of the buying public.

The last few years have fully exemplified the necessity of such a body of men, and in my humble opinion, the present re-adjustment period needs the help of just such a body as this, so that we can all get together and straighten out the tangles which we, as retail merchants are up against, and our rights can never be adjusted with the Government, manufacturers, jobbers, millers, and, last, but not least, the press of our country through any individual effort, no matter how strong it may be, but it must be collectively and have a strong power behind it to make an impression.

These are just a few of the most important reforms that the united effort of the Dominion-wide retail clothiers would accomplish. There are scores of other reforms and benefits that both to the buying public and ourselves would be accomplished by such a strong organization.

to the clothing end alone, but to many lines. For instance, he cites the case of underwear. In September he gets a shipment of combination underwear at \$72.00. He sells most of it. In October he gets a further shipment of the same underwear (being the other half of the order he originally placed) at \$60.00. How is he to even up the lines? Average them, the manufacturer may say. That is all right providing the same man doesn't come back for a second suit or doesn't tell someone else what he paid for his winter underwear—a thing that is very common in districts or small towns and villages.

Should Keep Seasonal Prices Firm

It is the opinion of Mr. Barnes that manufacturers should have kept the seasonal prices the same and whatever adjustments they were able to make should have been made on different lines, either in clothing or other lines

that might be carried by the wholesaler or the manufacturer. To cite another case. He says that instead of giving the reduction on the price of the underwear, as instanced above, he should have kept the price the same during the whole season and made the adjustment, say, on mufflers. It would be only a matter of bookkeeping so far as he was concerned, and it would have left the retailer in a better position with his public and with each other.

Has Some Manufacturer Done This?

Mr. Barnes thinks, perhaps, that some manufacturer has already done this, that is, that he has made a readjustment on lines delivered. He referred to an advertisement that appeared in a Toronto paper early in November, in which the retailer stated that a manufacturer from whom he had bought his clothing had made a "readjustment" which enabled

Continued on Page 58

Textile Shirt Lines Down; Average About \$3.00 a Dozen

F. W. Stewart Says Retailers Who Have Booked Orders Will Receive Benefit—Manufacturers Trying to Co-operate With Retailer in Price Adjustment.

RETAILERS have already been appraised of the fact, no doubt, that Arrow collars are now selling at \$2.40 a dozen. F. W. Stewart, Canadian manager of Cluett, Peabody & Co., Ltd., of Canada, stated to Men's Wear Review a short time ago that they had cut the price from \$2.60 to \$2.40 to co-operate with the retailer in selling these collars at 25 cents to the consumer. Mr. Stewart said they were not anticipating further cuts at the present time, and added that, according to production costs they should now be selling at \$2.75 instead of \$2.40. He called attention to the fact, also, that during three years of war the price of collars had advanced only 10 cents a dozen, while during the last three months they had been reduced some 35 cents a dozen. Mr. Stewart enunciated the sound principle of replacement values in dealings with this question. He said that the retailer had, like the manufacturer, received the advantage during the rising market on stocks that he had on hand; now that the market was declining they would all have to stand their loss.

Shirts Down, Too

In accordance with revisions that had been made by textile mills on textile lines of shirts, Mr. Stewart said they were now revising their prices on many of the textile lines and that there would

be a reduction which would average, perhaps, about three dollars a dozen. He said that merchants who had booked orders would receive the advantage of these reductions just the same as if they had not ordered any at all. "We have got to adjust our prices to help the retailer" said Mr. Stewart, "for he is up against a situation that he has never had before. We don't want him to get out of business; we want to help him to stay in business. While prices were on the up-grade the retailer and the manufacturer were trying to keep prices down and were not working on replacement values but on the cost of production. Now that we are on the downward grade it is working against us both ways because we are now on the highest cost of production. There will be some very heavy losses by the manufacturers during this period."

Should be Lesson to Retail Merchant

So far as their own factories were concerned, Mr. Stewart said they were fairly busy catching up with late orders. Merchants, he said, were not buying as heavily as they had been. He said that the present time should furnish a good lesson to retail merchants not to buy more than they need at any time. "We are advising our travellers," said Mr. Stewart, "to counsel with the retail merchant and not to urge him to

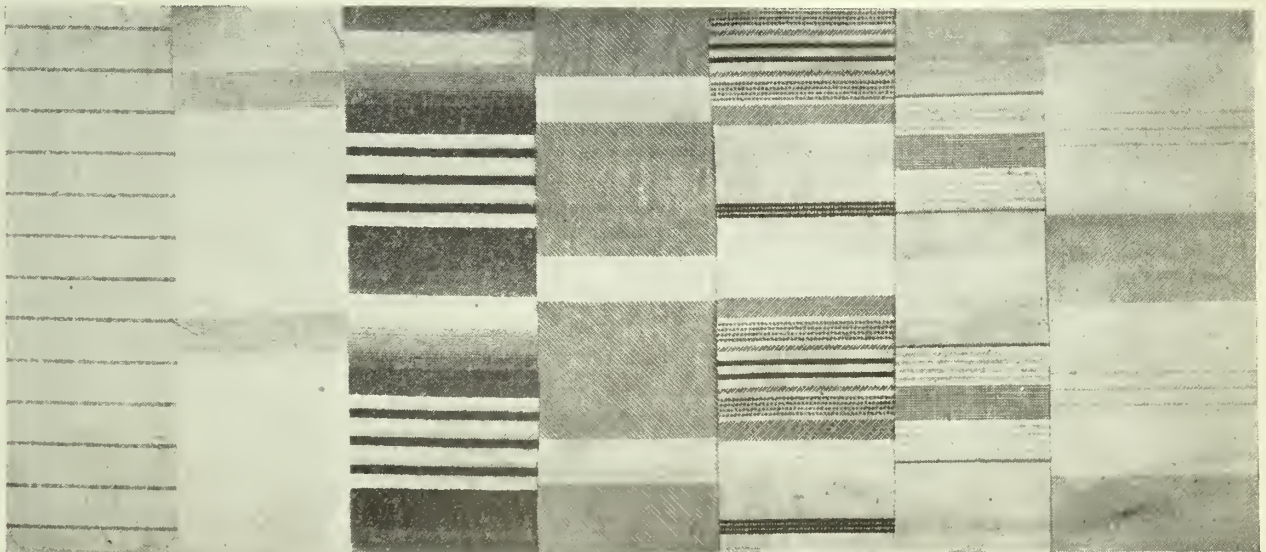
Can. Converters Reduce Lines

REDUCTIONS GO INTO EFFECT IMMEDIATELY

The Canadian Converters Ltd., of Montreal, have recently announced a reduction in the prices of the Success Brand starched collars, the same having gone into effect immediately. The present price quoted is \$2.10 per dozen on all lines formerly \$2.55. A reduction has also gone into effect on certain lines of soft collars manufactured by the Canadian Converters, but no definite announcement has been made.

The same company is also announcing a reduction of about 25 per cent. on shirts for Spring delivery. This action has been decided upon following the revision of prices on the part of the textile companies last month. However, on orders placed since November, this reduction has no effect, since it is not retroactive. In so far as orders for 1921 are concerned, their customers have been notified that the reduction will apply to all lines. The loss entailed by the manufacture of goods bought at the former prices will be entirely assumed by the manufacturer of the shirts.

buy if he does not need any goods. If we sell him more than he needs and somebody else sells him more than he needs, he will soon have more goods than he can sell and will be forced out of business. No man can continually sell his merchandise at a 20 per cent. discount and pay his bills. If he buys too much he will be forced out of business and we want him to stay in business."



Pyjama fabrics for next Spring show a large choice of attractive and artistic colorings. The mercerized stripe will be a favorite and all styles of striped patterns will be good. The W. G. & R. range as recently shown by the Cluett, Peabody Co. of Kitchener, Ont., features some striking novelties in vivid rainbow effects of rose, green, white and black in a silk finish, as well as the solid colorings overlaid with a narrow white stripe. The heavy prints are also particularly attractive in design.

White shirtings in fancies show a marked tendency to narrow, well-defined stripes in a plain finish, although one line features a silk stripe and woven motif. The range of white shirtings has seldom if ever been more attractive than that offered for the coming season.

The New Sales Tax Proposal

Will Be Levied and Collected at the Source of Supply — Unlike the Present Sales Tax, it
Will Not Appear on the Invoice to the Retailer—Will Cut Cost of Administration
And Relieve Merchants of Unjust Burden.

BY far the outstanding feature of the recent convention of the retail merchants of Ontario was the interest and concern manifested in regard to the Luxury Tax; though the actual discussion took very little of the time of the delegates, its importance to the retail trade overshadowed all other matters. It is inevitable that a bit of legislation that has left such a baneful influence on thirty-seven of the fifty-five sections of retail trade in Canada should be the occasion of such spirited controversy and such high feelings. Perhaps the one compensation, from the retailer's point of view, in this ill-advised and harmful enactment is that it has awakened the retail trade to a keener appreciation of their responsibility as a possible powerful factor in the political life of this country. It has stirred them as nothing ever has; and it has, or ought to have, pointed the way toward speedy and constructive organization for the protection and promotion of their interests in the legislative halls of this country. It is an old political adage that we get the kind of government we deserve. If the between 150,000 and 200,000 retail merchants of this country were organized as they ought to be organized, no government would have dared, in the first place, to have framed legislation of this kind without consulting the retail trade—which the government did do in the case of the Luxury Tax—and, in the second place, neither would they have been able to allow it to stand in its present form for any length of time following the protests that would have been made by an organized group of allied interests. If this blunder of the government points the way more clearly to the necessity of organization, it will, at least, have served one useful purpose.

