

# Display Men Promote Their Profession by Forming Active Associations

Have Convinced Their Firms That Window Display Work Is a Valuable Asset in the Merchandising of Goods—Co-operate in Local or National Events — Might Be Followed Here

**D**ISPLAY men in the cities of Buffalo and Rochester believe that in union there is strength; therefore, they have organized a Display Men's Association. Perhaps the original idea behind these organizations was that window display work, after all, was and is a reputable profession, that it has its proper place in the merchandising of goods, and that, in too many instances, firms do not realize the value of the window display in conducting their business. Time was when the window was thought to be the safe repository for goods that a merchant had no other place for; so he put them in the window to get them out of the way. But this time is no more. Many display men with whom Men's Wear Review talked in Buffalo, Rochester and Syracuse referred to the difficulties they had had—some were still having—in convincing their firms that the windows were worthy of more attention and expense than they were getting. Those of them who had safely crossed the danger mark, however, and had convinced their firms that window display work justified itself a hundred-fold in sales, stated that their firms, having been convinced, were no more niggardly about their yearly appropriations for the display work in their windows. Kleinhans of Buffalo, for instance, are so convinced of it in the use of their 360 feet of window space that they O.K'd without a murmur a bill for over \$3,500 in six weeks which their display manager presented to them. This is characteristic of the attitude of many of the stores in these three cities.

## How It Is Working Out

It is not difficult to see how the efforts of the association are working out. Relatively speaking, the Canadian merchant of men's wear lines pays more attention to his advertising, that is, his newspaper advertising, than his window display. He pays several hundreds or several thousands of dollars a year more for his newspaper advertising than on his windows. Such is not the case in Buffalo and Rochester; at least, the difference between the two is not so great. Display men have shown their respective firms that originality and art in window display work has a vast commercial value, and their firms have bowed to the ruling of the display men. Let it not be understood that the men's wear dealers in these cities overlook their newspaper advertising. They do not. But they give a better corresponding value to window display work than we



*One of the chief objects of the Display Men's Associations that are organized in cities throughout the United States is to promote, through their window displays, any local event that creates a widespread interest. Such an association has been formed in Rochester, and the above reproduction of a window which was arranged by E. K. Scott, of Meng & Schofield, president of the association, shows how he furthered the interests of the horse show held in that city, and, at the same time, arranged a window that created a good deal of favorable comment.*

*It is an idea that could be carried out in a number of Canadian cities that have horse shows during the year. It certainly is a splendid effort both from the standpoint of originality and execution.*

do in Canada. When an appropriation is asked for window display that runs up into the hundreds or the thousands they do not regard it with suspicion. Their display men have shown them that

so many thousands of people pass these windows daily, that sales have been increased so much by them and that they have an advertising value quite distinctive and separate from that which can

# Secretary Johnson Reviews Work of the Association

Tells of the Executive Meetings Held During the Year—Refers to Apathy of Merchants to Become Members of the Association

be done by the newspaper advertisement.

The associations in Buffalo and Rochester have promoted this idea with their firms to a marked degree of success. The best of feeling obtains amongst the members of the association, and the very fact that their organization is in existence is an indication to heads of firms that the profession of window dressing is a dignified profession demanding and getting the best attention of some of the bright young men of the country.

## How They Work Together

J. H. Streiber, of the J. L. Hudson Co., of Buffalo, in explaining the objects of the association to Men's Wear Review stated, in the first place, that it was formed to promote the profession of window display work. Many firms, he said, had come to realize in the last few years just how valuable good window display work was to the successful merchandising of goods. At first, it was hard to convince the firms that window display had a definite value in a store policy. They would OK a thousand dollars for newspaper advertising without question, but when a similar or even smaller appropriation was asked for window display work they would not entertain the idea.

In the case of a national or local event of importance, the members of these associations, Mr. Streiber explained, got together and promoted the idea through their windows. For instance, a Boost Buffalo week was held in that city. The members of the association got together, studied the history of Buffalo and its development; and decided that the different periods of development should be reviewed through the window display work. This gave plenty of scope for originality on the part of the display men, and even if two of them selected the same period of Buffalo's development, they would not picture it the same way in their window display. This united effort not only helped Buffalo but it helped each store whose window display man joined in the united effort because of the wide-spread interest taken in these window displays.

During the war these display men worked together in many ways. If there chanced to be a Red Cross appeal, they lent their efforts to promoting it through their window displays. When the Liberty Loan was on, they did the same thing and the liveliest interest was created by their efforts. During the celebration commemorating the landing of the Pilgrim Fathers, they not only helped through their window displays, but they took charge of the floats and costumes for the parades that were held.

## Should Commend Itself Here

This idea might well commend itself to window display men in cities and towns. There are many occasions when the display men could work together for the common good of their town or city. If a buy-at-home campaign is being held, or a horse show, or an automobile show,

SINCE our last convention your executive have held five meetings. The first took place in the King Edward Hotel in April, at which the various committees for the year were appointed. The question of the formation of a Dominion-wide clothing association was taken up at this meeting, and it was decided that Mr. Fitzpatrick should attend the conference of the Dominion board to be held in Vancouver, and on his return should call on the secretaries of the different provinces with this object in view. The result of this trip was very gratifying as the secretaries of the provinces expressed a willingness to join in an Association of this kind.

The second meeting was held in Ottawa, in May, when a resolution was presented to Sir Henry Drayton suggesting that instead of the proposed luxury tax a sales tax should be collected by the manufacturer and importer.

Our third meeting was held in Hamilton, in June. A resolution was passed at this meeting thanking Sir Henry Drayton for amendments made to the luxury tax as it affected the retail clothing trade. Copy of a resolution passed at this meeting was sent to the Associated Press, re "Unfair Publicity," which we felt was creating decidedly wrong impressions with the buying public. False advertising was also taken up at this meeting.

The fourth meeting was held in London. The clothiers and furnishers of the district were invited to attend and the work of the association was very ably and fully explained by Mr. F. Mack, with the result that London appeared to become very much interested in the work carried on by the association.

The fifth meeting, held in December, in the King Edward Hotel, Toronto. As you are aware a copy of the minutes of this meeting was sent to each of our members. You will remember a resolution was passed giving reasons why the luxury tax should be abolished. This resolution was subsequently forwarded

to the Dominion secretary of the Retail Merchants' Association and no doubt greatly assisted in the removal of this unfair system of taxation, which was taken off one week before Christmas.

While acting as your secretary I have found a certain apathy with some clothiers regarding our association and a feeling that the \$3 asked for membership would be a poor investment. This feeling must be overcome, for while the principal clothiers of the province belong to our association, it is essential that all should be members.

Questions will arise from time to time of vital importance to the retailer and we think you will agree that the last year has proved the necessity for this association.

I believe that the time is not far distant when all matters of legislation relative to clothing will be approved by this association before becoming law, as united expression of opinion on our part must be taken into consideration by those preparing legislation affecting the clothing trade before decided action can be taken.

In my opinion the press during the early months of the past year published as news items certain articles which were most unfair to the trade. Impressions were created that were far from the actual trade conditions. As an association we have matters of this kind entirely under our own control, and if actual facts are not given to the public the fault will be with our association and not the press.

During the past year your executive has endeavored to create a closer relationship between the manufacturer and retailer. In this we have been met more than half-way by our leading manufacturers.

Mr. President, I wish to thank you and the members of the executive for the generous co-operation during the past year, which has made the duties of the secretary of an easy and pleasant nature.

D. E. Johnson,  
Secretary-Treasurer.

these display men might well help it along in their respective cities or towns. In Syracuse, an automobile show was being held during a recent week. Every men's wear store, practically, had some part of an auto in their windows showing that they were helping it along, real-

izing that what helped Syracuse also helped their individual stores. Such an association is bound to encourage a lively spirit of competition amongst its members, as it does in the cities referred to; and in this there is much of good. There is nothing that spurs to better effort like competition and honest rivalry.

# NEWS OF THE CLOTHING TRADE

The Lion Clothing House is re-opening in Kingston.

The American Woollen Co. has withdrawn all its lines of overcoatings because of the heavy demand.

H. A. Long, men's hatters, King Street West, Toronto, suffered a heavy loss by fire to the extent of about \$900 in February.

Christopher Robinson, for many years the head of a tailoring business in Kingston and for fifteen years an alderman of that city, died on February 13th.

The Robe & Clothing Co., of Kitchener, were awarded the contract of supplying uniforms for the street railway men. Their price was \$37.

The Dominion Government is to try to recover from manufacturers who have sold retail the amount of the manufacturers' tax, which is two per cent. on the sales they have made direct to the public.

Mr. and Mrs. F. C. Dill, who left Halifax on February 1 to walk across the continent, were presented in St. John with suits of underwear from the Stanfield Co., Ltd., of Truro, and two pairs of Jaeger's wool gloves from Oak Hall of that city.

Canadian Sheep Breeders' Association passed a resolution at their recent convention asking the Dominion Government to pass legislation making it compulsory for every maker of cloth to stamp on it the amount of virgin wool and other materials used in the manufacture of the cloth.

Amalgamated Garment Workers, of Toronto, met recently to discuss the question of a standard production plan submitted by the manufacturers. J. A. Rosenbloom, secretary, stated that it was impossible for them to pass an opinion at the present time; it was a situation which would have to develop.

J. Wolf, proprietor of a ready-to-wear store in London, showed considerable pluck early in March when attacked by robbers. They tried to tie him down but he put up such a fight that one of the assailants hit him a heavy blow on the head with the butt of his revolver. Mr. Wolf nearly captured one of the robbers

in his flight. The only thing he got was a cap which had originally come from Downes-Dunlop, of Toronto.

A. T. Reid, of the A. T. Reid Co., Ltd., Toronto, is on an extensive European trip in search of silks for neckwear.

Alphonse Racine, Ltd., of Montreal, have opened up a new sample room at 85 Germain Street, St. John, N.B.

A men's furnishing department has been added to the ready-to-wear by C. Caplan, Ltd., 135-137 Rideau Street, Ottawa.

Rex Tailoring Co., of Toronto, recently suffered a \$2,000 loss of cloth as a result of a burglary. Six men were arrested in connection with the theft.

John Brass, of Toronto, has leased the store on Yonge Street recently operated by Hickey's, Ltd., and has opened his fourth Yonge Street store.

"More mills will soon be running full time and employees will be making good wages," was the cheerful message of F. W. Stewart, Canadian manager of the Cluett-Peabody & Co., Ltd., of Canada, at the recent Ontario convention.

Ottawa Retail Merchants' Association is continually broadening its scope of usefulness by the formation of sections devoted to special trades. The tailors' section is a new one but it has already shown progress under the presidency of J. Cowan, the latest effort being a dinner at the Chateau Laurier, at which a New York expert, Samuel Regal, spoke of styles for the coming spring and ventured to assert that more rational styles would be seen than has been the case for some time. Suits would be made with the shoulders a little wider till they become of a natural width, sleeves would also be widened and pockets lowered. Trousers would have wider cuffs and be wider, stopping short, however, of the sailor type of leg. Henry Watters, president of the Eastern Ontario and Ottawa District Retail Merchants' Association, showered congratulations upon the members of the association for the success of the dinner and added a few remarks to show how the Retail Merchants' Association was determined to assist the retailer, mentioning specially the fight now on over the test case as to tailors and others paying the manufacturer's tax which they considered unfair.

Stanfield's, Ltd., are adding to their usual underwear lines, blankets, steamer rugs, motor rugs and yarn.

King Fashion Tailors, of Toronto, have opened a branch at 106 Sparks Street, Ottawa. This branch was opened on February 26.

David Morrison, the credit clothier, of Toronto, has opened new branches at 66 Danforth Avenue and 2969 Dundas Street West, Toronto.

McGiffin's Toggery Shop, Rideau Street, Ottawa, is closing out. In connection with the final sale they ran a very successful "One-cent" sale.

W. Robson & Co. have received a contract from the city council, Toronto, for summer uniforms for firemen at \$22.75; Beauchamp & Howe for winter uniforms at \$13.25, and Rex Tailoring Co. for peajackets at \$26.90.

The officers of the Toronto branch of the clothing section of the Ontario Retail Merchants' Association are: President, R. F. Fitzpatrick; first vice-president, A. Dunlop; second vice-president, J. B. Dansen; secretary, W. G. Hay; treasurer, P. Bellinger.

The Two Macs, Ltd., of Ottawa, will boost the boys' clothing department by a boys' contest, the test being the construction of a bird house to be completed by April 15. No fee is required; all the boy has to do is to register. Real cash prizes are to be given of \$20, \$15, \$10 and \$5. Manual training teachers will be pressed into the service and the results already assure a success of the contest.

## A "THANK YOU" THAT HELPS

A. Fraser & Son, of Renfrew, like to send a customer out of their store satisfied and when the customer gets home and finds his parcel there he knows that Fraser & Son appreciate his patronage and want to meet him again. With each parcel they send out there is a small card which is in the nature of a personal appeal to the customer on service.

"Thank you" the card reads, "The patronage you have given us to-day is appreciated and we hope to have the privilege of serving you permanently.

"If for any reason you are not satisfied with your purchase, feel free to return the goods. Exchange will be made promptly or your money cheerfully refunded."

Stop and Shop in the Hundred Block

40 and \$45 Suits and Overcoats

**\$24** Four Big Lots Of Suits and Overcoats At Four Small Prices

Our Entire Stock of Suits and Overcoats Including Hart Schaffner & Marx, Fashion Park and Other Good Makes Now Assembled Into These Four Lots

Dozens and dozens of groups of suits and overcoats that were former in summer weight lots are now available in these four lots for the first time. The quality is the same, the making is the same, the price is the same, but the price is the same. Each group presents a well-balanced mixture of styles, colors, patterns, and sizes.

Nothing Reserved Except Full Dress and Tuxedo Suits

This group embraces all our suits and overcoats that formerly sold up to \$115. Now at **\$59**

This group embraces all our suits and overcoats that formerly sold up to \$40. Now at **\$34**

This group embraces all our suits and overcoats that formerly sold up to \$40. Now at **\$44**

Open Saturday Night Until 9 o'Clock

**The Kleinhans Co.**  
Buffalo's Greatest Clothiers

114-142 North Salina Street

100 NORTH SALINA STREET, 100 BLOCK, LOOKING SOUTH FROM WILLIAM STREET

**KELLER'S BIG SHOE SALE**  
to 40% off

**THE ELECTRIC LOUNGE AND RESTAURANT**  
100 Block Western North Salina Street

**FIRST TRUST & DEPOSIT**  
North Side Right at the

**It Pays to Cross the Bridge**

**NICHOLAS M PETERS CLOTHING CO. INC.**  
140-142 NORTH SALINA ST.

**Honest Abe**  
PETERS OMSALINA STREET

**NICHOLAS M PETERS CLOTHING CO. INC.**  
140-142 NORTH SALINA ST.

The reproduction of the three advertisements above contains suggestions that are, perhaps, worth considering.

The one on the left from Kleinhans, of Buffalo, the largest exclusive men's wear store of the city, is characteristic of the conservative advertising they carry in the daily newspapers of that city. It is made doubly attractive by the use of a liberal white border which sets off the reading matter very effectively. Another feature of it which is appealing to the casual reader of a newspaper is that there is not too much in the advertisement. The message conveyed is conveyed in the fewest possible words, yet the story is fully told. It is the opinion of Kleinhans that too much in an advertisement partially destroys its value because it will not be read. The average reader, they feel, is no more apt to pore over four or five columns of closely-arranged advertising matter than four or five columns of a reported speech of Senator So-and-So. Hence, they do not put much in their advertisements.

The advertisement in the centre, "Stop and Shop in the Hundred Block," is from a Syracuse paper of February 7th. This section of the city is cut off from the main business section by a bridge, and it is referred to as the section "Over the Bridge." The business men in this section are always fighting against the competition of the main business section, as many sections in Canadian cities fight against the competition of the larger downtown stores, or merchants in small towns fight against the competition from the neighboring cities. The merchants "Over the Bridge" in Syracuse do not lie down and allow the down-town stores to take trade from them. This is one of the ways in which they combat it. They band together and take a full page, not in a paper for their own section only, but in the city newspaper that has the largest circulation. And then they proceed to tell all and sundry in Syracuse that it will pay them to make their purchases "Over the Bridge." The little space in the centre of the advertisement, "To the Buying Public," reads as follows:—"We suggest that you consider—The Hundred Block saves you time. Nearly every kind of merchandise, necessity or luxury, can be found here within 100 yards. The Hundred Block saves you money. It is noted for values due to lower expenses and closer margins than in some localities. The Hundred Block is convenient. It is near terminals. All auto roads naturally and easily lead into it. Fill your wants in the Hundred Block quickly, conveniently and economically. The 100 Block Merchants, North Salina Street."

There is a suggestion in this for sections of several Canadian cities that are developing and fighting against the competition of the more highly-organized down-town districts. It could also be followed out by towns where competition is keen from nearby cities. Why not take a page in their city dailies and carry the war into Africa?

The advertisement on the right is one in which a prominent clothing merchant takes advantage in his advertising of a national anniversary—the birth of Lincoln. "Honest Abe," runs the advertisement. "Honesty is the greatest asset and it's the foundation stone of this great business. Honest in buying, honesty in manufacturing, honesty in the dealings with our staff, honesty in the dealings with our customers. This great institution follows honesty to its very letter. Honesty coupled with truth in advertising has made this live store the largest manufacturing retail clothing store in Central New York."

# "Present Situation and Outlook"

G. H. Douglas of Thornton & Douglas Says There Are no Market Conditions Today—Prices Governed by Necessity for Sale—Not Yet to the Bottom—Favors Turn-over Tax

"PRESENT Situation and Outlook" was the subject of an address delivered at the convention of Ontario Retail Clothiers by G. H. Douglas, of Thornton & Douglas, Ltd., of Hamilton, Ont. In opening his address, Mr. Douglas took a look backward over the past year and remarked that it had been one in which it had been difficult for business men to carry on successfully. Fortunately, the Board of Commerce had disappeared but it had been followed by the luxury tax. At the time of the introduction of this tax, clothing manufacturers had gone to the Government to lay before them certain reasons why this tax should not be imposed as it was but little encouragement had been given looking toward relief. It was unfortunate, said the speaker, that the Government did not consult with some of the business men affected by the tax before they had adopted the policy they did. When the tax was finally abolished, the commissioner of taxation had given for the reason of its abolishment the very reasons which the clothing manufacturers had argued for just after it had been imposed.

## Developments Since June

"There have been rapid developments since June," said Mr. Douglas, "when in an interview which I gave I advised that the time had come when the retailer should put his house in order because lower prices were coming inasmuch as the prices in several of the raw materials had broken. But, at that time, the contracts for the coming season had been let on the highest market that had ever obtained in the history of the clothing trade. I thought at that time that the retailer would have a year to put his house in order.

## The Changing Conditions

"At the time, however, present conditions were not apparent. Between June and September the press of this country were doing their utmost to destroy business and they succeeded very successfully. They quoted from day to day prices that were obtaining in the United States without any regard for the comparative markets in Canada and the United States. The United States market was the highest market in the world and the quotations given were invariably from the United States. This was pointed out to the press but it made little difference. If the advertisers had taken this matter into their hands when they should have, the results would have been very different. The press is now doing its utmost to undo what they did some

## Presentation To E. R. Fisher

*It was the pleasant duty of Ed. Mack, of Toronto, to act on behalf of the convention delegates in presenting the retiring president, E. R. Fisher, of Ottawa, with a little gift in recognition of the faithful and capable services he had rendered during the year. The presentation was made just before the banquet on Tuesday night was brought to a close. "In the years to come," said Mr. Mack, in making the presentation, "when you are as old as I am, and when you may be walking through the delightful parks of Ottawa with Mrs. Fisher on your arm, we hope that this cane will be your support and that it may remind you of the affection and esteem in which you are held to-night by the clothiers of Ontario."*

*The handsome cane was suitably engraved. Mrs. Fisher was presented with a bouquet of beautiful American beauty roses.*

months ago and their greatest difficulty to-day is trying to explain why their own rates have advanced while all other markets are falling. I think, however, we may now depend upon the help of the press.

## No Market Conditions Today

"To discuss present conditions or look into the future is one of the most difficult questions for any person to discuss. There are no market conditions today; goods are worth just what you can get for them. There have been woollens offered and manufactured garments offered at very ridiculous prices. Any man who has a stock and must realize on it will sell at very low prices. Woollens are coming into Canada to-day at as much as twelve shillings below the market value; this refers, however, to the peak prices and not to what the market was a few months ago. Many people refused to pay peak prices but the man who had to pay these prices must be prepared to face a heavy loss. You cannot make contracts at any such prices as these mentioned. Manufacturers, on future business, will not take great sacrifices; so there is really no market you can judge comparatively.

"There is no doubt that woollens have fallen and have fallen materially. Body linings have fallen very little; cottons have fallen very materially in price, but the body linings are as firm as in the

Fall of 1919. All items entering into suit of clothes to-day, with the exception of linens, have fallen in price. My own observation is that the Canadian clothing manufacturer is endeavoring to sell clothing on to-day's valuation and to meet the conditions of the market as nearly as he can. There are a good many dealers, perhaps, who will think this is not enough but those who are selling on to-day's values are doing what that can be expected of them. The manufacturers, in my opinion, are trying to meet the difficulties as well as possible. There is no question of profit but in labor and other conditions affecting the whole industry they are trying to get back to normal.

"I attended a meeting of the unemployed a few weeks ago when one of the speakers, who is a member of the legislature, stated that he had sold wool a year ago at 68 cents and to-day it was 18 cents, and he went on to say that clothing prices in the city of Hamilton were not down. As a matter of fact merchants in Hamilton are selling goods for less than they can buy them for. This man demonstrated that there were six or seven pounds of wool in a suit of clothes and that the drop of 50 cents a pound should have made a difference of about \$3.50 alone, and he further thought that all other things had fallen proportionately.

## Labor the Big Factor

"What makes the suit of clothes expensive is the different processes through which it passes. Labor plays the greatest part in any commodity to-day. Clothing, from the rancher to the finished product the basic articles probably are not worth more than \$5.00. If that is so, how can we get back to normal conditions unless labor agrees to play its part? These are the conditions, and is largely owing to labor that costs today are what they are. Labor is standing in its own light and is its own worst enemy. It is a fact that not fifty per cent. as many garments were produced in Canada in 1919 as in pre-war days. To-day labor is unemployed because the consumer refuses to purchase what the produce. The only sane stand for labor to take is to assist in the deflation; then we will be able to get back to normal and this applies not only to labor in the clothing industry, but to every other industry. The Cobalt miners have agreed to accept a reduced wage, and many steel workers have done the same. Labor is the most important problem of the manufacturer to-day and until this is dealt with satisfactorily we will not have satisfactory conditions.

"There is a better feeling abroad than there was a few months ago. It is not to be expected, however, that we will get back to normal conditions within a few months. There are so many people unemployed that the purchasing power of the public has been reduced to this extent, and this cannot be overcome in a month or perhaps in six months. The man who has been out of work is obliged to get down to absolute necessities.

"To those of you who have your stocks in hand I would say buy what you need. Without employment, sales will be decreased and our civilization is so complex that we are all dependent one upon the other. We depend on you for business and you depend on us to give employment, so that people can buy from you. Better business depends on people getting back to work, it depends on giving work to the masses. Conditions are as far stabilized as it is possible for them to be at the present time. Some merchants are starving their business in the hope that they will get lower prices. Many products are beginning to show advances in price. I expect to see a stiffening in the woolen prices in England when business has become better. Many operatives have left their work and it may be hard to get them back again.

**Co-operation**

"A friendly feeling exists between the dealer and the manufacturer; that is as it should be. The manufacturer can be of great assistance to the retail trade, especially to the smaller dealer. Co-operation between the two is all important. It is more important than it was a year ago for the dealer to know exactly where he stands in the matter of his stock. Our firm last year advised our customers to unload their stocks and we have had letters thanking us for this advice. If you delay the day of taking your sacrifices, the loss will be all the greater because the market continues to decline. It is generally admitted that a merchant should turn his stock over three times a year; some of the larger stores turn their stocks over as much as ten times a year, and it is easy to be seen that a greater loss will have to be taken if the stock is only turned over twice a year. Everything—depreciation, insurance, finances, etc., are in worse shape for the man who does not turn his stock over frequently. Every merchant should know the condition of his stock at least once a month; this is necessary on account of credits, insurance and buying.

**Not Yet to the Bottom**

"I think we have not yet reached the bottom and it may be that it will be some years before we have reached the bottom. We can never hope to see the prices of pre-war days. I do think, however, that we are over the panicky stage and that the future decline will be very gradual both in prices and in orders. There are still reductions to be



*At the main entrance and just to the left of Wright's large departmental store in Brockville stands the case, an illustration of which appears above. Along with a few ties and shirts in this showcase are to be found, at all times, certain accessories that are indispensable to the male species, namely, razors, jack-knives, talcum powders, shaving soaps, etc. The active head of the firm, Innis Wright, stated to Men's Wear Review that this case was always dressed with these accessories. They do not carry a great stock of them at any time, consequently there is not a great deal of money tied up in the investment. But it has always paid them to carry them and to display them in a place where they might be seen by the purchasers of men's clothing and other tog-gery. This showcase leads right into the men's wear department and is suggestive to the passerby that there might be some little thing he might want in this line. Mr. Wright said that the stock they carried was turned over several times a year, and brought in a nice little profit to the department. The feature of it which Mr. Wright emphasized was that it was a service to their male customers, and also suggested likely Christmas presents to the women when they came in with their lists for this festive occasion. They have handled these accessories for some years and find that it pays them very well to do so.*

made. The retailer should have his stock well in hand and he will then have nothing to fear."

**Question of Taxation**

Mr. Douglas devoted his concluding remarks to the question of taxation. He pointed out the need of revenue to meet the expenditures of the country and argued that the business profits tax and the excess profits tax should be done away with because they were penalties upon a man's efficiency. The tax should be more equitably distributed than it was to-day. Mr. Douglas did not agree with the proposition that was being put forward by retailers that the new tax should be collected at the source of manufacture. "Under the proposal that the tax be put at the source," said Mr. Douglas, "it would take a tax of at least five per cent. to get the same return as a tax of one per cent. on distribution. Not only this, but it would increase the price of commodities to the consumer because the tax could not be absorbed, but must be passed on to the consumer. If a man were taxed on the sales he made it would not be necessary to determine what he was; that would already be determined. Also, a one per cent. sales tax would be absorbed by many

men and I do not think you would pay any more for clothing to-day on a one per cent. sales tax than you are paying now."

**Need Not Now  
Pay the Tax**

"Pending a decision in the 'test' case now before the court respecting the question as to whether merchant tailors, dressmakers and milliners are 'manufacturers' within the meaning of section 19B of the Special War Revenue Act, you are instructed that the following retail merchants will not be required to secure sales tax license, nor to pay sales tax, viz.: Merchant tailors, dressmakers, milliners, tinsmiths, harnessmakers."

This notification from Ottawa received by the Retail Merchants' Association, is regarded as a concession of great importance to merchants falling under the category of "manufacturers." The point at issue is that a special manufacturers' license is required from the above classes of retailers under the terms of the act, plus sales tax of two per cent. March 8 was set as the date of hearing of the test case at Ottawa, but a postponement was made until next week.

# A Printer's Mistake that Changed a Store's Policy

E. P. Jenkins of Kingston Adopts New Policy After Underwear That Should Have Sold at \$6.00 But Was Advertised at \$2.00 Did Not Sell — Reaching the Chinese Trade

COMPETITION, like necessity, is the mother of invention, and the retailer who would make good nowadays has got to exercise considerable ingenuity in order to achieve top-notch results. There are customers who never read the daily papers, or even when they do, are unable to take advantage of the many attractive sales advertised, and there are also customers who seem to live solely for the purpose of stalking bargains in their lair, no matter whether the merchandise be needed or not.

## A Mistake With a Lesson

A good many years ago, a clothier of Kingston, Ontario, E. P. Jenkins by name, started business in the center of the town and made extensive experiments with many methods of publicity in the endeavor to find out just the right line to follow. He spent many dollars in newspaper spreads for a long time, in the belief, commonly held by nine-tenths of the retailers in Canada, that it was the best medium of publicity possible. One day, however, an accident happened, which had a material effect upon Mr. Jenkins' viewpoint. When pure wool underwear was away up around its peak price and hard to get at that, he happened to advertise a special lot of the very finest and best known brand at \$6 a suit. This was about half its proper retail price and a good bargain for any man. To Mr. Jenkins' consternation, however, the newspaper came out with his advertisement featuring this lot of underwear at \$2 a garment, instead of \$6. He foresaw a mob of bargain hunters of both sexes bearing down upon his store and demanding the underwear at that absurd price and refusing to believe that it was a printer's error. And so he decided to let it go and sell each garment as long as the supply lasted at just what the advertisement asked. But—only two men came in for the underwear, and they asked for it in a semi-detached manner, as though \$12 suits could be bought any time for \$2. Mr. Jenkins decided there and then that he would try some other publicity method, since ordinary figures and printed words seemed to be useless.

## A New Plan That Paid

His new plan was quite simple and did not cost a cent, yet to it he attributes the steady increase which has followed his business ever since its inception. It was the idea of introducing some special novelty or extra good value to every customer who came into the store, just as a matter of course. The article shown, was naturally something sufficiently out

of the ordinary to be of interest to the average man, and priced in such a way as to ensure a fair profit. The secret of success with this plan lies in getting hold of something which no one else has got. The particular feature of the week during which a representative of Men's Wear Review visited the store was a fine lot of hand-made shirts of aeroplane-sail silk in natural color, practically indestructible and yet quite inexpensive. A few of these shirts were in the window, carefully displayed as though sufficiently rare to be noteworthy, while inside, one or two lay out on the counter where customers could pick them up and feel the wonderfully fine quality of the fabric. The price asked was \$7.50 for two, or \$4 each. The entire lot was sold in pairs or in lots of half a dozen.

## Value of Windows

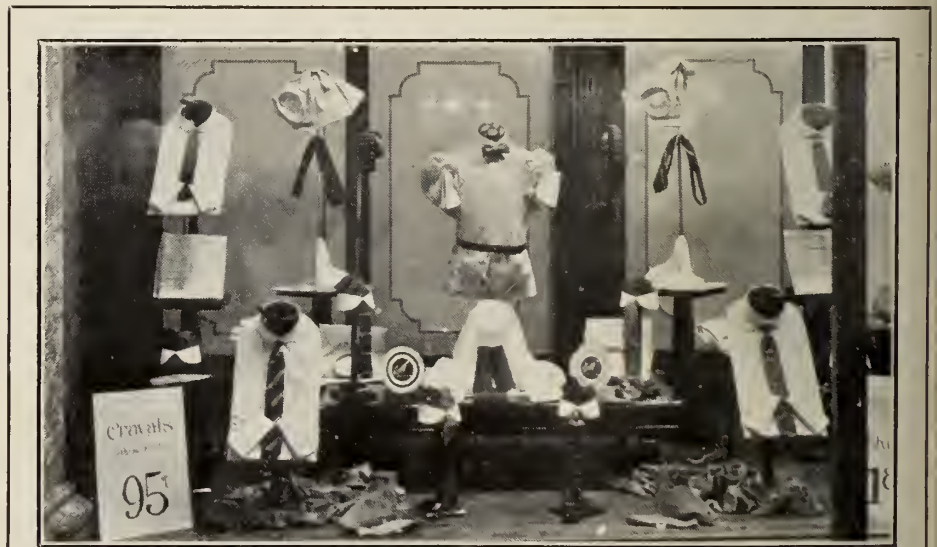
Mr. Jenkins believes that windows are also splendid advertisers and should never be neglected. In his own case, as he caters especially to the business men and industrial workers of the city, he finds that price tags are the best salesmen. Artistic displays are all very well, he said, when a man has time to spend on decorating and can leave the goods in for several days, but where a quick sale is desired, accent the price, and the display can take care of itself. The policy of the Jenkins store is to mark down high-class goods constantly with replacement value always in mind and to buy care-

fully only British and Canadian goods. The manufacturers, according to Mr. Jenkins, are making a serious mistake in delivering Summer goods already. He pointed out a large shipment of straw hats which had just come in, and explained that his Spring felts had not arrived, but the straws were on head far too early. He does not see why retailers should have to keep such goods shipped away ahead of time, contrary to instructions, at prices which are sure to decline later on. The same complaint, by the way, was expressed by several other Ontario retailers and is a bone of contention whenever the question of Spring buying comes up.

Women form a large part of the custom at the Jenkins' store and are encouraged to come, both for their children's requirements as well as for the men of the family. When a woman is not looking for Christmas gifts, she is easier to serve than a man, according to Mr. Jenkins, who considers that the personal element is a strong factor when selling to women. If a woman comes in for collars, socks, etc., she invariably selects the kind always worn by her husband, father or brother as the case may be and never thinks of looking over other lines as she would when shopping for herself, which eliminates a lot of selling problems.

## Reaching the Chinese

Another class of customers, who form  
Continued on page 89



Display of new shirts in the Blumenthal store, Montreal. The colors featured were dull blue and gray; effective use is made of the plateau or low display fixture.

## Montreal Men Are Moving May First

Well-Known Retailers Who Are Affected  
by Leases

May 1, 1921, will witness a shake-up in the retail men's furnishing trade of Montreal such as has not happened perhaps in the history of the business. Since the 1st of February the daily papers have been full of announcements of expired leases or removals among the best known firms in the business district, and next Summer will doubtless see considerable change when all these changes have been consummated.

Among the more important changes recently announced is the closing out of the down-town branch of the Henry Marks stores. Mr. Marks has decided to sell everything out at half price rather than move any of the merchandise to his up-town stores, and the response to his advertising has been at once enlightening and instructive as regards the attitude of the consumer.

From the moment the down-town sale opened it became so crowded that four policemen were required to keep order. On one day alone, it was estimated that fully 5,000 people passed through the store during the forenoon, and the management has had to lock the doors after admitting thirty persons and thus regulate the congestion. Twenty-two clerks were employed at the sale and two checkers attend to the collection of payments at the rear entrance, through which customers are let out. The idea of restricting the number of shoppers at one time has been found to be of enormous benefit to both clerks and customers together.

The latest announcement of interest made by the firm of R. J. Tooke & Co., relative to their east end branch on St. Catherine Street. In this case the aged old worry of the householder is responsible for the closing out of this long-established branch, now in its twentieth year, namely, increased rental. According to the president of the company, the retail trade can only be made successful where the rental cost does not exceed five per cent. of the yearly turnover, and when the firm was asked to pay three times the price asked a few years ago, and not another location at a reasonable rental appears to be available, it decided to confine its trade to the other stores which it owns, until such time as suitable premises in the east end can be secured.

As in the case of the Marks' removal sale, none of the present stock will be carried over but will be disposed of at prices which will impel customers to move it for the firm, and the latter is now advertising stock and fixtures for sale, either en bloc or at less than cost price on all lots.

After the first of May, the Tooke store will be occupied by the old established

## Bibby's Ltd. are Opening New Section

### KINGSTON FIRM MAKES SPECIAL EFFORT FOR "LITTLE MEN"

Easter, 1921, will witness the formal opening of the handsome new junior section of the business of Bibby's Limited, of Kingston, Ontario, the well-known men's clothiers, and the closing of the branch store at present the home of the boys' clothing department.

During an interview with Mr. Sloane, the manager of the main store of Bibby's Limited, Men's Wear Review was informed that the new addition will be about 42 feet by 50 feet in area, and will give a total length to the ground floor of 125 feet. The store will now have the form of the letter T, as the new section is built at right angles to the main building. A fine hardwood floor has been laid throughout, and casement windows of leaded glass will provide soft illumination in day time. The ceiling and walls will be left pure white and all the fixtures and tables are to be finished in natural oak to harmonize with the new floor. Rugs and handsome wicker arm-chairs will be placed here and there about the new section to make the task of selecting clothing for the small boy as pleasant as possible for mothers. According to Mr. Sloane, it is expected that the new plan of having all the merchandise under one roof will work out with the greatest advantage. Under the former division, it was necessary to have two distinct staffs at work, when one would have been better, trained to be interchangeable whenever business was especially busy in either section.

The management of the store intend to emphasize the convenience of shopping at their store in future, and will endeavor more than ever to cater to the wants of those mothers who have little time to spare from their homes, and yet require much assistance from the sales clerks. Comfortable easy chairs and plenty of light, with a spotless background of polished hardwood and look-

firm of Dupuis Freres who expect shortly to celebrate their 53rd anniversary.

Mention has already been made in Men's Wear Review of the retirement from business of the Broidy men's furnishing and clothing store of Craig Street and its transformation into the home of the United Tobacco Company.

Meloche & Fournier, of St. James Street, is still another well-known firm which is sacrificing its stock owing to the expiration of its lease on May 1, and which will move into the premises vacated by the Henry Marks store after that date.

ing glass will undoubtedly prove an irresistible attraction to those tired housewives who have been putting off the purchase of Johnny's new sailor suit or some underwear to replace the outgrown garments.

The Bibby store specializes in youthful clothes for every member of the family of the male persuasion and their slogan is well chosen to advertize the fact. "Style Headquarters for Young Men and Men Who Stay Young," is the way they put it, and they make a feature of a special value young men's suit for \$35 which is the best value for the price they have ever handled.

In their daily advertising recently Bibby's used heavy black type to feature the words, "Your New Hat, Sir!" and explained that \$7.50 values are now \$4.75, an irresistible appeal even to the hardened male shopper.

All prices have been marked down to the lowest figure, according to the manager, on a replacement basis, and no special sales are necessary to clear shelves. A small placard announces the fact that boys' clothing is reduced prior to the removal to the new quarters, but the word sale is never used. Values, according to Mr. Sloane, are exceptional in the Bibby store, owing to the fact that both he and the proprietor are expert buyers, and from many years' experience are able to save the public money, which is, after all, the one all-powerful inducement to the consumer of either sex.

The policy of Bibby's Limited is that it is far better to earn a small percentage on the frequent turnover than a large percentage on a slow one. It is constantly said that there are still a large number of clothiers and furnishers who are trying to get something like a normal profit on merchandise they bought at high prices. Others are trying to average prices by adding old and new stocks and setting a profitable price on the average, but the real test, according to Bibby's Limited, of the right policy is the answer to the question, "Does it sell?" Merchandise must be marked at prices that will attract customers in large numbers if the men's wear business is to be successful in 1921.

## New Clothing Firm Started

A new clothing firm has opened its doors in Toronto. It is known as the Oxford Clothing Co., Ltd., and has behind it some energetic men who are pushing their product with a good deal of zeal. The Oxford Clothing Co. are specializing on made-to-measure clothing, with a wide price range. They will devote their attention, as required, to all lines, that is, suits and overcoats, for men, young men, youths and boys.



# Manufacturer Who Sells at Retail

J. C. Begg of Hamilton Says That the Trade Will Be Notified and Advised to Act Accordingly—Some Manufacturers Have Already Received Their Notice — President Fisher Condemns

ONE of the addresses that created a good deal of interest at the convention and was of special interest at this time was that given by J. C. Begg, of Begg & Co., Hamilton. "The Manufacturer Who Sells at Retail" was the subject of his address, and he spoke of this individual with regard to two capacities in which he was acting: Selling over the retail counter, and selling to his own employees and the employees of other factories or institutions.

"We hear a good deal to-day," said Mr. Begg, "about co-operation between the manufacturer and the merchant. The trade in general is faced with two problems: That of the merchant who wants it to be known that he is selling retail at wholesale prices, and the manufacturer or the wholesaler who is not satisfied to sell as such but wants to sell retail as well. During the past year we have had some conditions that were well known to the trade and as the Retail Merchants' Association stands for united action that is why I brought the matter up at a recent meeting of the executive of this branch, that is, the case of a manufacturer who thought he had the right to go over the retailers' heads and offer his merchandise direct to the public. I would like it to be understood that, in this address, I am not referring at all to the manufacturing establishments that have chain stores of their own all over the country.

## Evil Takes Two Forms

"There are two forms in which this evil has been promoted by the manufacturer. The first is the case of the manufacturer who has gone out to sell direct to the public, and the second is the case of the manufacturer who has gone out and bought quantities of merchandise and then sold it to his employees or has gone out to solicit business from the employees of other institutions or factories.

"The first manufacturer has been largely checked through the operations of this association. In times of readjustments like the present time, I find that we get closer together and this is one instance where we can afford to get closer together. In Hamilton there were two manufacturers conducting retail departments. The traveller of a manufacturing concern stated that there were two girls in one of these departments who had sold some \$2,500 worth of merchandise in a very short time. He brought this to the attention of the firm and the practice has since been discon-



J. C. BEGG

of Hamilton, who addressed the convention on "The Manufacturer Who Sells at Retail." Mr. Begg was elected to the office of First Vice-president of the Association.

tinued. The other case of the manufacturer with the retail department is where two or three salesmen are engaged in going out to solicit business from private individuals. Many students are being solicited and this is going on to such an extent that it is time this association took the matter up and took united action in the matter. Another manufacturer in Hamilton openly advertised that people could come right to their plant and buy retail but he has since opened a retail store, which he has a perfect right to do.

## Names Should Be Known

"What we have in view is that this matter should be brought to the attention of the merchants that they may know those who come in contact with them in business and by the general co-operation of all merchants we will be able to help one another. We should send the names of such manufacturers or wholesalers to the merchants of our association.

"The other case to which I have referred is where a manufacturer goes out and buys large quantities of clothing

and sells it to his employees or who solicits business from the employees of other factories. So far as the strict legal aspect of the case is concerned, the man who solicits business from the employees of other factories is going beyond the legal bounds of the law. We cannot prevent him from buying clothing from army stores, for instance, but such a manufacturer goes out and buys from a manufacturer from whom we buy it is well to anticipate this and to advise our manufacturers what attitude we expect them to assume in such matters."

In conclusion, Mr. Begg read the resolution that was passed at the meeting of the executive and was subsequently sent to every member of the association.

## Govern Yourself Accordingly

"It is the duty of everyone here," said President Fisher, "when he receives notice of this unfair practice of some manufacturer to govern himself accordingly. In this matter we are fair to the manufacturer, for he is first notified that he is pursuing a line of action that will not be tolerated and that if he does not discontinue it the trade will be notified and that merchants will act accordingly. There already have been one or two manufacturers in the city of Hamilton who have received such a notice."

President Zieman believed that the only cure for this evil was publicity and he felt that if any complaint was lodged the person so lodging it should be ready to state the names of the manufacturer or wholesalers violating the principle.

## NEW DIRECTORS APPOINTED

The following are the directors appointed at the recent convention of the Canadian Sheep Breeders' Association recently held in Toronto:

The following directors were elected for Ontario: W. A. Dryden, Brooklin; Col. Robert McEwen, London; R. I. Harding, Thorndale; George Telford, Paris.

Outside points—Quebec, James Bryson, Brysonville; Maritime Province W. B. Bishop, St. John; Manitoba, George Gordon, Oak Lake; Saskatchewan, H. I. Follet, Duval; Alberta, R. Knight, Calgary; British Columbia, Hon. F. S. Tommie, Victoria.

Officers for coming year: President W. A. Dryden, Brooklin; vice-president H. F. Follet, Duval, Sask.; secretary, I. W. Wade, Toronto.

# Market Conditions are Improving

Easter and the Clearing of Stocks on Retailer's Shelves Result in Bigger Business—Manufacturers Trying to Keep the Wheels Turning—Lines That Have Been Slow Are Showing Improvement.

**T**HERE is a distinct improvement throughout the trade for which two reasons may be assigned: Easter is just a couple of weeks off; and the clearing of the retailer's stocks by means of sales that have been conducted for several months back, has necessitated him going into the market for such quantities of merchandise as will brighten up his stock and make it possible for him to meet consumer demands and, at the same time, operate on a safe basis. He is buying very carefully and in small quantities, but the accumulation of these small orders is resulting in some over-time work in a number of the manufacturing plants. The feeling amongst careful business men is that, while there will be still further fluctuations due to changing conditions, the majority of merchants have pretty well got their house in order and are in fairly good shape to meet things as they come along. From all reports, retail business throughout the country is keeping pace with the rejuvenation of industrial activity; where local factories are shut down or running on short time, the business men are feeling it. And where factories are re-opening, the consumer demand soon reflects this condition.

## Clothing

"We do not expect to make any profit on our spring business, but we are going to keep this factory going," said one clothing manufacturer to Men's Wear Review. And they are doing it. They are working over-time and taking on new help every week. For the first time in months we have heard the phrase, "behind with our deliveries." This condition, while not general, is regarded as a healthy indication because it indicates that retailer's stocks are pretty low and he is in the market for new stocks. Another manufacturer expressed the opinion to Men's Wear Review that, although Spring business would not be very heavy, he believed Fall would see the biggest season they had had in many years. The reason for this was, in his opinion, that the consumer's wardrobe was nearly empty. When prices were going up, he had bought two, three or four suits of clothes because he was making good money and had it to spend. Now, this stock is giving out and this manufacturer holds that he will have to replenish in the Fall.

Some of the manufacturers are sending their buyers overseas again for the first time in many months. Their stocks are in need of brightening up. Reports indicate that there is still considerable distress goods on the market, both in made-up garments and yardage. Staple prices are still unrealizable, and there are few men who will venture an opinion with regard to them.

## Neckwear and Hosiery

Neckwear men are experiencing a considerable run on narrow ties, owing to the low collars that are being featured. Placing a new thing on the market has been a boon to them, although it has not promoted the sale of stocks which they had on hand. Good quality neckwear can be purchased at very reasonable prices these days. One large manufacturer expressed the opinion that there would be a shortage, not only of these but of other lines of men's wear before long. The reason, he said, was the same reason which prompts the retailer to

buy carefully. The manufacturer will not make up as fast as he sells because of the conditions which have obtained during the last year, particularly with regard to cancellations. "There are some lines of neckwear and hosiery," he said, "on which we can only give six or eight weeks' delivery now."

## Collars and Shirts

In low-priced shirts and low-shaped collars there has been considerable business lately. Shirt manufacturers and wholesalers state that they are having difficulty in meeting the demand for the lower-priced shirts; merchants are much more conservative in buying higher-priced lines for the present. A manufacturer who appreciates the position of the retailer stated to Men's Wear Review that he believed the retailer was still uncertain with regard to the attitude of the consumer. "The consumer is still looking for lower prices," said this man, "but until labor costs drop it will be hard to give them." The inference was that the retailer might have to do some missionary work in telling the consumer that prices were now based on the lowest possible raw material costs, plus present labor costs, and that future costs would be more regulated by labor costs than the cost of raw materials.

## Hats and Caps

Retailers are buying very carefully in hats and caps. They are cutting orders down to parts of dozens if they can. Manufacturers and wholesalers are getting numbers of orders that are very small; but the sum total of them is keeping them fairly busy. They are finding the demand is for a hat that will sell at a popular price, namely, around \$7.00. Exclusive hatters who have made displays of their Spring styles have met with a very fair response from the public; as a matter of fact, it is noticeable from reports we get that both clothiers and haberdashers who are now merchandising in the regular way and have broken away from sales are doing a good business. Some new straw styles are being shown and are selling quite well. While the volume of business is not large, it reflects a growing healthy condition of stocks all over the country.

## Underwear

The underwear trade which was quiet for some months shows decided improvement. Travellers out on the road with Fall samples are meeting with a good response generally. The prices have been made more enticing and there is a guarantee against further reductions and their effect on the retailer. In Summer underwear, sales have improved of late in spite of the sharp competition from across the line. Travellers say that retailers' stocks are quite light.

## Reinstatements

One of the encouraging signs of returning normalcy is the reinstatement of many cancelled orders. This does not apply to any one particular line of men's wear but is becoming increasingly general. Many manufacturers and wholesalers have recently told Men's Wear Review that they have had reinstatement of orders that were cancelled some months ago.

# Extending a Welcome to the Eagles' Lodge; Some Novel Boy Scout Window Displays

Novelty in Advertising and Window Displays—How Peters of Syracuse Made the "Eagles" Feel at Home—Besse-Sprague and Peck, Vinney & Co. of Syracuse Give Sections of Their Windows to the Boy Scouts

**N**OVELTY in advertising and window display work is a feature of merchandising in some of the American cities. Rather than fill their advertising space with long lists of specials which they are offering, they have a layout that, in itself, attracts the attention of the casual reader of the daily newspaper. A good deal of white space is being used in the more conservative advertisements of men's wear stores. For instance, the picture in this issue of the orchard of straw hats is reproduced from a newspaper advertisement and it can easily be seen that such an advertisement must be attractive. They look upon the reader of the daily press as a man who wants to get at the heart of a message in as short a time as possible. They know, for instance, that he will not pore over columns and columns of newsprint reporting the speech of some senator or member of the House of Representatives. Similarly, they feel that he will not pore over an advertisement that is crammed full of newsprint, outlining special bargains to be offered. They convey their message in as few words as possible; they use a good deal of white space as surrounding to give the advertisement an artistic touch.

In window display work they take advantage of state or local events to attract attention to their windows. If some event is transpiring in their particular section of the city or in the city throughout, they are not slow to grasp the opportunity to put something in their windows that is out of the ordinary and will catch the eye of the passerby. Advertising and window display are the avenues of approach to their stores and

they make the very most of them on every occasion that presents itself.

## Peters of Syracuse

Nicholas M. Peters, of Syracuse, is one of the live wires in business in that city. He is in a section of the city that has been, by a strange geographical accident, cut off from the main business section of Syracuse. It is called the section "over the bridge," and although this bridge is, within a year or so, to be removed and the whole main street made one, it has been both a barrier and an incentive to the men in that section for some years past. They have had to make extra efforts to get business and to retain it, and, on another page of this issue one of the methods they have adopted to do so is outlined.

*Peters says—  
Eagles!!*

*Tear 'er up  
the town's  
Yours!!!*

*We'll Rebuild  
Next Week*

**NICHOLAS M. PETERS  
CLOTHING CO. INC.  
140-142 NORTH SALINA ST.  
IT PAYS TO CROSS THE BRIDGE**

Hard Proof copy of this obtainable at  
**THE LIVE STORE**  
140-142 N. SALINA ST.  
PETERS ON SALINA ST.

The reproduction of an advertisement on this same page is a bit of characteristic advertising done by Mr. Peters of Syracuse. Some three hundred members of the "Eagles" lodge met in convention in that city recently. It presented the occasion for a bit of live advertising and Mr. Peters took advantage of it. He had a photographer take four different pictures of this section of the city, which is the section in which his own place of business is. After he had these four photographs he cut them up and pasted them together in the shape in which they are shown above and then, of course, had the fifth picture taken, from which this is reproduced. The originality of the idea speaks for itself and it only remains to be pointed out that the idea could be followed in scores of Canadian towns and cities where similar events are held during the year. Mr. Peters, in addition to using

this cut in his own advertising, had some three hundred prints run off on a stiff cardboard and sent one to every delegate of the convention. He also let it be known that copies of it could be had by applying at his store for one. Needless to say, it popularized his store during the Eagles' convention in Syracuse and he received some splendid advertising out of the idea.

## Working With the Auto Men

In the near future, the automobile men of Syracuse, that is, the dealers, will make a public showing of their new models for the present year. The clothing men of the city are to take advantage of the occasion to present their own Spring models to the people of Syracuse. The

Continued on page 83

# "Clothing Store Without Furnishings Is Like a Ship Without a Rudder"

P. J. Kelly of Stratford Says That Furnishings Lend Attraction to Store and Materially Increase Sales—Says 25 Per Cent. of Clothing Sales Should Originate in Furnishing Department

A CLOTHING store without a furnishing department is like a ship without a rudder. Increased sales of clothing are guided in many ways by a furnishing department. A trim furnishing window displaying new furnishings with neat price tickets will often attract customers into your store where only a clothing display would fail. When the customer is attracted inside your store by some special furnishing article that has caught his eye in your furnishings window, and the customer goes in to make a purchase of that article, it is the duty of the salesman to introduce other lines of furnishings, and while the customer is waiting for his change or waiting for his furnishings parcel to be done up. The furnishings salesman should introduce the subject of clothes by asking the customer if he would care to see some of the new models in Spring suits or overcoats. If the customer expresses a desire or willingness to be shown, the furnishing salesman should call an experienced clothing salesman and introducing Mr. Smith (the customer), saying at the same time, Mr. Smith does not want to buy to-day but will be in the market for a suit or overcoat later on, and has kindly consented to look our line over. For the fact that the customer has consented to be shown through your line of clothing shows he is interested. Now that you have your customer interested, be careful not to bore him too much by showing him too many lines, or taking up too much of his time on this occasion as you are borrowing this time from him. Ask your customer if he would like to see a couple of the new models tried on one of the other salesman. If he expresses a desire to see them on, call a salesman and show your customer a couple of models on this salesman; better to show the models on another salesman than on yourself when convenient. Then if your customer is still interested you might suggest having a coat tried on him. If he expresses a willingness to try on a coat and you have the material and model to suit your customer the sale is practically made either right then or the near future. Be very careful in the handling of this customer that your furnishing department was instrumental in bringing into your store. Don't show too big a desire to sell this customer a suit or overcoat on this occasion. He has been kind enough to give you his time. He did not come in to buy clothing so it is up to the salesman to be more

### A Story With a Moral

In giving his address on "The Manufacturer Who Sells at Retail," Mr. Begg was, he said, reminded of a story of a very stout lady. This lady was very fond of the theatre and, recognizing her stoutness and the discomfort of it on many occasions, she always bought two seats for the theatre when she attended.

On one occasion, the usher somewhat hesitated before showing her to her "seats."

"Where is the other party, madam?" he asked when the lady asked to be ushered.

"There is no other party," remarked the lady, somewhat indignantly because she thought some reflection was being cast upon her stoutness.

"Well, I only thought I would tell you," said the usher, "that these seats are on opposite sides of the aisle."

courteous to this customer than if his express purpose in coming into the store was to purchase clothing. Twenty-five per cent. of a clothing turnover should be the result of clothing sold by the introduction of clothing through your furnishing department. Not only should a furnishing department pay well in any clothing store but it is the means of making your clothing section pay better, by the increased sales made through the introduction of clothing by your furnishing department. A big furnishing department is not essential, fewer lines well assorted in sizes kept up is better than many lines poorly assorted and broken sizes. A buyer for a well-conducted furnishing department will avoid buying very much from a jobbing house. Better to buy from manufacturers of standard well-known and guaranteed lines, where you can always duplicate the lines and sizes sold out. Avoid the mistake of carrying too heavy a stock and too many lines poorly assorted. Trim your windows often, changing the mode of display every time if possible. Make many changes in your inside displays in silent salesman cases and on small tables, using artistic price tickets on all displays. Engage courteous young men for your furnishing department, as the bulk of business done in that department is done with young men. Birds of a feather, you know, flock together.

#### R. F. Fitzpatrick Objects

Mr. Fitzpatrick, of Fitzpatrick & O'Connell, Ltd., Toronto, who specialize on clothing, differed to some extent from the remarks made by Mr. Kelly in his paper. "To-day is a day of specialization along many lines," he said. "We have doctors who specialize in certain

branches of their profession; lawyers who are specialists in certain branches of the law, and so on through all the professions. Our firm has featured clothing exclusively for seven years and we feel that we have the advantage over other stores on Yonge Street because we claim to be specialists in the clothing line. Also in window display we claim to have the advantage because we can devote our entire window area to the display of clothing."

The speaker also objected to Mr. Kelly's negative suggestion regarding the sale of a suit of clothes. It was treating it as a side-line, whereas clothing constitutes the best paying department of the whole store. Mr. Fitzpatrick believed that if furnishings were to be carried they should constitute an entirely separate department so that each department would be exclusive. In the smaller towns and cities, he would say that a furnishings department ought to be carried, but in the large cities he favored specializing.

W. H. Price, of Niagara Falls, told of the work that had been done in the technical school in their town to help along salesmanship. In their school they had given a course of ten lectures on salesmanship and Mr. Price stated that he had sent three of his salesmen to these lectures. "I found that my salesmen improved 25 per cent. after hearing these lectures," said Mr. Price, "and if any of you have a technical school in your city I would advise that you have someone there give a course of lectures on salesmanship and send your sales staff to hear them."

# Important Matters Covered by Resolutions at Convention of Ontario Clothing Men

## Re Made-in-Canada Goods

That the members of this convention, herein assemble a desire to place ourselves upon record as being in favor of urging upon the public, generally, the necessity of buying goods made in Canada; providing that all things are equal, and as we have learned that it is the intention of the Dominion Board to shortly hold a meeting with the members of the Canadian Manufacturers' Association for the purpose of discussing this subject fully, and we ask that this matter be taken up, by the Incoming Executive, whom we request to act in co-operation with the Ontario Provincial Board and the Dominion Board, and be present at the proposed conference so that the views of our section can be fully laid before the meeting.

Moved by Ed. Mack, Toronto, seconded by Stevens, Barrie.

## Re Manufacturers' Sales

That it is the opinion of this convention that it is very detrimental to the best interests of the Retail Clothing Men's Furnishings Trade to have manufacturers operate special retail clothing sales in temporary retail stores and that this subject be referred to the incoming executive with the request that they take the same up with the Dominion Board.

Moved by Stevens, Barrie; seconded by Dover, Cornwall.

## Re Community Development

That inasmuch as it has been deemed advisable by the officers and members of the Ontario Provincial Board of our Association to devise some plan would tend to keep the circulation of currency as much as possible within the home town, and secure for the merchants more business within their municipality, and help to build up and develop the community that we heartily endorse the same, and pledge ourselves to give the Association all the assistance we can.

Moved by Sargeant, Barrie; seconded by W. Hearn, Stratford.

## Re Peddlers' and Transient Traders' Act

That the members of this convention herein assembled desire to place ourselves on record as being fully in accord with the proposal of the executive officers of the Ontario Provincial Board to have the present Peddlers' and Transient Traders' Act amended so as to prevent persons who are not engaged in the wholesale and manufacturing business, and who do not occupy premises in the municipality, from soliciting business from citizens within the municipality.

Moved by W. H. Price, Niagara Falls; seconded by Stevens, Strathroy.

## Re Changing the Present System of Catalogue Distribution Through the Mails

That whereas we have learned that it is the custom of the postal authorities to allow catalogues to be sent by freight to the various post-masters of Canada, who distribute the same in their zone, at a much lower rate than the catalogue houses would have to pay, providing they were mailed from their head office, and that we herein assembled, place ourselves on record as being in favor of the action taken by the Dominion Board, whereby, they ask that all catalogues be treated in the same manner as ordinary mail.

Moved by Doan, Niagara Falls; seconded by Sargeant, Barrie.

It has been brought to the attention of this Association that certain large manufacturing concerns in Ontario, not in the clothing business, are selling clothing and other wearing apparel purchased by them to resell to their employees, also that they were going outside their own employees and also selling to employees of other factories. It is understood that some of this merchandise has been purchased from surplus army supplies but as we anticipate that these manufacturers will be going out among the wholesalers to purchase further merchandise, we, the Ontario Retail Merchants' Association, hereby ask our secretary to notify the secretary of the Clothing Manufacturers' Association of our knowledge of this action on the part of these manufacturing concerns and ask their co-operation in seeing that their members do not permit themselves to be led into supplying merchandise through these channels.

Moved by J. C. Begg, Hamilton; seconded by McClelland, Hamilton.

Having known that several clothing manufacturers of Ontario have been catering for business in a retail way at their factories and warehouses and are selling direct to the retail customer in some instances at prices much lower than it would be possible in a retail store, it is resolved that we, The Ontario Retail Merchants' Association, that such firms now known or reported in the future to be so conducting business be sent a copy of this resolution and to be notified that it is our determination that failure on their part to discontinue these practices we will be obliged to take steps to notify the members of our Association of these practices, advising them to take such action as will protect their fellow retailers who are more directly thrown in contact with this unfair competition.

Moved by Dan. Johnson, Ottawa; seconded by Stevens, Barrie.

## Re False Advertising

Whereas a number of advertisements are appearing from time to time in the daily press, advertising clothing and men's furnishings, which we consider are untruthful, and are deceiving the public, and that these untruthful advertisements, issued by a few, reflect on the character of those retail clothiers and men's furnishers, who are endeavoring to do business in an honorable way, and, inasmuch, as these false advertisements are deceiving the general public, we feel that it should be a duty of the Dominion Government to appoint an official, whose duty it would be to ascertain the true facts in connection with the publication of these advertisements and prosecute these persons who are responsible for placing the same in the Press or in any other publication in the same manner as the operations of the Gold and Silver Marking Act is carried out, and we recommend that this matter be referred to the executive officers of the Ontario Provincial Board, and ask them to submit the same to the Dominion Board, so that action can be taken on the matter at once.

Moved by R. F. Fitzpatrick, Toronto; seconded by P. Bellinger, Toronto.

## Re Clothing Thefts

Whereas, the members, in this convention assembled, desire to express our alarm at the large number of clothing thefts that have taken place recently throughout the city of Toronto and the Provinces of Ontario. Some cases have been brought to

our notice where thieves have broken into the shops of merchants, removed the clothing, and also bales of cloth, and it is the impression of some of our members that the said cloth has been re-dyed and offered for sale again. We are of the opinion, that in view of the present conditions that extra police should be placed on the force, both in the large cities and in the counties and that more severe penalties be enacted, so that this system may be stopped, and we hereby request that this matter be referred to the Ontario Provincial Board and ask them to take action upon it immediately.

Moved by Ed. Mack, Toronto; seconded by Dickin, Guelph.

## Re Increasing Transient Traders' Fees

In view of the great increase in the number of transient traders who travel about from place to place, and open up stores in various cities and towns, to sell clothing and who misrepresent the same to the public, and thereby injure the legitimate trade of those who are permanently located in the various municipalities, and who pay taxes, and contribute in other ways towards the development of the municipality, we believe that it is only right and fair that we should ask the Ontario Provincial Government to increase the fees for transient traders and we ask that this matter be referred to the Ontario Provincial Board for them to take action on the same at once.

Moved by Dover, Cornwall; seconded by W. Hearn, Stratford.

## Appreciation of the Association's Efforts in Removal of Luxury Tax

The members in this convention herein assembled desire to place ourselves upon record and to express our hearty appreciation of the efforts of the Dominion and Provincial Boards of our Association, in making the active and strenuous effort they did in having the luxury tax removed, that a copy of this resolution be forwarded to the Ontario Provincial Board with the request that the same be forwarded to the Dominion Board at Ottawa.

Moved by W. H. Price, Niagara Falls; seconded by Dan. Johnson, Ottawa.

## Re Sales Tax

That it is the opinion of this meeting that in the event of the Dominion Government making any further change in the method of collecting taxation for the purpose of paying our war debts, that we request that the application of any proposed tax should be made at the source of supply, namely, upon the manufacturer and importer, and that this tax be passed on to the retail merchant so that it can be absorbed in his cost, and that we strongly oppose any proposal to place a tax upon the sales of retail merchants, owing to the great annoyance it would give us, and the enormous expense that the Government would be put to in collecting the same, and we ask that a copy of this resolution be forwarded to the Ontario Provincial Board with the request that they present the same to the Dominion Board so that they will know the view of this convention, and be able to act accordingly.

Moved by Ed. Mack, Toronto; seconded by Gordon Dunfield, Toronto.

## Re Welfare Fund

Whereas it has been called to our attention that the Dominion Board of our Association

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# Glove Prices Easier for Fall; Some New Styles Outlined

Domestic Manufacturers Providing Good Substitutes for High-priced English Lines—Look for Good Fall Trade, Particularly From the West—Call for Quality.

THAT prices on men's gloves in the finer leathers for the coming Fall will be no lower than those quoted for this Spring, was the statement made to Men's Wear Review by one of the leading importers of Montreal this month. Revised quotations are expected to be issued almost immediately which will fully indicate the trend of the market. The prices that gloves have been selling for at retail are not to be taken as indicative of future prices, for, in the opinion of those who know, in the majority of cases, the gloves that are greatly reduced mean that some one has stood a considerable loss, and this has been done in the way of readjustment, just as in every other line of the furnishing trade.

Skins are stated to be more plentiful, but the prices asked are extremely high. Fine kids are still exceedingly scarce and makers are consequently concentrating upon new ideas in developing the standard capes, mochas and chamois, which will retail at somewhat lower prices than the kids and will, of course, give better wearing qualities and service for the price asked.

The retail market has unquestionably been flooded with cheap gloves, since scarcely a day passes that a sale of many thousand pairs, both of men's and women's, is not advertised, and yet the demand for high-class fine quality merchandise is quite as large as ever, since prices declined somewhat. In the Fall months retailers reported a falling off in sales owing to the peak prices then prevailing and in consequence they have done little placing either for this Spring or for the coming Fall yet. According to the manufacturers retail stocks are decidedly low all over the Dominion and the average merchant is ready to buy heavily now. One of the features of the situation mentioned by one man to Men's Wear Review was that large placing orders are now coming in, calling for full ranges of sizes from the largest down to the smallest in all grades, indicating pretty plainly that stocks are just about cleaned out.

Easter coming so much earlier than usual is an important factor in the favor of the wholesaler, who can now turn his attention to Fall orders, which promise to be very large, particularly from the Western provinces. All efforts will now be directed towards building up and maintaining a steady volume of business for the future, emphasizing the quality, workmanship and style features of the goods and endeavoring to educate

the public to insist upon value rather than price in the final analysis.

Owing to the scarcity of English gloves and the high prices they necessarily imply, domestic manufacturers have recently brought out a very fine substitute, namely, a hand-sewn mocha, which is exquisitely fine and supple to the touch, yet durable and practical for daily use. The feature of these gloves is the hand stitching on the outside of every seam, similar to that which has been noticed on washable gloves. The combination of this heavy stitching upon slate colored mocha is, however, particularly striking and in perfect taste.

The gauntlet glove, somewhat resembling the style so remarkably popular with women, is now shown for men. This glove is developed in five shades of washable cape as a driving or sports glove with the wrist strap fastening on the back for extra safety and strength. The flare at the sides is not nearly so wide as in the regulation motoring gauntlet, in fact the new glove is almost a replica of the feminine in design. Washable cape gloves with one dome fastenings will be the best all round variety for cool weather wear, and are now further improved with rip-proof seams, which add materially to the appearance as well as to the wear of this style. The new neutral colorings are sure to appeal strongly to masculine taste, and the velvety softness of the new capes is still another good feature.

A particularly striking heavy Winter glove just brought out is lined throughout with the softest camel's hair wool. The leather is softened until it is almost as flexible as the lining itself, and allows the maximum of comfort in wearing. It is designed with a very long wrist with deep gussets at each side and a back strap and although intended as a Winter driving or motoring glove is equally suitable for any out-door purpose. The stiffly lined flaring cuffed gauntlet glove is no longer considered the best by well-dressed men, and it is probable that the new model will speedily be adopted as the standard for practical purposes.

In dancing gloves for men, a noticeable increase in fine silk fabric styles is spoken of for next Fall. Rather more elaborate novelties as regards trimmings will be featured and the price will undoubtedly be much more reasonable than at any time within the last six years.

Hand embroideries are now largely featured in the back stitching on all gloves, and some of the latest models

recently imported from France show especially lovely patterns of quite intricate design.

According to the manufacturers the Canadian public needs gloves and the current stocks in hands of retailers are lower than ever before. Every possible effort should be made to capitalize the importance of the glove in the masculine wardrobe. Instead of operating along negative lines with the chief idea to sell cheap goods at sale prices, both wholesaler and retailer must reverse methods and study how to seize and take full advantage of the coming opportunities for business to regain its former high plane.



GEORGE GREY  
of Chatham, elected second vice-president of the Ontario Retail Clothiers at their recent convention in Toronto.

## SUNSHINE

Every advertising truism must be frequently repeated to the ad. man just as he must continually emphasize the quality of merchandise and service his store offers to the public. It may bore some to hear that psychology "will play a more important role than ever this season," but there is no escaping the fact. The small town merchant who is nearest to his customer than the big city store must occasionally talk general conditions in his advertising much as he would to the prospect coming to his store. His task this year is to encourage normal buying by enabling sunshine to filter through the public's mind so that they can see general conditions in their true light. It will not do to fill up space with oratorical effusions or outbursts so often noticed these days. The editorial ad. is tackling a gigantic job this spring, and every word must ring true and sincere.