The New Proposal

The new proposal as outlined by the Dominion secretary, E. M. Trowern, is what is known as the Sales Tax. The principle of this tax we have supported for some months, that is, that the tax should not be imposed as a direct tax on the consumer; and that it should also be framed in such a way that no person who enjoys the liberties and freedom of this country should be allowed to escape his or her share of a debt incurred in the defence of those liberties and that freedom. Obviously, and quite rightly, the Luxury Tax was imposed to create greater revenue to meet the financial obligations arising from the war. It, therefore, should have been imposed in such a way that a proportionate share would fall on all shoulders. Instead of that it provided loopholes for people who bought cheap goods and merchants who sold them. There was no sound moral reason why they should have escaped. Under the new proposal they will not be able to escape if this proposal

is accepted by the government and made law. The Sales Tax will be levied and collected at the source of supply. The convention resolution reads as follows:—

“That it is the opinion of this convention that the Luxury Tax is an absolutely unfair system of taxation and that we ask to have the same removed, and that we heartily endorse the recommendation of the Dominion Board which was as follows:—‘We recommend that instead of placing the collection of the Luxury Tax on the retail trade that it be collected at the source of supply, namely, from the manufacturer and the importer and in this way it should be absorbed in the same manner as all systems of taxation are absorbed.’”

Will Not Appear on Invoice

The concluding phrase of this resolution, “should be absorbed in the same manner as all systems of taxation are absorbed,” is important, and should be thoroughly understood. It has been understood in some quarters that in the application of a Sales Tax, the retail merchant would pay to the manufacturer or the wholesaler the amount of the tax as, in fact, he does at the present time. The amount of this tax, be it either one or two per cent., appears, as all merchants know, on the invoice received either from the manufacturer or the wholesaler as the case may be. But in the new proposal as outlined by this resolution, the Sales Tax will not appear on the invoice at all. To illustrate: If a consignment of goods valued at \$50,000 is purchased, and if, say, the Sales Tax is fixed at 4 per cent., the invoice would not show the amount of the purchase, \$50,000, plus 4 per cent. Sales Tax, \$2,000, making a total of \$52,000. Under the new arrangement, the rendered bill would simply be for the \$50,000 and that \$50,000 would include the tax which the government levies and collects from the source of supply, namely, the manufacturer. The manufacturer includes the amount of the tax as he includes all other expenses incidental to manufacturing and which go to make up the price which he finally quotes to the retailer. It is an ordinary overhead expense which has to be included in the manufacturing cost of any given line of merchandise. The retailer does not see the tax at all, and does not have to make any explanations to the customer about such a tax. It is hidden away, yet it is there.

Cuts Cost of Administration

An outstanding weakness of the Luxury Tax system has been the cost of administration. The government has had to employ an army of accountants and spotters to see that merchants were observing the law. Under the new proposal, all this, or the great majority of it, will

Continued on next page.

be done away with. To illustrate again: Under the present Luxury Tax systems, for instance, a manufacturer sells \$100,000 worth of goods in \$1,000 lots, perhaps, Government officials had to trace each of those \$1,000 consignments to the retail stores to see if the retailer, in selling the goods, was collecting the Luxury Tax. At least, that is what they were supposed to do. Under the new proposal, the government official collects the Sales Tax at the source of supply; in other words, he takes his percentage of the \$100,000 by cheque from the manufacturer.

It requires no further argument to show how much simpler and freer from encumbrance this new proposal is. The wish of every retail merchant is, we are sure, that the government will accept the proposal as it will be outlined by the Dominion Board of the Retail Merchants' Association in due time, and that a tax that has been a burden to the retail trade of Canada, that has imposed unnecessary hardship and expense in its collection, and that has made of thousands of retail merchants throughout Canada government officials without salary will be obliterated from the statute books of Canada.

Order Should Be Contract Cancelled by Mutual Consent

Clothing Manufacturer Believes That Every Order Should be Binding on Both Parties—Thinks That Many Retailers Regard Order Too Lightly and Cancel at Own Convenience

A CLOTHING manufacturer contributed the following letter to Men's Wear Review regarding the question of cancellations. Since the publication of these articles on cancellations two months ago, some of the American publications have followed suit and have had articles along the same lines as the ones Men's Wear Review published at that time. The American Hatter, for instance, had an article on the question in which they pointed out that this question was perhaps the greatest question in business today. Following is the letter referred to:

"Last season, a very trying one in the clothing industry in many ways, was made much worse by the action of merchants placing fall orders, and then cancelling them with various excuses, or none.

"There seems to be a feeling among a great many merchants that they can give orders, and then, at their own convenience, have them cancelled. They forget that the placing of an order is a contract into which they enter, together with the manufacturer, and that this contract is binding on both parties.

"The merchant looks to the manufacturer to deliver the goods, and the manufacturer expects the merchant to take delivery. A contract should be, and is, binding to both parties.

"When orders are received, the manufacturer makes reservation from his stock for filling same, and orders are scheduled and put into work, according to styles and sizes ordered. The garments are cut, and made, calling for the outlay of a large sum of money (cash) for wages, etc., and it can readily be seen that the manufacturer is placed at a very great disadvantage if any of these goods are cancelled, as it is hard to sell to another merchant lines suitable to someone else's business, more

especially after the selling season is over.

"Orders placed should be recognized as a contract between the buyer and seller, and such a contract should be terminated only by mutual consent.

"The merchant must take into consideration the position of the manufacturer, and not buy unless he is prepared to take delivery without quibbling, or making poor excuses.

"The manufacturer has his obligations and commitments to maintain, and cannot afford to have merchandise thrown back on his hands at the whim of the

Don't Do It

Count Espierre de Jeanpierre, recognized as either the first or second best-dressed man in Europe, recently committed suicide. The cause, it is said, is due to the fact that his six new winter suits which came from a Bond street tailor did not fit him. He is said to have been thrown into fits of depression for days because he could not get a scarf the proper shade. He was the inventor of the purple dress suit which was recently taken up by King Alfonso of Spain, and he is said to have designed the first sport shirt.

retailer. It would, therefore, seem to be much more fair and far more satisfactory for the retailer to consider carefully his buying, keeping in mind, that an order given to any traveler for merchandise is a contract, and as such—binding."

For the Backward Reader

,woleb er eh eltil tub stnaw naM
 ,gnol eltil taht stnaw roN
 degnahc evah semit tuB
 ,etorw saw taht ecniS
 .emyhr eht egnahc tsum ew dnA

,teg nac eh sa hcum sa stnaw naM
 (yenoni sih roF)
 .emit eht lla ti stnaw dnA

And He Gets It at

BLODGETT'S
"The Old Reliable Corner Store"
FOR MEN'S FURNISHINGS

Here is a new form of advertising which Blodgett's use in the "Empress Express," Alberta. What does it say?

NEWS OF THE CLOTHING TRADE

Wesley Thompson of Winnipeg has sold out his business to C. J. Campbell for \$115,000. Mr. Thompson went to Winnipeg when sixteen years old with a dollar in one pocket and a nickel in the other. In 1904 he started in the clothing business as a clerk in Winnipeg and in 1911 started in business for himself in Brandon. In 1916 he saw a good opening in Winnipeg and took it, and since then has conducted very successful his business there. C. J. Campbell, who will assume control on January 1st, is a former Winnipeg Victoria Club hockey player.

William Dick, the Hastings street clothing man, Vancouver, has recently purchased the property on the northeast corner of Hastings and Carroll, streets for \$125,000. The property has a frontage on Carroll street of 61 feet and runs along Hastings street some 94 feet. It is a two-storey brick building which, when the present leases run out, Mr. Dick will convert into an attractive and up-to-date clothing emporium. Mr. Dick already operates three other stores in the same block, with 100 foot frontage.

H. F. Hicks, Kamloops, B. C., who has been operating a clothing and men's furnishings store there, has taken in a partner and the firm will now be known as Hicks & Munro.

During the Year 1920 from one-tenth to one-fifth of the world's supply of long-staple, high-grade cotton will be consumed in the manufacture of automobile tires in the United States.

G. B. Ryan & Co., of Guelph, seem to have been the victims of the biggest robbery of the season. On November 14th robbers broke in the front door at at early hour in the morning and got away with clothing and furnishings estimated in value at about \$5,000. Among the stolen goods were 100 suits of clothes and 30 overcoats.

G. M. Holbrook, tailor, Sparks street, Ottawa, has announced that Philip Matheson has taken over the custom tailoring department.

A shipment of paper clothes has reached Chicago from Germany and Austria. They sell to the public at about \$2.50 a suit.

The English and Scotch Woollen Co. have opened their 35th branch store. The latest store is in London, and it was opened on November 13th.

East Nipissing stores in Cobalt district were recently burglarized and large quantities of clothes stolen.

Davis Bros., Ltd., recently ran a Manufacturers' Overmake sale at 193 King street east, Hamilton, in which they advertised the sale of \$100,000 stock.

Sky's are conducting a "Gigantic Manufacturers' Liquidation Sale of Clothing" in Brockville. It is being held in Mowat's Tailoring on King street.

German Dyes are being largely used again in England. In nine months 7,650 tons of imported dyes reaching England, 60 per cent. were from Germany.

Mark W. Cresap, Secretary-treasurer of a large clothing manufacturing firm of Chicago, says that United States retailers are selling clothes at a substantial loss, sales being made with little margins for overhead and none for profit.

Kingston Retail merchants have gone on record as favoring a business turnover tax to be put into effect after consultation with the government by leading business men from the various branches of the retail trade. They denounced the Luxury Tax as "unfair, seriously affecting the retail business, too easily evaded, too expensive to collect and collected only in large centres from a minority of the population."

Bryce Stewart, director of the Dominion Employment Service, says that unemployment is increasing in the clothing industry. He says that the public are not buying as much clothing as formerly, expecting a drop in price.

The Gardner Clothing Manufacturing Co., Quebec, have secured the services of S. E. Branda, formerly of New York, and employed as designer by the firm of Hart, Schaffner & Marks, the well-known ready-to-wear house in the United States.

The Dominion House Furnishing Co., Ltd., Bank street, Ottawa, is celebrating its 15th anniversary.

Taylor-Brasco, Ltd., Hamilton, Ont., have removed their place of business in that city to 108 Merrick Street.

P. J. Kelly of Stratford is advertising a closing out sale of his \$60,000 stock.

F. W. Stewart, Canadian manager of Cluett, Peabody & Company, Ltd., of Canada, presented the case of the Canadian Manufacturers' Association of Montreal to the Tariff Commission in that city on November 15. Mr. Stewart pointed out that the present tariff was a means of keeping firms like Cluett, Peabody & Co. from manufacturing all their products in the United States. It was the tariff that kept their Canadian branches in this country.

Thomas R. Grieve, gent's furnisher at Rivers, Manitoba, recently suffered a considerable loss by fire.

MOVED TO NEW QUARTERS

The Prosperity Shirt Co., of Toronto, have recently moved into new quarters. They were formerly at 364 Yonge Street, and their new address is now 12 Queen Street East, Toronto.

TWO NOVELTY SALES BY CLOTHIERS

J. H. Blumenthal Sons, Ltd., of Montreal, recently elaborated on the "One Cent" sale idea in connection with a sale of some eighty suits of different sorts left over after a successful season's selling. They advertised that if a customer bought one of their Winter overcoats, price \$34, men's and young men's coats, values to \$45, he could select one of these eighty lower-priced suits for \$1. The offer met with a prompt response.

Acme Clothiers, Ltd., of Edmonton, advertised an absolutely free suit or overcoat. "To the first fifty customers entering our store on Thursday, Nov. 18," reads their advertisement, "and making a purchase of \$5 or over, will be given a coupon with a number on it. In a sealed box at the "Journal" office (The Edmonton "Journal") will be a coupon with a duplicate number to one of those handed out at the sale. The holder of lucky number will be given absolutely free of charge his choice of the best suit or overcoat in stock."

WILL MANUFACTURE MANY CLOTH CREATIONS

The firm of Palter Bros., having been dissolved by mutual consent, Palter Sons will carry on the hat and cap manufacturing business similar to that heretofore carried on by Palter Bros. Palter Sons are at 122-128 Wellington Street West, Toronto. They will enter upon the manufacture of many different lines of caps and hats for both men and women. Their manufacturing is all out of cloth, and they expect to have their men on the road in a short time with their different lines of tweed hats and caps.

Case of Garment Manufacturers Presented to Tariff Commission

Makers of Cotton Garments Argue Their Case at Montreal—
Point Out That Competition Governs Prices and That
Margin of Profit Has Been Small—Have
Been Free of Labor Troubles.

THE Canadian Association of Garment Manufacturers presented their case to the Tariff Commission at Montreal on November 17th. It was presented by R. P. Sparks, of Sparks-Harrison, Ltd., of Hull, Quebec, and in the memorial Mr. Sparks pointed out that it represented seventy-five manufacturers of men's fine shirts, work shirts, night shirts and pajamas, men's overalls and smocks, men's work pants and work clothing, boys' blouses, boys' pants and bloomers and children's wash clothing, etc. The manufacturers so represented had capital invested amounting to \$15,809,707; the value of their output was \$26,465,580, and the wages paid \$4,884,021. Mr. Sparks stated that this association probably did not represent half of the manufacturers engaged in the production of these garments, so that it might be assumed that these figures could be doubled to arrive at a true estimate of this particular branch of the trade. The memorial argued that the 2½ per cent. duty, representing the difference between the duty on imported cotton fabrics, which constituted a large part of the raw material, and the duty on imported garments was not sufficient to offset other advantages enjoyed by foreign competitors. Mr. Sparks said he spoke only for the cotton garment trade.

Competition

In dealing with competition, it was pointed out by Mr. Sparks that competi-

tion was the only possible factor in price-fixing. Elaborating the point, he said there were over 100 manufacturers of shirts and as many more of overalls and other lines entering into competition one with the other. In addition, there were 190 wholesale dealers in men's furnishings, most of whom carried the lines manufactured by members of the Association. Many of these carried imported lines, so that the retail trade had over 300 sources in Canada from which they could obtain these lines, in addition to dealing with American and European houses, many of whom had their agents in this country.

As an evidence that the industry was carried on with a small margin of profit, Mr. Sparks cited the fact that in the years 1913 and 1914 the clothing industry led all others in the number of commercial failures and comprised one-sixth of all the failures in those two years.

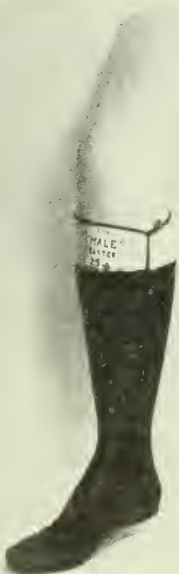
According to this document, the greatest competition comes from the United States. It is pointed out that, on account of the greater population and the difference in the climate, which permits of more standards of output, it is not necessary for the United States manufacturers to change the nature of their product so frequently. Moreover, the cost of distribution is cut down because of the denser population and the proximity of the markets. The whole result of the conditions is to cut down overhead

expenses. A salesman in Canada might travel from Halifax to Vancouver at heavy expense and book less business than would be booked in a city or state across the line.

The greater difficulty of training help in Canada as compared with the United States and England is referred to, and mention is made of the fact that between 1911 and 1914, inclusive, there were 430,797 dozen cotton shirts imported which, if manufactured in Canada, would have given employment to between 400 and 500 Canadian operators for a full year.

"This is the only item among the many lines manufactured," said Mr. Sparks, "by our group which is covered by a special item in the customs returns and is given as an example. There are large quantities of other lines imported under general items in the tariff of which we have no means of obtaining the actual figures. While importations are large, the bulk of the total consumption is of Canadian manufacture, which demonstrates that in spite of the advantages enjoyed by our foreign competitors and keeping in mind the small net protection afforded by the tariff, we are selling our product at prices below what it could be imported for. This could only be accomplished by efficient operation and a small margin of profit. It can be shown that during the unusual conditions of the last two years, standard lines of garments were at times sold at as low, or lower, prices in Canada than similar garments were sold in the United States. This is just mentioned as evidence that the Canadian manufacturer does not endeavor to take advantage of the tariff in pricing his goods"

Reference is also made to the fact that the employment given has been, through times of unusual stress, continuous and that this association has been free from all labor troubles.



The accompanying photos illustrate a new hose suspender which is unusual in construction being made of silk cord only with a non-perishable rubber ball tip. By simply placing one end of the cord underneath the edge of sock and knotting it in position while the long end is passed round the leg and caught by the rubber tip in a firm yet comfortable grip the garter is easily and quickly adjusted, and is guaranteed to stay up without stretching.

This garter is made to retail at 25 cents per pair, and should prove to be an acceptable novelty.

It is shown by Grosart & Sinton, of Montreal.





Above is an interior view of Imvie Bros. store at 1190 St. Clair Ave. West, Toronto. The feature of this is the careful arrangement of the stock. Note the manner in which the shirts are kept as shown to the right of the picture. Each one of these pigeon holes contains a size, the most frequent sizes called for are those easiest to reach. They are not enclosed in glass, and whether this lends itself to allowing the merchandise to get dirty depends on how quickly the merchandise is turned over. The proprietor in this case says they turn them over quickly. But the fixtures are simple and inexpensive. The stock is kept very neatly and that, of itself, is an appetizer to a prospective purchaser. An artist in laying the table for dinner does it in such a manner that the appetite is whetted by the spotless linen, the shining silverware, the sparkling glassware. And so, the artist behind the counter so arranges his stock that its very neatness acts as an invaluable assistant in making a sale.

Decide That It is Easier to Sell Their Stock Than Move It

So Scott Bros., of Montreal, Get Rid of Their Merchandise Rather Than Take It Into Their New Store—Will Have Advantage of Purchasing New Stock at Reduced Prices

SCOTT Brothers, haberdashers, who were formerly located at 404 St. Catherine street, west, Montreal, are now trying out a new scheme of merchandising on a side street around the corner from their former store. They have been obliged to vacate their original stand owing to the fact that it was required to make an entrance for a new movie theatre. Profiting by the experience of other haberdashers who are all endeavoring to move their stock as quickly as possible under existing conditions, Scott Brothers decided to slash prices on all their merchandise and convert it into cash rather than carry it over to their new store.

For several weeks, therefore, the front of the store was almost hidden under the placards, which announced the bargains to be had within, and the public was pleased to respond immediately to the invitation to purchase first class goods at a fraction of the price. In fact, the goods were sold out so quickly that very little was left to move to the new store, and an entirely new stock will be necessary when the new site is finally decided upon. Scott Brothers are now in a position to go into the

market whenever it is advantageous to do so and will be able to sell goods bought recently at very low and attractive prices.

Newspaper advertising and personal service are to form the chief features of the firm's future campaign. They intend to mark the price of their goods so that every article sold will be an advertisement in itself for the store. And furthermore, their intention is to stock only goods which will come below the Luxury Tax level, and it is expected that very few lines in stock will be above this. Owing to their very favorable position at present, achieved by keeping their assets in as liquid a state as possible, Scott Brothers expect to maintain this attitude for the future.

WIDE RANGE OF NECKWEAR FOR SPRING

Continued From Page 48

change from existing conditions in November, 1919, when manufacturers could scarcely fill a quarter of the orders they received, and the retailer could command a profit commensurate with his outlay. What the next six months

will bring forth is one of the many questions which retailers will be glad to have answered, and in the meantime they will concentrate upon every means possible to reduce their present stocks, even though at a sacrifice, and at the same time not overlook the fact that Christmas is their best chance of accomplishing this ambition. Neckwear sales are the order of the day in Montreal and at most every well-known men's store has featured a big reduction of prices. A good plan followed is to offer stock at a fixed price for all, with still greater inducements to purchase in quantity.

Blumenthals recently featured a sale of over 500 cravats at the price of \$1.45 apiece or two for \$2.80 and three for \$4.00. These ties were nicely boxed and were in all styles and patterns. The suggestion was made at the time that these ties would make most acceptable gifts for friends, employees, etc., as they were of very fine quality. This is an idea worth spreading.

THINKS MID-SEASON PRICE CUTTING BY MANUFACTURER AND WHOLESALE UNWISE

Continued From Page 52

him to offer certain reductions on lines that had been advertised at higher prices. Had this been done at the first of the season—and he holds that it could have been done then—the retailer would not be facing some of his present problems and the readjustment of clothing prices would have been more gradual and would have come about with less dislocation of business.

Has Affected Retailer's Buying

Further than this, Mr. Barnes contends that because there have been mid-seasonal cuts by the manufacturers and the wholesalers, retailers have, to some extent, been confused in their Spring buying as a result. They have hesitated to buy because they were uncertain as to prices from their houses. Not only have shipments of goods been cut in two but the prices have also been cut in many instances, and the retailer does not know what is coming next.