# Salary Paid Only by Commissions

An Employee of Kleinhans of Buffalo Makes His Own Salary — Makes Sales' Staff More Courteous, More Diligent, More Efficient, and Works to the Advantage of Firm and Employee Alike—First to Adopt It in U. S.

**A** SALESPERSON who works for himself also works for the firm of which he is an employee.

Kleinhans, of Buffalo, were so firmly convinced of this fact some years ago that they adopted the commission plan for paying their sales staff; now their entire sales staff, practically, is paid on this basis and do not get any salary at all. L. A. Wilson, the managing director of the firm, stated to Men's Wear Review that theirs was the first firm in the United States to adopt this plan. They are thoroughly satisfied with the plan, and so are the salespeople, and that makes all the difference in the world. The slack seasons come, of course, when the pay envelopes are small; but the big seasons come, too, and the envelopes are large. On the whole, the average is larger than it would be if they were paid on the straight salary basis. Mr. Wilson says that the secret of the success of the whole plan is that clerks are all working for themselves on a commission basis; and, given this as a starting point, many things follow that make the sales staff more efficient and increase the sales that are made throughout the store.

## Staff More Courteous

There are some stores into which one wanders where the salespeople take little or no interest in the person who may be passing by them. It is not so in Kleinhans. The representative of Men's Wear Review had hardly passed the doorway before he was very courteously accosted and asked if there was anything particularly that he wanted. It was explained later by Mr. Wilson.

"To begin with," said Mr. Wilson in pointing out the advantages of this commission basis of remuneration, "all the members of the staff are working for themselves and when they are doing this they are also working for us. That

makes them more courteous. Everyone who comes into this store, in the eyes of our salespeople, is a prospective customer and a sale made to them is part of the sales person's salary.

"In the second place, the members of the staff are always working for customers. You may walk into many stores and no one will pay any attention to you. You can't get into this store without some one coming up to you and asking you what you want.

"We find, too, that our salespeople do not spend much time in the toilet rooms and other places in the building as they used to under the salary system. They are always to be found in their proper places, looking after business for themselves and for the firm.

"One of the best features of this system is that each of our salesmen is always trying to make more money. He is always trying to increase his sales, knowing that it will increase his own salary. And that, of course, increases our business. Since we adopted this system, no sales person has ever left us of his or her own will. They have been satisfied to stay and we have been satisfied to have them stay if they were showing that they were anxious to make good in our employ.

## No Loafing Now

"Another thing we notice with this system is that there is no loafing in the store as there often is where a straight salary is paid and where there is no immediate result from the making of a sale. We have found that we can operate with about 30 per cent. less of a sales staff than we formerly had under the salary system. Salesmen will not now visit one another throughout the store and we find that we do not have to tell them what time they can have for their lunch hour. Most of them will not even take an hour for their lunch. We used to find

that about one-third of the whole sales staff was out for lunch at one of the busiest hours of the day; under the commission plan we do not have to wait our sales staff at all because they know what it means for them to be at the work at this time of the day.

## Not Asking for Increases

"Not the least successful feature of this system is that we do not have the members of the staff asking for an increase in salary. We tell them that they have to do is to make it. Formerly we would have a member of the staff saying that he had been here for a certain number of years and thought he was entitled to an increase in salary. We do not have this any more."

The plan of paying on a commission basis is worked in conjunction with the "call" system which is explained in another article in this issue. Unless there were some such system as this "call" system it can be easily seen that the commission plan might work to the advantage of a comparatively few members of the sales staff. But this difficulty is eliminated through the "call" system, which gives each salesperson his or her chance in making the sale.

While most of the stores which Men's Wear Review visited in Buffalo, Rochester and Syracuse follow the "call" system, not all of them follow out the commission basis of payment to the same extent that Kleinhans do. Some of them pay only certain salesmen on the commission plan; others not at all. The "call" system gives them a complete and accurate check on the efficiency of the sales staff, and they can regulate their salaries accordingly. In respect of efficiency, the "call" system is recognized as invaluable to the furthering of the interests of the firm and promoting sales.

## WILL OPERATE ON

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It is expected that it will be taken up at the national convention which will be held over there in the Fall of the year.

## Selling 1,600 Winter Coats in Mid-Summer

During the sales which Kleinhans ran last year was a particularly successful one of Winter coats during mid-Sum-

mer. In this sale they disposed of some 1,600 overcoats. They brought it about in a novel way. The sale was not announced in the newspapers at all. A double post card was sent out to their large mailing list, asking their customers if they would be interested in purchasing a Winter overcoat at this season of the year, providing they could save some \$20 over September prices. From their mailing list they received over 5,000 replies. To these men they

sent word that, unfortunately, they had only 3,600 overcoats to dispose of, and they asked that they come early to the store the day the sale began so that they would not be disappointed in selecting their Winter overcoat. In all the heat of the mid-Summer season, hundreds of men came pouring into the store to select their overcoats. "We did as we said we would do," said Mr. Wilson, "and we saved our customers from a 25 per cent."

# Should Imports From U.S. be Curtailed?

P. Bellinger, of Toronto, Deals With Subject at the Convention—Importations of Clothing Lines For Nine Months of 1920 Total Over \$3,000,000

I HAVE been requested to lay before you some views as to why we, as retail merchants, should confine our purchases as much as possible to goods that are made in Canada or within the British Empire.

You can readily understand that this subject is many sided and it would be impossible in the limited time that I have at my disposal to deal with all its varied phases. The chief or most important feature that must be considered at the present moment is "What is the best plan for Canada to adopt to enable her to reduce the rate of exchange on American currency?"

It is unnecessary for me to remind you that when our currency is taken below its par value in the markets of the United States, it is equivalent to paying an increased rate on all the merchandise we buy.

There seems to be no immediate attempt on the part of the clothing manufacturers of the United States to remedy the difference in the rate of our currency or to take our money at par, and the difference in the rate means that on every purchase we make in the United States they are taking away more of our money than they should and leaving less for us to put into circulation in Canada.

As stated before, we realize that this is a many sided subject, and we cannot expect to make much headway in Canada by merely selling and buying among ourselves, any more than we could expect to prosper by trading jackknives with one another. If we want more capital in Canada it must come from without, and to bring it in we must offer inducements to those who live in other countries and who possess it or we must send out our natural products and our merchandise and secure it in that manner. It has always been found to be a good rule in business to buy in the market nearest at hand, providing all things are equal, as it saves the cost of freight and distribution.

To buy goods made in Canada means more than that, it means to retail merchants that we not only save on exchange, but it enables the manufacturer to keep the money we spend with him in local circulation among the workmen he employs, and this money is spent and it filters through a host of channels and it contributes to the payment of the services of those persons who are necessary to the upbuilding and to the prosperity of the community. It therefore "blesses those who give as well as those who receive."

At the present time the subject we

have under consideration is one that every thoughtful citizen should give great care and thought to.

In addition to the payment of the yearly expenditures of the Dominion we have to face a liability of many millions of dollars created by the war. This can only be paid in proportion to the manner in which we prosper. If the trade of Canada is injured by the unwise legislation or by any unnecessary hampering of the commercial classes it will make our debt that much harder to pay. It can only be paid in two ways, the same as the liability of any firm or company is paid, it must come out of sales or profits. If we sell out our assets to meet our liabilities, we must either cease to do business or go further into debt. We must have profit if we wish to continue and expand. The question, then, is what is the best policy to adopt to keep the wheels of commerce revolving and to pay our war debt?

As stated before, we cannot expect to develop very extensively by merely buying and selling among ourselves, but as retail clothiers we should look at this problem from a somewhat different standpoint to that of some of the other classes. It is not imperative that every man should wear jewelry or own a watch or buy a piano or a phonograph or carpets for his floor or books for his library, but not only the law of the land but the weather conditions in Canada compels men to keep their bodies covered. Consequently every time a boy is born in Canada or every time we see a boy or man on the street we know positively that he must be a customer of some clothier or some merchant tailor, and as such we are all naturally interested in him. Our duty is to serve them properly, and when we do so we are performing a necessary and a useful duty in the community, and we are therefore interested in the growth and in the development of the community.

As we are therefore engaged in a business of such necessity and one which occupies such an important part in the trade of Canada, the question of confining our trade to Canada is one that we should give very close and careful attention to.

Through the courtesy of the secretary of the Dominion Board of our association at Ottawa, I am enabled to quote you some figures regarding our importations, which figures have only recently been compiled and which have not yet been publicly issued.

These figures show that for the nine months of 1920, ending December, the importations from the U.S. of clothing,

ready-made, and wearing apparel composed wholly or in part of wool worsted, etc., n.o.p., totalled \$506,240; overcoatings \$10,175; worsteds and serges, including coatings, \$1,841,183; tweeds, \$659,540, or a total of \$3,017,138.

As to whether we can cut down our purchases from the United States or not is a question that I would suggest should be very carefully considered by a special committee appointed by this convention to act in co-operation with the Ontario Provincial Board and the Dominion Board of our Association. In dealing with this problem there, of course, are other matters that I have not set forth in this memorandum which must receive careful thought and attention, and which are of vital interest to us as buyers and sellers, and which perhaps many clothing manufacturers as well as manufacturers of woollen goods have not had the opportunity of considering. I believe much can be done by mutual co-operation. To solve this big problem we must have the best thoughts of the best minds in our organization, and here as we gather here in conventions from year to year I am more than ever convinced that retail problems can only be solved and unravelled by retail merchants themselves, and when we understand our own problems we will be in a better position to consult with the wholesalers and manufacturers.



H. BRIMMELL

one of the directors of Dundass & Flavell, Ltd., of Lindsay, and recently elected secretary-treasurer of the Clothing Branch of the Ontario R.M.A. at the Toronto convention.



# The Fall Clothing Outlook

What Montreal Manufacturers and Designers Think of the Coming Season—Rumors of a New Extreme Coat—Hints Regarding Styles and Colors—Improving Situation.

**M**ONTREAL clothing manufacturers are not worrying over the uncertainties of the next few months. Although conditions are quite as unsatisfactory as in other large manufacturing centres, yet, without one exception, each of the large houses interviewed by Men's Wear Review spoke philosophically with regard to Fall business, much as the hopeful farmer does after a long drought when all signs have failed, and the blessed rain delays its coming. "We are making the best of things," is the general opinion expressed, but the worst has certainly been overcome.

Although style forecasts have been announced for the Fall and Winter seasons, very few makers have been able to display samples, owing to the various delays incidental to the present Spring season. The consensus of opinion is that in future Fall merchandise will be shown later than in former years and this year in particular, conditions with regard to styles, prices, etc., will largely depend upon the reception accorded to Spring samples, which are only just being distributed.

That the majority of retailers are still overstocked is the opinion expressed this month on all sides and, consequently, there is little inducement for manufacturers to attempt to stimulate trade by the introduction of radical style changes. But manufacturers do maintain that the present year is one in which good quality and moderate prices should be particularly emphasized by retailers, and the window display of new clothing will be by far the most vital factor in merchandising with profit.

"Yes, we are going to feature some novelties in Fall clothing," said one designer to Men's Wear Review, "because it will be absolutely necessary for retailers to stimulate interest in buying on the part of the consumer as early as possible. But retailers want goods at a price, and are not much interested in quality or style just now. There is too much uncertainty about prices yet to make it worth while for us to specialize in extreme stuff."

Another of the foremost Montreal makers stated that for his part he would confine himself to fewer Fall models than ever and shun any ideas approaching "freak" patterns. Men will gradually work back to pre-war ideas about clothes now that materials are showing an appreciable decline, and the present monotonous similarity of conservatism has about run its course. "It is no use for manufacturers to consider making novelties just now," he said, "because nobody is interested in sweets right on top

of a heavy meal, no matter how delectable they look, and the retailer is still digesting his 1920 merchandise and is by no means hungry for novelties. We intend to wait until stocks are lighter and then offer him the new Fall lines which will act like an appetizer on normal business."

## "The Jazzarine"

Right after Easter, therefore, Montreal makers will get down to business in earnest on the matter of Fall clothing, whether they specialize in the conservative or the "ultra" snappy models, and, let it be whispered, report has it that at least one important designer is planning to introduce a brand new novelty in the shape of a young man's sack suit, known by the significant appellation of "Jazzarine."

Some retailers, it is claimed, have objected to the prices asked on the present Spring's line of clothing, and have asked for reductions on goods to be delivered for the Easter trade. The manufacturer's point of view does not coincide with this opinion, based as it is upon the deep cuts made in prices before the Spring season was under way at all. Forced to sell at a loss until cleared of all the high-priced goods he holds in stock, the average manufacturer in Montreal is not inclined to talk further reductions yet. On most of the famous lines of internationally known clothing, the present reduction averages \$5 lower than on last Fall's prices, but the cuts range deeper in many cases, one line in particular now selling at \$35 which was \$53 only a few months ago.

## Piece Goods Market Unsettled

Complaints are freely expressed by the makers regarding the unsettled state of the English piece goods market, due to the acceptance of the mills over there of any offers made from this side which are even remotely within the bounds of reason. That this state of affairs must end and the price situation must be stabilized, is the unanimous feeling of the clothing makers of Montreal.

According to T. Goltman, of the firm of B. Gardner & Co., the prices on woolen goods sold by the yard, with the exception of fine worsteds, are now being offered by the makers at about half of the quotations made this time last year. But even yet they are still just slightly below the 1919 levels, and still at least double of what would have been considered a fair price in 1914. Prices of linen canvases and linings in Great Britain have also been cut in half within the last month, but will, of course, have little effect upon next Fall's clothing as

regards price when compared with what is being offered in the stores now, at less than cost of production. The recent announced cut of the American Wool Company will have no effect upon Canadian prices, as little or no buying has been done on the other side of the border since prices became so exorbitant there.

## Wanted—A New Model

When it comes to the question of what business is going to be done in Fall clothing, the answer given differs with every house interviewed, but a solution is tentatively suggested by one designer who pointed out to Men's Wear Review the remarkably insistent demand which is coming from retailers all over the United States for a particular type of coat for the coming season. Every one remembers the remarkable success achieved by the erstwhile popular "waist seam" model brought out in 1919, which acted as one of the most successful trade stimulants ever injected into the clothing business. What the world wants now is a suitable substitute for the waist seam model, which will express character and individuality without any going to extremes.

New York is trying out a very high waisted coat, fitting closely on the hips with little or no flare, narrow lapels, hook vent and one button fastening. This model, it is claimed, is likely to prove a tempting inducement to the majority of Gotham, in search of Spring raiment, and it is not unlikely that success will be duplicated in Canada during the Fall months. The conservative lowered waist line is not taking with the young men of Canada, the designers admit, and the undercurrent of preference for some original feature in clothing, which is becoming more and more marked, will gradually affect the trend of styles for Fall.

Not a little significance is attached to the growing interest in sports models by young men of Canada, and this preference is expected to have a decidedly important bearing on the designs in better class clothing for Fall. Retailers so far have been chary of ordering more than a very small quantity of this type, but the tendency on the part of the consumer is to be first comfortable, second smartly dressed and thirdly inconspicuous. Sports clothing offers the maximum amount of all three requirements at a reasonable price, and is therefore certain to become as popular in Canada as it has already become in England and in the United States.

## The Double-Breasted

Many designers are sponsoring the



Pre-Easter showing of Spring clothing and accessories, featured in the St. Catherine St. West end store of the R. J. Tooke Company.

The clothing shown is mostly in grey tones and hanging flowers in orchid purple, together with velvet hangings of a deeper shade, lend the appropriate Easter touch.

double-breasted coat for Fall, and the two-button model will probably be especially strong. These will not be too form fitting, and will feature a plain notch collar and low vent. Bigger weeps and longer cut will again pre-empt, since the necessity of extreme conservation in material is no longer a consideration in designing. The one-sleeve will also be tried out, due to this reason, and higher rolled effects will be found without exception on every coat of Fall vintage.

Another model which is promised a successful vogue next Fall is the three-button sack of one of the soft woollens—the Lovat mixtures, which are enjoying such an unprecedented popularity already. This will be copied for young men in a two-button model in the finer weaves and good worsteds in small fancy weaves, striped or checked.

#### Overcoat Models

When it comes to overcoats, it looks as though the ulsterette would again hold the field against all comers, half-length and with a full sweep, belted and flared in the popular wide convertible style. Frieze and meltons will probably be most in demand. The raglan or kimoné style sleeve will be a marked feature of the overcoats next Fall, and the lines of the coat will conform to this new deep armhole, allowing the wearer the utmost liberty of movement. The Chesterfield will yield precedence to the ulsterette in point of favor in Fall, 1921, but it will always continue to command its usual band of conservative followers.

"A man really needs three coats in Canada, for wearing each season," remarked one designer. "He should have a light raincoat, a heavier ulster and a dressier model for formal wear. Just at present the average man is making one at most two coats do, and it is not unlikely that the call for one or other of these three types will be unexpectedly high this Fall."

Checked back ulsterings are the big feature where materials are concerned

and it is a safe guess that nine out of ten coats sold for next Winter's trade will be made of some variety of these fabrics.

#### Many Colors

The choice of colors and fabrics where suits themselves are concerned is practically unrestricted. It is said that browns and grays are likely to get more preference than they have had for a long time, and that navy blue will take

a well-earned rest. However, navy serge is just now obtainable in such quantities that as usual "price may speak louder than styles."

Few makers will feature fur collars on next Winter's overcoats, it appears, unless it be to use some particularly fine peltry in beaver, coon or otter upon the high-priced lines. Seal collars have been found so generally unsatisfactory that the best makers have altogether discontinued their use. The 3 or 3½-inch storm collar is now preferred on all types of smart coats. The length of overcoats for Fall and Winter, 1921, is generally based upon a 43-inch to a 37-inch breast in young men's models, and a 46 to a 48 in those for older men.

Conditions in general, although uncertain in many ways, are not altogether unsatisfactory. Mills and factories are slowly getting back to old standards and employees will soon be making good wages. The one thing needful, according to those who are closest in touch with the situation, is for close co-operation between retailers and manufacturers during the next few months, or in the words of one manufacturer: "The slogan of the hour now must be: Buy sanely, but buy! Buy in order that mills and factories may resume operations; buy, in order that prosperity again may be passed around."

## Labor's View is Presented

Toronto Organizer of Garment Workers Addresses the Convention

A plea for mutual co-operation in helping to maintain standards of decent living amongst the garment workers was made at the convention by J. Rosenbloom, local organizer of the garment workers. The question of ready-made clothing, he said, was one of interest to the retailers, to the buying public, to the government and to other elements. The speaker said he did not appear before the convention to defend any particular body of manufacturers or labor unions, but he did claim the right to appeal for mutual co-operation between the garment workers and those who were interested in the product of their labors. In times of reconstruction such as the present inflation was being squeezed out of business, and while the process was a painful one, we all know that we would arrive at standards whereby all would be treated properly. Pre-war conditions, he said, would never be reached again; no nation could go back to those days.

Dealing with the outlook of labor, Mr. Rosenbloom said that labor was demanding a voice in the management of industry as well as giving its physical contribution to it. They felt that they had a right to a voice in governing the conditions under which they were obliged to live and work. Labor today was more

sane than it had been and much better established. By the recognition of the right of collective bargaining, the clothing workers in the city of Toronto had avoided strikes and had eliminated waste that had been charged up to the public because the manufacturer or the retailer would not stand the loss and labor could not because labor had nothing to lose. Montreal, he said, was producing clothing cheaper than here or in Hamilton because of the conditions under which they were obliged to work there. The speaker appealed to the convention to help them wipe out these conditions.

Mr. Rosenbloom held that the garment workers were better able to cope with conditions in Toronto than elsewhere. In 1919 when some hot-headed labor leaders sought to call out a strike and to establish a form of government that would not be satisfactory to the people, the garment workers definitely objected, believing that such an action was impossible and unnecessary. "We believed," he said, "that by education a better understanding of the basis of industry and its management could be arrived at and we have successfully combated every situation that has arisen during the last eighteen months. We are now ready to invest our powers and our finances—for we have some finances now—in order to obtain the proper recognition and regulation of industry. If merchants want sane government in the clothing industry they should get other associations to co-operate and to work harmoniously and to help us emerge from the present chaos in such a way that all may benefit."

# Tax Placed at Source of Manufacture Would Add to Retailer's Overhead Expenses

T. W. Learie Favors the Turnover Tax to be Paid by the Retailer—If Tax Were 5% Would Mean \$5,000 a Year on \$100,000 Purchase—Carrying Stock Means Losing on Proportion of Tax Involved.

**T**HE subject of "Taxation" was very fully dealt with at the recent Ontario convention by T. W. Learie, of the W. R. Johnston Co., Ltd., of Toronto, and in a masterly way. That portion of his address which was of greatest interest to the retailer was the part he devoted to a discussion of the probable tax that will supplant the luxury tax. Mr. Learie had a good deal to say in favor of the sales or turnover tax, which is paid by the retailer to the Government. This form of taxation has not been favored by retailers in their recent convention; they have favored some form of taxation that will be applied at the source of manufacture.

In the opening paragraphs of his address, Mr. Learie dealt with the several forms of taxation under federal, provincial and municipal heads and urged that retailers in convention ask the authorities in federal, provincial and municipal fields to get together to prevent a duplication of taxes, such as income taxes. With regard to a proposed land tax for the future, Mr. Learie believed that no government of the present day would attempt such a tax; moreover, he doubted the wisdom of placing a tax that would in any way restrict agricultural productivity in a country that was primarily agricultural.

Coming to the question of future taxation that would affect the retailer, Mr. Learie said:

Now there is the question of how we shall get the revenue. Our customs duties are falling. The revenues from other sources are likewise falling. Our national income has gone down, is still going down but our debts have still to be paid. How then shall we do it? Radical needs require radical measures and the sooner we as citizens of this country realize that upon us devolves the burden of paying the present debt of the country, the sooner we will make up our minds to get it paid and find ways and means to pay it. It is all very well for some to say: "Let posterity bear its share," but the parties, on the other hand, to whom we are indebted, want their money now or when it is due and they have no intention of waiting for posterity. What posterity will have to pay will be enough. Our problem is to meet the present situation. It has been suggested that a turnover sales tax similar to the present sales tax should be placed upon all who are interested in the sales and selling. This has met with many objections. The form of the sales tax that has been suggested has not been very generally understood nor very clearly understood, but it is reasonable to say that the interest is to have it a tax of a reasonable amount per cent. to apply against the monthly turnover of every manufacturer, wholesaler and retailer doing business throughout the length and breadth of Canada. There are several objections, many, to such a tax, and in order that you may know what they are, I am

## Courtesy to the Traveller

Arising out of one of the papers delivered at the Ontario convention was the question of the attitude of the proprietor to the traveller who came into his store. Mr. Stewart, of the Cluett-Peabody Co., Ltd., had stated that he had gone into a store and the proprietor had gone out of the store and left him standing there.

Dan Johnson, of Ottawa, not only condemned this practice as a gross breach of courtesy but added that the influence was bad. "What effect do you think such treatment on the part of a proprietor to a traveller will have on the proprietor's own sales' staff?" asked Mr. Johnson. From the convention hall came a chorus of approval, not only for Mr. Johnson's defence of the traveller and his rights, but in recognition of the point suggested by Mr. Johnson that a proprietor could not expect more from his staff to their clientele than he gave to the traveller.

going to take the liberty of reciting some of them to you, but when they are all considered, and when it is realized that none of us like taxes and we are always willing to have any kind of taxation so long as the other fellow pays it, I think we will approach the subject with fairer minds and more in the national interests.

1. That it will be difficult to collect.
2. That it will be difficult to draft an act fair to all interested in sales, to wit: the pedlar vs. the legitimate storekeeper.
3. That it would be difficult to prevent wholesale evasion.
4. That such a tax would be based on necessity for consumption not on the sound principle of the basis of ability to pay.
5. The opposition of labor, of people with small incomes and of small dealers.
6. That it would not be expedient to put such a tax on the necessities of life.

Now there is the first objection. I believe that this statement has no foundation. As Sir John Aird said in his address to the Bank of Commerce: "A small tax on the sales of commodities and real property in Canada would be so little, so fair and so easily collected and would produce such a large sum that to fail to levy it seems excusable only if it can be shown to be impracticable." Wherein lies the difficulty. There is not a merchant worthy of the name of merchant who cannot each month tell you exactly what his sales are. All that is necessary then would be for him to attach a cheque for the base per cent. of his return and pay it into the Government through the medium of the Post Office. Every postmaster in every community, and I refer now to the smaller points, know the merchants who are in business and his list revised from time to time could be checked without difficulty to show who had made their returns and who had not. Penalties so large as to be confiscatory to the merchant who did not make his return should be imposed to protect the man who acts and deals fairly with his Government.

(2) It is impossible to draft any act that suits everybody. The criminal code directly discriminates against the criminal. The Bulk Sales Act aims to defeat the objective of the dishonest seller. True there would be objections to any sales tax but that is to be expected.

(3) The question of wholesale evasion—I do not mean evasion by wholesalers —

would be speedily eliminated by confiscatory penalties.

(4) That this would be a tax affecting the necessities and not upon the principle of ability to pay is a nice way of attempting to knock a good thing. There is more justification that the man who is nothing should pay nothing than there is for the contention that the man who is much should pay all, in any scheme of equity. The sales tax on the basis proposed would strike each individual equally with the difference that the larger the buyer the more he would contribute to the Government revenue and that is the sound principle.

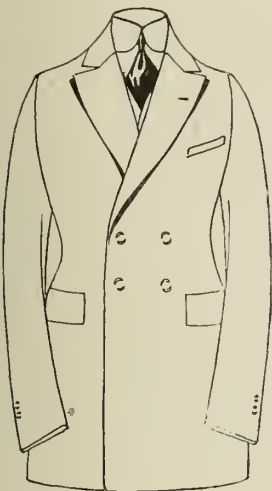
(5) I do not believe that labor would oppose a sales tax. Personally I believe that labor realizes that taxes have got to be paid and that labor is prepared to take its share without question. I believe that some classes of traders would object to a sales tax but the same classes of traders would object to anything and in so far as objections from people of small incomes are concerned, they would pay less than people with larger incomes, basing the tax upon necessity for consumption.

(6) The contention that it would not be expedient to put a tax upon the necessities of life is not a sound contention. It would be desirable if the necessities of life could be left tax free but the point is we have been in a war and we have contracted certain obligations and those obligations have got to be met and we have to meet them by the introduction of the machinery that will provide the necessary funds for the purpose.

Is there a general objection to the sales tax? Probably on the part of certain parties at the present time there is no objection to the sales tax providing, as the term it, that the sales tax is collected from the manufacturer. To be perfectly frank about it, the argument is being advanced by certain representatives of retailers that the tax should not apply to retailers. Now in all fairness, in all legitimacy, in all equity, why should the tax not rest equally upon the retailer as it should rest upon the other factor in the sales life of the Dominion. Those who say that it should not, argue that the tax should rest at the source. Now when they speak of raising the tax at one source, they say: "Let the manufacturer pay the tax and pass it on." To begin with that is an extremely difficult  
continued on page 89

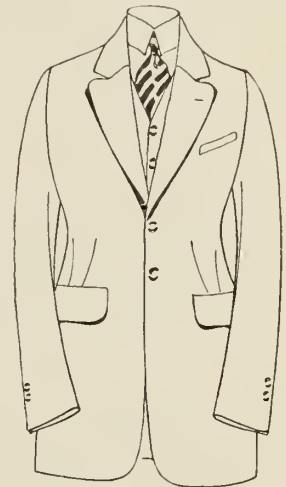


Above are some of the latest novelties shown by the Canadian Panama Hat Co., Ltd., of Toronto. The hat to the left is a fine split straw, 3½-inch crown, 2¼-inch brim and a 25-line band. The centre hat is a flatfoot braid, with notched or saw-edge, 3¼-inch crown, 2⅛-inch brim, and a 30-line band of fine silk. The hat to the right is a panama sailor, with wire brim, 3½-inch crown, 2¼-inch brim, and 30-line band. These hats are all made in the different dimensions. The smart staple is 3½ by 2¼ inches, or 3¼ by 2⅛ inches. The novelty hats will carry the wider band.



Bray

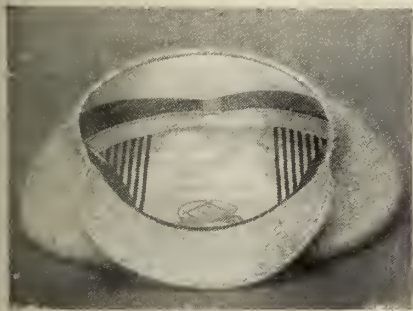
These two coats, the "Bray" and "Branson," were designed by Joseph Mandell for Walter Blue & Co., Ltd., of Sherbrooke, Que., and will be shown to the trade in April.



Branson



A new style has been introduced in the Arrow Brand to meet the demand among young men especially for a low collar with a front spacing that will admit of the tightly-tied small knot cravat. The "Spur" is but 1⅜ inches high in the back, and the points measure 2¼ inches. It will be seen, therefore, that it is a small collar. The lines are very graceful and the style is one that will appeal not only to the young men but to those of middle age. The new collar will be introduced to the public the Monday before Easter.



A new cap being produced by Greenberg & Centner, of Toronto. It is very light weight, and the peak is of such material that it can be rolled up and put in the pocket without damaging it in any way. It is good, on this account, as an opera cap. The strip of canvas sewn in at the back of the cap lends enough weight to it that the wearer does not have to reach to the back of his head to pull the back of the cap over the head. It is lined or unlined, and ranges in price from \$18.00 up.



Some time ago the "Daily Mail," of London, England, one of the Northcliffe papers, offered a prize of £100 for a new design of an all-year-round hat. The reproduction above is the hat which, out of 40,000 designs proffered, received the prize. It will be seen that the shape is high and tapering, and judges of the hat say that it suits many faces. It is being tried out with success in London, where it is said to be a revival of the old Dickens hat.

The model above is a black Christy, and it is made up in pearl grey as well. It is being shown by Ansley-Dineen Hat and Fur Co., Ltd., of Toronto.

# "An Oasis in the Desert of Sameness"

How Dorland Collier of Kingston Manages "The Toggery Shop"—Novel Advertising Ideas—Casting Bread Upon the Waters and Watching It Return in the Case of Returned Men.

A GREAT measure of the success of any men's wear store is dependent upon the appeal which it makes to its own particular class of trade. In the words of the old proverb "you must throw out a sprat to catch a mackerel," and in the experience of a good many retailers, it takes a lot of experience and forethought to know just what sort of bait to use when angling after increased trade.

In the historic old city of Kingston, Ontario, competition in the haberdashery and clothing trade has become so keen that most of the many retailers located there have become specialists in one particular line, which they are noted for, and which in many cases they control entirely. A representative of Men's Wear Review recently visited Kingston and was informed that there are in the vicinity of 50 retail establishments dealing in masculine attire to a population of some 22,000, made up of industrial workers, business men, college and university students, together with a large rural class and an increasing Summer population of American and other tourists who come to visit the Thousand Islands and delve in the history of this Loyalist city.

The casual visitor to Kingston cannot fail to notice a swinging red shield which bears the words, "The Toggery Shop," and hangs just over a well-equipped men's wear store, half way up Princess Street. His attention thus arrested is still further roused by the statement printed in black letters over the doorway, "An Oasis in the Desert of Sameness."

## Originality

Originality is the key-note of the business carried on by Dorland S. Collier, the proprietor of the Toggery Shop, who early decided to capture a large share of the student trade in Kingston and whose smartly equipped and well stocked establishment is doing a successful business.

"The public is tired of sales now," declared Mr. Collier in discussing the present situation with Men's Wear Review, "and I believe that there are better ways of pushing business which might well be considered by retailers. I am positive that trade conditions will be normal as soon as the sale element is ended, and I also firmly believe that now is the time to buy, for prices cannot drop much further. One must have the right confidence in oneself and buy whenever the need arises. The man who is afraid now will be worse off than the man who was over-confident in buying on the rising market."

Mr. Collier was formerly connected



Photo showing display windows of the Collier Toggery Shop, Kingston, Ontario. Excepting for the necessary wooden framework, the entire front of the Toggery Shop is of glass, permitting unusually good lighting at all times of the day. A semi-circular leaded glass window surmounted by a bas-relief decorative finish gives a distinctly modern and well-balanced appearance to the store front. Mosaic tiling is used for the entrance.

with the Swift Packing Company of Chicago and decided to make a change to Canada, which he did about ten years ago, locating in Kingston with a large manufacturing company. Seven years ago he decided to go into the men's wear business and took over his present store, modernized it, and laid in a stock of merchandise of a sort calculated to appeal to a discriminating class of college students.

## Advertising Ideas

"We sell goods that don't come back to customers who do," is another of Mr. Collier's slogans, a statement by no means exaggerated. It is the originality of his advertising methods which pulls the trade, according to the proprietor, who explained his theories as follows: "When I came here first, I bribed the local newspapers to sell me the weather probability space for my advertisement, knowing that that was the one item most men look for first when they open the paper. After checking up my results from this type of publicity I came to the conclusion that they were not sufficient, and so I left off and tried out a little scheme which I invented myself. I figured to myself that human nature is always tickled by getting something for nothing, and to this end I made it a rule to include something of a certain value with every purchase made by my customers. If a man bought a dollar shirt, I included two of the best quality collar and stud buttons, and if he bought a \$2 or \$3 article I included a collar in his particular size and said nothing whatever about it. He always came back and mentioned the fact that he had been surprised and pleased with the extra value received, and very often he brought a friend with him whom he had told about my little advertising stunt. I certainly got results from

that method of advertising until the price of collars went so high that I thought it time to go back to the newspaper again. But I am going back to the old plan now that prices have dropped, for in my opinion it is money well invested, and costs far less than the usual copy for papers. I intend to study my customers, and when I see a man wearing an ill-fitting collar I will select one which will make him look quite a different man, and just hint tactfully that he try it on and see for himself."

## Casting Bread Upon the Waters

Mr. Collier made it a policy after the armistice to give every returned man who came to him for a suit a square deal in every particular. He states that he never made more than \$5 profit on any suit sold of the better kinds, and often less. He felt that it would be a wise plan to co-operate with the men at the outset of their civilian career and has found his foresight to have borne fruit. "Every man of this city to whom I sold clothing has come back to me since and has told me how satisfied he was, and I honestly believe that by losing a part of one's profit one gains in the end when building up a trade."