As a matter of fact this contention was borne out recently by a wholesaler who chatted with Men's Wear Review on the same subject. He said that they had received advices from the mills that substantial reductions on certain lines were now possible and were, accordingly, being given. The wholesaler, in turn, passed the reduction on to the retailer, with the result that it was rather confusing the retailer because he did not know what further reductions would be given.

These matters referred to by Mr. Barnes are worth the consideration of the manufacturers, and, no doubt, give expression to similar thoughts entertained by other men in the trade.

"AS VARIETY IS THE SPICE OF LIFE. THEREFORE, I WILL GIVE VARIETY"

Continued From Page 43

"We have done business for many years in the Wall street district and have, without doubt, many of your banking and lawyer friends as customers."

This is a good, conservative letter, with a personal touch to it. Incidentally, it shows that New York merchants do not hesitate to invade the Canadian field in the retail business, just as the big mail order houses invade every district in this country. Retailers need not let their business drift out of town without a struggle and it is, perhaps, well to meet the efforts of the mail order houses in their own way.

A New Suggestion

Men's Wear of Chicago in an October issue of their publication suggested that retailers should begin to send their salesmen into the private offices and houses of their prospective customers. One of the principal objects which such a canvass has in view is overcoming the resistance to purchasing on account of unintelligent opinions that have been formed by the newspapers regarding profiteering among the retail men. If the salesman really knows his business he can quickly demonstrate that no profiteering has been done by the great bulk of the retail trade. Most men who are not in business and know nothing about it do not believe this, and Men's Wear believes that this is an effectual way to convince them of their error—incidentally, to get business. It is a novel suggestion; perhaps a little too aggressive to the Canadian retail mind. At the same time, it could be worked by the retailer who is on very intimate terms with the men in his locality. He could approach men who have held off buying and explain the situation to them and solicit business from them. The personal solicitation, if it can be worked, ought certainly to bring good results and we would be glad to learn of any man who has tried it with good results.

Conducting Novel Sales

Another way to get business during the dull times is by means of novel sales. Many of these are being run all over the country; another evidence that the Canadian retailer is not lying down and letting business drift away from him. We have reviewed a number of these sales and will review many more during the next few months, having in

view that they contain suggestions to retailers all over the country which might be adopted in their particular community. It is an old adage that "Variety is the spice of life" and now is a good time to introduce variety into the retail trade. Man is the same vain creature that he has always been and an appeal to his personal appearance if made in a novel fashion will certainly bring results.

A retailer in Montreal the other day had hundreds of people coming to his store by a very simple device. He engaged a man and gave him a number, the number of his store—561 St. Catherine street, where Mr. Carmaise does business. The first person who grabbed this man was given a free overcoat or suit. It couldn't help but bring hundreds to the store, and while only one man would get the free merchandise, hundreds of others were brought to the very doors of the store to see the displays he had in the windows and the bargains he offered. Story & Story, of Winnipeg gave a cheque for \$15 to customers and allowed it on merchandise to be purchased. This cheque was printed in the paper and all one had to do was to cut it out and bring it to the store and receive value for it in merchandise. Shannon & Quinn, of Hamilton, did the same thing some months ago; both efforts met with great success. A Toronto shoe man the other day gave away a hundred one-dollar bills to the first hundred customers in his store on

Memories

The other day an old friend of Ed. Mack's, of Toronto, stepped into his office. They got talking of the dear old days that are gone, and of the pleasant memories that hovered about the scenes of years ago. Old familiar friends were called to mind, and half-remembered things were brought to view once more.

But the pleasantest memory of all was recalled when his friend drew out of his pocket a bill of goods sold him by Mr. Mack away back twenty years ago, in 1900. It was for an evening suit and a tuxedo coat. To-day, the evening suit would cost \$95, or \$100, while the tuxedo would run at about \$60. And what do you suppose the amount of the bill was?

*Give it up?
\$50.00.*

a certain day. He had hundreds at this store that morning for one of these crisp bills.

It is a time to introduce novelty into business. Christmas provides the occasion for the introduction of many of these novelties. We should be very glad to hear from any retailer who has worked a successful stunt of this kind. It has helped you; it can help others if they know about it.

**Manufacturer's License
Need Not Now Be Paid**

Action has been taken by the Dominion Board of the R.M.A. with regard to the manufacturers' tax that has been imposed by the Government on many of the retail men throughout the country. Clothing men know that they have been obliged to take out a manufacturer's license if they made suits of clothes in their own shops, just as a clothing manufacturer in Montreal, Sherbrooke, Toronto, Hamilton, London or Winnipeg has to take out such a license. Just how iniquitous this tax has been was illustrated at the convention when it was pointed out that an old lady who made a few pickles for a living was obliged to take out this license; also a man who made a few stove pipes was obliged to do the same thing. The principle of the law has been as iniquitous to the retail clothier who made clothes in his own shop and who was obliged to pay this manufacturer's tax, collect a sales tax from the man who bought the suit, and, if the suit happened to cost more than \$60, collect another Luxury Tax from him.

Although no Government action has been taken to straighten this matter out, the Dominion Board has secured a promise from the Government, that no further prosecutions will be entered upon until the matter is cleaned up. Mr. Trowern pointed out that it was clearly not the intention of the bill that a retail clothier, making clothes in his own shop, should be obliged to take out a license and collect a sales tax from his customer. After consultation with the Government on the question, the Dominion Board sent out word that retailers need not further pay this manufacturer's tax when the said manufacturing is worked in conjunction with the retail trade. If a test case has to be made of it, Mr. Trowern gave his word that the R.M.A. would fight the case for any merchant who refused to comply with the regulation in this respect; this promise was made in lieu of what the Government will do by official action in a short time. President Ziemann promised to be "the goat" if it were necessary, because he has refused to pay the manufacturer's license in his own business and will continue to refuse.

There seems little likelihood, however, that the Government will press this matter and retail men are safe, it would appear, to refuse to pay this license further.

Trademark the Most Precious Property That a Firm Possesses

Trademark Restores the Old Relationships—Cost of Building Up Is Very Small to the Consumer—A Passage of Arms Between Two New York Papers on Vital Matter.

Following is the reproduction of a controversy between the New York "Times" and the New York "Tribune" on a matter that is of vital importance, namely, the value of the "Name Behind." It is instructive:

The Name Behind

For bad and costly advice to the consumer, we have seldom seen the equal of the following editorial in the New York "Times":

"We are still willing to pay something for the stamped name that has come to be a guarantee of excellence, but more of us than in the good old days have come to realize the possibility of getting the excellence, or a tolerable approach to it, without the name, and at two-thirds or half the cost."

As a matter of plain economic fact, the name behind merchandise has been the consistent creator of better goods at cheaper prices, as a long line of manufacturers and retailers—from Henry Ford up and down—can testify and as the average consumer well knows.

It is no overstatement to rank the trademark with the great mechanical inventions of the last century; for without it large-scale production would have been a futility, lacking a large-scale market commensurate with its output. The large-scale factory, with its vast economies, would have been a business impossibility had not the trademark enabled the quantity manufacturer to build up a great purchasing public upon whom he could rely. And the moral benefit has equalled the economic. It has consistently made for reliable goods of high quality and square dealing with customers.

That is the fundamental economic fact behind every trademark. Highmindedness, the spirit of generous dealing, gains slowly with the centuries; but it is not the mainspring of economic life. The creator of a trademark is compelled to maintain his quality and sell at a reasonable price because to do otherwise is to sap all value from his trademark. It is the anonymous manufacturer, the dealer operating behind shifting, fly-by-night trade names, who tricks and skins, and seeks to put over damaged or defective goods as firsts. He can afford to use such methods, for his anonymity protects him.

Equally the advertiser of a widely known article cannot. Such a company is in the exact position of the old-fashioned man-to-man artisan of a century ago, who made his goods with his own hands, sold them to his friends

and neighbors, and had to stand behind his product. When machine manufacturing came in this old relationship was lost—with damaging consequences to the consumer.

The trademark has restored the old relationship. It brings a great store or the producer of a million safety razors, or collars, or anything else bearing a famous trademark, face to face with each of a million customers. The goodwill of these million users of goods is the most precious property that such a store or manufacturer possesses; beside it factories, stores, stocks of goods, however costly, are negligible junk. The latter can be reproduced in a few weeks or months; the former is the slow growth

of years of square dealing, combined with honest publicity.

The cost of building up a trademark consumes but a tiny fraction of the price paid by the consumer. In a typical illustration the cost analysis recently published by Rogers, Peet & Co. showed exactly \$.0183 out of every dollar paid by a purchaser as going to advertising. This insignificant sum may be fairly regarded as what a customer, dealing with this firm, pays as insurance for the certainty of absolutely reliable goods bought and sold with the benefit of large-scale economies. It is saved many times over through these economies and through the protection against poor quality and downright fraud.

All this is common sense and demonstrated fact. We think most people understand and appreciate it. But the comment of the "Times" shows that occasional consumers are still operating on the obsolete basis of buying trash at trash prices. We are glad to repeat the truth for their benefit.

—New York "Tribune," Oct. 5, 1920.

Why Open Saturday Afternoons? Is There Any Longer a Necessity?

The firm of G. B. Ryan, of Guelph, is in favor of closing their doors on Saturday afternoon. They cannot see any particular benefit in closing the doors for half a day on Wednesday and keeping open on Saturday till a late hour in the day. It is too short a time for any of the members of the staff to take advantage of the half holiday to any good purpose, particularly if they want to go away out of the city. They do not see that keeping open on Saturday afternoons provides any particular service to their community, either. They believe that the day has passed when it is necessary to keep open on Saturday nights for the laboring classes, who cannot do their shopping other days in the week. Most factories to-day are closed at Saturday noon and it is doubtful if many of the working men spend their afternoon in shopping. The woman has become a greater factor in the purchasing of men's clothing than she used to be and a great deal of it is done nowadays by the workingman's wife. Why should the salesperson be the only person who is now required to work on Saturday afternoons and evenings?

As for the farmer, well, the Saturday market day is no longer what it used to be a quarter of a century ago, or even a decade ago. Then, it was a two or three hours' drive to the city behind the team of horses. And the whole day was spent in the city selling farm produce and buying supplies for the coming week. That is no longer the case.