Mr. Collier has gone on the principle of discontinuing any line which went up too high in price for the majority of his customers. Therefore, when prices were at the peak, he was still able to go on doing a good business in conservative, good quality merchandise, carefully selected for its value at a moderate price, yielding a fair profit.

## Spring Mark-Up

It is Mr. Collier's opinion that retailers should not mark too high at the beginning of the season and should recognize the fact that the margin of profit

must be lower than ever before. He himself carries one line of clothing as well as a full range of furnishings of a type adapted to the needs of collegemen, who are more fastidious in sartorial matters than the average youth of Kingston. Easter buying is not what it was, according to Mr. Collier, yet he anticipates a better demand for gloves, neckwear, etc., this year on account of the decline in prices. Spring social activities in university circles are especially numerous and call for the smartest furnishings procurable, because the students attending the Military College and Queen's University are nearly all men from well-to-do families who are accustomed to wearing good clothes designed by the best known tailors in Canadian cities. Student trade also calls for a large variety of outfits, such as sporting togs and accessories, evening clothes as well as ordinary everyday apparel. Mr. Collier is making a point of having just sufficient stock to meet the requirements of such a trade, and to feature nothing but conservative clothing, devoid of the so-called "snappy" lines, which are usually associated with American students.

**Letting in the Light**

Mention should be made of the neat and modern interior of the Toggery Shop, the chief feature of which is the all-glass front that permits the daylight to flood the store from end to end. As no side windows are available, Mr. Collier decided to remove any obstructing woodwork and put glass panes instead behind his display windows and into the front door. The effect of lightness is further enhanced by the use of mirrors everywhere, even behind the shelves. Four large glass show fixtures flank the front portion of the store and are tastefully dressed with scarves, socks, shirts, etc. To the rear is the clothing and hat section, which is very neatly arranged, presenting an unobtrusive aspect in the general layout of the floor space, although everything needed by the average customer is there.

The store is entirely managed by Mr. Collier and when business is exceptionally brisk he calls in the assistance of his wife, who understands perfectly the art of window display and is usually responsible for the clever groups of well arranged furnishings which appear from time to time in the two front windows.

**OVER-ORGANIZATION**

(Continued from page 59)

love advertising so well that I would not part with any of it."

It is argued that newsprint is high, everything that goes into the making up of a newspaper is high, and consequently it cannot come down. That is the argument of over organization. Some of us, and perhaps all of us, in this room have heard the argument before.

A year ago to-day the armchair philosopher, sitting down comfortably, puffing at his cigar avariciously, came to conclusions satisfactory to himself, by the same method of argument—that clothing should not, and would not, come down in price—that everything that was going into it was on the rise, and was rising to stay risen, but

one morning somebody got up and thought that he would sell out.

A strange thing happened—some other fellow came to the same conclusions on the same morning, and no one seems to know what has become of the erstwhile philosopher, and his arguments—nor can anyone find a relic of the arch organizer.

In conclusion, I would say that if your competitor (more especially the so-called transient trader) starts to organize by giving \$5.00 pants free with every \$20.00 suit, you cannot cure the disease by giving a \$20.00 suit free with every \$5.00 pant.

The remedy for all these ailments, maladies arising from over organization and overdoing things, is to my mind, resistance—an ability and determination to resist everything that is wrong and subversive to the fundamental laws of nature, one of which is the law of supply and demand.

**WELCOME TO THE "EAGLES"**

Continued from Page 72

windows will be dressed for the occasion and their advertisements will supplement the window display work. More than this, they will have a contest in both window display work and advertising and experts will be engaged to judge these contests.

**Boy Scout Displays**

Window display men in Syracuse have followed the practice of giving a section of their windows to the Boy Scouts of that city for a special display that will be of interest to them and all those interested in Boy Scout life. Besse-Sprague had a very novel display in one of their windows. A miniature of the ship "Onondaga" that is to be used by Boy Scouts of that city for a cruise they are to take during the Summer was shown. A small section of a state map, showing the course of the cruise was also exhibited. Boy Scout flags and many different articles used by the Scouts in the varied degrees of scoutcraft were also shown. It might be pointed out that these displays are arranged by the Scouts themselves and not by the display managers of the stores.

Peck, Vinney & Co. also had an attractive Boy Scout display. Hanging on the wall was a frame with all the different Boy Scout knots of the tenderfoot degree. Scout flags were festooned in profusion. Then a Winter scene was portrayed on the floor of the window. Evergreen trees were shown, the ground being covered with a heavy fall of snow. Batting was used for snow and tinted flakes that gave the necessary sparkle were in evidence. A small bridge over a deep ravine (the bridge of Boy Scout construction) was shown and a Boy Scout just about to cross the bridge with gathered chips and small twigs in his hands in the act of adding fuel to a lighted fire, the necessary lustre of which was given by electrical effects. In the background was seen the little house of the Boy Scout which had been constructed out of evergreen boughs.

Other stores in the city not devoted to men's wear also gave space to similar Boy Scout displays.

**Tip Top Tailors** have opened a branch at 285 Portage Avenue, Winnipeg.

**ANNUAL CONVENTION**

Continued from Page 43

and Saskatchewan assuring me that their provincial association will be organized by June and I have every reason to predict that, by this time next year, a Dominion association will have been formed. We will still have our problems before us during the coming year and although the Board of Commerce and the luxury tax are no more that is no reason why we should throw down the gauntlet and give up the fight. As president of the section during the coming year, I implore you to give the in-coming executive your very hearty co-operation."

"The Press" was proposed by W. C. Miller, provincial secretary of the Retail Merchants' Association and responded to by W. Findlay, of the Toronto Globe. George Grey, of Chatham, proposed "Our Guests" and Rod Weir, of Montreal, responded. "The Ladies" was proposed by J. C. Begg, of Hamilton, and responded to by Dan Johnson, of Ottawa.

The entertainment of the evening was given by Jules Brazil, of Toronto, and his selected company of high-class artists.

**IMPORTANT MATTERS**

(Continued from page 74)

ciation have deemed it advisable that a welfare fund should be collected, for the purpose of having on hand, at all times, sufficient money to be able to look after and defend the members against unfair and unjust legislation and to enable the Dominion Executive Council to be in a position to protect our interests at all times, and that a recommendation was made at the last convention of the Dominion Board, that a welfare fund be raised for the above purpose. This convention, therefore, places itself upon record as being unanimously in favor of this proposal.

Moved by Ed. Mack, Toronto; seconded by Dan. Johnson, Ottawa.

Whereas the attention of the Ontario Retail Clothiers Section of the Retail Merchants' Association, has been drawn to an article which recently appeared in the Financial Post, which conveyed the impression in the review of the trade conditions, that the retail trade generally had not absorbed sufficient financial loss in the re-adjustment of the retail price of commodities. Be it therefore resolved that this statement be considered in this convention, and suitable representations drafted to refute the said allegation.

Moved by R. F. Fitzpatrick; seconded by Gordon Dunfield, Toronto.

**EASTER**

Many say that Easter is no longer a milepost by which men gauge their need for a new suit; however, Easter Sunday is closely linked in the public mind with the idea of the season of the year when both nature and mankind garb themselves in new raiment, an dit is a most opportune time to feature new clothing and accessories as essentials for the occasion. Let the thought of the new season and the holiday predominate in a number of these ads., supplemented by the statement that prices are down to bed rock. Both newspaper advertising and direct-by-mail lend themselves readily to the purpose.

# Direct Mail Advertising Should Be Attention-Compelling, Interest-Maintaining

Advantages of Direct Mail Advertising—Expenditure Can Be Controlled—Appeal Not Disclosed to Competitor—Appeal Can Be Made Personal—Postage Cheap in Third-class Matter.

By ERIC G. GIBBERD, Advertising Manager R. H. & J. Dowler, Ltd.

IN a preceding article, reviewing the various advertising mediums available to the retail merchant, we likened direct mail advertising to shooting at a target with a rifle. It has, with good mailing lists, a directness and personal appeal unequalled by any other medium. It cannot, like newspaper advertising, gain the reader's eye as it peruses current news items; it must contain its own attention-compelling, interest-maintaining features; but, on the other hand, it does not have to compete with a multitude of appeals for the reader's attention. If it is attractive enough for the prospect to open, it has then a unique opportunity to place your message before him.

Several outstanding reasons are bringing direct mail advertising to the fore.

(1) Expenditure can be limited or increased by controlling the size of the mailing list. (2) It offers an opportunity of addressing your prospective customer without disclosing your appeal immediately to your competitor. (3) You are able to address small definite groups in a personal manner as in no other way. (4) And by no means the least, at the present time, is the fact that the postage on all third-class matter is the same as in pre-war days. Few indeed are the opportunities to promote trade on price schedules of six years ago.

The personal appeal, valuable as it is, makes the problem of producing direct mail advertising one of considerable difficulty. The prospects must not be considered wholly as "the public" but must be classified, mentally at least, for instance, as business and professional men, mechanics and shopmen, farmers, young men, clerks, students, etc.; to some it is a price appeal, to others one of timely merchandise, of style leadership and so on. The necessity of getting the right appeal can not be too strongly emphasized—upon it depends the success of the campaign.

The opportunity for originality in direct mail advertising is practically unlimited, a bright idea or snappy slogan may decide the point as to whether your folder or bill goes to the man's mind or direct to the fire or waste-paper basket as the case may be.

The typewritten letter, addressing itself to business and professional men, depends upon its dignity, directness and brevity for its good reception. In preparing such a letter the man to whom you are writing must be kept in mind,

## Direct Mail Advertising

In addressing the convention on the use of direct-mail advertising, J. F. Feightner, of Toronto, suggested that it might be good business for the retailer to send out a follow-up letter after a man had purchased a suit of clothes or an overcoat, asking him if the garment was satisfactory and, if not, would he come back to the store and have the trouble adjusted. So far as the mail-order houses were concerned, he said, it had been pretty well established that they could not compete dollar for dollar with local retailers but they got their business because of the particular effort they made in the way of direct advertising, a thing which the local merchant did not often do. Many manufacturers, he said, found it good business to keep in touch with their retailers by direct mail advertising. If it was satisfactory and effective to the manufacturer it ought to be so to the retailer in his business. Mr. Feightner said that statistics showed that 38 per cent. of all the advertising done in America last year was direct-mail advertising.

endeavor to visualize his attitude towards you and your merchandise. Concentration upon one worth-while message is to be greatly preferred to mentioning several lines. To give the message an attractive setting the ordinary letter-head can often be embellished by an illustration to good advantage—many of the large lithographing firms are producing very attractive letter blanks, some being most artistically produced in several colors.

Large "broadsides" or "flyers," as they are termed in the vernacular of the advertising office, are most suitable in carrying a sales message to certain groups. Their size makes it possible to include many items, making them specially interesting to those who appreciate a price appeal. Country districts where reading matter is not over-abundant, are a productive field for direct advertising of this nature.

Many and varied are the styles and sizes of folders, brochures, cards and other devices between the 8 x 11 inch letter and the full page broadside. For Christmas advertising the holiday spirit is well expressed by printing in two colors—the appeal is usually that of gifts—service and quality.

Red and green are one of the best color combinations for this and can be used to advantage on a three-fold circular about 20 x 8 inches before it is folded. Spring naturally calls for lighter color treatment. The power of suggestion there is in color is only beginning to be realized; its study is full of interest to the student of successful advertising.

Remarks on direct mail advertising

would be indeed far from complete without reference to mailing lists. That they be up to date and "live" is of paramount importance. Bad advertising sent to a live list is no doubt partly wasted but good advertising sent to a bad list is yet more futile.

Probably the best list that can be secured is your own good customers—record of each sale made gives an easy method of compiling this list. Lodge and club lists, city and county directories all furnish sources of supply. It is well to keep various classifications separate—card indexes offer most convenient means of doing this, different color cards being used for the various groups.

Perhaps there is no phase of advertising that will bring quicker immediate results than direct mail advertising; it offers to many a small merchant an opportunity for profitable publicity that the larger expenditures required for other mediums make impossible.

## PLAIN-COLORED, SELF-FIGURED SHIRTINGS

(Continued from page 56)

are offered, varying from a regulation style to the most extreme inverted wide V, necessitated for the highly placed and tightly tied cravat, which will accompany this latest arrival in the world of neckwear. A further feature of these new models is the wide stitching which gives a noticeably smart finish.

# Tickling The Public's Fancy by Pant Sale; How A Sale of 30,000 Pants Was Conducted

Besse-Sprague of Syracuse Tell the Economical to Save Their Suits by Buying Odd Trousers  
—Selling 5,000 Pairs in Two Days—the Mode of Advertising

**D**URING the month of December last year many novel sales were held all over this continent. It was a time when business had to be promoted by one scheme and another in view of the fact that the buying public seemed disposed to tighten the purse strings, or to practise economy more rigidly than is their usual wont. Men who have been in business for from one-quarter to a third of a century state that conditions for the month of December were entirely unique, that sales were never held during this month in their previous history. It seemed to be a time when a catchy phrase that appealed to the psychological state of mind in which the public had worked themselves would be a good thing. If something could be done to further the tide of the economical wave, that "something" was the thing to do. The man who started to do it soon enough was fortunate, perhaps, in getting out from under a greater loss by waiting until it was evident to the dull est that the decline had started in for good. A representative of Men's Wear Review in visiting Buffalo, Rochester and Syracuse recently found out that some of the exclusive men's wear stores started in with their sales as early as last May and that by so doing they cleared themselves pretty well of some of the heavier losses that were taken later on in the year.

Besse-Sprague, Syracuse

Besse-Sprague, of Syracuse, began their first sale last July and were the first in that city to announce a reduction on their merchandise. Their first announcement was an all-round reduction of 20 per cent. and it met with signal success, according to their merchandise manager, Mr. Thompson.

The most successful sale they ran, however, was a pant sale which was staged in December. Mr. Thompson stated to Men's Wear Review that they staged it at the very time when the public seemed the least disposed to buy or when they were exercising that economy that hit the men's wear stores the hardest. They picked upon one of those happy and catchy phrases which appealed to the people of Syracuse. Clothing was moving slowly and people were evidently sitting up o' nights figuring how they could make the half-worn suit last a little longer until prices were down nearer rock-bottom. Besse-Sprague determined to help them and a local manufacturer of pants was only too anxious to provide the necessary pants because he, too, was loaded with them in such quantities that he was alarmed.

## "Save Your Old Suit"

"Save your old suit by buying one of these 30,000 pairs of pants," was the happy phrase which this firm selected as a slogan for their pant sale. Men were wondering how they could make their suits last another few months; Besse-Sprague had hit upon the method and were ready to cash in on the idea. To give the sale a good start, they closed their store the day before just as an advertisement and as a suggestion to the public that something real was about to happen. Though this firm does not ordinarily use the newspapers for their advertising, they did in this case, and, altogether, used some fifteen pages in local papers to advertise their big sale of pants.

## Sold 5,000 Pair in Two Days

The sale opened on a Friday morning, and on that day and the following Saturday, Besse-Sprague sold 5,000 pairs of pants to the men of Syracuse and vicinity. They had their windows simply running over with pants to convey the idea that here was a pant sale worthy the name. They were piled in the manner in which they are piled in the manufacturers' warehouses rather than the

way one will see them in the ordinary retail store, because there were too many pairs of pants to use up all the window space with small piles of pants. For two days it was nothing but pants in this store and before the sale had drawn to a close, Besse-Sprague had disposed of some 10,000 pairs of pants.

## Helped Business Since

The result of this sale was more than might appear at first glance. It began a new future for the pant department in this store. Since then, more attention has been paid to the merchandising of pants and more men have come to this store to purchase their requirements in this respect. It was an indication to the firm that there were some good profits to be had in the pant department if the business was gone after in the right way. Another pant sale has been held since this December sale in which over 3,000 pairs have been sold. This sale was announced in a slightly different way. Instead of using the newspapers in this case, circular advertising was resorted to. Some 30,000 circulars were sent out, which cost the firm not more than two full pages of newspaper advertising had cost them in the first sale which they had run some months before. On the first Saturday of the second sale, between 400 and 500 pairs of pants were sold during the day.

## Feature of the Advertising

One of the features of the advertising that was done is worth mentioning. It was made perfectly clear that this was not an over-stock sale but was conducted because a manufacturer was willing to take a loss on some thousands of pairs of pants that he did not know what to do with. In other words, the burden of the sale was placed on the shoulders of the manufacturer. A sale of this proportion conducted by any firm would be rather an admission of a poor buying policy on the part of the firm. Besse-Sprague steered clear from this impression by frankly stating in their advertising that this pant manufacturer wanted to get rid of an over-loaded stock of pants. They were willing to lend their offices and, incidentally, to take their fair commission on the sale. Everyone was satisfied. Besse-Sprague say that it was one of the best sales they ever ran in Syracuse.

Cluett-Peabody Co., Ltd., have moved their Toronto office to 110 Wellington Street West, at the corner of Wellington and York Streets.

## Worked Well In Pant Dept.

*In explaining the "call" system in their clothing department, Mr. Cushing, the floor manager of Wells & Coverly, Inc., of Syracuse, stated that it had worked out exceedingly well in their pant department. For some time they did not include the odd pants department in the "call" system, and they found that members of the sales staff, in trying to sell a pair to match a coat and vest or just an odd pair, did not devote any too much time to it. The sale or the loss of a sale in the odd pants department meant nothing to them. Then, they decided that this department should be included with the clothing department in the "call" system. The result has been most satisfactory. It has greatly increased the sale of their odd pants, and it has frequently opened the way to the sale of an entire suit of clothes. They found out that the buyer of a pair of odd pants was a prospect for a suit of clothes, and in this way the members of the sales force were more careful to cultivate the acquaintance of the buyers of odd pants.*



# Prime Essentials of Modern Display

Judgment, Good Taste and Knowledge of Color Harmony Are Reflected in Successfully Trimmed Store Window—Attractiveness Must Characterize Exhibits.

By ROBERT GRIER COOKE

I MUST admit frankly in the beginning that I am not a window display expert, but simply one who tries to help in getting other people to make the most of their wares, by giving the public an opportunity through window displays to see and to appreciate not only the best in the fine arts, but the more modern achievements in the applied arts for which America is gaining recognition the world over. Beautifully designed products will at once secure an increased sale over the inartistic product, for the discriminating individual, as well as he who cares only for utility, will buy.

One of my objects in life is to cooperate in the stimulation of love for art in people's minds and souls, that the public may have a greater appreciation of things artistic and thus encourage the development of the best in the applied as well as the fine arts.

In this connection I was much impressed with a remark made by Edwin Howland Blashfield in one of our Fifth Avenue week conferences when he said: "We have too many so-called works of art and too few works of craftsmanship."

## In Days of Old Bagdad

There is no record of just when the show window was first used as an adjunct to advertising. In old Bagdad arose the custom of exhibiting and selling goods in open booths. Even now Bagdad's famous bazaars, despite her evolution in other ways, are conducted as they were a thousand years ago. A writer in the National Geographic Magazine of December, 1914, describing the bazaars of Bagdad, says:

"Here is such a mob as Christ drove from the temple. If Herodotus came back he could see no change since his day. The shopping streets seem like tunnels; they are arched overhead with brick to keep out the heat, thus they run like subways up and down the bazaar quarter. On each side are stalls no larger than telephone booths. Cross-legged in each booth, his wares piled high about him, sits the Arab or Jew trader. Brown women, their faces hid by yashmaks, upset the ordered piles of goods and haggle shrilly."

This picture presents a vivid contrast to the modern business thoroughfares of American cities with their wonderfully attractive show windows, but it is from these primitive methods of merchandis-

ing that the profession of the expert decorator or display manager has been developed.

Nor need we go outside of New York to find these ancient methods still in practice in all their picturesque simplicity. Here we find the peddler, who, like the packman in days of old, carries his goods on his back, going from house to house, and who has first to show his goods before he can interest prospective buyers. The dingy store in the crowded foreign settlements of the city is a reminder of the bazaars of Bagdad or the old shops in Cheapside, London, where goods are displayed on a hanger outside the shop for want of a better method.

The history of the development of the show window, which is really the history of merchandising, has yet to be written in its interesting detail, but in any big city the student may study it in all its stages and even find it embodied in the progress of some successful merchant who started as a peddler with his pack on his back.

## Creating a Favorable Impression

Such a book would not be complete without a chapter on the old Bowery, which is still full of interesting memories for many New Yorkers, who will find something of its atmosphere on Broadway in the Great White Light district, where the freak museum and other characteristics of the Bowery are beginning to make their appearance.

Advertising and selling goods would appear to be but very distantly related to art, but actual demonstration proves the contrary. The secret is in the artistic character of the goods and their display. To attract you must please; a favorable impression must precede a sale.

Window display to-day is an art that requires judgment, good taste, a knowledge of color harmony and of what constitutes an attractive display. For the member of this profession there is no groove or rut that he may follow to success. His success depends chiefly on his power of observation, his individuality, personality and convincing methods.

A writer in System three years ago, discussing the importance of color as a silent salesman, says:

"In fifteen blocks of the fashionable Fifth Avenue shopping district in New York, as viewed in one afternoon, less than six window displays were found in which the exhibition of merchandise did

not suffer because of unwise color combinations and contrasts.

"The color qualities of goods are affected by juxtaposition, by day light, by artificial light and by colored light. Yet these very qualities, and their appeal or lack of appeal to human interest, are but little understood."

## The Best Window Display

The best window display is that which most attractively exhibits the merchandise on which a store's reputation is based, for it is this window which will sell the most goods. All people may not be critics, but the natural harmony between the artistic and practical is sure to appeal to the general public.

A window display should be planned with the same common sense and artistic arrangement as would be used in designing a gown or painting a picture or in the decoration of a mantelpiece or the arrangement of a room. It must be above all well balanced. For this reason the window display that exhibits a single idea is the most effective. The spectator gets a single impression that is a lasting one and that is the result that you seek to achieve.

Buying enthusiasm can be created through the medium of good windows, which fully justifies every effort toward making the display most presentable.

It is only in comparatively recent years that window displays have received the attention that their importance in relation to merchandising should command. It is generally conceded that in this respect the West has made greater progress than the East, but in no city in the world is the incentive for artistic window displays as great as in New York.

Here the merchant has a world-wide audience attracted from every point of the compass and this is particularly true of Fifth Avenue. In no other thoroughfare is there so great a variety of shops covering the whole range of merchandise and art and exercising so great an influence on the public taste. Here, indeed, the show windows are the people's picture galleries, and have a distinct educational influence.

A few lines of inscription should accompany and reinforce each display. Numerous problems should be created, the solution of which will demand of each observer the exercise of his best judgment. Attention must be arrested and held. Art must be featured as something which is to unite rather than divide mankind.

# Where Does the Publisher Get Off?

His Rights Are Seldom Respected in the Matter of Contracts—  
Expected to Reduce His Rates and Give Better Service at the  
Same Time—Time That the Space-Buyer Played Fair With Press

**L**AST May there was a director's meeting called by one of the leading farm paper publishers. The record of business booked was submitted. It showed a splendid volume of advertising lined up for 1921, in fact, it was one hundred and two per cent. better than ever before.

The president addressed the meeting as follows:

"Boys, now that they are coming our way, we should do the things that are necessary to put this paper so thoroughly 'over the top,' that its supremacy can never be disputed.

"Let us invest this splendid income in making improvements that will give the advertiser the best proposition there is for the money in our field. Let us make it so good that there never can be any question about his coming back."

Accordingly, plans were perfected for a 20 per cent. increase in circulation. When this circulation was assured it was decided a new press would be required and it was ordered. To give the additional room and other proper facilities for good press work the floor space had to be greatly increased, hence the purchase of a building.

It also seemed, not only advisable, but just the right thing, to make a contract for a better grade of paper, and the extra amount necessary for this 20 per cent. increase added about \$85,000 to the paper bill.

The next step was to increase the editorial service by the employing of two college professors. These men were engaged under contract to fill a larger paper.

Finally, a Research and Dealer Help Department was installed at a very considerable expense.

These directors planned to do the things that are most wanted by the advertiser, the advertising agent, the representative and even the reader of the paper, and those plans were made as a result of business actually booked.

All this in the month of May. Presto! Change! The tide turned. "From them which they have." Instead of getting the expected and usual amount of fall orders, added to the surplus on hand, in comes a string of cancellations.

Biff! Bang! Smash! Who cares for the publisher? "Truly we gave him a contract, but what of that? Cancel it—we don't think we can use the space to advantage." Not one in a hundred even grant the courtesy of an explanation. It is just a case of cold-blooded indifference to the publishers' rights or the value of an advertising agent's order.

What can the publisher do? He is

## Says Conditions Among Hat Manufacturers are Tense

W. F. Dineen, of the Ansley-Dineen Hat & Fur Co., Ltd., of Toronto, has recently returned from a trip to England, where he got in closest touch with the hat manufacturers in the United Kingdom. On his return, Mr. Dineen stated to Men's Wear Review that conditions amongst the hat manufacturers were very tense at the present time. The strength of the labor unions there, said Mr. Dineen, made it desirable that the hat manufacturers should form an association of their own. This they did, and recently they forwarded to the labor union of hat makers an ultimatum that they would have to cut wages 15 per cent. in view of the public demand for lower prices. So far as raw material was concerned, they had hit the bottom; and any further reduction in the price of the manufactured article depended upon labor.

The union received and altogether ignored this ultimatum from the association and replied with an ultimatum that they must have an increase of 25 per cent. over their present schedule, which is the highest in the history of the trade. There the matter stands.

Mr. Dineen stated that, supposing all materials entering into the manufacture of a hat were to drop fully 50 per cent., it would only make a difference of 12½ per cent. in the cost of the article. Any further reduction, he felt, would have to come from lower production costs.

under contract for his extra circulation. He is under contract for his extra housing facilities—his extra printing equipment and his extra paper. He cannot discharge his editorial force, neither can he discontinue his Research and Service Department. These improvements, made very largely in the interest of a better product for the advertiser, must be carried on.

January first appears on the horizon. Mr. Manufacturer and Mr. Agent take stock of the 1921 prospects and then they jointly decide that Mr. Publisher must reduce his rates to a pre-war basis or get no business. Yes, the decree has gone forth from a very considerable number, and it goes forth without the slightest assurance of what the support would be were a reduction made. Simply a question of "We insist upon lower rates."

There is no recognition of an improved service on the part of the publisher. There is no recognition of the fact that the farm paper publisher was the last of all commercial industries to raise prices, and then never raised them in proportion to the increase in cost of production.

There is no recognition of the fact that the publisher cannot reduce his overhead as can be done in other lines of business. There is no recognition of the fact that the publisher is probably the most decided loser by this epidemic of "cancellitis." Still he must go on—his issue must come out—he is under

contract to his readers to supply a specific article, of a standard quality, and there can be no let-up, no matter what the advertising patronage may be.

There is no consideration of the fact that for years and years the press of this country has struggled and struggled through all kinds of hardships, until it put the very foundation under commercial America.

Let the space buyer play fair—be reasonable with the publisher. If you want to suck the blood out of business, starve the press. If you want to put out the fires under the boiler of your own industry, stop your advertising. If you want to cripple the express, the postal, the freight and the railroad service of the United States, stop your advertising. If you want to dull the intellect, cease to educate the buying population of the United States and spread pessimism, then withhold your patronage from the press.

On the other hand, if you want to see the glorious sunshine of business prosperity throughout the length and breadth of this land, jump to the front with the determination to do your part in its promotion. The surest way you can do that is by giving the publisher what is necessary in advertising patronage, and at a profitable rate, thus enabling him to put forth an optimistic, confidence-inspiring and trade-building enthusiasm that will compel business development.—Reprint from Printers' Ink, issue of January 27, 1921.

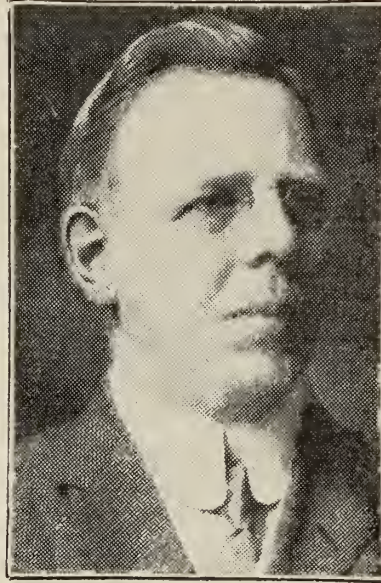
# "Quality and Printer's Ink Responsible For Our Success"

So Says Frank Stanfield at the Banquet Tendered Heads of the Firm by Truro Civic Officials—Twenty-fifth Anniversary—History of Growth.

**T**HE twenty-fifth anniversary of Stanfield's Ltd., of Truro, Nova Scotia, was the occasion of a signal tribute on the part of the civic authorities of that municipality. It is not often that such marks of esteem are showered upon local industries, and so far as the province of Nova Scotia is concerned, the step taken by the mayor and councillors of Truro in tendering the public banquet to some eighty invited guests who are closely associated with Stanfield's Ltd., the occasion was altogether unique in her history. It is a far cry from the organization of the Truro Knitting Mills Co. in 1896 to Stanfield's Ltd. of 1920; and during those twenty-five years the history of the company has been one of steady progress in which the dividends of the shareholders and the happiness and contentment of the employees seem to have been given equal consideration.

### The Secret of Success

Frank Stanfield, in speaking at the public banquet, outlined for the gathering the history of the firm and laid his finger on the secret of their success during the quarter of a century they have been engaged in the manufacture of underwear. "Everything seemed to favor us from the beginning," said Mr. Stanfield. "We never thought of failure. At the end of our first year we had seventeen employees; our sales were \$24,000 and



**SENATOR JOHN STANFIELD**  
*President of Stanfields, Ltd., Truro, Nova Scotia. It is just recently that he was appointed to the Red Chamber. He was former Chief Conservative Whip and M.P. for Truro.*

our profits \$2,500. I well remember that I stayed up all New Year's Eve to figure out if we had lost money the first year, for we had been doing considerable reconstruction work and getting ready for bigger business. Practically all our first year's profits were put into advertising and we decided to go in for **QUALITY** and **PRINTER'S INK**. These three words are responsible for our success. Year after year we increased our production, building new buildings and installing new machinery."

The growth of Stanfield's may be summarized in the following manner:

1896 FACTORIES IN TRURO		
Employees	.....	17
Capital	.....	\$1
Sales	.....	24,000
Profits	.....	2,250
Customers	.....	92
Shareholders	.....	2

1920 FACTORIES IN TRURO AND AMHERST		
Employees	.....	600
Capital	.....	\$1,250,000
Sales	.....	3,100,000
Profits	..... (net)	120,000
Customers	.....	4,795
Shareholders	.....	782

Stanfield's never had an unprofitable year.

# Business Shows Big Increase in the Year

GLEN CASE OF MONTREAL GOES AHEAD EVERY MONTH BUT ONE

On February 9 the annual dinner of the staff of the well-known men's wear shop owned by Glen S. Case, of Montreal, was held at the Queen's Hotel, at which nearly twenty members of the sales force together with several visitors were present.

After full justice had been done to the delicious menu, the company enjoyed a number of speeches on the subject of the various phases of retail selling and manufacturing problems. The central topic of interest was the report of the past year's business presented in a fine address by Mr. Case, who reported a highly encouraging state of affairs, with a marked increase over the previous year.

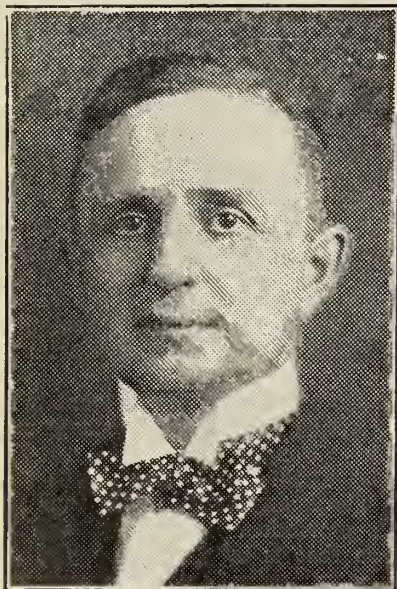
In spite of the fact that during the past ten months propaganda was spread throughout Canada and the United States to the effect that the bottom had dropped out of the market of the men's wear trade, the Case business, he stated, showed an increase of 19 per cent. in net sales, an increase of 10 per cent. in the number of customers, and 16 per cent. in the articles sold, while expenses increased only 2 per cent. on the previous year. The business, Mr. Case stated, showed a decrease in only one month last year—October, due, he believed, to the unseasonable weather of that month.

Mr. Case said that prices were lower now than they will be a few months hence, owing to the fact that the wholesale houses have large stocks of men's wear which they are anxious to turn into money as soon as possible. Orders for new goods to be manufactured are being placed at about the same prices as in 1916-1917.

F. W. Stewart, of Cluett, Peabody & Co., of Canada, Ltd.; H. W. Austin, of Perrin Kayser & Co.; Samuel Hart, of Society Brand Clothes; E. J. L'Esperance, of the Imperial Life Assurance Co., and J. Stanford, of Stanfords, Ltd., who were the guests of the evening, all spoke on the different phases of retail manufacturing and selling and were listened to with great interest.

Stanfield's never had a general strike.  
Stanfield's never had a serious accident.  
Stanfield's never were burned out.

Among those who attended the banquet and subsequent convention of the Stanfield staff was George A. Whelpley, of Toronto, who is in charge of the Ontario sales for this firm.



**GEO. A. WHELPLEY**

of Toronto, who has charge of the Ontario sales for this firm.

## Penman's Profits Show Shrinkage

Present Market Prices Shown in Inventories

The drastic reaction which characterized operations of Canadian textile enterprises during the latter part of 1920 is reflected in a striking degree in the annual statement of Penmans, Ltd.

Despite the substantial increase of \$960,332 in the total sales for the twelve months ended December 31 last, during which the business done amounted to \$9,499,180, net profits are shown in the statement at \$460,305, a decline of nearly \$1,000,000 from the level of 1919, when these reached the record total of \$1,437,291, which in turn, compared with \$1,358,331 in 1918. The net results of the year are the lowest reported by the Penmans enterprise since 1914, when the total fell off to \$336,873.

Deductions and allowances in the statement under review were also on a much less generous scale than in recent years, no provision being made out of earnings for depreciation, while war taxation requirements took but \$45,000, against a provision in the 1919 exhibit of \$425,000, and \$355,169 in 1918. After the year's fixed charges and preferred dividend disbursements were deducted from profits, there remained a balance available for application to the common stock of the company amounting to \$250,805 representing earnings equivalent to approximately 11.7 per cent. on the junior securities outstanding. This compares with 37.4 per cent. in 1919, 33.4 per cent. in 1918, and 35.3 per cent. in 1917.

The less favorable showing of the year precluded the addition of usual amount to reserve account, which, however, stands at the highly substantial total of \$3,000,000. After the payment of common stock dividends and bonus, representing a return to shareholders of 9 3-4 per cent. in the twelve months, there remained a balance of \$41,122 to be added to profit and loss surplus, bringing the latter up to \$1,045,391.

### Working Capital Impaired

The president, Sir Charles Gordon, in his report to the shareholders, states that the less satisfactory results of the year's operations was the result of a heavy shrinkage which took place during the latter half of the year in the value of the company's raw and manufactured stocks. The trading profits of the period, he states, have been arrived at after writing down inventories to present market prices. Such inventories, however, are shown at a materially higher figure than that of the preceding statement, the 1920 statements showing the value of raw and manufactured stocks, at replacement cost, at \$3,158,232, compared with \$2,913,620.

The position as to working capital shown in the 1920 statement has undergone some impairment, but the company still is in comfortable shape in this respect, current assets exceeding current liabilities by \$3,385,363, against \$3,636,132 in the previous year, and \$3,154,235 in 1918. The increase in current liabilities, as shown above, is due almost entirely to the item of \$1,300,000 representing bank advances, shown in the balance-sheet section of the report. Cash on hand is shown at \$324,123, compared with \$104,621 in 1919, while the company's investments in war bonds was increased from \$65,125 at the end of 1919 to \$206,565 as at December 31 last.

P. Bulger & Co., of Eganville, have moved their place of business to the Foy Building.

Aberdeen Woollen Mills are opening a men's made-to-measure clothing store at 324 Yonge Street, Toronto.

## A PRINTER'S MISTAKE

Continued from Page 68

an important part of the trade in the highest class of merchandise, are the members of the Chinese colony resident in Kingston. These men are nearly all fairly well to do and are proprietors of first-class restaurants, etc., and are all well educated, some even being students at Queen's University. They insist upon wearing the finest silk shirts and underwear procurable, and \$16 shirts are by no means uncommon purchases for a Chinaman to make. Understanding intimately the temperament and the tastes of these men, through a long association with them in the classes of instruction carried on for the Chinese by a few public-spirited men of Kingston, Mr Jenkins has made personal friends of the entire community and finds them to be numbered among his most fastidious customers where quality and workmanship are concerned. It will indeed be a surprise to many haberdashers, who entirely overlook the potential buying capacity of the Oriental within our gates, to learn how eagerly the latter accepts the least overture of friendship or advice and will remain a loyal and unswerving believer in the counsellor on spiritual or material things. Even the humble laundryman has aspirations to become as well dressed as the man whose dress shirts he "does up" with such meticulous care, and will pay as much as is asked of him for the fine silks and other fabrics to which he was accustomed in far-off China.

The Jenkins store is large and well lighted with every convenience for showing the many lines carried in stock. A very large range of men's and boy's clothing is shown on the left of the entrance, while the furnishings are on the right. Several large sale tables occupy the center of the store and on them are shown any oddments which accumulate at the end of the week.

Business in the different classes of custom fluctuates constantly, according to Mr. Jenkins, and when the student trade is quiet, the rural trade is busy. Industrial workers are always a steady source of revenue as the various works in the vicinity of Kingston have not curtailed operations and are still employing many hundreds of men. Business in general is exactly equal to the corresponding months of last year, and is showing an improvement all the time since the removal of the luxury tax, which proved an unusually sharp thorn in the side of the Kingston retailers.

"If we want to get back to normal, we have all got to put our shoulders to the wheel, consumer, retailer, wholesaler and manufacturer," said Mr. Jenkins, in summing up the situation. "I think the worst of our worries are over, and everyone can do good business in the next few months by going carefully and talking value."

## TAX PLACED AT SOURCE OF MANUFACTURE

(Continued from page 80)

thing to do because you introduce the question as to who is the manufacturer. Industrial life and the various sections thereof are so closely inter-dependent one upon the other that to say one is the manufacturer and the other is not is one of the most difficult things in the category of definitions. "Let the manufacturer bear the tax" is the statement that is quite frequently heard but let us take it in the clothing business. Who is the manufacturer? Shall we go to the man who first prepares the wool for the spinner and call him the manufacturer, or shall we take the spinner and call him the manufacturer or shall we take the weaver and call him the manufacturer or the dyer and call him the manufacturer, or the clothing manufacturer is he the manufacturer? What about the wholesaler who buys from the cloth maker and has goods made on the outside by contract labor. What about the jobber who buys and sells the cloth to the manufacturer. These are just some evidences of the difficulties of definition. It is said, though I do not know on whose authority, that a tax of an amount of 5 per cent. at the source would be ample to cover the needs of the country. Who has so arbitrarily said five per cent. Is there any knowledge on the subject. Does anybody know what aggregate turnover of "manufacturers" actually is in this country? Is it not just as likely that the amount of such a tax might of necessity require to be ten per cent. than that it should be arbitrarily set at five per cent?

Let us look at it from the standpoint of the retailer clothing merchant. Supposing that it is agreed and the Government says we will place a tax of five per cent. upon the manufacturer. How does it affect the retail clothier? When he would be invoiced with a bill of goods, 5 per cent. would be added to a \$40.00 suit making the garment \$42.00 and if he bought \$100,000 of stock in the course of a year under such a tax he would pay \$5,000. Now every day that that stuff lies in his store without being sold, he is losing on the proportion of the tax involved, and there is no merchant who can afford to lose anything.

In the other way let us say, though we have no definite figures on the subject, that the tax should be distributed over all the factors involved in the trade. The wool buyer would be 1 per cent., the spinner 1 per cent., the weaver 1 per cent., the manufacturer 1 per cent., and it would pass down to the retailer with an accumulated 5 per cent., but is that what would take place? If the sales tax was placed upon the basis of turnover, it would without a question of doubt be largely absorbed by all the factors involved. The wool buyer would not split on a fraction of a cent. The cloth manufacturer in quoting to the clothing maker would not quote \$2.00 cloth at \$2.02 but would very likely, in the market of competition, absorb the two cents. The clothing manufacturer would not likely quote a \$40.00 suit at \$40.40, but would be far more likely to sell the suit at \$40.00 and absorb the tax and so on down to the retailer, and the retailer instead of having on a \$100,000 stock \$5,000 worth of tax, would not likely have more than half the amount if he had that because it is pretty generally to be believed that the tax would be absorbed by the manufacturer.

Bishop's, Stillwater, Okla., are arousing interest in their spring goods. The firm says they get good results from both the printed and typewriter styles of multigraph. The Easter theme should be injected into every possible form of advertising prior to the 27th. The mention of the single word will in itself place a certain percentage of men in a receptive mood to listen to the merits of new Spring apparel.

**THE NEW OFFICERS FOR 1921**

President ..... R. F. Fitzpatrick, Toronto  
 First Vice-president ..... J. C. Begg, Hamilton  
 Second Vice-president ..... George Greay, Chatham  
 Secretary-Treasurer ..... H. Brimmell, Lindsay

**ADVISORY COMMITTEE**

R. H. Dowler, London; W. Hern, Stratford; M. J. Dedman,  
 Lindsay; R. H. Stevens, Barrie; R. S. Cull, Guelph;  
 L. J. Pecord, Peterboro'.

**LEGISLATIVE COMMITTEE**

C. R. Shannon, Hamilton; H. D. Sherron, Peterboro';  
 H. J. Watson, Sarnia; J. Engel, Hamilton;  
 W. R. Price, Niagara Falls.

**Chas. K. Hagedorn  
 Dies in Kitchener**

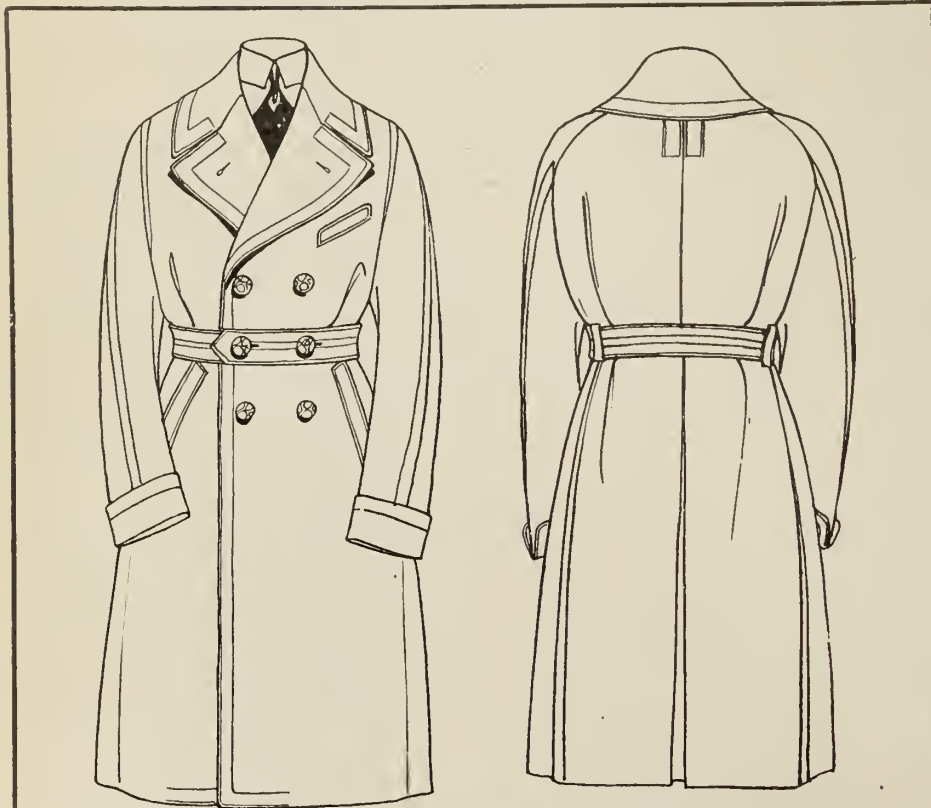
Well Known Manufacturer Passes  
 Away

Charles K. Hagedorn, president of the Kitchener Suspender and Button Company, died suddenly at his home on Frederick street, March 12th, while taking his usual afternoon rest. After completing his education in 1877, he taught school until 1884, when he became a travelling salesman for local button concerns, which he continued for

5 years. Mr. Hagedorn then commenced the manufacture of suspenders and buttons, his business becoming one of the most successful in the Dominion. He took a keen interest in municipal affairs, and was a member of the city council for some years, and was the first chairman of the local Light Commission. He was president of the Board of Trade for two years, and has been an active member of the Kitchener and Waterloo Manufacturers' Association. He is survived by his wife, two sons and one daughter. The late manufacturer was a brother-in-law of Rev. B. H. Stauffer, of Toronto.



Above is Randall & Johnston's, Ltd., of Toronto, feature overcoat for Fall and Winter 1921-22. It is a double-breasted ulster, belted, with two buttons, and with wide collar. The belt is 3 1/4 inches wide, and the wide collar is an outstanding feature of the overcoat.



The "Bond" overcoat is designed by Joseph Mandell for Walter Blue & Co., Ltd., of Sherbrooke, Que. It will be shown to the trade in April.

**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.

Telephone East 7526

**GOLD BROS.**

Manufacturers of

Boys' and Juveniles' Clothing

930 St. Lawrence Blvd. Montreal

**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

*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*

# GARTERS

Garters of the Satisfaction-Giving kind.



No. G.P. 22.  
Regd. No. 235436

## "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:

## FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.  
SOUTH AFRICA: Davies, Gnoode & Smith, 1 Strand Street, Port Elizabeth.  
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.



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.

# "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 Houses.

# English Gabardine Coats

MADE IN CANADA

For Men, Ladies and Boys, from dependable and durable English materials, smartly designed and well tailored.

If our salesman did not call on you, it will pay you to communicate direct to our Head Office.

## SCHWARTZMAN BROS.

1448 St. Lawrence Blvd.  
MONTREAL

Whether you are  
 Manufacturer  
 or Retailer,  
 make sure of  
 getting the Genuine



## Cloth and Garments

by seeing that the "Cravenette" Regd. Trademark is on every yard of cloth or inside every garment.

It is well to remember that "Cravenette" Regd. is NOT a fabric but is a **process**, and any cloth made shower-proof by the "Cravenette" Regd. Process is a "Cravenette" Regd. cloth, regardless of its texture.



These Symbols are the hallmarks of excellence in the Textile World. See that your showerproof Cloth, Linings and other fabrics carry these signs of reliability.



### THE BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER  
 6 OXFORD ST  
 ST PETERS SQ.

BRADFORD  
 DEPT. 43  
 39 WELL ST

LONDON  
 128 & 129  
 CHEAPSIDE, E.C.2





# Sport and Pleasure

Circulates more money than solid business

Pause a minute, and think! What do the people do with their money?

Mr. Merchant, has your Town an Athletic Association? By supplying their Athletic Clothing requirements you can make Big Money. Find out their requirements, then write us for samples and quotations.

RIGHT NOW is the time to get after BASEBALL and FOOTBALL business. Save 50% by buying our "Made-in-Canada" Baseball Uniforms—distinctive patterns, "Big League" model, cut to individual measurements specified and thoroughly made with double-stitched seams throughout. Samples and prices sent on request.

We offer unduplicated values and workmanship in Boy Scout Uniforms, Rugby Suits, Soccer, Hockey and Gym Pants.



Headquarters for

*Moyer* "Made-in-Canada" Athletic Clothing

We also manufacture White Duck Clothing

Hospital Clothing  
Operating Gowns  
Outing Hats

Dentists' Coats  
Barbers' Coats  
Butchers' Coats and Aprons

Restaurant Clothing  
Abattoir Clothing  
Factory Uniforms

## A. W. MOYER & COMPANY

Manufacturers (To the Trade Only)

124 KING STREET WEST

TORONTO

Equal to



the best

## Custom-Made Suits

*Campbell's Clothing* made-to-measure has long enjoyed a reputation for Quality of Workmanship and Material.

No Capital, No Insurance, No Stock Losses, yet a profitable, pleasant business.

*We still have a few openings for agencies. If interested, write to-day.*

# The Campbell Manufacturing Co.

LIMITED

Montreal



## A FITTING COMPLIMENT

To your hat department and your particular customers is the fact that you carry a stock of our

### High Grade Tweed Hats and Caps

Fashioned from integral materials into models that will command the kind of appreciation that endures; with the class of workmanship that features the product of the master craftsman.

*Write us to-day for samples.*

**Brossard & Docker Co., Ltd.,**  
 3 Hogan Street, Montreal  
 TELEPHONE LASALLE 2841



*The Mark of Fine Merchandise*

“Viyella”

(Reg'd)

“Aza”

(Reg'd)

“Clydella”

(Reg'd)

### Unshrinkable Flannels

—are in constant demand by reason of their established *quality*. In addition, our consumer advertising is continuously stimulating this demand. This means a steady turnover for the merchant who handles our fabrics. Have you a representative stock?



**WM. HOLLINS & CO., LTD.**

(of England)

62 Front Street W., Toronto

45 E. 17th Street, New York.

“Nothing is Good Enough if Something Else is Better”

## “GOVERNOR” FASTENERS

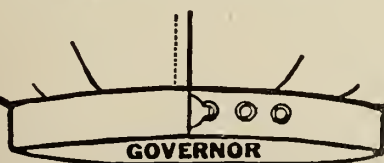
(Canadian Patent, March 30th, 1915)

**For Boys' Knickerbockers** will demonstrate the difference to the pleasure of the retailer and the satisfaction of the wearer.

### “Governor Fasteners”

A Selling Argument that Sells  
 Pants and Suits

**The Governor Fastener Co. of Canada, Limited**  
 46 St. Alexander Street, MONTREAL



# "Style Clothes"

CHARACTER and INDIVIDUALITY

## For Fall

Our young men's exclusive models will be even better than ever.

Some really new features that will appeal to the young man—and a splendid range of the finest imported woollens.

New Models and Samples ready in April.



*Style Clothes, Limited*

149 Notre Dame Street

Montreal



ACME  
TRADE MARK

# Fine Shirts

A Range That Has  
Distinction *and* Variety

Before buying see our  
samples. We have one  
of the snappiest lines  
being shown—and  
our prices are right.

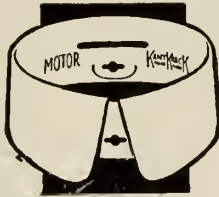
ACME GLOVE WORKS  
LIMITED  
MONTREAL

Mr. Merchant, you lose sales if you don't stock our Washable Collars. They possess all the advantages of the

**Not a Collar Left!**

**An Appointment To-night!  
Stores All Closed!**

linen collar and none of its vices. They have the full linen finish. Style and Size for every customer.



12½ - 18½

**KANTKRACK**  
TRADE MARK REGISTERED



12 - 18½

**COLLARS**

Oh why didn't I get a **KANTKRACK** COLLAR when it was offered?

A great saving in laundry bills and extra collars. Always smart and clean. Always ready at hand. No saw-like edges. No Chinaman's buttonholes.

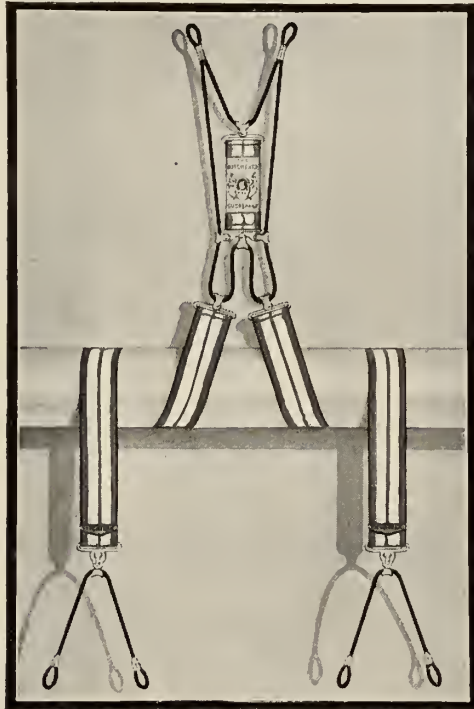
A point for your customer. He requires a collar in a hurry. You sell him in addition a

**KANTKRACK**

With that on hand he can reserve his others.

*Every Collar Guaranteed through the Dealer*

**Parsons & Parsons Canadian Company**  
HAMILTON, CANADA



**MANUFACTURERS**  
of **SUSPENDERS** and  
"MAPLE LEAF"  
**GARTERS AND ARM BANDS**

**30**  
**YEARS**  
in **BUSINESS**

This represents **EXPERIENCE** in manufacture and generous treatment of our Customers. Write for Catalogue while you think of it. Maybe your profits will be greater when dealing with us. A trial will prove.

**KITCHENER** Co. LTD.  
**SUSPENDER** Kitchener, Ont.

# We Are "Passing Up" Our Profits



**G**OODWILL is the form which our profits will take for 1921.

We have marked down our prices to the point where we do not expect to make a profit this season.

But the high quality of our materials, the fit and workmanship still remain up to their usual high standard.

"The Man in the Street" is going to insist on "full value" and you can satisfy him to the limit with

## T&D Clothes

**For Men Who Care**

We want one live, high-class representative in each district and invite your correspondence.

## Thornton & Douglas, Limited

Hamilton, Canada



They're

**HERCULES**

Negligees!

"Their Money's Worth" is the insistent demand of the public in this period of readjustment.

Because HERCULES NEGLIGEE and WORK SHIRTS are one-hundred-cents-to-the-dollar values, they are the surest line that any retailer can use to build or strengthen his reputation.

Patterns, designs and colorings are the kind men prefer because of stylishness, refinement and attractiveness. Quality, of course, is as high as ever, for fine quality is a fixed factor in the manufacture of our products. Our representatives will be calling on you shortly. Tell them you want to be a Hercules Dealer—it pays.

The  
**Hercules Garment Co.**  
Limited

Head Office - Montreal

Factories: Montreal and Louiseville, P.Q.



## Good Times Just Ahead

**P**ROSPERITY is within our reach in Canada.

All we need to have and to hold it is a sane, sure grasp on its simple elements.

They are Industry, Integrity, and Faith.

These are the cardinal virtues of human relations. They are the underpinnings of healthy, natural business life and the foundation of a wholesome social system.

They are the fountainhead from which Progress springs. A well-known business economist has called them the "Fundamentals of Prosperity."

Your purchases are an expression of Faith. They are evidence of your Industry. Make them confidently from business institutions of Integrity.

Buying is the backbone of prosperity. An active market means more employment, steadier earnings; benefits are passed around.

Wise spending gives stability to earning and for that reason is far-sighted thrift and sound economy.

The call of to-day is for cheerful thinking, willing working and constructive action by you—everybody—NOW.

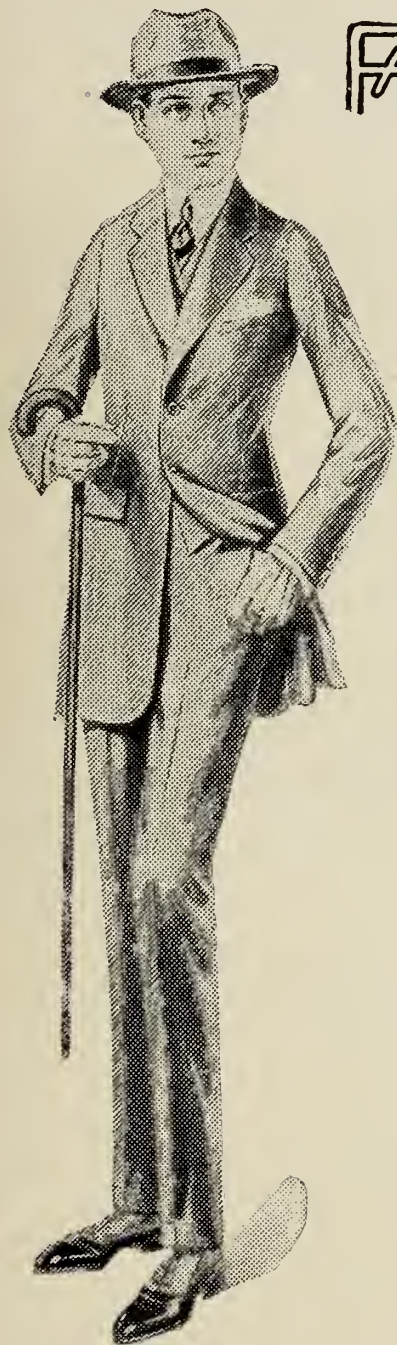
To-morrow's change for the better will come about through the combined efforts of each and every one of us.

By sheer force of numbers and co-operation, by the high power of heart and mind, we can put Business on a firm, stable basis.

We can do this because all of the material factors making for better business are right.

Let us link our faith with industry, our vision with courage, and forge ahead.

Let's make an uncommon effort toward a common end—Good Times.



# FASHION-CRAFT

## CLOTHES

At Reconstruction Prices.

A Good Buy  
For the Live Merchant.

Present-day values combined  
with quality and unquestioned  
style.

Interior construction combined  
with exterior fitness.

The new models for early Fall  
now ready for inspection. Also  
a full range of desirable mater-  
ials and patterns for the coming  
season.

*If interested, write—Promotion Dept.*

**FASHION CRAFT MFRS., Limited**  
Montreal, P.Q.



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## CONDENSED ADVERTISEMENTS

**L** EARN TO MAKE SHOW CARDS AT HOME—A SALESMAN WHO can make Show Cards can earn more money and is always sure of his position. Professional Show Card Writer will teach speedy system by mail to limited number. For particulars write to Albert Edgar, 14 Edgar Building, Windsor, Ont.

**F** OR SALE—HALF INTEREST IN CLOTHING AND GENT'S FURNISHING Business in one of the best locations in Canada. For further particulars address Box "C," Men's Wear Review, 128 Bleury St., Montreal.

# Dominion Raynsters

*"Made-in-Canada" Raincoats*

## Are You Ready for Spring Showers?

Dominion Raynsters will be in daily demand because men and women have found Dominion Raynsters the most effective, as well as the most economical, raincoats to be had.

Dominion Raynsters have the appearance of smartly tailored overcoats, and are absolutely waterproof as well.

They are sunny-day and rainy-day coats — every-day coats — double service coats — and our prices enable you to sell them at popular prices and make a good profit on every sale.

Every coat carries the Dominion Raynster label — an assurance of faultless workmanship, dependable materials, service and satisfaction.

Write the nearest Dominion Rubber System Service Branch and keep in touch with the novelties as they are brought out.

### DOMINION RUBBER SYSTEM SERVICE BRANCHES

Located at

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



V.V.  
GREAT WAR VETERANS  
BAND 1  
POINT 2  
FINEST ENGLISH FURLIN  
WITH LOCKE-HOOK

# TOOKE SOFT COLLARS SEASON 1921



**GAYLORD**  
BAND 1 TOP 2 1/4  
PLAIN JAP SILK  
WITH TOOKE HOOK



**DAYTON**  
BAND 2 POINTS 3 1/4  
PLAIN SILK  
WITH TOOKE HOOK



**NOME**  
BAND 1 1/2 TOP 3 1/4  
FINE BASKET CLOTH  
WITH TOOKE HOOK



**CORDELL**  
BAND 1 TOP 2 1/4  
FANCY FRENCH PIQUE  
WITH TOOKE HOOK



**G.W.V.**  
(GREAT WAR VETERANS)  
BAND 1 POINTS 3  
FINEST ENGLISH POPLIN  
WITH TOOKE HOOK



**SPORTSMAN**  
BAND 1 TOP 2  
TAN SILK BROADCLOTH  
WITH TOOKE HOOK



**CHATHAM**  
BAND 1 1/4 POINTS 3 1/4  
FRENCH PIQUE  
WITH TOOKE HOOK



**GUNNER**  
BAND 1 1/4 POINTS 3 1/4  
FANCY SILK POPLIN  
WITH TOOKE HOOK



**BENGAL**  
BAND 2 POINTS 2 1/4  
SILK POPLIN  
WITH TOOKE HOOK



**HAWKER**  
BAND 1 1/4 POINTS 3  
FANCY SILK POPLIN  
WITH TOOKE HOOK



**HUSTLER**  
BAND 1 TOP 2 1/4  
FINE COTTON REPP  
WITH TOOKE HOOK



**FISK**  
BAND 1 1/2 POINTS 2 1/4  
FINE SILK POPLIN  
WITH TOOKE HOOK



**SUDBURY**  
BAND 1 TOP 2 1/4  
FINE FRENCH PIQUE  
WITH TOOKE HOOK

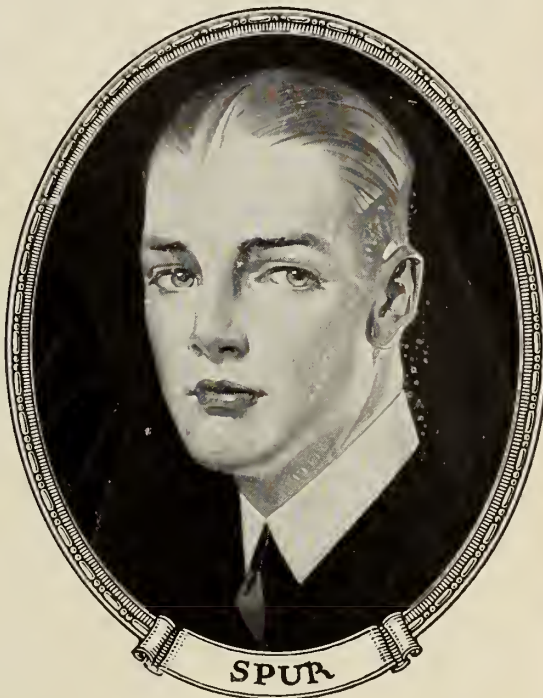


**BARTRAM**  
BAND 1 TOP 2 1/4  
FINE BASKET CLOTH  
WITH TOOKE HOOK

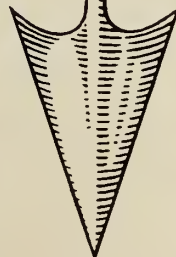
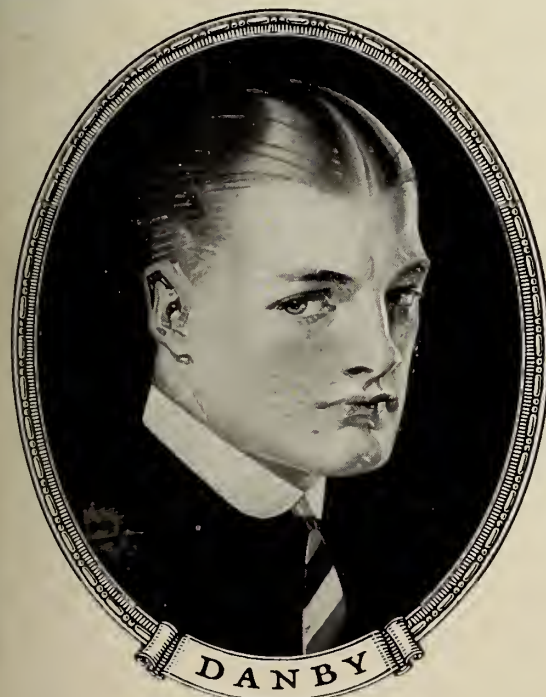


**EWING**  
BAND 1 1/4 POINTS 3  
FANCY SILK POPLIN  
WITH TOOKE HOOK

## SOME NEW STYLES IN



## ARROW COLLARS



## FOR YOUNG MEN



*Made to Stand the Racket*

# Boys' Clothes

*At Their Best*



WHOLESALE CLOTHIERS

TORONTO

# KITCHEN'S OUTING PANTS

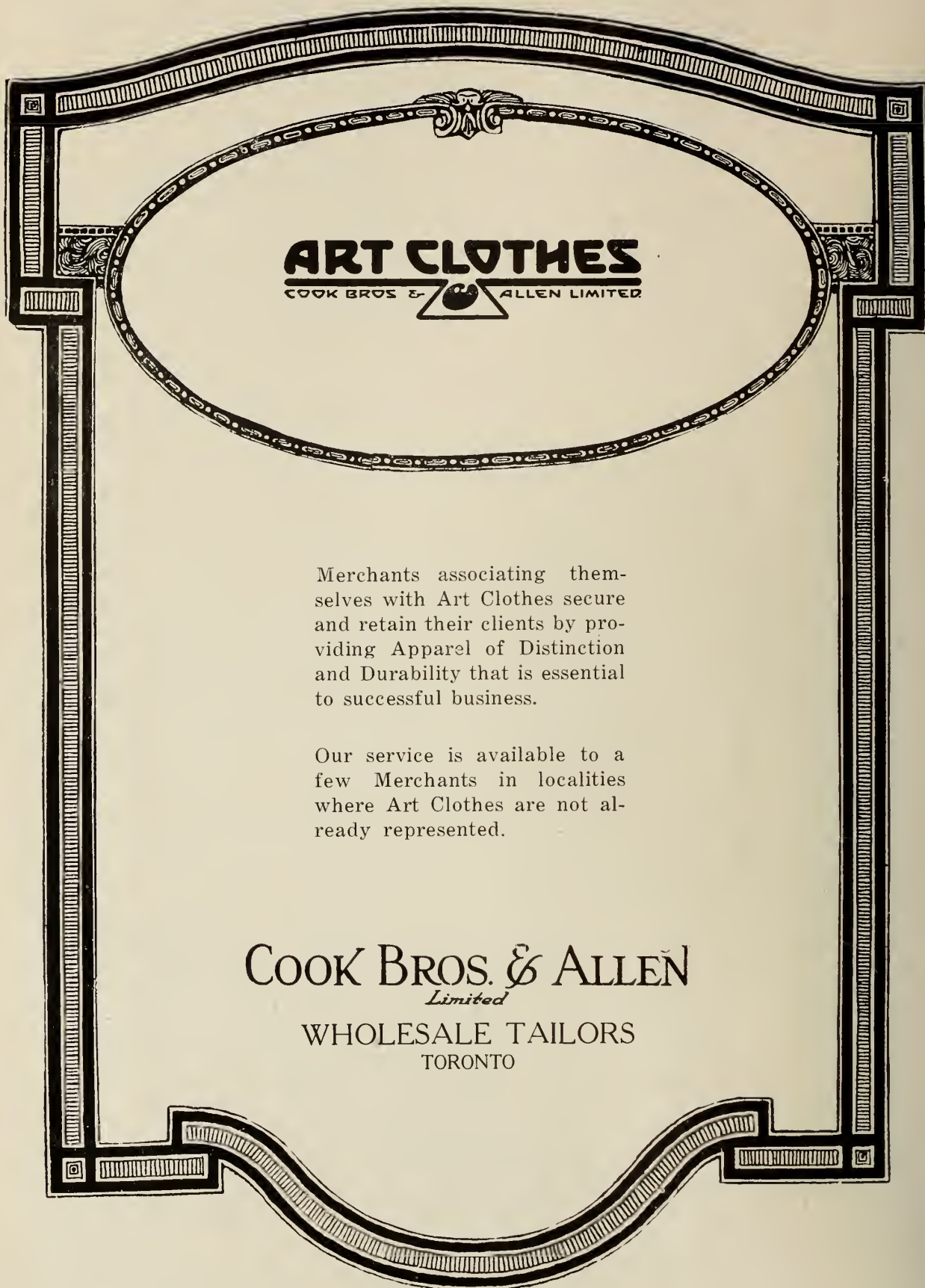
IN KHAKI  
COLOR ARE  
GOOD BAIT  
FOR  
BUYERS



The Kitchen Overall & Shirt Company, Ltd.  
Brantford, Ontario, Canada.