"Why," said a retailer in Guelph to Men's Wear Review, "I had a farmer come in here the other day for a pair of overalls from several miles out in the country. He came while his men were eating their dinner, so he would not lose any time in the afternoon." This is typical of the times. With the automobile, which is now the property of the majority of the farmers, trips to the city are frequent during the week and it is no longer necessary to keep the store open for him on Saturday afternoons and evenings.

Ryan's requested that we bring this to the attention of the trade and we do so gladly. It seems to us, however, it is one of the innumerable things that can be dealt with by organization. If there could be some agreement amongst retail men either locally, provincially or Dominion-wide, the issue would be settled. There are many stores in the city of Toronto that not only keep open Saturday afternoons and evenings, but two or three or every evening of the week. This is a matter that might be brought up at the next provincial convention in Ottawa on February 21st and 22nd, or at the meetings of any of the local retail merchants' associations.

MEET DECLINING MARKET WITH TURNOVER

Continued From Page 34

carry goods in stock for any length of time. If a line is not moving they will bring the price down until it is sold. In this way they expect to protect themselves against any big loss should there be a general slump in the markets. To work on this basis at the proper time does not necessarily mean a loss at all; it is the delay that may mean the loss. But it certainly seems the wise thing at the present time to speed up turnover on all lines of merchandise. The many sales that are being run all over the country at the present time are methods which are being adopted to speed up turnover. We have reviewed many of these sales in the last issue of Men's Wear Review, and there are others in this issue. By studying these articles, retailers will, no doubt, get some ideas that are new to them by which they may promote the turnover that is advisable at this time.

What Stock Should Be Carried

At the same time, retailers should carry requirements for their trade. Buying is as necessary a part of turnover as selling. To refuse to carry on one's shelves the goods that are in daily demand simply because prices are declining is to court disaster. It is a form of stagnation and, in business, stagnation is another name for death. It is very easy to carry the policy of "No buying" too far, thereby allowing a competitor to run away with a good deal of your custom. If the dealer allows his stock to run too low he will send customers to his competitors and to mail order houses, and while his competitor may be taking a temporary loss, he may, at the same time, be securing a number of new customers who will prove profitable to him when conditions become stabilized. Sufficient stock should be carried to "carry on" properly and profitably.

THE CLOTHING MANUFACTURERS

Continued from page 37

(5-6) With the development of the clothing manufacturing industry in Canada, a smaller and smaller percentage of the clothing worn in the country has been imported from either the United States or Great Britain. It is not so many years ago that two well-known United States firm names were commonly known throughout Canada, one in respect to ready-made clothes and the other in connection with made-to-measure clothing. However, as the clothing industry in this country developed, this competition was felt less and less as time went on until now the percentage of ready-to-wear and made-to-measure clothes brought from either the United States or Great Britain, except for special articles, as for instance, English made overcoats and American summer clothing, and is only a small percentage of the total. Now this does not mean that the tariff has precluded the importation of British made goods, but means that the reasonable protection granted so stimulated the Canadian industry as to put it in a position to meet foreign competition, and it

**New Brunswick Retailers
Condemn Luxury Tax**

On November 9th, a large number of merchants, representing The Retail Merchants' Association, of Canada, Incorporated, met Sir Henry Drayton, Minister of Finance, at the Board of Trade Room, St. John, and presented to him a strong resolution regarding the Luxury Tax, as follows:

"Resolved, that the Retail Merchants of the Province of New Brunswick, having studied closely the effect of the application of the luxury tax upon the retail business in general find that it is impossible to apply this method of taxation in such a way as to do justice to the trade and to the public. With the utmost effort on the part of the merchants, it has been found impossible to obtain anything like a uniform interpretation of the act.

"We find that the imposition of such a tax is a serious handicap to the efficiency of our sales people, and thus adds enormously to the cost of doing business. We also feel that the risk developing upon the merchant is unjust and unfair, when taking into consideration that the honor and reputation of a house will rest upon the efficiency of its most inexperienced servant.

"Experience has proven to us that the vast majority of the public resent this particular form of taxation, and with the individual, this amounts almost to a revolt, hence the loss of sales, and particularly our merchant tailors, milliners and furriers are feeling the effects of this.

"We would respectfully recommend to the Government that the Luxury Tax be discontinued at the earliest possible date, and that immediate relief be given from the present method of collecting by stamps, and that there be substituted in its stead a simple tax to be collected from the manufacturer or producer, with a greater percentage of tax on luxuries if it is deemed desirable. In making this recommendation, we are impressed with the belief that the collection of such a tax as proposed would net the Government a much larger return than the present Luxury Tax, because of the relatively small expense in collecting it and further that it would tend to remove any obstacles which now hamper trade."

This resolution was supported by addresses from three or four merchants who told Sir Henry of the evils arising from the collection of this tax by the retail merchants and all present were unanimous in their belief that the Government would net much larger returns if the collection of the Luxury Tax was put on the manufacturers where it belongs.

Sir Henry was very gracious and promised the matter every consideration.

is provably beyond question that Canadian manufacturers have sold their goods at prices which compare favorably with prices of similar goods sold in the United States. As pointed out above, there is practically no great demand, with the exception of specialty articles, for English or United States garments. The Canadian clothing industry is ample to supply all the needs of Canada. Statistical records will show that innumerable ventures in the clothing industry have proven unsuccessful because they could not meet the onslaught of domestic competition. The industry is highly competitive. Manufacturers have the sharpest competition to meet before they can sell their merchandise and prices are cut to the very closest figures if any concern wishes to remain in business.

(7) We have endeavored to prove that the industry could not thrive without the tariff, which by assuring us the Canadian market, enables us to manufacture in goodly sized quantities. Without the tariff, we would be the victims of the highly specialized industry of the United States and we could not exist in the face of their ability to dump their surplus production were there no tariff to prevent them. In 1917 the production of ready-to-wear clothing in Canada was approximately \$31,300,000. Of this amount, we will estimate that one-third was spent for raw materials imported from abroad, which would leave \$20,866,666 as the amount of money which would have gone to foreign countries instead of being used in our own Dominion. If we take a ten-year period, using the 1917 basis as an average, we will see that during that time

there would go out of this country \$208,666,666, which now remains here to maintain Canadian workers, to help consume the products of other manufacturers and the products of the agricultural sections of our country.

It is, therefore, the firm belief of the manufacturers of men's and boys' clothing in Toronto and the neighboring district that the present policy of protection should be maintained.

TAKE YOUR LOSSES VOLUNTARY

Continued From Page 33

we get down to the rock bottom prices before the other nations do, we will be the better able to compete with other nations in the markets of the world.

Entering Serious Times

The Premier contended that we were entering on serious times. It was the duty of the business world to adjust itself. There should be a wise and generous use of credit to those merchants who are seriously trying to step down to the lower levels of prices. At the same time he did not think credit should be extended for purposes of speculation. He hoped and believed that wise counsels would prevail and that the right thing would be done to save the country from disaster.

Isn't This Sense?

You know that every January there are great clearance sales. The reason is obvious—people have bought what they need and so sales are held to create business when demand is dull. We usually wait until January, too, BUT—

We want to give the people of Montreal an unusual opportunity. Now when you need clothing and haberdashery, when you are buying gifts for friends, we are going to hold our clearance sale. For us, the sale will clear out the stock more quickly than will be possible in January.

Of course there is no money in such a sale for us. But to be absolutely frank, there is no money for us in this business at all until we dispose of the present merchandise and replace it with new merchandise on the present market values. The sale will shock our fellow merchants—we are sorry for that. But the sale will give you the lowest prices we have ever had before Christmas—we are glad of that—mighty glad. And for us, the sale will clear out our cases, it will move our stock—and that's what we must do.

The above is the explanation given in a full-page advertisement of Blumenthal Sons, Ltd., of Montreal, in which they announce a January Clearance Sale in December.

READJUSTMENT IN FULL SWING

Continued from page 44

stock will be sold at a price based on today's factory costs. Without exaggeration, this means a saving to our customers of from fifteen to fifty per cent., with an average reduction of thirty-five per cent. Nor is this sale for the purpose of raising money. And certainly it is not for the purpose of disposing of goods bought for sale purposes. Of course we frankly admit that while the main reason for this sale is to give our customers the benefit of the drop in prices, there is also a selfish reason. We firmly believe that those merchants who are first to realize that the return to normal prices is not only best for the consumer, but best for themselves, will win the permanent goodwill of the buying public. It is to hasten the return to pre-war prices that we propose to clear this stock. We know we can immediately repurchase similar merchandise which we, in turn, can sell at these sale prices and earn our fair margin of profit. Because our new stock will be bought at low prices, this will enable us to undersell the merchant who endeavors to 'hang on' to his merchandise bought at high prices. We believe our immediate loss in profits will be more than made

up in the new customers we bring to our store."

Walker's Clothes Shop, Toronto

"There is no use concealing the truth" admits Walkers' Clothes Shop, of Toronto, in announcing a "Readjustment Sale." "The conditions are universal. Everybody is laying off, looking for price readjustment. While readjustment is coming it is coming slowly, but we have determined to speed up business although it involves a sacrifice on prices already the lowest in town. Nevertheless we prefer hot selling to cold storage. In that spirit we present our entire Fall and Winter stocks at compelling and startling price readjustments."

OTTAWA

Men of Ottawa are getting great concessions in the matter of clothing prices just now. Among the many firms advertising attractive bargains may be mentioned Macdonald's Men's Wear, Limited, Bank and Queen streets, who are running a "Cost-price Sale." Any suit or overcoat in the store at 25% discount; caps up to \$5, for \$2.98; velour hats up to \$15, at \$7, and felts at \$3.69, instead of \$8.

Rice & Pye, clothiers, Bank and Albert streets, have cut prices to the limit and crowds have patronized the store.

A. J. Freiman, Rideau street, gave special values in overcoats, placing \$40 lines on sale at \$25, and \$60 values at \$35. As the materials included meltons, kerseys, friezes, chinchillas, tweeds, and comprised 700 overcoats to choose from, sales were easy. In the boys' section, \$20 coats sold at \$13.95 and \$15 lines at \$8.95, for boys from 9 to 14 years.

L. E. Stanley & Company, Limited, Rideau street, offered specials in overcoats for men and boys at \$25, \$18, \$15 and \$12.50.