UNION MADE



**ART CLOTHES**  
COOK BROS & ALLEN LIMITED

Merchants associating themselves with Art Clothes secure and retain their clients by providing Apparel of Distinction and Durability that is essential to successful business.

Our service is available to a few Merchants in localities where Art Clothes are not already represented.

**COOK BROS. & ALLEN**  
*Limited*

WHOLESALE TAILORS  
TORONTO

OTTAWA  
111 Sparks St.

QUEBEC  
Merger Bldg.

## Racine Men's Furnishing Depts. in the Pink of Condition!

Like others, we had our attack of "Slumpitis," but by taking prompt action we recovered sooner than most.

Now we are on a sound basis, fit and ready for a long distance run with keen competition.

The law of the "Survival of the Fittest" is just as immutable in Business as it is in Nature, and since we have absolute confidence in the merchandise we handle, no fears for the future of our business assail us.

Four of our fourteen departments are devoted exclusively to Men's Furnishings, each one well-stocked with Racine Value-giving merchandise:

- F—Men's Underwear and Sweaters.
- I—Men's Fancy Furnishings.
- L—Men's Fine Shirts.
- M—Workingmen's Wearables.

Get your order off to-day—mail, 'phone or wire.

N.B.—A new sample room has been opened at  
85 Germain St., St. John, N.B.

# *Alphonse Racine Limited*

60-98 ST. PAUL STREET WEST, MONTREAL  
*Manufacturers and Wholesale Distributors of Dry Goods*

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

HAILEYBURY  
Matabanick  
Hotel

TORONTO  
123 Bay Street

SUDBURY  
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Hotel

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269 Charlotte  
Street

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CHARLOTTETOWN  
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# SHIRTS

No matter where you are, our range is so comprehensive that it offers you precisely the assortment you require for your particular trade. Our styles are up-to-the-minute, quality is unsurpassed and values are exceptional.


A full line of Work Shirts, too.

The logo for Peck's features the word "Peck's" in a bold, black, stylized script font. The letters are slanted and have a classic, slightly ornate feel. Behind the word is a solid orange circle, which serves as a background for the text.

# CAPS

You can sell more caps if you can show men the right cap for all occasions. With a reasonable line of Peck Caps you will never lose a sale for want of a smart, practical cap at a fair price for any purpose. And every cap you sell will be a business builder, for the wearer will know he has the best — and will not be slow to speak well of it, and of your store, to his friends.

JOHN W. PECK & CO., Limited, Montreal - Winnipeg - Vancouver



## What Decides A Man To Buy A Suit?

The obvious quality of fabric and trimmings that guarantees faithful service? Its smart style? Skilled workmanship as shown by such details as buttons well sewn on? Price?

Peck Clothes for Men and Boys pass every test of the careful buyer.

Due to enormous production Peck Clothes are priced to yield the merchant an unusually handsome margin of profit.



**Peck's**

JOHN W. PECK & CO., Limited, Montreal - Winnipeg - Vancouver



**N**OVELTY 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.*



# Leishman's Suits

## "Survival of the Fittest"

Truer to-day than ever, applying to Manufacturer, Wholesaler and Retailer



When competition is at its keenest customers are unusually critical as to VALUES and in this respect LEISHMAN'S GARMENTS have stood the test of nearly 10 years.

To meet replacement values and to assist our customers we have cheerfully taken the loss without in any way impairing the VALUE in QUALITY, MATERIALS or WORKMANSHIP.

### Our READY TO WEAR

Spring and Summer Suitings for Men and Young Men await your selection, and you are requested to order now while we are in a position to offer attractive prices.

### Write for our MADE TO MEASURE

proposition on Perfection Apparel, the greatest asset in your business.

LEISHMAN'S are the Clothes that Merchants are proud to announce among their other stocks.

*Wm. H. Leishman & Co.*  
LIMITED

192 Spadina Ave.

Toronto

## If You Could Make Your Own Clothes

First you would get the finest cloth, in patterns of refinement and good taste. Your linings the serviceable kind, your canvas the foundation of your coat—you would be a crank about canvas—stay linen, silecia edge tape, all little things. Buttons are important.

Secondly, you would want correct style and individuality.



## Made-To-Measure Clothes

give you all this—and more.

Their range of styles beckons men of all tastes and temperaments.

C.N.R. "Proper Clothes" is the most complete equipment a merchant need have who has a trade of varying dispositions—and an appreciation for Clothes-value.

**Coppley, Hoyer & Randall, Limited**

**Hamilton : Ontario**



Coppley, Hoyer & Randall, Limited

Hamilton : Ontario



# Easy Come Easy Go!

That's the way with  
 "True-Fit"  
 Brand

## Overcoats

For Fall

*"Values That Will Sell Themselves"*

SMART -- COSY -- WARM

See Our Samples of

## "Aquatite"

English Wool Gabardines

"A Gentleman's Topcoat"

Spring Showers Are Coming!

Protect Your Customers  
 with

"True-Fit"

Guaranteed

Waterproofs

*"The Standard of the Trade"*

Drop us a note or postcard,  
 We'll drop you a line that sells.

*Our travellers will call on you about the end  
 of April.*

**SAMUEL WENER  
 & COMPANY, LIMITED**

37 Mayor Street

MONTREAL

# Value Is the Magnet That Draws!

"Yes, that is the style of suit I'm looking for.  
What is the price?"

**"Sixty-five dollars"**

"What! Sixty-five dollars? I want something  
smart and stylish but at half that price. Haven't  
you any better values?"

"I am sorry, sir, but we haven't anything just  
like that for less money."

How often have you had to say this?

It will no longer be necessary if you handle

## **"Sterling"** **SUITS** For Fall

**Eighteen to Thirty Dollars**

**"Distinctive Clothes  
for  
Dressers of Distinction"**

If you are after real values combined with  
snappy styles, variety and "pepp," a post card  
brings samples or a salesman. Our salesmen  
will leave the latter part of April.

THE  
**STERLING CLOTHING  
COMPANY, LIMITED**

37 Mayor St.

MONTREAL





# Broadway

## BRAND

Clothes  
for exacting men

Co-operation

Progress

Profits

### The Pride of the Wearers and the envy of others

The Merchant who once gets his customer to try on a BROADWAY Suit secures an immediate sale, the easy fit and grace recommend it to the most critical customer.

The wearers are proud of the Trade Mark, Broadway Brand, for it proclaims them the possessors of Good Clothes.

It is the Brand that makes and keeps the Merchant's reputation, providing him with contented clientele and an increasing business.

If you are not one of our valued customers drop us a line and we will have one of our travelers call with samples and prices; if you ARE your orders will arrive in due season.

*Profits for you---Value for your Customers!*

Randall & Johnston  
Limited  
TORONTO





## HICKOK Window Displays Help to Make Sales

Passers-by stop to look at attractive shop windows—especially in Spring. And practically every onlooker is a live prospect for the sale of something.

An occasional change from the usual haberdashery display to one of HICKOK BELTS and BUCKLES is bound to attract considerable attention—for HICKOK displays are unique; and they offer an opportunity to show the extensive variety of HICKOK leathers and designs. Eaton's in Toronto have used HICKOK window displays to profitable advantage.

The Canadian market for HICKOK BELTS and BUCKLES has only been scratched. Every man and every boy who wears trousers needs a belt, or several. And their choice will be a HICKOK every time. There's money in HICKOK Belts and Buckles. If you are not selling them, write us at once. We want more dealers in Canada.

*WRITE for the new HICKOK Spring Catalogue*

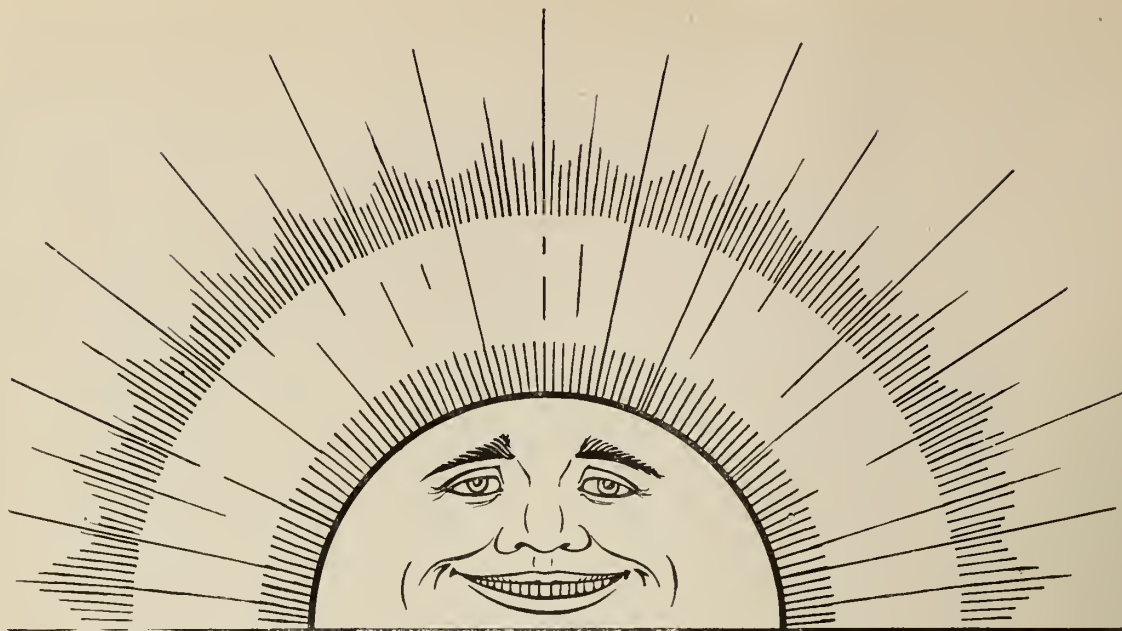
## HICKOK Belts & Buckles

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

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

ROCHESTER, N. Y., U. S. A.

NEW YORK CITY SHOW ROOM: 200 Fifth Avenue



This is the  
**REAL SALESMAN**

HE FORCES PURCHASES BY  
 satisfaction guaranteed to agent  
 and customer or any garments re-  
 deemed without cost—you are to be  
 the judge.

Ready tailored or to measure

**TUTT CLOTHING CO.**  
 MAKERS OF FINE CLOTHES



WHOLESALE CUSTOM TAILORS

21 Dundas Street East  
 Toronto, Ontario

MONARCH-KNIT

# Write for New Catalog of Monarch-Knit Hosiery



**T**HIS catalog lists and illustrates our complete line of Hosiery for Men and Women.

It also exemplifies the constructional points which make Monarch-Knit Hosiery superior in style, comfort, fit and wearing qualities.

It will prove a great convenience to you in placing orders, as it will enable you to select just the lines that your trade requires and also to keep your stock well assorted at all times.

**Write for Your Copy To-day**

Prompt delivery of all your orders is assured.

**The Monarch Knitting Co., Limited**  
Head Offices: Dunnville, Ont.

Factories at: Dunnville, St. Catharines and St. Thomas, Ont.

YARN S

SWEATERS

HOSIERY

# SOMETHING NEW!!!

TOBIN'S "UNIVERSAL" TIE-PRESS (Patented)



Anticipation !

"—A Product that has won immediate favor and nation-wide acceptance—"

"—The natural reward of such a worthy article which creates new life, lustre, and color to any neckwear, gloves, ties, ribbons, laces, etc."

—*The Gentlemen.*

"—A minute's job, gives you practically a NEW TIE.—"

"—A most practical necessity for the RED-BLOODED MAN — It works while you shave."



???

"—A wonderful little saver of Time, Trouble, Temper and Money.—"

IF YOU CANNOT RECOMMEND IT, GET YOUR MONEY BACK

GEMS OF WOOD-CRAFT—Light and Dark Oak; Mission and Mahogany.

EXQUISITE MOUNTINGS—Brass, Oxydized Copper, Rolled Gold and Sterling Silver. Each press Handsomely Boxed.



Realization !

J. TOBIN & SONS, Patentees and Sole Manufacturers  
OTTAWA, CANADA

## Market for Shirts

under the Merchant's control

Our Quality, Prices, Styles and Patterns permit of reasonable profits and a great volume of business for our Customers, who are OUT to SELL SHIRTS.

By seeking the Public requirements and their Prices, and giving them value our Friends can use the Market or Needs of the Consumer to the fullest extent.

We provide you with the means in our Work Shirts, Shirts for Business and Pleasure.

Write for prices and further information to-day, and secure your share of this trade.



*Shirts that stand the Wash and the Wear.  
The Public requirement: Value for Money.*

## MACKENZIE LIMITED

Ottawa, Canada



# HAVE YOU TRIED

*Campbell's Clothing*

## MADE TO MEASURE

The line which gives entire satisfaction.

No Dead Stock, No Expense for Insurance and Interest, No Bad Debts.

Offer to your customers tailored work of high quality at moderate prices.

We still have a few openings for agencies. If you are interested write us at once.

# The Campbell Manufacturing Co.

LIMITED

Montreal

# 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.



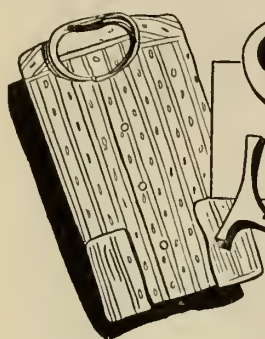
**J. L. STIFEL & SONS**, Indigo Dyers and Printers  
Wheeling, W. Va.

SALES OFFICES

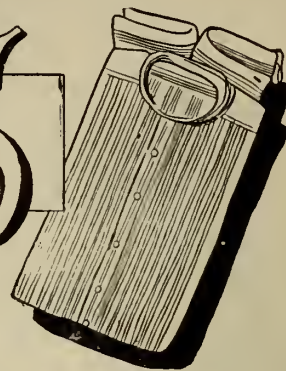
NEW YORK .....	260 Church St.	BALTIMORE.....	123 Market Place
PHILADELPHIA.....	1033 Chestnut St.	ST. LOUIS.....	604 Star Bldg.
BOSTON .....	31 Bedford St.	ST. PAUL.....	238 Endicott Bldg.
CHICAGO .....	223 W. Jackson Blvd.	TORONTO .....	14 Manchester Bldg.
SAN FRANCISCO.....	Postal Telegraph bldg.	WINNIPEG.....	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





# SHIRTS



**YOUR LABEL  
used if desired**

## *Progress*

To assist you to expand your business we have produced Shirts of the Finest Quality and Variety in Style and Design to attract the most critical of New Customers. We cordially invite Merchants who are not at present doing business with us to send for patterns and prices and be convinced of the real VALUES we are offering.

## *Prosperity Shirts*

are not only known throughout the trade but are demanded by the Public.

The quality and finish has in no way been sacrificed in the reduction of the prices to the Merchants. Our travellers are on the road with our latest range and it is in your interests to order your stock while the prices are down.

# PROSPERITY SHIRT COMPANY

12 Queen Street E., TORONTO

## ALWAYS FIRST

IN

## New Bust Forms and New Ideas



To help sell more Merchandise, besides our High-Class Metal, we are putting out a new line of Artistic Wood Fixtures for all class of Merchandise.

*Write us for  
particulars.*

**DELFOSSÉ & CO.**

247-249 Craig St. W. Factory, 1 to 19 Hermine St.  
MONTREAL



## Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

**Jones Bros & Co., Limited**

29-31 Adelaide St. West  
TORONTO

Montreal Home  
of  
**SOUTHAM  
PRESS**  
LIMITED

Printers, Publishers  
Lithographers



Manufacturers of

Shipping Tags  
Gum Labels and  
Specialties

128 BLEURY STREET  
MONTREAL

**JOSEPHSON'S**  
*"Korrek Klothos"*  
For Young Men



Samples of our Fall Range will be in the hands of our representatives during the latter part of April. This line is an achievement of which we are justly proud.

The models are not only correct in every detail but they combine

**Newest Materials and Latest Styles with  
Distinctive Individuality and  
Expert Workmanship**

The values we are offering cannot be surpassed anywhere. It's up to you to take prompt action.

*Korrek Klothos Kapture the Young Men's Trade*

**Josephson's Korrek Klothos**  
520 St. Lawrence St.  
Montreal





## BARRIECLOTH ULSTERS

Made of BARRIECLOTH, a new fabric of our own manufacture, and can be obtained in Heather, Blue Mixture, Green Mixture, and Oxford Grey.

Our ULSTER COATS for Men are Distinctive and possess the Style and Finish that are eagerly sought for.

- Merchants who carry our lines are assured a generous profit on quick selling garments. Merchants not yet offering them are invited to send for samples of the cloth and prices.

*Order now for Fall while prices are low and the need is apparent.*

*We believe prices are now down to rock bottom.*

### The Robe & Clothing Company

Kitchener Limited Ontario



## Deacon Shirts

FOR STYLE  
WEAR AND COMFORT

We Manufacture  
**STARCHED SHIRTS**  
**WORKING AND OUTING SHIRTS**  
**FLANNELS, ALL SHADES**  
**TWEEDS, SATEENS**  
**DRILLS, OXFORDS**  
**FLANNELETTES**  
**BOYS' WAISTS**

*The Deacon Shirt Co.*  
*Belleville Ontario*



## BOYS' SUITS and BLOOMERS

with the hard wearing parts specially reinforced to stand the strain of vigorous boys.

SMART STYLES  
 GOOD CLOTHING  
 PLEASED CLIENTS  
 FAST SALES and  
 GOOD PROFITS

*Merchants who supply the "LION BRAND" are selling clothes with a reputation to keep up.*

The JACKSON MFG. CO., LTD.  
 CLINTON, ONTARIO

*Factories at Clinton, Exeter, Goderich and Hensall*

## PALTER SONS

Supply to the Trade

### CAPS *for the* MILLION

Not for one particular grade of society, but for all, and every dealer receives VALUE which in turn is handed down to the wearer of our Caps.

See our Special Lines for the Kiddies, smart and shapely. For Boys, we offer you the kind that resists their racket.

Your attention is particularly directed to our range of Silk Hats and Caps for Summer wear, for MEN and YOUNG MEN. Here you have the opportunity to increase your business, the prices being specially favorable to you for that purpose, and the Quality and Styles second to none.



*Order now while you have the advantage in low figures and the market in your own hands.*

## PALTER SONS

122 Wellington Street West

TORONTO, ONT.

## English Gabardine Coats

*Made in Canada*

For Men, Ladies and Boys,  
from dependable and durable  
English materials, smartly  
designed and well tailored.

If our salesmen did not call  
on you, it will pay you to  
communicate direct to our  
Head Office.

**SCHWARTZMAN BROS.**

1448 St. Lawrence Blvd.

**MONTREAL**

**Take a glance around your store**  
and note the Fittings and Furnishings re-  
quired to enhance its appearance and for the  
successful competition  
in your line of business.



DALE is Canada's most  
Enterprising Manufacturer  
of DISPLAY FORMS  
and ARTISTIC STORE  
FITTINGS.

They are a necessity to  
achieve success, and you  
are invited to inspect our  
stock at any time as the  
goods must be seen for  
the remarkable VALUE  
to be fully appreciated.

Send for our illustrated  
catalogue of WAX FIG-  
URES, BUST FORMS,  
RACKS, COUNTER  
STANDS, and OTHER  
DISPLAY FIXTURES.

We are always open to receive suggestions. Please  
write us.

**Dale Wax Figure Co., Ltd.**

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Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien,  
Allan & Co., Phoenix Block, Winnipeg.



12 to 19

# QUALITY THAT IS GUARANTEED



12 to 18½

**T**HE highest quality has been maintained at all times in the manufacture of **KANTKRACK** Collars. The makers have always purchased the finest quality materials regardless of price. This enables **KANTKRACK** Collars to be guaranteed to give satisfaction. Any customer who considers that one of these collars has not given satisfactory service may return it to his dealer and get a new collar free of charge. The makers will, in turn, replace this collar for the dealer.

## VALUE Always

**T**HERE has been no profiteering in **KANTKRACK** Collars. The price of these was not advanced in nearly the same ratio as other lines—particularly collars. They are to-day selling below a fair price, considering costs of material and workmanship.

## Leadership in Service

As in the collars themselves, the makers of **KANTKRACK** have led the way in the matter of service and business policies that appeal to the dealer. For instance:—

We were the first company to put up Composition collars in boxes of one-half dozen.

We were the first company to sell collars in Canada to the Trade at the same price as others were sold to in the States.

We were the first company to sell every dealer throughout Canada collars at the same price, making their money worth one hundred cents on the dollar.

We were the first company to sell regular customers one-quarter dozen of size 17 and larger when purchasing other sizes. We do not believe in compelling a customer to stock a quantity of sizes that are not saleable, preferring to carry the stock ourselves and give them the goods as required.

Dealers who handle **KANTKRACK** Collars are backed by a merchandising policy that gives satisfaction. The extraordinary service that these collars have given to thousands of Canadian men means steady selling.

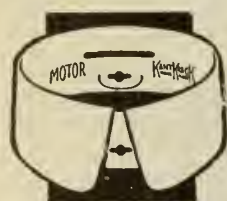
*One Grade Only and That the Best.*

*Made in Canada by the Manufacturer Who Protects the Dealer.*

**The Parsons & Parsons Canadian Co.**  
HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879

ESTABLISHED IN CANADA 1907



12 to 18½



11½ to 21

# MEN'S WEAR REVIEW

Issued on the first of each month

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APRIL, 1921

No. 4

## CANADA-MADE GOODS

THERE was an interesting discussion at the two-days' conference in Toronto of the question of Made-in-Canada goods. It seemed to us that the whole discussion was epitomized in three words used by Mr. Roden—consistency, loyalty and sentiment. Some one, during the discussion, had referred to Mr. Roden as a manufacturer of silks, a Canadian manufacturer who was producing as good silks as any silks in the world. We do not presume to pass upon the quality of Mr. Roden's silks; but we do say, unhesitatingly, that Mr. Roden would be the last person in the world to try to sell his own goods on mere sentiment, that is, merely because they were made in Canada.

In other words—and the whole discussion emphasized this point—two things are absolutely necessary to insure the proper promotion of Canadian-made goods. First, they must be up to standard. The man has not been born who will pay more for an inferior article when he can get a superior one at a cheaper price, all things being equal. Mr. Stewart of Cluett, Peabody & Co., Ltd., summarized the whole situation at the clothiers' convention held in Toronto during February when he said that the Canadian manufacturers intended to make it their business to see that manufacturers brought their products up to the required standards if below those standards. That will be an irrefragable step toward the promotion of Canadian-made goods.

And, second, Canadian manufacturers must advertise their goods. They can't expect people to buy their goods if the people know nothing about them. Mr. McFarlane, a shoe manufacturer, told the conference of the good results obtained by the campaign of advertising put on by this branch of the trade. It ought to be done by many branches of the trade. We agree that the government might well assist in this campaign.

There was a good point in Mr. Trowern's contention that a rigorously honest trading policy should be adopted by all manufacturers. The manufacturer who unloads much of his wares to small merchants throughout the country at a certain price and then clears up his stock to mail order houses at reduced prices is a menace to the Canadian manufacturers in general. He is doing not a little to unpopulalize Canadian-made goods.

## THE TAXATION CONFERENCE

ONE of the best features of the Toronto conference at which representatives of the retailers, manufacturers, wholesalers and credit men were present was that it was ever held at all. It marks the beginning of a better feeling amongst the men who occupy their respective places in gradations of business. There are few vexed questions that cannot be solved by round-table conferences of this nature. It is surprising that such a gathering has never before been held in the history of business in this country; but now that the first one has been called into being, it is to be hoped that others will follow, when questions affecting the whole business interests of the country are demanding the attention of serious-minded men.

It was only logical that the whole matter of taxation should be discussed by the business interests of Canada. It is these interests that must bear the burden of taxation and assist with its collection. They are better qualified to announce a principle acceptable to all business interests than the government itself is, and if the government can enlist the co-operation of the business interests rather than antagonize them, as they did with the luxury tax, it will mean a good deal toward the success of whatever form of taxation is decided upon. It is not without significance that the luxury tax, which everybody opposed, was a failure; while the present sales tax, which no one objects to, has been a pronounced success.

## THE TRADE OUTLOOK

FROM all over the country encouraging reports come of the trade outlook. It is improving steadily without any violent tendency toward a period of excess buying that would inevitably have unfavorable results later on. The safe way back to normalcy is slow and steady. Merchants are alive to the situation, we are convinced. They are promoting sales to increase turnover and they are buying, having in view quick turnover. That is the safest way and, in the long run, better for themselves and manufacturers and wholesalers, too. To load the shelves again with a surplus of goods would be to invite, perhaps, another period of cancellations.

Business is regaining its health very nicely and there is nothing to fear for the future.

## EDITORIAL BRIEFS

DON'T FORGET to secure your Dominion Income Tax forms before the 30th of April.

\* \* \*

IT IS a healthy indication of the trend of things when the lion and the lamb can lie down together, as they did at the taxation conference. But someone wanted to know who was the lion and who the lamb.

\* \* \*

THE CASE of the retailers at the taxation conference in Toronto was ably presented by two clothing men—steward McClenighan of Ottawa and Horace Chevrier of Winnipeg. Considerable assistance was given them by President Fitzpatrick and Past President Ed. Mack of Toronto.

# Retailers, Manufacturers and Wholesalers Approve Principle of the Turnover Tax

At Two Days' Conference in Toronto Recommend the Application of This Tax With Necessary Adjustment to Meet Requirements of Finance Minister—Administration of Tax Left in Hands of Government—Important Definitions

"That the business war tax shall not be re-enacted,  
"That the income war tax as regards corporations shall be repealed,  
"That the present excise manufacturing tax on confectionery be abolished,  
"That the present sales tax shall be adjusted so as to provide the additional revenue needed by the Dominion Government."

**Manufacturers**—Persons, firms or corporations who produce, manufacture, process or assemble articles or materials in salable articles or materials. This, it was pointed out, would not interfere with an appeal for exemption from the merchant tailors, milliners and similar business men.

**Wholesalers**—For the purpose of the act, a wholesaler shall be construed as being a person, firm or corporation who assembles in his warehouse a full line of goods carried in his special branch of business, and distributes them to the trade, but who has no retail counter and does not sell to the consumer.

**Jobbers**—Persons, firms or corporations who sell for the purpose of resale and who have no retail counter, and do not sell to the consumer.

**Retailers**—Persons, firms or corporations who sell to the user or consumer, or who have a retail store or counter; this classification to include, in addition to their classification as manufacturer or wholesaler, the departments or agencies of such manufacturers or wholesalers who have such departments or agencies through which sales are made to the user or consumer.

**A**BOVE is the synoptical result of the two days' conference at the Prince George, Toronto, at which representatives of the Retail Merchants' Association of Canada, the Credit Men's Trust Association, the Canadian Manufacturers Association and the Wholesale Grocers' Association were present. The conference was suggested by the Federal Finance Minister, Sir Henry Drayton; and its object was to frame some form of taxation that would be acceptable to the business interests of the country. The conference, itself, was unique in the history of Canada, for it was the first time that manufacturers, wholesalers and retailers had ever sat down together to work out a problem the solution of which would be acceptable to all parties concerned. So far as the vexed question of taxation is concerned, the conference agreed on two main points: First, that the business war tax and the income war tax should be abolished; and, second, that the present sales tax should remain in principle, at all events. But how it shall be applied and collected, or as the resolution reads, "adjusted" is a matter for the Government to determine.

## Was Conference a Success?

Whether or not the conference was a success so far as the object it had in view is concerned is difficult to state definitely. The various interests came to the conference with their cases well in hand and, perhaps, their minds fully made up. There was little disagreement with regard to the nature of the tax that would be acceptable to all interests;

it was unanimous that the present sales tax, in principle, was acceptable. But as to how it shall be applied—that was the outstanding difference. At first, the manufacturers argued that it should be a per cent. tax on successive gradations of trade, that is, a one per cent. tax on manufacturers, one per cent. on wholesalers, and one per cent. on retailers. The retailers argued for a tax that should be collected at the source of manufacture or import—perhaps, a five per cent. tax. The wholesalers were disposed to favor the retail view-point. But as the conference proceeded, and as the resolution shows, opinion drifted and finally crystalized in the view that percentages and application and collection were matters for the Government to decide, not for the conference. The object of the conference was to determine an acceptable principle, and in deciding in favor of some adjustment of the sales tax to meet the requirements of the Minister of Finance, the conference felt that it had done its full duty.

If, as is rumored, the various interests again present their case to the Government before the budget is finally brought down, then it looks as if the conference had been more or less of a waste of time. On the other hand, if the case of the interests concerned is now closed, then it has been a success.

## The Retailer's Case

The case of the retailers was first presented by Horace Chevrier of Winnipeg, and many of his arguments, with some additions, were reiterated by subsequent speakers who upheld the view-

point of the retailer. It was pointed out that what was beneficial to the retailer was bound to be beneficial to the wholesaler and the retailer. If the onus of collecting this tax were placed upon the retailer, if he had to sell the tax as he had to sell the luxury tax, then his enthusiasm would be dampened and distribution would be harrassed. A sales tax placed on the retailers' turnover would be just as bad as the luxury tax had been, and if the breaks were put on sales, it would result in stagnation, unemployment and further unrest throughout the country. Great stress was laid upon the cost of collection of a tax that would be placed upon the retailer. It would mean collecting from 150,000 to 200,000 merchants, many of whom did not keep books, many of whom could but barely write their own names.

Stewart McClenighan of Ottawa, also presented a strong case for the retailer, in rebuttal to some of the arguments that had been adduced by the manufacturers. He, too, emphasized the cost of collection from 200,000 merchants. In contrast, he referred to some \$3,000,000 collected from one or two match firms in this country by two revenue officers. Looking at the question from the viewpoint of the Government, he believed they would rather take their chances with a handful of manufacturers and importers than with 200,000 merchants stretched from the Atlantic to the Pacific, and he would also venture the opinion that the Government would favor the system of collection that would be the easiest and the least expensive.

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# Syd Brazer on Montreal's Broadway

Attractive Arrangement of Small Windows—A Sign That Reflects the Atmosphere of the Store—Overcoming Difficulties—Speeding Up His Turnover.

**T**HERE is a well-known and time-worn proverb which might be almost termed the creed of the optimist, on account of its philosophical, cheerful acceptance of the trials and tribulations which are the lot of man. It runs as follows:

"It's an ill wind that blows nobody any good."

Such might be the text taken to illustrate the story of the career of Syd Brazer, haberdasher, of St. Catherine Street East, Montreal, who has come safely through more business trials than commonly fall to the lot of the haberdasher, even in the year of 1920!

Anyone walking down the busy section of Montreal which is centred between St. Lawrence Boulevard and St. Denis Street, any evening, cannot fail to be attracted by a uniquely designed sign, brilliantly lighted and placed slanting-wise above the door of the minutest and snuggest little haberdashery store imaginable. Curiosity alone would prompt the passer-by to glance in, for everything from the sign to the store fixtures conveys an unusual appeal, indefinitely interesting. The sign says nothing more or less than "SYDS," which does not convey much, but somehow seems in keeping with the diminutive character of the little store, reminding one of a playhouse tucked away between real houses. But there is no play about Mr. Syd Brazer, although he chooses to be familiarly known by his first name, explaining that it is an easy one for everyone to pronounce, and is the same in English, French, Yiddish or any tongue he ever heard of. That in itself is one of the reasons for the success he has achieved, for his whole idea is to establish a feeling of friendship between his customers and himself, and to become their guide, counsellor and friend as far as possible. And when you come to think of it, there is something very appealing to the average man in a cosy little shop like "Syds," not only due to the informal friendliness of the proprietor, but something in the atmosphere it must be, conveyed by fresh creamy woodwork and shiny oak and plate glass fixtures, softly shaded, indirect lighting reflected in many polished mirrors, and rows upon rows of all kinds of haberdashery, folded in the neatest of piles under glass.

## Started Seven Years Ago

Syd. Brazer has been in the business for seven years, and until a year ago had been located further west upon St. Catherine Street, where he had rented a very commodious and modern store. He began business with the idea of be-



*Syd's, on Montreal's Broadway*

coming a specialist in headwear and was establishing a name for himself for his hats and caps. He found out, however, that there is not enough profit in headwear alone to achieve the success he aimed at, and so he opened up an additional haberdashery department. This proved to be a master-stroke, for business quickly doubled and tripled until in 1919 Syd Brazer possessed a most up-to-date and progressive shop on St. Catherine Street.

## Put Out on the Street

But here is where the villain enters, as they say in story books, and in this case the said villain was personified by the landlord of the said store, who cast envious eyes upon the successful business carried on in his property, which hitherto had not proved to be a valuable asset. He thereupon advised Mr. Brazer that the premises would be required for another purpose on May 1, 1920, and for awhile it looked pretty serious for the latter.

For about six months he searched for another place suitable for a shop, but

his search seemed almost futile, there was nothing within several miles radius of his present locality which could be rented, bought or leased from anyone. Business was still on the upward grade and nobody was interested in assisting a young haberdasher who had only a few weeks in which to settle his fate. But Syd Brazer would not admit being discouraged and kept up the search while attending to the store and trying to pack his goods in between times. Finally he heard that a certain man who owned an old building a few blocks east of his store was going to modernize it and turn it into stores. No sooner said than done. Brazer was after him like a flash to see if he could secure part of the new building. The owner proved agreeable to the proposition, but the premises did not promise to be either suitable or modern. However, it was that or nothing, and so the lease was signed.

## The New Home

He moved out of his former store in May and found to his disappointment that remodelling of the new store had

only begun, and would be carried on in daytime only. Imagine a haberdasher trying to do business while carpenters, masons, etc., hammered and chopped away. Of course, nothing could be done in the meantime, and what with the worry and strain entailed by the move, the result was that Syd Brazer had to go away for a rest to avoid a complete breakdown.

In two months' time the work was finished and he returned and opened his store. For a week or so he and his assistant slaved night and day to set things to rights. The new landlord had spent over \$5,000 on altering the place, which now was about 87 feet long by 15 wide. It had meant tearing down a solid stone wall, several feet thick, altering walls and ceilings, until a really modern and compact store emerged ready to become the future home of his so long interrupted business.

Naturally, when a man has lost nearly three months of business, he cannot plunge into a new proposition as blindly as though it were only a game of chance. However, there were certain things which could not be dispensed with. As the new store was so narrow and so long, the fixtures which were used in the former store would not do in the least, and new ones had to be specially designed to meet this need. But by August everything was finished and the proprietor set to work to build up the trade he had almost lost by his temporary enforced retirement from business. He often felt hopelessly discouraged as he remembered how smoothly everything had gone along in the other store, and the prospect of regaining such a trade in mid-Summer especially seemed to him to be an impossibility.

#### The Ill Wind

But the ill wind which had apparently driven him off the track of his ambition now turned in his favor, and, according to Mr. Brazer, not only has he got back his old custom but his turnover since July last, barely six months, is double what it was in the former shop. He is perfectly satisfied with his location, his store, his customers and conditions in general.

"Business is fine," he stated to a representative of Men's Wear Review, "and while I have not completed all the plans I have made for arranging the stock, I find that I have done better than I ever expected. I now have a trade composed of both English and French people and so I specialize in the very newest goods, but along very conservative styles. My customers do not want anything flashy or cheap but just moderately priced haberdashery in good taste. I am doing my Spring and Summer buying now regularly as I need supplies, because I have not much space for storing stock. I like to specialize in hats and caps because I understand how to do that, and have a large number of regular customers. But haberdashery can always be

sold at the same time if you have the right idea about correct dress, for I have often found that a different style of collar or cravat will be the making of a man when he has decided upon a new hat. The average man does not stop to think what a difference a slight alteration in his usual style of dress will make, and it is up to the smart haberdasher to study types so as to be able to suggest an improvement which will meet with the approval of the customer. If a man can rely on your taste and judgment he will prove to be the best kind of customer."

Mr. Brazer concentrates upon the profitable lines of haberdashery and endeavors to buy as shrewdly as possible. Collars, he considers a poor line to invest in heavily just now, with so much competition going on. He carries everything for men, and understands the selling end of the business so well that whenever he makes a sale of a low profit article, he nearly always manages to sell something from a better line in addition.

#### Display Windows

Few display windows of the same size are so attractively arranged as those of the Brazer store. The plate glass is always kept carefully polished and the floor and background are of natural hardwood. On one side are displayed the latest models in headwear of all sorts, and on the other a carefully arranged display of haberdashery. The latter window is always a model of neatness and harmony, and even in the small space available Mr. Brazer manages to display his wares most attractively, understanding thoroughly the meaning of restraint, balance and coloring. His windows, however, though Lilliputian in size, are the chief attraction of the little store, according to nine out of ten customers who enter for the first time, and are proof conclusive that the large window does not necessarily sell more goods.

The unexpected success which has fallen to the lot of Syd Brazer is by no means the result of luck or influence, but is the just reward for his pluck and obstinacy in overcoming apparently insuperable difficulties. His problems were discouraging and many a man would have given up the struggle under the same conditions, but not so with Syd. He simply put up the biggest and brightest sign he could get hold of, and put his back into the job, and now the small store with the big business is safely established on the "Broadway" of Montreal.

Delbert J. Badour, for several months a clerk in the store of W. H. Mowat, Brockville, died March 23, from an illness contracted as a result of being gassed during the war. He enlisted in December of 1915 and was gassed on August 11th, 1918, returning to Canada late that year

## Notes From the Capital

The balance of the Blair stock at 66 Sparks street, Ottawa, has been bought by Mr. Anastase Roy, general merchant, Maniwaki, Que., and removed to that town for special sale.

Beament & Johnson, Limited, Sparks and Metcalfe streets, Ottawa, featured light and medium weight two-piece woolen underwear at half price, including the leading brands from the best factories.

Rice & Pye, corner Bank and Albert streets, are discontinuing their ready-to-wear department and to get rid of the stock of suits on hand are selling at a 50 per cent. discount. The men of Ottawa were given 14 days to get busy and secure the bargains offered.

The Two Macs, Limited, Sparks, Bank and Queen streets, recently celebrated their 32nd anniversary. As a proof that the firm appreciated the splendid support received during all these years, special price reductions were offered on certain lines, while all others not quoted were reduced 10 per cent.

The King Tailoring Company, 106 Sparks street, after a very short career at this address, have been succeeded by the Leeds Tailoring Company, who announce a manufacturer's sale of men's clothing at wholesale prices. The advertisement says that the manufacturer is compelled to take this method of unloading stocks which are not moving on account of the break in prices.

Stewart McClenighan, president and manager of the Two Macs, Sparks, Bank and Queen streets, Ottawa, has sold his fine property at the corner of Bank and Somerset streets to Mr. Fleetwood Wilson, of Fleetwood Wilson and Co. Price is stated to be in the neighborhood of \$135,000 and constitutes a record of \$2,450 per foot frontage for Bank street property. The building has a frontage on Bank street of 55 feet and runs 112 feet deep, being three-story brick in excellent repair and includes the apartments known as Somerset House and Somerset Apartments.

Ten years ago this property was bought by Mr. McClenighan, who now turns it over at a handsome increase in price.

The Store of E. D. Holliday, Simcoe, was recently entered and a large quantity of clothing stolen.

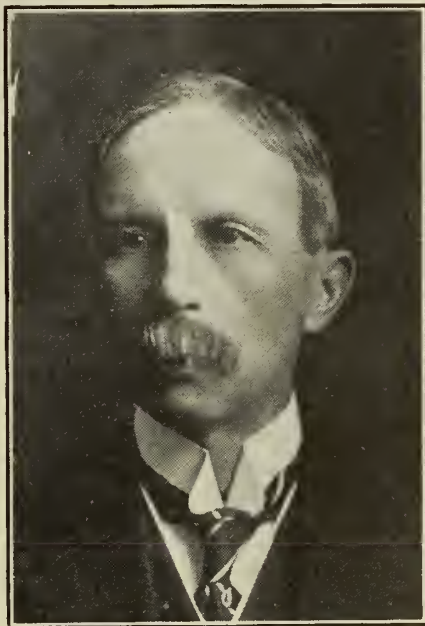
M. J. Dedman, of Lindsay, has bought out the business of J. Houser. Mr. Dedman is forced to vacate his present stand owing to the fact that it has been purchased by the Royal Bank of Canada. He will move his stock to the store he has purchased, that of Mr. Houser.

# Thirty-Five Years of Successful Merchandising

William Currie of St. Catherine Street, Montreal, Has Clothed Four Generations—Keeps in Personal Touch With Customers and is a Great Friend of the Boys—A Big Advertiser

**T**HIRTY-FIVE years of successful merchandising of men's clothing and furnishings stands behind William Currie, the well-known clothier of Montreal who celebrated the commencement of the thirty-sixth year during the week of March 14th last by holding one of his famous annual birthday sales. During an interview with a representative of Men's Wear Review many interesting comparisons were drawn by Mr. Currie between conditions as they existed in 1886 and at the present. The main point which Mr. Currie emphasized was the fact that he had not left the district in which he is now located, whereas all the other retailers who formerly did business in his neighborhood and were established long before he began have since moved uptown in the belief that trade was centred along St. Catherine Street. This belief however, is not shared by Mr. Currie, who states that locality has nothing whatever to do with success in business according to his own personal experience. He began business in a small way on Notre Dame Street West, which was known at that time as St. Joseph Street. Notre Dame Street is now one of the main arteries of the business section of Montreal and resembles very little the quaint old thoroughfare remembered by Mr. Currie, in fact so narrow was the former street that the city decided to widen it a few years after he located there. Gradually the retail clothing trade centred about that particular locality until competition became abnormally keen. But, as Montreal grew, the majority of retailers became imbued with the idea that St. Catherine Street offered more opportunity for future growth, and one by one they departed until the exodus left the William Currie business the undisputed leader in the field. Asked why he did not follow the example of so many others in this case, Mr. Currie replied, "I have always had all the business I can handle and would never consider moving for one moment. My only difficulty now is that I have grown too large for my present quarters and I am afraid that I shall have to look for more room soon to take care of the overflow, the stock carried to-day being 100 per cent. greater than when I started."

One of the interesting features of the business as recounted by Mr. Currie is the fact that in the thirty-five years of its existence, the store has clothed four generations of customers in some families who have been patrons ever since its inception in 1886. Great-grandchildren of the original customer are frequent visitors at the store, which caters to men from the age of two upwards. Family trade, says Mr. Currie, is the important feature of the business, and from it has gradually developed a very large mail order trade from customers who have moved away from Montreal, yet who cling to the old firm. This large family trade both local and



WILLIAM CURRIE,  
of Montreal.

Dominion wide, has grown to such proportions that the firm has found it necessary to establish an extension to look after the clothing made-to-measure in addition to the regular clothing shop covering two floors of the main building. That this last venture has proved entirely successful is evidenced by the fact that the firm has successfully established a wide connection in contracts for civic uniforms and they are able to deal with this additional business without materially interfering with their regular trade.

When asked for an explanation of the methods which have brought him such unqualified success Mr. Currie merely smiled. "It is no secret," he replied, "and sounds too simple to sound particularly impressive, but I think that the only right way to do business is to sell clothing or furnishings which you can guarantee to be right or refund the money if the customer, for any reason, is dissatisfied. Furthermore, we always mark our prices right, for instance at our anniversary sale recently we advertised three special values in men's suits, such as a pure-wool tweed, made to measure for \$26.50 and another of finest serge for \$34.50. The response to our sale was beyond expectations, even with the large amount of unemployment among the salaried class in Montreal, and we are now obliged to take stock to see that we did not oversell."

Another important point emphasized by Mr. Currie in connection with the fluctuation in business conditions was the fact that a great change has come to pass between prices in 1920 and now, necessitating cuts of

\$20.00 and more on most lines of clothing carried. This was done however before customers made any complaint and enabled the firm to acquire much additional volume in sales to compensate for the inevitable falling off in turnover. Even with the losses taken into consideration, business is one and a half times larger than this time last year, according to Mr. Currie.

"I always come in personal contact with all my customers as often as it is possible," he continued, "and try to get to know the youngsters too. I believe that the head of a firm should not keep himself aloof from the business going on in his store, but infuse his own personality as much as possible into every sale that is made, no matter by whom." Such an axiom as this has often been upheld by retailers and others in many fields of endeavor, but seldom has any man so thoroughly become identified in the minds of his customers as has the head of this firm. The casual observer in the store is as forcibly impressed by the audible stage whisper of a youngster waiting to buy a sailor suit, "Oh, mother, there's Mr. Currie," accompanied by an eager smile of recognition, as by the cheery "How are you, Mr. Currie?" echoed all over the store, as the proprietor passed through. "How do you know them all," he was asked, and again another of his whimsical smiles appeared. "I see them so often, I suppose, and I like them to feel welcome to drop in any time, without any obligation to buy in either store."

Mr. Currie is a firm believer in the use of newspaper advertising as a publicity medium for the clothier. "I have analysed the newspaper field very carefully," he explained "and I have come to the conclusion that there is no need to use more than one paper if its circulation is large enough and reaches the class one wishes to cater to. Having tried out all our local papers in turn, I am satisfied. "I do not believe in wasting time on personal letters or follow-ups," he continued, "as I could not afford the time and I do not believe they would be worth the trouble. I do believe, however, in having my windows tastefully arranged with the same goods as I have on my shelves, so that no misrepresentation can possibly occur by means of a showy display of samples, etc. We change the windows once a week and believe they are important factors in drawing trade."

After becoming familiar with the volume of business done in the store and realizing the fact that its success is entirely due to the personal initiative of its owner, one felt emboldened to ask for a little biographical sidelight on his previous experience and training. "I began as a youngster in the grocery business," was the unexpected answer given by Mr. Currie, and I remained in it for nine years. I resigned because I had come to the

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# An Unusual Partnership in Orillia

Roberts, Burnett & Parker Bros. Started Out Last November on Equal Footing — A "No-Sales" Policy—Keeping in Touch With Men Who Leave Town—Take All Discounts

**T**HERE are four young men in Orillia who have formed an unusual partnership. It is not often that one finds four proprietors of a not too large—that is, so far as physical appearance is concerned—clothing and furnishing store. Yet these four men—Roberts, Burnett and Parker Bros.—started out in business on a sound principle, and although they have only been conducting their business between five and six months, they are already casting covetous eyes to some other prosperous town or small city where they will open their second store in the not far-distant future.

## Joint Ownership

The sound principle on which they have founded their business is that of joint and equal ownership. Behind it, there is the conviction in all their minds that more enthusiasm, more energy and more thought will be given to their business if they all are vitally interested in the annual statement of the year's business. A sale lost effects more than the salary which they draw at the end of the week—it has its bearing on the store dividends. In lifting their work out of the realm of mere employment to ownership, they feel that the whole atmosphere of the store and the relationships that are maturing in the store will make for better results. Up to the present time, the results have amply justified the step they took when they came into possession of this business that formerly was owned by J. A. Sinclair. Each month has shown an increase over last year's business, a handsome increase. They are aiming at between three and four turnovers a year and the outlook at the present time is most encouraging.

## A No-Sale Policy

"In conducting our business either in Orillia or wherever we may settle, we are going to aim at a no-sale policy the year round. We believe that if we buy carefully there is no necessity for a sale and to avoid them will be the policy of this store," said P. M. Roberts to Men's Wear Review. "The reason why business has kept up with us so well is that we buy often and we pay spot cash for all we get, thereby getting our discounts and allowing us to work on a narrower margin of profits. Whether the clothing men of this province as an association adopt the four-season buying plan or not, we have already put it in force; we buy four times a year and oftener if we find it necessary. We find that that is the best policy to keep our stock in good shape. That is the advantage of buying oftener and we intend to follow this policy throughout. If you are over-stocked and buy six months ahead, things come along that are good merchandise and on which a good profit can be made by a quick turnover but you can't buy them because you have on hand all you can handle."

## Take all Discounts

These four partners believe they are in a position to give better values because they



*The Easter Display of Roberts, Burnett & Parker Bros., of Orillia.*

take their discounts within 10 or 30 days and pay cash. Not only are they building up a good reputation for themselves in wholesale and manufacturing circles by doing this, but they are able to work on a narrower margin of profit. It helps them with quicker turnover, and they are all committed to the quick turnover policy. Goods lying on the shelves, said Mr. Roberts, is money wrapped up which accumulates interest. Their rate of turnover, during their five months in business, has been up to the standard and they have not held a sale yet.

## Keep in Touch With Removals

A policy which these four men adopted when they started in business was to keep in touch with young men who leave town and whose trade they believe they can hold on to. When such a man leaves town, they get his address and by direct mail advertising keep in touch with him and keep him advised of

new things which they are getting in from time to time. Mr. Roberts stated to Men's Wear Review that they had many customers of this kind all over the country. Other than this, the firm advertises in the local papers; but they specialize on their windows which are changed at least twice a week. This is one of the features of their business and Mr. Roberts is thoroughly convinced of the drawing power and the selling power of a well-dressed window.

The four members of the firm make a practice of going through their entire stock every Monday morning, carefully overlooking it and keeping records of it all. When they buy, therefore, they really do buy—they do not merely guess. A careful record is kept by each individual member of the firm as well as an office record of everything that is bought, so that the danger of overlapping in buying certain lines is avoided.

## THIRTY-FIVE YEARS.

(Continued from page 27.)

conclusion that there was no future in it for me, and I turned my attention to the selection of another situation. After some consideration I decided to try the clothing trade and to this end, I applied to the wholesale firm of Hewson & Co., then a well known establishment, to take me on their staff without salary, simply to learn the business, which they did. I remained with them for four months and then entered the firm of C. G. Glass as a clerk. With them I stayed for about eighteen months and then decided to start out for myself. So I had altogether about 22 months training, which was quite enough, as it has turned out, as I thoroughly loved my work and realized that I had found my vocation in life."

The Calgary Herald is running a series of articles: "Who's Who in Calgary and Why?" Recently one of these articles was devoted to J. A. Mitchell, who began business in that city over fourteen years ago as a merchant tailor.

G. Milton La Pointe, merchant tailor, of Sarnia, died recently.

The Federal Government is discussing the question of reviving the scarlet tunic for the militia.

The Penman Mill at Thorold is to be removed to the headquarters of the company at Paris.

The Young Men's Tailoring Co., of Toronto, recently suffered a considerable loss of linings and suits of clothes due to a robbery.

J. C. Wreyford, representing Tress & Co., London, England, is back in Winnipeg again occupying his old office in the Hammond Block.

George H. Wassman, of Cornwall, had reproduced in "The Freeholder" of that town the article which recently appeared in Men's Wear Review with regard to his store.

# "Ye Old Firme" of Livingston's

Kingston Retail Establishment of Seventy-five Years' Standing Still One of the Bulwarks in the Historic City—"A Name That's a Pledge"—Spring Mark-up To Be Lower.

**"A NAME THAT'S A PLEDGE"** is the striking slogan of the long established firm of Livingston's, of Kingston, Ontario, which will celebrate its 75th birthday next year. The business done by this exclusive store has naturally adapted itself to the peculiar needs existing in the historic old city, and although the double fronted and extensive building is situated on a side street, and is characterized on the exterior by an old-fashioned appearance in keeping with its dignity, yet it is known and beloved by every student, tourist or lover of the exclusive and unique in matters pertaining to dress, who has ever sojourned in the city.

Kingston is a peculiar old town which has grown upon the eastern end of Lake Ontario on the site of the Iroquois encampment known by the picturesque name of Catarauqui. In the reign of Louis the XIV of France, Catarauqui became Fort Frontenac, named after the French governor who claimed the district in the king's name in the year 1673. One hundred and ten years later the United Empire Loyalists came to Fort Frontenac and renamed it Kingston in honor of the monarch they held dearer than lands and kindred. Thus the old city is almost 250 years old and still holds traces of its bygone history, although now famed as a military and naval center and the home of two celebrated colleges. It has, too, within its confines, one of the largest locomotive works in Canada and sundry other large manufacturing enterprises. Its exclusive residential district centers about Queen's University and the City Park, overlooking the placid waters of the great lake, and disdains the commercial atmosphere of busy Princess Street, the heart of the business section.

Thoroughly impregnated with the atmosphere peculiar to Kingston, wherein a certain aloofness and conservatism of taste are mingled with a ripe knowledge of the exact requirements of the most exclusive members of the smart set in metropolitan centers, is the Livingston store. Whether one be a retired University professor whose sartorial aspirations are bounded only by the imperious demands of increasing girth, or whether one be just entering the Military College, fresh from High School and short trousers, one must perforce go to Livingston's because they are an integral part of Kingston, just as its legends are a part of the place.

## Where Tourists Meet

Men all over Canada are familiar with the name of the store, as having once attended one of its great institutions of learning, they owe their first knowledge

## The Good Old Days

"Thirty-five years ago clothing certainly cost less than it does now," remarked Mr. Currie to Men's Wear Review, "for then the average suit of clothes cost about \$5.00 and the very highest price was \$20.00." Some other items were quoted equally astonishing, when contrasted with those prevailing nowadays, such as men's collars at 8c, shirts at 44c and 76c, spring overcoats \$7.00 to \$10.00 and silk hats at \$2.50. Men's shoes at \$2.00 a pair were not out of the way, nor were neckties at 25c. The latter, by the way, were of the made-up variety, then very fashionable and were decidedly crude according to our standards. The prevailing fashion in suitings at that time was in "pepper and salt" colorings in tweeds and other cloths of a rough finish little resembling the soft, smooth fabrics in use to-day, so improved by modern methods of manufacture. The habit of charging two prices was rampant in the Montreal of those days, and only by dint of unflinching determination has Mr. Currie been able to maintain a one-price basis from the beginning of his career.

of dress essentials to the proprietor of the firm. Throngs of tourists likewise come to the city in the Summer months, perhaps to hunt up a bygone Loyalist, an ancestor it may be, or just to revel in the beauties of lake and river and the charm of the Thousand Islands which lie just beyond. To the latter also, Livingston's has an irresistible appeal, for your true American is a prolific purchaser of things British. Livingston's, therefore, find the exclusive agency in Jaeger and allied lines of fine knit goods to be a strong drawing card in attracting tourist trade.

The senior member of the firm is constantly visiting the large cities of Canada and the United States in the endeavor to maintain the standards of the store at concert pitch from week to week. One of the important features of the store is the fact that women are catered to as well as men in the matter of fine sports accessories, coats, scarves, gloves, etc., and are made to feel as welcome as though the shop were a regular rendezvous of the fair sex. Thus, women feel free to shop for themselves as well as for their men relatives, and men are likewise relieved of much mental tribulation when the choice of a gift is under consideration, since Livingston's can always be relied on to advise just that subtle combination of smartness and novelty which is so appealing to feminine vanity.

Evening wear for men is another specialty of the store which may be found in every particular to satisfy the most exacting tastes. Quite the latest thing in vests was noted recently in one of the many glass show cases, made of a delicate champagne tinted silk poplin with a four-button front and sharply cut away points. This was one of the newest importations and a forerunner of smart novelties for 1921.

## Novel Bit of Advice

A final clearance sale of Winter overcoats was in progress when a representative of Men's Wear Review visited the store, and from the depleted look of the racks it was undoubtedly a decided success. "A dollar that will buy two dollars' worth is better spent than kept, for it will not buy as much later on," was Mr. Livingston's advice to customers. As semi-annual sales only are featured in the shop, they naturally are more widely attended than they would be were sales of more frequent occurrence. "Of two men running a sale, the one who gives real service and true value for the money is the one who will win a regular customer," declared Mr. Livingston, and without doubt such is the secret of his very evident success.

## Lower Spring Mark-Up

The Spring mark-up on merchandise in general will approximate 20 to 25 per cent. lower than 1920 prices, because the firm has always made it a principle to consider replacement values right along, and buys as the need arises. While Easter may encourage buying to a greater extent on account of its early arrival this year, it is felt that the weather is of vastly greater significance in Canada, and the Livingston store will not gamble that weather conditions will be favorable but will make their prices move the merchandise regardless of time or tide.

Dignified advertising in the local papers is the one concession to modern trade competition recognized by the firm, and only the plain statement of the particular line of goods offered is featured. Comparative prices and all other sensational descriptions are carefully omitted, as might well be expected of Kingston's oldest store, with a reputation for honest values built up through three-quarters of a century of experience.

# Make Membership in Association Signboard for Clean Advertising

William Findlay of "The Globe" Addresses Convention on Clean Advertising—Urges Advertiser to Demand A. B. C. Statement—Keep Good Company

**A** PLEA for clean advertising constituted an interesting address at the convention by William Findlay, business manager of the Toronto Globe. He pointed out, in his opening remarks, that there was a distinction between unclean advertising and fraudulent advertising. Advertising, he said, might not be clean and yet not fraudulent. He said that there were some weaknesses in the laws governing advertising, but he believed that these were pretty well covered by amendments that were being proposed by the R.M.A. and if they were accepted it would mean still cleaner advertising.

## The A. B. C.

One of the first things which Mr. Findlay urged upon advertisers was that they ask for an A.B.C. audit of the newspaper in which they advertise. Newspapers themselves, he said, had cut out a good deal of fraudulent advertising by forming an association some years ago known as the Audit Bureau of Circulation which demanded an absolutely truthful statement of the circulation of a publication. He cited the case of one paper that gave its circulation from the press run, and the press was so fixed that it recorded two for every paper that was printed.

"I recommend that you first ask for a report of the A.B.C.," said Mr. Findlay, "and if they have not this report, I would look under the bed and see what is the matter. When you get the report, read it and study it from A to Z, for it will tell you more about circulation than any advertising salesman can tell you in half an hour's talk."

## Keep "Good Company"

Mr. Findlay maintained that an advertiser conducting a clean and honorable business had the right to expect clean and decent company in the advertising columns of the newspapers. After the advent of prohibition and the public experience in the purchase of Victory bonds many thought the retail merchant and other legitimate business men would profit by the savings of the people. "To some extent we have been disappointed," he said. "The money is not going entirely into legitimate lines of business or into savings accounts. Much of it goes into alleged securities sold by sleek salesmen—into get-rich-quick schemes of various sorts. I am sorry to admit that this is too often assisted by a considerable number of newspapers.

"You are interested also in clean ad-

vertising. In your business and personal life you don't want neighbors who are dishonest or obscene. Why should you have them in the columns of the daily newspapers in which you advertise? The experience of The Globe is that its high standard of censorship of medical advertising and financial offerings pays. We are discussing practical subjects.

## Clean Business Is Good

"I am not recommending clean advertising to you on any ground than because clean business is good business. I believe it will pay the merchant as it has paid us. I know that in your own business you are all conducting clean, honest advertising campaigns, but how can you spread this practice among those who are not? You can do it in the first place by

law, but your law will require some amendment as it stands today. You can do it in the second place by practice. You can show the merchants of your community that unless they are playing one-week stands that the most valuable asset they can have is a satisfied customer. The greatest advertising medium in the world is the human voice. Commendation is the greatest advertisement a firm can have. The extension of your membership, as foreshadowed by the president, will mean that if all your members exert their advertising influence in this direction it will not be long until fraudulent advertising cannot live, because it will be known that the business announcements of members of your association are the signboards for everything that is clean and honest in business."

## Important Points in Income Tax Law

**T**HE following enumeration of points to be remembered in connection with the amended Income Tax Law in Canada will help merchants to a proper understanding of their responsibility. At the present time when there are so many complications in various forms of taxation it is advisable to have the main points condensed and available for reference, as has been done by the Royal Trust Company, who enumerate the points as follows:—

Tax payable along with return, April 30—at least a fourth. Better pay half, to allow margin for errors, which are heavily penalized.

Form for return must be asked for, not waited for.

Companies and Employers' lists and Fiduciaries' Returns to be in by March 31.

Deferred Instalments due June 30, Aug. 31, Oct. 31.

Tax reckoned on income of calendar year, Jan. 1 to Dec. 31; or on a Company's year ended during that calendar year.

Confiscation of all unreported income, if understatement exceeds 20 per cent.; or half, if from 10 to 20 per cent.

Tax increased 25 per cent. if return is late.

Six months in jail and \$10,000 fine for false statement.

Normal Tax, 4 per cent. on net taxable income up to \$6,000, and 8 per cent. beyond that.

Exempt from Normal Tax only:—  
\$2,000 if married or with dependents, of certain categories;  
\$1,000 if unmarried, no dependents;  
\$200 each for children under 18.

Surtax on incomes beyond \$5,000—rising from 1 per cent. on first \$1,000 to 65 per cent. on all beyond a million.

Five per cent. of both taxes added if taxable income is \$5,000 or more.

Exempt from both Normal and Surtax—

War Disability Pensions;

Tax-free Bond Interest;

Gifts and Bequests;

Life Insurance Proceeds;

Certain incidental gains from turnover of capital assets outside the Taxpayer's regular business.

Expenditure to be deducted when calculating Taxable Income—

General Business Expenses;

Interest on Business Borrowing;

Taxes, Insurance, Repairs, Depreciation, Mortgage Interest—own residence excepted;

Payments for own Superannuation;

Carrying Charges on Securities, not exceeding income therefrom.

Deductions from Tax—

Income Tax paid to United Kingdom or other British Dominion, or to Foreign Countries if they reciprocate;

Certain payments under Business Profits War Tax Act and Special War Revenue Act.

Partners pay—not Partnerships.

Companies pay Normal Tax, not Surtax.

Executors, Guardians and Trustees pay for Beneficiaries unable to manage their own affairs.

Accrued and Undivided Profits are Taxable.

Married Women with Separate Incomes make Separate Returns.

Farmers make Returns on Special Form.

# "Give The Display Manager Half A Chance and He Will Certainly Make Good"

Display Men Have Had Difficulty in Convincing Their Firms That Window Display Work Had a Definite Drawing Power—Difficulty in Getting Appropriations—Once Convinced, However, the Firm Gives a Free Rein

**M**R. MERCHANT, what is your attitude toward the window display man? Or, if you are your own window display man, what is your attitude toward your own window or windows? Do you look upon this end of the business as of real advertising value and, if so, are you giving it the proper appropriation in financing your business from one end of the year to the other? If your advertising man and your window display man stand before you asking what appropriations you are prepared to make for the coming year, do you properly size up their relative importance as drawing power to your store? Have you broken away from the old idea that the window is a place where any old thing can be put to get it out of the way? Or do you realize that the window is the front door to your store and that the passerby gets his first impression of your stock and your methods of doing business by the first impression he gets from your windows? If your window display man has come to you and said, "Boss, give me a chance; I've got a great idea, let me put it across," have you looked upon him coldly and said, "No, it costs too much money and ruins too many goods"; or have you given him the chance and been convinced that window display is good business for the store? These are questions which you, Mr. Merchant, might well ask yourself at the threshold of a new season when the window display man is to tell many of your customers what the new Spring styles are like, how they will look when worn, and what value there is in the merchandise which you have to offer for the Spring of 1921. The window display man wants to do his share toward making the Spring season a good one from your point of view. Are you going to give him the chance he is looking for?

## Display Men's Difficulties

A recent trip to three American cities does not convince the writer that display men across the line are more skilled than they are in this country. They cannot take merchandise and drape it more effectively, they have not a better sense of harmony in colors, nor is the whole setting of their displays better than they are here. But they appear to have the co-operation of their firms to a greater extent than in this country. They have not reached their present understanding with the heads of the firm without certain struggles with these men. These heads thought nothing of spending hundreds or thousands of dollars on their newspaper

advertising, but when the window display man asked them for a relatively small appropriation, it was a different matter. Then, again, the heads of departments wanted to have their say in the matter of window display and would dole out what they wanted in the window, not what the display man wanted at all.

Said the window display manager of one large store to Men's Wear Review: "I first had to convince the head of the firm that the window display work was not in harmony with the rest of the store, that it did not represent the high-class merchandising that was going on in the inside of the store. Then when I went to the display room it was in an awful mess. It was enough to take the ambition out of a man. The first window I had to trim, I had to clean all the fixtures and see that the windows were properly washed and cleaned. The work before had been done by a man who had been with the firm for many years. I told the head of the firm that I must have a good room to work in and that the place must all be cleaned up. It took me a week to have that place cleaned. Then I had lights put in, and the whole place was ready for work.

"The next difficulty was with the buyers. They did not want the merchandise used because they thought it would ruin it. They did not want collars put on shirts or ties put on collars. They would hand me dirty gloves to put in the window and the hat man would want every kind of hat he had in stock shoved in the window for display.

"But all this was changed after the head of the firm was convinced that window display work paid in actual cash returns. He then instructed the buyers and the department managers that they must co-operate with me in this work and that I was to have what I wanted."

## Give Them Half a Chance

In conversation with another display man in another city, a man who has won innumerable prizes in window display work, he also enumerated similar difficulties that he had had in his experience as

a window dresser. He told of the difficulty he had had in convincing the head of this firm or that one that window display work was an essential part of merchandising goods and that, without it, profits would not be as great. His association with window display men led him to the conclusion, he said, that if the display man were given half a chance he would make good and would convince the management that the money they spent on their window display work was well and profitably invested. "Give the average display man half a chance," he said, "and he will make good." He thought that originality ought to be encouraged by the heads of firms and he went on to point out that ideas that were money-producers could not be worked out without some expense. If the head of the firm was willing to spend a thousand dollars on an advertisement that was only of half an hour's life (he figured that the average person was through with his paper in half an hour, he ought to be willing to spend something near that amount for fixtures or backgrounds that could be used for weeks or months.

The result of the encouragement that firms give to their window display men in these cities is seen in the windows themselves. Magnificent backgrounds are used where they can be used effectively to show up merchandise, the most expensive fixtures are bought for the window, rich velours are bought to give a luxurious touch to the window. Display men are constantly developing new ideas because they are spurred on by the competition of other display men who, like themselves, have their firms behind them for all the expense that is required to make the window a real drawing power to the store. The different associations they have organized have promoted window dressing into the professional class of pursuits until every store of any size whatever has its display manager whose work is entirely devoted to the windows. It is regarded over there as a big job because they have fixed a new value to the work that is done in that section of the store. In some of the stores, the management of the window is down to a real science and each department is made to pay for the amount of space it uses in the windows week after week. The window display man is a high-salaried man whose business it is to help turn over the merchandise in each department throughout the store. That being the case, the firm figures that each department should help pay his salary. Hence, they are charged with window space.



The seventeenth of March is one of the landmarks of history which a man by the name of O'Connell could not, in justice to the distinguished race from which he springs, allow to pass by unnoticed. It is the day of the "Wearin' o' the Green" and O'Connell's, Ltd., of Victoria, B.C., bedecked their windows as befitted the occasion. The windows not only stopped the passersby because of the liberal use of the color that is ordinarily associated with the seventeenth of March and the original touches in them, emphasizing the anniversary in Irish history, but



they were exceedingly artistic and attractive. As will be seen \$17.00 suits were featured in one window and \$35.00 suits in the other. The shamrock shape was used for price cards. The shillaly and the pipes used in the one window were touches that pleased the heart of every Irishman who saw them, and created a good deal of amusement as well.

These windows were designed and trimmed by T. M. Henderson and M. Newett. It seems that O'Connell's could not resist the "17" even in the selection of their place of business, for it is 1117 Government St., Victoria, B.C.

# Advertising, Four-Season Buying Plan and Cancellations Reviewed by U.S. Retailers

National Association at St. Louis Passes Judgment on Three Live Questions—Steps Toward the Four-season Buying Plan Taken—Cancellations Condemned by Warning Issued by Association

Several matters that were discussed at the National Convention of Retail Clothiers of the United States at their recent convention in St. Louis three are of particular interest to Canadian merchants because they are topics of live interest here. One was the proper advertising policy for Spring; a second was the four-season buying plan; and the third, the question of cancellations which was one around which bitter feelings were engendered last year. These questions were also dealt with at the Ontario convention, but it is of interest, nevertheless, to understand the feeling across the line with regard to the same outstanding issues.

## Advertising

The National convention did not go on record as favoring any distinct line of policy with regard to advertising Spring lines. Expressions of opinion were heard, however. One view was that the retailer should take the consumer on his strict confidence and tell him that Spring lines would be about 25 per cent. lower than the early Fall lines, but that, even so, the prices would not be as low as those during the months of January and February when cleared sales were being held from one end of the country to the other. Merchandise, during these sales, was cut from 30 to 50 per cent. It was felt that if this policy were adopted in early announcements of Spring prices it would only prepare the consumer for spring sales, but would help the tail end of February sales.