ADDING 500 SALESMEN

Continued from page 45

"During the two and a half months this contest was going on there were over 5,000 individual ballots deposited in the ballot box, ranging from 100 to 5,000 votes each, as was explained to you before, each \$1 purchased entitling the customer to 100 votes.

"Another fact was outstanding, that the volume of business represented by the actual ballots deposited, when totalled, represented some 60 per cent. of our turnover during that period, showing that this percentage of our customers became interested in the contest and lent their support to some of the candidates.

"One important thing, too, was the necessity of our excluding anyone from entering into the contest who was employed in the store from being a contestant, and the necessity of our employees being entirely neutral. In order to main-

tain this we had from day to day a list of names of contestants. These were available to all when securing ballots and it was left entirely to the customer as to who they would cast their ballot for."

HANDLING SAFETY RAZORS

Continued from page 50

to carry them, because our customers want them, and if we find our customers want a thing we certainly get it for them, if it does not run into too much money. Razors don't; yet there is a good profit in them. It is a clean stock, and a small display of them is about all that is necessary to keep the line before our customers." In addition, Mr. Wylie carries a small stock of soaps and brushes.

De Youngs Carry Them

De Youngs, who have a number of stores in Toronto, also carry safety razors and say they find them very profitable. "I know there are not many furnishers in the city carrying safety razors, but we have found them all right," said a salesman to Men's Wear Review. He also pointed out that it was one of the service arms of the business that did not run into much money, yet gave a good profit and particularly helped along their Christmas trade. De Youngs have a section of their front windows dressed with safety razors, with a few in the handsome cases that make such a suitable Christmas gift. Their salesmen take occasion to introduce and demonstrate the safety razors to prospects, and this has resulted in pushing quite a number of sales. Although they have not handled the line very long, they find it successful.

Another Reason for Handling

A merchant doing business near departmental and drug stores on St. Catherine street, Montreal, took the view that it did not pay to handle safety razors in a locality where there were department stores and drug stores and other stores handling them. This view, however, did not agree with another merchant, also in the same locality, who felt that these were very good reasons for handling the razor. "Men are the chief purchasers, it appears," he said to Men's Wear Review, "except at this time of the year, when the women are large buyers of this commodity. When at this season of the year they find the department stores too crowded to get the attention they want, they generally come across to us and make their purchases here. We find that by being patient with the feminine customer we make many friends among them who return again and again. They get easily confused in the larger stores with the many brands that are carried, and so we score in being able to give them better service and show a personal interest in their needs, which means everything to women customers."

Hints on Window Display

Window Trimmer Says Too Many Lines of Merchandise Should Not be Used—Window Should be Always Working—Use of Show Cards.

ON THIS page is a very neat display of accessories shown by the Macdonald Bros., of Guelph. The danger into which many display men drift in dressing an accessory window is to have it much too crowded; this display escapes that danger exceedingly well. To the display man who is dressing a much smaller window than this, the same principles as are followed out in this window are good. The mere fact that a window is small is no reason for crowding it. A much more effective display can be made in the ordinary sized window with three or four shirts, a couple of pairs of gloves, a walking stick or two and a sprinkling of neckties than with bunches of shirts with six or a dozen in them, whole boxes of gloves, long rows of neckties, etc. The passerby is not so much interested in the quantity of the stock you carry as the style and the quality of it, and these characteristics of your merchandise can be effectively displayed by the use of few rather than many accessories. These principles do not apply so readily in a display as outlined in a picture of E. R. Charles's store, which also appears in this issue.

W. Hallgarth is the display manager



of the Macdonald Bros.' store. In conversation with him regarding window trimming, he pointed out that the one thing to be avoided in the dressing of a window was the use of too many lines of merchandise. It is his custom to usually show just one line of merchandise in a window, but in the case of a men's clothing window, he puts a few furnishings in to liven it up and add a little variety to it. But even before he starts to dress the window, he has planned it out thoroughly and, in his mind's eye, he knows exactly what that window will look like when it is finished. There are display men who make a habit of put-

ting a large quantity of goods in the window, quantities of different lines of goods, and plan their window after they have the goods in it, roughly strewn around. Mr. Hallgarth dissents from this view—as, indeed, most good display men do—and he plans the whole thing before he starts. Another point emphasized by Mr. Hallgarth was that the window should be thoroughly cleaned before it is dressed.

It is the view of Mr. Hallgarth that a window should be "working" all the time, that is, it is a salesman like every other clerk in the store, and there is no reason why it should be idle. There is a point here well worth noting. There is nothing inviting to a shopper in a drawn window blind. If the store blinds are down, the shopper gets the impression that there is more or less of a house cleaning going on, things are upset, and, therefore, he will not bother going in there. Mr. Hallgarth tries to avoid this by having the window vacant only during the few minutes when the window is being cleaned. He also keeps the blinds up when he is dressing the window so that people will not get the impression referred to above. He wants people to know that that window is

working and is always on the job as a salesman.

Show cards are displayed in every window of the Macdonald Bros. In the case of men's suits, a ticket is put on every suit. Mr. Hallgarth is a firm believer in the use of the show card.

The little touch of nature in the above window is a valuable asset to its whole effectiveness.

De Young Co., which conducts several stores in Canada, have purchased the "Square Clothes Shop" at 61 Queen street west, Toronto.

A Modest Trousseau

President-elect Harding of the United States has recently ordered his inaugural trousseau. Here it is:—

- 1 grey-gold lounge suit.
- 1 pair "knickers," same material.
- 11 business suits (variety—from blue serge to tweeds).
- 3 overcoats.
- 6 pairs of striped trousers.
- 6 silk vests.
- 2 cutaway ("diplomatic") suits.
- 2 full dress suits.
- 2 tuxedos.
- 1 frock overcoat.
- 2 spring topcoats.
- 6 pairs flannel trousers.
- 12 fancy vests for tuxedo suits.

International Trades Exhibit

TO BE HELD IN LONDON, ENG., IN MARCH, 1921

The second annual Clothing, Outfitting and Woollen Trades Exhibition will be held in the Royal Agricultural Hall, London, Eng., from March 8, to 18, 1921. This exhibition will be supported as usual by many hundreds of great British manufacturers in the various branches of the textile industry.

Admission is confined to trade buyers only, who should receive complimentary tickets of admission through the International Trades Exhibitions, Ltd., Broad Street House, Broad Street, London, E.C.2, and also through the medium of the exhibitors. If, however, any of the trades crossing to England wishes to visit any of the exhibitions, his trade card will ensure admission.

The second textile exhibition, the 13th Annual Drapery, Textile and Women's Wear Exhibition, will be held in the same place from April 4 to 15.

Tickets for either of these exhibitions may be obtained from the above-mentioned source.

Have Moved To New Quarters

WM. H. LEISHMAN & CO., LTD., ON SPADINA AVE.

William H. Leishman & Co., tailors, of Toronto, who for some years have conducted their business on Temperance St., have recently moved to new quarters, 192-194 Spadina Ave. The new quarters are more commodious than the former ones and afford better opportunities for carrying on their work because of increased space and better lighting facilities.

Garment Workers' Wages Under Discussion in Toronto and Montreal

IN connection with the current reports concerning the stagnation which is characterizing the clothing industry in Montreal, Men's Wear Review is informed that there is no cause for the alarm which has been sounded by certain firms interested in the manufacture of clothing. According to A. A. Sandeman, managing director of the firm of E. A. Small Co., Ltd., the manufacturers of Fit-Reform clothing, the clothing manufacturer who can "hand over the goods" is enjoying fair business with good prospects for next Spring. Mr. Sandeman pointed out that during the period between the selling seasons manufacturing is naturally not in full swing. At the present time, he stated, the manufacturers of the poorer quality clothes are having a slack time because "the public demands the higher quality of clothing." The reason for the slowness of the market for clothing this Fall has been the lateness of the appearance of the cold weather. Now that this is beginning to put in an appearance, the trade is beginning to become brisk again.

Nevertheless, with the advance of sales once more and the gradual return of the trade to normal Winter and Fall conditions, Mr. Sandeman stated that trade is not quite on such a good footing as it has been in the past at this time of the year. There has been a very slight reduction in the prices of woolsens from the English and Scotch factories, but this has not been anything like as much as some wholesalers and importers believe. In Mr. Sandeman's opinion, the decline has not averaged more than 5 per cent. "Of course," he added, "some manufacturers have cut their prices, including our own firm, but ultimately either wages will have to come down or the rate and volume of production must increase.

"At the present moment I cannot do better than echo the statements of a well-known politician who said in talking of manufacturing, that there was not rope enough produced in England to hang all the pessimists who exist during a period of depression."

Dark Hour Before Dawn

Mr. Lanigan, of the Campbell Manufacturing Company, is another supporter of the theory that there is no reason to be alarmed at the existing situation in the clothing trade and that there is the darkest hour which precedes the dawn. Mr. Lanigan believes that the trade is only passing through a natural and quite ordinary period of depression from which it will recover. As to the rumors that all the larger firms excepting one or two had closed down and that only small shops employing a few hands were working, Mr. Lanigan considered that there was absolutely no foundation for any such statements.

According to G. W. Ramaker, labor representative of the Montreal clothing manufacturers, and Lazarus Marcovitz, of the local branch of the Amalgamated Clothing Workers of America, plans for the future now being considered jointly by the manufacturers' and workers' representatives will come to a head this month, when the date on which the present working wage agreement between the employees and employers expires both in Montreal and Toronto. The existing agreement calls for a standard scale of wages in the clothing factories of from \$27 to \$50 a week.

Labor Leader's View

Mr. Marcovitz pointed out that a recently circulated report to the effect that some tailors were making as high as \$90 per week was absolutely untrue. "In fact," said Mr. Marcovitz, "the workers do not even get all provided for under the standard scale. They only get paid for the time they work, and in recent months few have been working full time, some only two or three days a week. Some women workers have been making as little as eight or nine dollars a week." According to the same official, there are some 3,500 women among the workers in the industry out of the 6,000 employees, and of this number about 2,500 are French-Canadians.

According to Mr. Ramaker, the manufacturers want to treat labor absolutely fairly and justly as a matter of policy and that means they intend to give labor the "big say" as to what will happen in the clothing industry next year. As a class the manufacturers do not want to see wages reduced, but nothing definite in the matter has been done up to this date.

The manufacturers' executive council are holding meetings to discuss the various knotty problems connected with the readjustment, and one thing seems certain, that clothing prices must come down, but just how far down, no one can yet say. Clothiers are today selling goods at ten to thirty per cent. less than cost—because they can now replace their stock material at that much less than the cost of materials at the time they made their purchases.

According to Mr. Ramaker, the manufacturers will hold a meeting with representatives of the Amalgamated Union in an effort to stabilize the whole matter of clothing production. How it will be done is still a matter of controversy between the workers and manufacturers.

OTTAWA

The Two Macs, Limited, Sparks, Queen and Bank streets, offered \$55 and \$60 suits at \$45; \$55 overcoats at \$45, and "Money back if the performance falls short of the promise." Odd tweed trousers, worth \$8.50, for \$6.

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, saleable materials and at a price which will meet present-day competition.

IT WILL PAY YOU

to get our quotations before placing orders.

The Gardner Clothing Manufacturing Co.

Wholesale Clothing Manufacturers
645 St. Valier St., Quebec

A.P.H. Pants

Guaranteed all pure sheep wool. Best and strongest working pants in Canada. Ask for price list and sample.

CLAYTON & SONS, HALIFAX

Telephone East 7526

GOLD BROS.

Manufacturers of

Boys' and Juveniles' Clothing

930 St. Lawrence Blvd. Montreal

TWO COURSES

ADVERTISING and SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

SHOWER PROOF GARMENTS

FOR

Ladies and Men

We specialize in the manufacture of High-Class Garments made from English Gabardines (wool and cotton).

Neat-fitting, stylish, comfortable and absolutely dependable.

Our Salesmen will shortly be showing samples for Fall and immediate.

Special discount to the wholesale trade.

SCHWARTZMAN BROS.

1448 St. Lawrence Blvd. Montreal

When writing advertisers kindly mention having seen the ad. in this paper.

*Glissades
Italians, Mohair's*

SPERO

ON SELVEDGE OUR GUARANTEE

Pocketings

"BEST IN THE WORLD"



COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

TWO OF A KIND Both Reliable

KANT KRACK
TRADE MARK REGISTERED

COMPOSITION COLLARS

MADE IN CANADA

May we take this opportunity to express our appreciation of pleasant business relations by wishing you

*A MERRY CHRISTMAS
and a
HAPPY, PROSPEROUS
NEW YEAR*

May we ever have your kind consideration.

YOU can't tell a **KANT KRACK** from a linen collar.

A stylish, economical collar that will outlast at least six linen collars and save on an average of ten dollars a year in laundry bills—a collar that is cleanable in an instant and one that cannot be told from an ordinary linen collar — that's **KANT KRACK** — the collar that sells so well and gives such satisfaction. Why not order a stock to-day?

*One Grade Only, And
That The Best*



12 to 18"

The

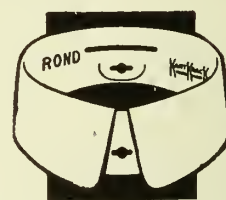
Parsons & Parsons Canadian Company

HAMILTON

CANADA

ESTABLISHED IN U.S.A. IN 1879

ESTABLISHED IN CANADA IN 1907



13 to 18

ENGLISH MEN'S WEAR

The "LOOM" Brand Goods

Silk Ties	Belts
Knitted Ties	Braces
Silk Squares	Hosiery
Collars	Underwear
Shirts	Mufflers
Pyjamas	Motor Scarves
Bath Robes	Handkerchiefs
Smoking Jackets	Walking Sticks
Dressing Gowns	Buckingham Zephyrs

J. H. BUCKINGHAM & CO., LTD.

(Manufacturers and Warehousemen)

4, 5, 6, 7 and 8 Ropemaker Street, London E.C. 2
Cable address—"Neckwear London."

"Blizzardeen" Raincoats.
"Carlinton" Overcoats.
"Heath" Ready-to-Wear Suits.
Sports' Jackets and Trousers.
Flannel Trousers.
Fancy Vests.

Works:—Basingstoke, Leeds, Reading, Fleet Lane, London E.C. 4; Golden Lane, London E.C. 1; Hackney, London E. 8.

GERRISH, AMES & SIMPKINS, LTD.

(Manufacturers)

63 to 67 Carter Lane - London E.C. 4
Cable address—"Obligable, London."

Canadian Representative:

SIDNEY J. CLAYTON

60-62 FRONT STREET, TORONTO

PHONE ADELAIDE 4449



SELLING OVERALLS?

Do you stock overalls, or are they a Real Selling Factor and Trade-Getter to your store?

STAR BRAND OVERALLS

are built to sell, wear, and satisfy your customers. You will get him back

BECAUSE

Star Brand Overalls are made of the best material, double-seamed and sewn, reinforced to stand the wear and tear. You sell him Service and get his trade.

"It's a Good line to carry."

The J. B. Goodhue Co., Ltd.
ROCK ISLAND, QUE.

MONTREAL
211 Drummond Bldg.

OTTAWA
76 O'Connor St.

YOU GET PRICE-PROTECTION

Plus--

The Highest Quality
Materials When You Order

BROPHEY

UMBRELLAS - SUSPENDERS
Or Other BROPHEY Merchandise

THE BROPHEY PRICE-PROTECTION POLICY means that you can order right now for later delivery at present market prices and, if between the receipt of your order and its delivery, the price rises, you pay only the price your order calls for— BUT, if the price GOES DOWN, you pay the lower price in effect at the time of shipment.

This PRICE-PROTECTION coupled with BROPHEY QUALITY, both in the freshness and newness of materials, creates a still further attractive proposition for the BROPHEY retailer.

THE BROPHEY SUSPENDER CO., LIMITED
AND
THE BROPHEY UMBRELLA CO., LIMITED

266 King St. W.
TORONTO
Salesroom
and Factory

133 Bleury Street
MONTREAL
Salesroom
and Factory

JAMES CLOTHES

Don't Mistake the Name

We have a large stock of men's and boys' overcoats made up in smart styles which must be reduced.

Drop us a line with your requirements and we will be pleased to submit our sacrificing prices.

JAMES & CO.

Limited

200-206 Adelaide St. W., Toronto



IT APPEARS ON ALL OUR SOCKS

Your reputation— *what is it worth?*

To your business it means success, so why risk it by selling "so-called" quality Socks? "Hanson" Socks are guaranteed Socks—guaranteed to wear well and give entire satisfaction. We make a specialty of sock-making, so why gamble with your reputation? Make your next sock order Hanson's and play safe.

If for any reason you have not ordered through our representative, send order direct to the mill. It will have our personal attention.

GEORGE E. HANSON

HULL, P.Q.

100% MEMBERSHIP

On Wednesday, Oct. 20, the Association of Canadian Advertisers endorsed the statement of W. G. Steward of Goodyear Tire and Rubber Company that all trade newspapers should be required to furnish audited statement of circulation.

Every publication issued by MacLean Publishing Company is a member of Audit Bureau of Circulations.

Advertisers who are members of A. C. A. and those who are not would be acting in their own interests and in the interests of Canadian publishers by insisting that every publication in which their advertisements appear should come out into the open and furnish a statement of circulation certified by some independent organization such as A. B. C.

The following MacLean publications will gladly send A. B. C. statement of circulation on request:

TRADE NEWSPAPERS

DRY GOODS REVIEW
HARDWARE AND METAL
DRUGGISTS' WEEKLY
CANADIAN GROCER
SANITARY ENGINEER
MEN'S WEAR REVIEW
BOOKSELLER AND STATIONER
CANADIAN MOTOR, TRACTOR AND
IMPLEMENT TRADE JOURNAL

MAGAZINES

MACLEAN'S MAGAZINE
FARMERS' MAGAZINE

TECHNICAL NEWSPAPERS

POWER HOUSE
CANADIAN MACHINERY
CANADIAN FOUNDRYMAN
MARINE ENGINEERING
PRINTER AND PUBLISHER

COMMERCIAL NEWSPAPER
THE FINANCIAL POST



Boys Really Like Our Clothes!

and boys always know what they like—and want.

There is a cut and make in "LION" BRAND Boys' Bloomers that is different from the ordinary.

The pockets are made to stand the wear that a boy always gives his pockets.

Feature "LION" Brand and you will get the trade.

The JACKSON Manufacturing Co., Limited

Makers of the "Lion" Brand Boys' Clothing
CLINTON, ONTARIO

Factories at Clinton, Goderich, Exeter and Hensall

Craftana

Registered No 262005



THE HALL-MARK OF

**Maximum Comfort and
Durability at Minimum Cost.**

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

**A HALF HOSE
FOR HARD WEAR.**

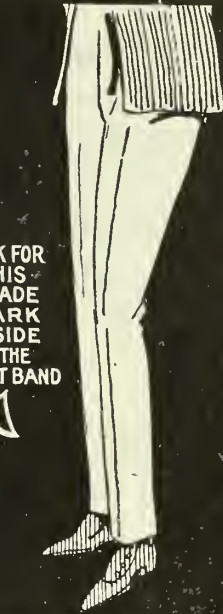
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

There's a
DIFFERENCE
they
are **Better Made**

LOOK FOR
THIS
TRADE
MARK
INSIDE
OF THE
WAIST BAND



Everyman's Trousers embrace in their range every type and quality of Trouserings; from sturdy workmen's tweeds, to the finest all wool serges.



A Seasonable Suggestion

Heavy, Untearable
TWEED PANTS

Plain or Striped
For Immediate Delivery

DAVIS BROS.

HAMILTON - CANADA

The Deacon Shirt Co.

Belleville Ontario

We take this opportunity to extend to all whom we have been privileged to serve, our Heartiest Wishes for Christmas and the New Year.

Attract the "Best" Custom by featuring "CEETEE"

The "CEETEE SHEEP" trade mark is what your best customers look for when buying wool underclothing—there is only one grade and that the highest.

Turnbull's underwear, which competes with every other manufactured in Canada, sells on merit and every garment is backed by 60 years' experience—

it is made in all weights—sizes and prices to suit every requirement—and bears the diamond-shaped label as illustrated.

The C. Turnbull Co. of Galt, Ontario

Also Manufacturers of Turnbull's Ribbed Underwear for Ladies and Children and Turnbull's "M" Bands for Infants.



THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK



THIS TRADE MARK IS ON EVERY GARMENT

CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE

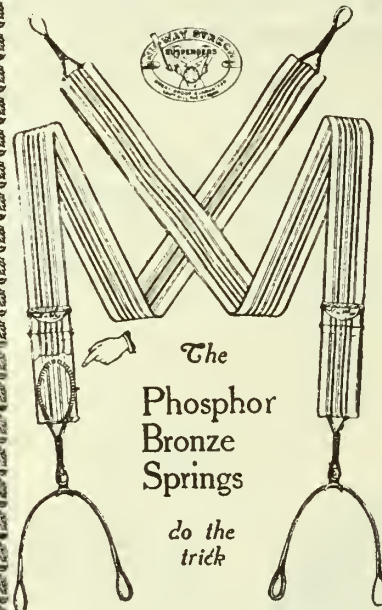


Selling Collars

The New-Way Collar System is an innovation, but a successful one, as it brings every style in sight of a customer and every size in instant reach of the salesman. This is only one of the hundreds of features of the New-Way System for men's wear.

Let us explain the system
 Jones Bros. & Co., Ltd.
 29-31 Adelaide St. W.
 Toronto

Your Customers



will appreciate this style of Suspender because it is built for service.

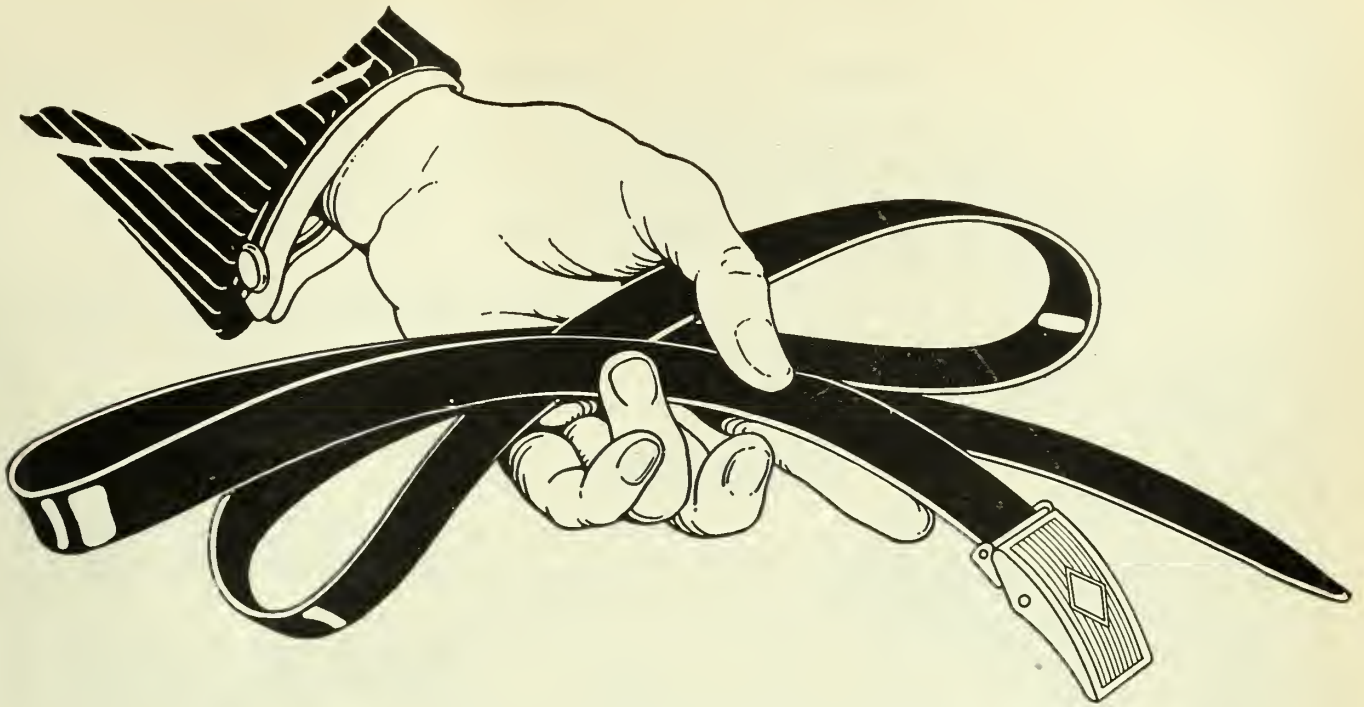
—and it will help to give you what we Wish to all—

A Very Merry Christmas and Prosperous New Year

Nu-Way Stretch Suspender Co.

MANUFACTURERS

St. Thomas, Ontario



The Ideal Gift— INDIVIDUALLY BOXED!

The ideal Christmas Gift is a Marathon Washable Flexyde Belt—

And for the holiday trade you can secure them in **individual boxes!**

This year your customers are going to look for new gifts that are useful, novel, serviceable and **reasonably priced—**

that's the Marathon Belt!

And when it is packed in individual boxes, it makes the neatest package for Christmas you could offer.

*The fastest selling
belt in the world
---and the biggest
belt value!*

Retail Price in Canada

\$1.50

No Charge for Xmas Boxes

Other models with initial buckles,
12 to 18-carat gold front buckles,
etc., reasonably priced.

Here's a gift that bespeaks quality, character and refinement, and yet it is so reasonably priced—

You know there will be a heavy demand for Marathon Belts for Christmas gifts—display them prominently throughout your store.

There is no extra charge whatever for these individual boxes, so take advantage of it and place your holiday order at once.

Send orders direct to your Marathon Belt distributor.

JONES & ROBINSON, BROCKVILLE, ONT.

Exclusive Canadian Distributors of Marathon Flexyde Belts. *Full line carried in stock at all times.*

MARATHON WASHABLE FLEXYDE BELTS

INDEX TO ADVERTISERS

A		G		N	
Acme Glove Works, Limited...	17	Gardner Clothing Mfg. Co....	64	National Cash Register Co. of Canada	24
Anderson-Macbeth Limited...	3	Gardner, B., & Company	2	Nu-Way Strech Suspender Co.	70
Arlington Co. of Canada, Ltd.	18	Gold Bros.	64		
Arrow Neckwear Co.	29	Goodhue, J. B., Mfg. Co., Ltd.	67	P	
Atlantic Underwear, Limited...	21			Palter Sons	27
A.P.H. Pants	64			Palter Cap Co., Limited	23
		H		Parsons & Parsons Canadian Co.	66
B		Haworth, Richard, Ltd.	65	Peck, John W., Co., Ltd.	4-5
Brettle & Co., Geo.	28	Hercules Garment Co.	27	Penmans, Ltd.	19
Blue, Walter & Co.	1	Hanson, Geo. E., & Co.	68	Perrin-Kayser Company	13
Brophey Suspender Company ..	67			Prosperity Shirt Company	22
		J		Punchard-Birrell Company ..	12
C		James & Co.	68		
Campbell Mfg. Company	23	Jackson Mfg. Co., Ltd.	69	R	
Can. Consolidated Rubber Co., Ltd.	Inside back cover	Jones Bros. & Co., Ltd.	70	Racine, Alphonse, Ltd.	8
Clayton, S. J.	66			Raven, William & Co., Ltd. ...	69
Cluett, Peahody & Company of Canada, Limited	6	K		Robe & Clothing Company ..	20
Cook Bros. & Allen, Ltd.	Inside front cover	Keen's Company, W. J.	Front cover	Rubin, S., & Company	10
Caulfeild, Burns & Gibson...	25	Kitchen Overall & Shirt Co., Ltd.	26		
		L		S	
D		Lang Shirt Company	11	Schwartzman Bros.	64
Davis Bros.	69	Leishman, Wm. H., & Co. ...	7	Shaw Correspondence Schools	64
Deacon Shirt Company	70			Stifel, J. L., & Sons	20
Dent, Mitchell & Duncan	30	M			
		Marathon Tire & Rubber Co.	71	T	
F		Milne, William	16	Tooke Bros., Ltd.	Back cover
Faire Bros. & Co.	29	Miller Men's Wear, Ltd.	15	Turnbull Co., C., Limited ...	70
		Monarch Knitting Company ..	9		
				W	
				Williams, Walter & Co., Ltd.	22

Men's Wear Ads. That Pull

Mr. Clothier, are you satisfied with the percentage of customers who visit your store as a result of your advertisement in the daily or weekly newspaper? Would you like some new, practical ideas to help you get more people into your store?

Perhaps you can present your goods to the public through the newspaper in a more effective style that will get you ten, twenty, or a hundred more customers, by using the best ideas of successful clothiers.

We read all newspapers published in Canada as a business and can collect for you the cleverest and most striking ads.—those with new selling points and new ideas—and send them to you. A scrap book with 50 or 100 of these advertisements kept for reference would be of real practical use to you. The price is 5c a clipping for collections of 50 or over.

CANADIAN PRESS CLIPPING SERVICE

143-153 UNIVERSITY AVENUE

TORONTO

Dominion Raynsters

"Made-in-Canada" Raincoats

are a Family Affair

You can sell Dominion Raynsters to every member of the family because they are made in pleasing styles for men and women, boys and girls—for business, shopping and school, for everyday and dress needs.

The Dominion Raynster line offers the dealer a wide variety of models in patterns that are noticeably attractive. More than this, DOMINION RAYNSTERS give the dealer a line of absolutely waterproof raincoats that are unconditionally guaranteed. Every DOMINION RAYNSTER bears the guarantee label as an assurance of style, quality, workmanship and satisfaction.

When you stock DOMINION RAYNSTERS you have behind you the largest rubber organization in Canada to back up your store with the right styles and right quality, and to back up your sales force with persistent advertising.

Write the nearest service branch for the latest styles and price list.

Dominion Rubber System Service Branches

are located at

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





“PROGRESS”

A NEW STARCHED

Tooke

COLLAR

Immediate Delivery

TOOKE BROS., LIMITED
MAKERS

Montreal
Winnipeg

Toronto
Vancouver