Another view presented was that the retailer should stop using comparative prices early in February for a period of four or eight weeks until he was ready to announce Spring prices. If, in that interval, he avoided the use of comparative prices and went easy all along the line on the price question, it would materially help the situation when the Spring prices were announced. Some retailers felt that it would be necessary to hold sales all through the year to promote business.

At the state convention of the Kansas Clothiers, the same question was discussed and the convention went on record as favoring the featuring of moderate priced clothing in both windows and advertising to the end that the confidence of the public might be restored and customers shown that readjustment of prices had occurred.

## Four-Season Buying Plan

The four-season buying plan was out-

lined as follows: There shall be two buying seasons for the Spring and for the Fall. The mills will show their Fall lines to the manufacturer during the months of December and January, and the manufacturers to show their lines to the retailer during the months of March and April for delivery in July and August. The mills will again show their Fall lines during the months of April or May, and the manufacturers to show these lines to the retailer during July and August for delivery in September or October. According to the plan, the Spring lines would be shown by the mills to the manufacturer in the months of June and July and by the manufacturer to the retailer during October and November for delivery in February; and again the mills will show lines to the manufacturers during October and November and by the manufacturer to the retailer during January and February for delivery in March and April.

No definite action was taken by the association at this convention other than that the plan was referred to the manufacturers and the mills for their expression of opinion and it will then come before the next National convention.

## Cancellations

The National Association has taken a very strong stand on the question of cancellations and their attitude is against the disposition of the manufacturers to force the retailer to sign a certain kind of order that will be more binding on him (the retailer), than on the manufacturer himself. "We deem it inexpedient," says the resolution on this question, "for members of this association to give signed orders for merchandise of any kind, and condemn the movement to foist upon the unprotected merchant so called 'rider' clauses on conditional orders whereby only buyer is obligated. In this connection we ask the united cooperation of our membership in refusing to give signed orders until this association through its joint committee with the manufacturers shall have first adopted such a measure, and the same be approved by a referendum vote of the members of this association in convention assembled."

## President's Remarks

President Burkhardt, of Cincinnati, in dealing with two of these questions, made some very pertinent observations.

"Retailers should refrain from sensational advertising," he said. "I need hardly remind you who are before me

that the use of sensational words and phrases for the mere purpose of holding out false hopes to the public are distinctly within the realm of immorality. I caution you also in giving publicity to January and February clearance sales, in the use of terms or wording leaving the impression that clothing has gone down to the last notch. It is our common knowledge that drastic cuts will be made during January and February considerably lower than the first cut last Fall. Comparison of these clearance sales prices with those we will be required to ask in the Spring, bearing a legitimate, fair margin of profit, shows that these will be considerably higher and are likely to affect us adversely in the eyes of the buying public, who will believe that merchants are profiteering.

"A movement among manufacturers for the establishment of a bureau of commercial contracts has been instituted. Owing to the fact that the National Association of Retail Clothiers was not represented I am unable to favor you with the details of the objects of the proposed bureau. However, the association, without doubt, will be heard before any contract calculated to affect the retailer favorably or adversely is placed in operation. Any contract to be placed before the retailer for signature must first have been submitted to and approved by our association. If manufacturers wish to formulate contracts to bind merchants they should, in the light of good policy, take us into their conferences and confidences. As heretofore intimated, this association does not condone cancellations."

The Edmonton Bulletin recently contained an article dealing with the progress of the Great Western Garment Co. that was started in that city in the year 1911. At that time, the building in which this company began its operations was 25 by 100 feet; it is now a building of some 40,000 square feet; it employs 375 hands as against 12 in 1911, and its turnover last year was \$1,500,000 as against \$48,000 the first year of its history.

Sarjeant & King, of Barrie, are building up their boys' department by sending by direct mail to the mothers of boys in Barrie and vicinity a copy of the advertisements they run in the Barrie press dealing with boys' clothing.

# Suggestions for Show-Cards for Seasonable Merchandise

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

THIS HAT REPRESENTS AN ACHIEVEMENT.

A NECKTIE THAT WILL PUT YOU IN A BUYING  
HUMOR.

WORTH, WEAR, WARMTH WITHOUT WEIGHT.

THIS VALUE IS SURE TO FIND A MARKET.

CHARACTER AND INDIVIDUALITY IN THESE  
SPRING MODELS.

A NEW LOW COLLAR AT A NEW LOW PRICE.

AN UP-TO-THE-MINUTE SHOP WITH UP-TO-THE-  
MINUTE STYLES.

A NEAT STRIPE FOR A LOW COLLAR.

THE HIGH QUALITY STANDARD OF THIS LINE  
IS ITS BEST SELLING POINT.

WINNING PATTERNS THAT MAKE WINNING  
STYLES.

RIGHT PRICE, PERFECT QUALITY, CORRECT  
STYLE, PROMPT SERVICE.

FABRICS OF THE OLD-TIME QUALITY WITH  
NEW-TIME PRICES.

THE LAST WORD IN A SPRING HAT.

CHARACTER HATS IN THE LATEST COLORS.

IT IS LESS WORK TO SELL THIS SHIRT THAN  
TO MAKE IT.

A SILK-LIKE SHIRT MADE OF COTTON.

A LIGHTWEIGHT, SNAPPY TOPCOAT—RIGHT  
FOR SPRING.

QUALITY AND STYLES ARE FEATURED IN OUR  
SPRING MODELS.

A NARROW TIE—THE LATEST SPRING  
NOVELTY.

THE NEW COLLAR—LOW, YOUTHFUL, SNAPPY.

THE FEATURE HAT FOR SPRING.

THE LAST WORD IN QUALITY AT THE RIGHT  
PRICE.

THESE GARMENTS REPRESENT THE BEST  
THERE IS IN TAILORING AND FASHION.

DISTINCTIVE MODELS AT POPULAR PRICES.

THESE GLOVES ARE WELL KNOWN AND LONG  
ESTABLISHED.

NOVELTIES IN MEN'S NECKWEAR.

THERE IS NO VALUE IN PRICE UNLESS THE  
QUALITY IS RIGHT.

A PEARL GRAY FOR YOUNG MEN AND MEN  
WHO STAY YOUNG.

THE LATEST THING AT THE LOWEST PRICE.

QUALITY PLUS STYLES PLUS PRICE EQUALS  
CONTENTMENT.

THE NEW SHAPE FOR THE NEW COLLAR.

ZEPHYRS THAT ARE LIKE SPRING ZEPHYRS.

# Things Seen and Heard by "The Spectator"

Display Men in Smaller Towns and Cities Should Be Given a Chance to Visit Larger Places for Ideas in Window Trimming—Still Harping on the Old String—Advertising Hints

IN my travels around the country, I get the impression that there still remains much to be desired in window display work. I believe merchants themselves are coming to realize more and more the value of their window display efforts and, at the same time, are realizing the insufficiency of those efforts to meet the situation. Only the other day, a merchant told me that if he could have his windows dressed as they are in some of the metropolitan centres, he could sell twice as much on a Saturday as he now sells, and he went on to suggest that there was a place in the trade for a "travelling display man" who could go from one town to another and give merchants one good weekly trim. The suggestion struck me as being a good one and one that might be made practicable by a little more co-operation between the merchants in their own towns or with the merchants of near-by towns.

## Display Men Should Travel

There is, however, another way in which display men can improve themselves if given a fair chance by the proprietor. Even though the display man in the smaller towns may not be a professional window trimmer, there is no reason why he should not improve himself or be given an opportunity to improve himself. It seems to me that the proprietor of the small-town store would do well to send his display man away on a few days' trip three or four times a year. It would not cost him a great deal of money and he would very soon show the results of his travels in improved window display work. There is nothing like travel for broadening one out. A couple of days spent in Toronto, Montreal, Hamilton, London, Winnipeg, Vancouver, or several other Canadian centres; or in New York, Chicago, Buffalo or a dozen other large cities of the United States would yield a harvest of ideas to a young man in search of them.

## Grasp The Idea

I often find that display men in the smaller towns look upon the city window as impossible of accomplishment so far as they are concerned. In some respects it is, because there is the lack of space which permits of elaborate backgrounds. But there is always an idea in even the largest windows which can be carried out on a smaller scale. Take, for instance, a window reproduced in the last issue of this trade paper, that of Kleinhan's of Buffalo—the one showing boy's clothing. In that window there is an elaborate background. But there is a very simple idea in it that could be carried out in the smallest window. Every merchant carries boys' clothing, and an original display carried out along this line could be made very attractive in a small way. There were two other reproductions containing ideas that could be readily copied—that horse show display from Rochester and the orchard of straw hats from the same city.

One of the best display men known to the writer, when he first came to the city in which he is now doing business, made it his business to see every window display in that city every week. It was ideas he was after; and by combining the idea he grasped in this window with another idea he grasped from another window, he worked out displays of his own and rapidly rose in his profession, until he has taken first prizes in international contests. Now, he takes three or four trips

every year to some of the largest American cities to keep himself fresh with regard to window display work. I think proprietors in the smaller towns who frankly admit that there is room for improvement in their window display work would do well to send their young window trimmers to some of the near-by cities a few times during the year. I am convinced that they would be surprised at the results that would follow.

## Still Harping On The Old String

The other day I walked into a store and was struck by this display card: "Arrow Collars, Regular 35 cents, now 24 cents." My strong conviction is that it is poor business to still further pursue the policy of referring to values that are now gone forever. It is an incredulous public that will continue to accept such quotations when nearly every merchant in the country is selling Arrow Collars for 25 cents and has been for some months. To refer to these collars as "Regular 35 cents" is a long way from the mark. I quite agree with what President Fitzpatrick said with regard to the continued use of comparative figures in merchandising this Spring. To refer to prices that have passed into history is misleading and tends to throw discredit upon clothing merchants the country over. In certain centres, strong efforts are being made by local clothing associations to arrive at an understanding with regard to the discontinuance of comparative figures for a period of months. Behind this effort is a most laudable desire to educate the buying public to the new values that now obtain in all men's wear lines. The merchant who quotes values that are gone forever, is to use a vulgarism: "throwing a monkey wrench in the machinery," and, in the long run, is doing himself no good. In my travels around the country, I learn that merchants who have gone back to merchandising in the regular way, merchants who are steering clear of sales altogether, are doing the best business.

## Hints Regarding Advertising

It will be well for advertisers to watch very closely their advertising from this time on. Any inaccuracies or exaggerations are liable to run foul of a new officer that is being appointed by the Dominion Government whose duties will be to scan advertisements to see that the "truth, the whole truth and nothing but the truth" is contained therein. This step is the result of the unceasing efforts of the Retail Merchants' Association to bring about better ethical standards with regard to advertising and to weed out, by prosecutions in the courts of the country, the dishonest advertiser. Clothing men the country over know that irreparable harm has been done to the trade during the last year by men who have not hesitated to give expression to misleading statements in their advertisements. As a matter of fact, I happen to know that advertisements that have recently appeared in some of the large city dailies are now in the hands of the men who will, in time, be officially appointed to this position, and are being closely examined.

I think the outlook for a more conservative tone in advertising is very bright as a result of this new office that is to be created. A few examples made of reckless advertisers will do much to introduce a tone in advertising which will soon engender a more confident feeling on the part of the public.



# Victoria Merchant Emphasizes Value of Training

George Straith Says It Is An Investment That Always Yields Dividends—Quality the First Consideration—The Use of Price Tickets

"THERE is no doubt about it," said George Straith, of Victoria, B.C., to *Men's Wear Review*, "the time that a man spends in training is an investment that will pay dividends as long as he cares to engage in active business." Mr. Straith is a graduate of a school in Chicago, and has never stopped studying the arts of window-dressing and card-writing. In one of the window-dressing contests conducted by the *Haberdasher*, New York, Mr. Straith carried off one of the diplomas awarded to the Champions of America.

"Ever since I opened up in Victoria, I have promoted amateur lacrosse, hockey and baseball teams. I have pitched ball myself both in the East and West and am keenly interested in sport of all kinds; while my object primarily has been sport, you will see quite readily that my business has been helped greatly at the same time. I have built up a steady trade among those who are good dressers and have stocked only the best of every line. I don't think a salesman has ever sold me on a price canvass—but I have always time to listen to a salesman who has a quality line and can show me better material, better style, and better workmanship. I can always sell the highest class merchandise and get a profit, and make a friend, but the odd times that I have listened to the plausible 'cheaper price' salesman I have been properly 'stung.' This has been particularly true

in clothing. Twice now I have taken a chance on a few cheaper garments, to sell at a lower figure and both times I have lost money and endangered good customers. The fronts of the coats have 'broken' and the garments have looked like 'hand-me-downs' after they had had a little wear. But with this line," and George waved his hand affectionately toward his wardrobe and he launched off into a eulogy that would warm the heart of the made-to-measure tailoring house concerned. Mr. Straith is absolutely convinced that the line he carries represents the acme of modern tailoring perfection. He had the coat off your representative and as he showed one model after another the while we admired the effect in large combination mirrors, I must confess that your scribe looked quite presentable.

"I have had the fellows come in to me," said Mr. Straith, "and tell me that they had been canoeing at the 'Gorge' and had fallen in, remarking, 'Well, I guess the old suit is ge-fritzed now,' I would have them bring it in; press it up, and the garment looked just as well as when it left the shop. It pays to pay a few dollars more for suits, if you can feel certain that the extra money will be put into extra value in the garment."

Mr. Straith sells a surprising share of the neckwear sold in Victoria. This business has been gradually increased by always displaying a wide range of shades, patterns,

and silks. Imported woollens and the best domestic knitted goods are tastefully shown. A large business is done in ready-to-wear and made-to-measure dress suits, tuxedos etc.

There is a great divergence of opinion regarding the use of price tickets in the show window.

Mr. Straith is one of those who, while realizing that all the elements necessary to complete a sale are not in an unpriced window, has decided that for the class of trade he serves, the price is best omitted from the window display. "My customers do not come to me to buy cheaply; they come to get quality. I am afraid that were I to place any emphasis on price, my quality reputation might not gain by it. When one of my customers buys an expensive overcoat from me, I believe he likes it just as well if I don't advertise the price he paid for it. We do use small cards on our window displays drawing attention to some feature of the articles displayed; such as the kind of tweed, the name of the style, or the maker's name."

For a small store (25 x 50) George Straith has a very attractive furnishing store, and carries a large range of stock. Quality and dignity are in evidence in the interior displays, the window trims, and even in the deep piled carpet that covers the entire floor.

## APPROVE TURNOVER TAX

(Continued from page 24)

### The Manufacturers' Case

G. H. Douglas of Thornton & Douglas, Hamilton, and William H. Lamont of H. S. Howland, Sons, Ltd., Toronto, ably presented the case of the manufacturers. The contention of the manufacturers was that every article from the primary market forward should bear a one per cent. tax by the seller. In submitting figures on which to base their argument, Mr. Lamont cited that the internal turnover of the country throughout the different gradations of business would be about \$18,000,000,000. A one per cent. tax on that amount would yield the Government \$180,000,000. The argument of the manufacturers was that the tax proposed, or the application of the tax proposed by the retailer would pyramid until it would add anywhere from five to ten per cent. to consumer cost. It was argued that the retailers' proposal would result in tying up a good deal of capital in goods because the tax would be paid before the goods were disposed of. A tax, they believed, should be placed on consumption.

### The Wholesalers' Case

Hugh Blain and A. C. Pyke handled the case of the wholesale grocers which substantially agreed with the retailers. Mr. Pyke, in presenting his resolution, stated that it spoke for 98 per cent. of the wholesale grocers of Canada. Mr. Blain questioned the statement of manufacturers that their plan would mean pyramiding to the extent that they held it would. Suppose, for instance, 5 per cent. were placed on the manufacturer. The wholesaler would add, say, 12 per cent. which would mean 5.60 cents. To this, the retailer would add another 25 per cent., equalling 1.40 cents or a total of about 7 cents. It was pointed out, too, that, admitting for purposes of

argument that the collection of the taxes as proposed by the retailer would result in pyramiding, it would not, in the end, be any more than the one per cent. tax placed on the three gradations of business plus the increased cost of collection if the tax were applied to 200,000 retailers.

In brief, these were the cases presented by the different interests. T. W. Learie, speaking for the Credit Men's Trust Association, took sides with the manufacturers. The whole matter was discussed for many hours during Wednesday and Thursday, March 30th and 31st, and after all arguments had been heard, the matter was placed in the hands of a resolution committee which brought in the report printed above.

J. A. Banfield, Winnipeg, President of the R.M.A. of Canada, presided throughout.



The quotations of the American Woolen Co. for Fall are, in some cases, 50 per cent. below the prices of last Fall and anywhere from 6½ to 12½ per cent. below the stock prices quoted last January.

# Displays in the Montreal Shops

Windows Are Very Colorful and Take on the Easter Hues—Display Men Are at Pains to Show Seasonable Merchandise in the Most Attractive Way — Contrast in Prices From Year Ago

MEN'S wear windows and show rooms in Montreal during the days of waning winter and warm winds of spring's approach have become the centre attraction for the throngs of pedestrians who frequent St. Catherine or St. James streets during the busy hours of the day. Perhaps it is because we have been so long accustomed to the word "sale" and its attendant price-tags and rather crowded window displays that the present transformation strikes the passer-by with more than usual interest. It is a noticeable fact that in front of every haberdashery shop wherever one goes are gathered two or three men who appear to be seriously considering the contents of the windows as though the choice of necktie or hat or shirt were a matter of more than passing moment. Whether this revival of interest in things sartorial is due to the fact that the average masculine wardrobe is badly in need of replenishment just now, or whether the man in the street had become weary of the inevitable sale window, the fact remains that the situation has improved all round and it is quite time that it should.

St. Patrick's Day offered an unusually good opportunity for retailers to get away from the aforesaid monotonous repetition of sale windows, and seldom has Montreal been so distinguished by "the wearin' of the green." Not only did haberdashers feature entire windows of emerald hued goods, but everywhere were potted shamrocks, festoons of ribbon and streamers in profusion to heighten the effect. A most striking showing was that noticed in the R. J. Tooke store at the corner of Windsor and St. Catherine Sts., where a harp of the largest proportions occupied the position of honor in the centre of a well arranged showing of furnishings, tied with plenty of green ribbons. Green flags and clay pipes were used with good effect in most of the other stores.

An early Easter has had a wonderfully invigorating influence upon trade in general in Montreal. The weather also has conspired to instil a longing for something new into the hearts of even the most indifferent. Perhaps also the lavish use of wonderful potted plants in the smarter windows has something to do with the unusual interest

taken this Easter in all kinds of store displays. The department stores of course gave much prominence to men's wear during the week preceding Easter, notably Goodwin's Limited. Two of their largest displays featured men's and boy's clothing in distinctly artistic arrangement. The backgrounds in each case were grey against which the graceful and uncrowded grouping of lavender and mauve furnishings stood out effectively. Silk and wool taffeta shirtings faintly striped in these delicate tones were arranged on stands, interspersed among which were the usual accessories—socks, gloves and ties in the same shades or in harmonizing colors. Towards the centre was placed a huge terra-cotta pot of purple hyacinths upon a dull gold pedestal. Another variation on this theme was shown during the week before, when effective use was made of six garments only, three top-coats and three sacks. The latter were placed upon forms which showed off the neat pencil striped effects, while the former were draped from stands to show the half linings. A wax figure representing a man of fifty years or so, dressed in faintly striped



A handsome window display by Morin & Frere, of Montreal. Orchid and purple tones were used and a very striking effect secured. The big rose bush presented a good contrast.

serge, centred the display and added much dignity and balance to the whole.

The Jas. Ogilvy store also featured a grey background for their showing of Easter men's wear. In this case, the display man added much to the attractiveness of the window by the use of a kind of window box filled to overflowing with all kinds of flowers in one shade of dull blue. This was placed directly at the back of the window and provided the only color note. Six garments were shown in this case as well, representing the variety of styles offered this spring.

Leaving outer garments for a time, another display worthy of comment was observed in the handsome display of the Max Beauvais shop on St. James St., where a large showing of the newest in haberdashery was on view. The feature of the display was the remarkably colorful collection of striped neckwear of heavy corded silk cut on wide flowing lines. Three inch stripes running across the tie diagonally showed very pronounced contrasts, such as scarlet on grey, grey on navy or garnet on green, etc. Novel striped effects in knitted silk ties were also shown, both in the new slanting stripe and in the straight horizontal effect. Smart fawn spats of medium weight cloth and gloves

of several different neutral tones showing the new hand stitching were cleverly arranged, together with walking sticks of different woods. An interesting note was provided by the introduction of a new type of golf club among the different accessories, and was doubtless a highly important attraction to the numerous devotees of the game constantly passing the store. A particularly clever handkerchief was also noticed in this display, of dull blue lawn, beautifully initialed in hand embroidery in lozenge effect, and neatly bordered in a hair stripe of fawn. The "sporting" note was decidedly in evidence in this display, as demonstrated by the jaunty flecked tweeds, the clocked hose and the shaggy hats of black and white fabrics.

Further along St. James St. one noticed quite the most artistic display observed in a long time in the window of Gibb and Company. Against a wonderful panelled background of blackened Jacobean oak were artistically draped three of the smartest and most luxurious of satin lounge robes for men. Oriental in pattern and color, yet delightfully effective and useful, the shades of rose, yellow or purple on grey grounds stood out in most distinguished simplicity against the severe background. Two

other drapes of softly striped silk shirts were placed towards the front and completed the entire display.

The East End of Montreal is rivalling the downtown section in the matter of well-appointed men's wear shops as evidenced by the appearance of several decidedly smart displays during the past few weeks. Morin & Frere are showing some fine imported English shirts, striped faintly in delicate mauve, together with socks and neckwear to correspond in the same seasonable shades. Display stands of moderate height are used with excellent effect in the windows, which are further improved by the addition of a potted rose bush in full bloom placed upon a centre pedestal. English worsteds in cool summery greys, showing the newest single and double-breasted effects in sack coats, and one or two covert cloth coats are shown in the other window. English tags are employed in either window, in fact, in many of the Montreal displays at the present time. Displays are tending to play up the quality and the newness of the goods rather than price, and the absence of tags is a distinct improvement where artistic effects are in question.

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This original display, arranged by Adrian McBeth, of Charles Heashorn, of Montreal, shows how the artist links up current events with his window display work. A few months ago he conceived the idea of using movie advertising to push his own displays, and the resulting window proved entirely successful as a means of selling evening clothes. Inside a large post card representing a horse shoe he printed the announcement, "Tom Moore, Before and After 'Hold Your Horses.' Clothes Make the Man. Come in and See What Ours Can Do." Two other clever posters showed Tom Moore in a hobo's garb and in correct evening dress, side by side with coat forms dressed to correspond, with a pair of tattered trousers and a street sweeper's brush at the left, and the usual accessories of silk hat, cane, etc., at the right of the dinner jacket.

The theatre which ran this particular movie was only too glad to loan the necessary photographs and, later, had the display photographed to feature in its lobby—a result which worked advantageously to all parties concerned.

# Believes it is Better to Cut Prices and Say Nothing About it Than to Hold Sales

McAskill & Simpson of Montreal Have Never Run a Sale—Only Buy What They Are Certain They Can Sell—Promoting Sale of Footwear.

THE firm of McAskill & Simpson, haberdashers, of Montreal, has the distinction of being the last men's wear store at the western end of St. Catherine street, and although it might almost be termed a "neighborhood" shop on account of its situation in one of the better residential districts, it caters almost exclusively and with the utmost success, to a medium class customer to whom price and value are of more importance than style or last moment novelties. Mr. McAskill, the senior partner, is a Scotchman who came out to his country over thirty years ago, and was taken so kindly to the land of his adoption that he has settled down permanently in it. After spending some seventeen years as a clerk in a men's furnishing house, Mr. McAskill felt satisfied that the time had come for him to branch out in a store of his own, where he could put into practice some of the receipts he had evolved during the term of his apprenticeship. Eight years ago he and two partners went into business together, and selected the present location for the shop as being just what they wanted. Their friends, however, prophesied a speedy downfall and failure for them, saying that it was absurd to think of getting any business so far up town, unless they were prepared to deal entirely in expensive and exclusive novelties. Nothing daunted by these depressing prognostications, the store was opened, merchandise was selected for the stock, which would have a real appeal to men understanding values and even a thought was given to possible women customers by the inclusion of a line of sweaters as well.

That was eight years ago. Everyone knows that the average furnishing store had unusual difficulties to combat during the war years, when merchandise for civilians mounted month by month and men became almost a drug on the market after the tax came into force. McAskill & Simpson however, reaped the benefit of their unflinching determination to stay in business despite set-backs, and first, by keeping to moderate prices and second by force of instilling a feeling of sincere friendliness into each sale transacted across the counters, succeeded in establishing their business firmly, and with more and more success each succeeding year.

Asked by a representative of Men's Wear Review to what reason the firm owed its unique success, Mr. McAskill replied: "For one thing, we believe in giving value to our customers, and we are always on the look-out for bargains to pass along. We have one price for

all, which we adhere to, despite the frequent efforts of our customers to persuade us to make reductions. We never hold sales and do not approve of them, for the simple reason that it is better policy to cut prices and say nothing about it if goods are not selling quickly, than to publish the fact and maybe misrepresent the facts in order to achieve a sensational effect. We are here to serve customers who want good, plain, service, giving merchandise at moderate prices, and we buy just what we are certain we can sell and nothing more. When we take stock it is all our own, and we start a new year knowing exactly where we are, and how much we are to the good, and are under no obligations to anyone whomsoever. We have found that our particular custom is heaviest at lunch time and after office hours, so that we are kept pretty much on the jump between twelve and one and from six to seven o'clock in the evening. We close at seven four nights a week and stay open until ten on the remaining two evenings."

One of the features of the business is the fact that it includes a line of men's footwear, priced at startlingly low figures. Asked how he could make it worth while to carry such a line, Mr. McAskill explained that he found the practice of picking up job lots of footwear from the makers at special prices to be an excellent plan. "I carry a full range of men's brogues worth, in reality, around \$11 a pair, which I can sell for \$4.95. That hardly sounds possible, but I do it on the understanding that what is not sold I can return to the manufacturer or jobber without any further obligation. But so far we have been able to sell between 250 and 300 pairs in the last three months, which is exceptionally good for footwear sales at present, and furthermore, each sale made was extra business which we probably would not have done had we not featured such low values. And when a man gets a pair of boots for such a reasonable price, he is more apt than not to purchase something else while in the store."

"We are glad to make exchanges of goods which are not satisfactory," continued Mr. McAskill, "but such occurrences are very seldom necessary. You will notice that our window display features a large assortment of merchandise of all kinds, with prices—clearly marked. That system is really the best plan nowadays, as we find customers invariably ask to be shown some socks like the ones in the window at \$1, and so on. You will also notice that people get into the habit of stopping in front of our window and studying the goods

for quite a while; whether they come in to buy or not is immaterial; they get into the habit of associating our prices with good quality merchandise, and generally come in later on and ask if we still have such and such a thing which was displayed a few days ago. Men are always in a hurry down-town, but up here they usually take time to look at store windows as they go along. If they cannot come themselves, their women folks come for them, and we are beginning to do more and more trade through wives and mothers than we ever did. Older men rarely change from one thing to another, but prefer to stick to the same style in most kinds of apparel, so women do not have much difficulty in selecting for them. Women are not as good judges of merchandise as one would think, but they are distinctly worth while catering to."

## MONTREAL DISPLAYS

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The R. J. Tooke uptown store is featuring straw hats in two new styles even at this early date, together with two or three smart pearl grey fedoras. Potted lilies interspersed among the headwear provided the proper atmosphere and a softening note to the severity of the display stands.

The new narrow tie is being shown everywhere together with the latest collar styles in starched and soft models. A particularly seasonable showing of new neckwear was featured by the C. A. Workman store on McGill Street in one of their smaller windows. Several smartly tied cravats were displayed against a light background and underneath a neat show card announced that "no neater knot could be tied, even by a clergyman." Elaborate use of backgrounds is made by this firm in each of their many windows along the lines of pastel tinted settings wreathed in spray and festoons of flowers.

Speaking generally, however, it must be said that there is little radically new merchandise offered this Spring, and what there is, is distinctly conservative and dignified. In sporting accessories more latitude is noticeable and it is in this direction that we may expect to find more real novelty as the Summer draws nearer. Retailers are making up for the absence of the more pronounced and extreme furnishing fads by extra care in the arrangement of their displays and in the choice of those settings which will attract more than the ordinary amount of curiosity and interest evinced by passers-by. And where price tags are employed still greater interest is manifested, and these useful little salesmen, be it noted in passing, are reappearing even in the windows of the most exclusive stores as silent reminders that prices are showing a decided contrast to Easter 1920.

# Original Window Displays by Firm in Montreal

Charles Hearshorn's Display Man Gives Some Unique Touches to His Window Arrangements—Featuring Current Events—The Use of Colorful Backgrounds.

**T**HERE is no publicity work that can be undertaken by a store more valuable than that afforded by the show window. Just as one's personal appearance carries an impression that influences opinion, so the show window to the passer-by expresses the personality of the store. There are stores that never have anything constructive or educational to say to the public; they have only one object and that is to emphasize merchandise values, and to that kind of a store that is satisfied with piling a window up with commodities carrying a price ticket we have nothing to say.

The subject of "windows" is as complex as the subject of salesmanship. There are firms who are so well established that they feel that they do not need window displays. They are like the old gentleman who said to his son, "My boy, if you want to make a good impression, the first requisite is clothes. Dress well."

"But," said the young man, "you don't dress particularly well."

"That is true," was the reply, "but I

have made my reputation. I am known for what I am. You are being judged by your appearance."

So with a good many firms. Some seem to think that they have become sufficiently well known after a spasmodic and short-lived attempt at newspaper advertising coupled with a special window display at Easter or Christmas, others simply do not trouble about either, but go after business in what they consider to be a more conservative and dignified way.

Realizing that clothing displays are at best but monotonous affairs, no matter how novel the cut or superfine the quality of the garments may be, the young manager of the Charles Hearshorn clothing store in Montreal has concentrated all his talents of inventiveness and artistic ability on the origination of window settings which will attract and hold the attention of passers-by along that particularly busy section of St. Catherine Street, in which the store happens to be located. Always striving after the elusive "something different," this young

artist, whose name is Adrian McBeth, has succeeded of late in devising really notable effects, entirely through his own skill. On this page will be found one of his achievements in this direction, which have resulted in phenomenal extra business for the store. The Easter window which was one of three especially decorated for Easter week, is reproduced to show the effect of a floral setting as a means of enhancing the ordinary clothing window. The background is arranged in easel effect draped with soft folds of velours in bright shades of tomato and old gold. The background of the landscape scene is mottled blue and white which shows up most effectively at night when the six powerful lights above the window are lit. The low plateau fixtures in each window are re-painted by Mr. McBeth every fortnight in keeping with each new color scheme, and all the other accessories such as flowers, draperies, etc., are also changed, so that no display ever repeats any feature which was used before. In this particular display, the

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This is the display outlined in the accompanying article, a display arranged by Adrian McBeth, of Charles Hearshorn's, of Montreal. The streamer across the top of the window has on it the words, "Special Reductions for Easter."

# Anticipates Biggest Year In His History

N. Phillips & Co. of Cornwall Have Held No Sale in Fifteen Years — Strong Believer in Poster Advertising—Is Drawing Card for Tourist Trade.

**A**LTHOUGH a men's wear store may be located in a small town principally noted for its factories or its farming district, yet it may still be the equal of any similar establishment to be found in cities many times its size. In the old days the general store was able to cope quite successfully with any and all demands for merchandise which were likely to be felt by the townspeople, and the specialist in any one line was regarded somewhat suspiciously as all innovations are apt to be treated. In the store of forty or fifty years ago produce was often exchanged for merchandise and the store consequently was obliged to carry a little of everything from coal oil to paper collars.

To-day this is all changed in the case of small towns which cater to the owner of a Ford runabout or the feminine element which is quite familiar with what is being worn on Fifth Avenue. To-day, in the small town, the dealer in furnishings for men no longer specializes in heavy mackinaws, overalls or work shirts, he goes quite to the other extreme and recognizes the advisability of carrying smartly cut and well-made suits and snappy haberdashery to meet the critical needs of local Lotharios.

The firm of N. Phillips & Co., of Cornwall, Ontario, is just such a store—one which has grown up with the town and can look back on over forty years of uninterrupted and successful trade in men's furnishings and clothing. It has been successful in building up cordial business relations with the factory trade which makes this town its head-

quarters. Although not luxuriously appointed, yet the store is modern in service and equipment, and "does the business." All sorts of wearing apparel are carried in the store, from the most expensive suit for the business man of quiet tastes to the plain, serviceable but inexpensive working clothes so indispensable to the workingman. There are fine grades and heavy grades of everything carried in regular stock, so that almost every need can be satisfied. This knowledge has only been acquired through long years of patient study of local conditions and tastes, and by most careful adjustment of prices and goods to meet as nearly as possible each individual requirement, by Mr. Phillips, senior, who now relegates a great part of the management of his business to his son.

Mr. Phillips does not believe in holding sales and has not held one for over 15 years. According to him, the prevailing local habit of holding a three day sale beginning on a Saturday is not a profitable plan, as owing to the intervening Sabbath interest is always lost and Monday's and Tuesday's selling is never satisfactory. If a sale is to be run successfully at all, he maintains, it should be begun on a Thursday in order to wind up with greatest effect on Saturday. Newspaper advertising and window display featuring the sale should be carefully planned to compel interest and lead up to a climax, otherwise the idea of making a quick turnover on certain goods must fall short of its goal.

Mr. Phillips is a strong believer in the use

of poster advertising throughout the neighboring counties as a means of attracting motorists during the summer months. Tourists are plentiful in the vicinity of Cornwall, particularly Americans from the State of New York, who perhaps are tempted to purchase more freely in Canada than at home on account of the advantage of the exchange in their favor. That the Phillips store makes an effort to carry just the right range of merchandise to attract tourists also goes without saying, and thus the motorist, the farmer, the mechanic or the humble factory-hand can and do find a welcome when they drop in for any purchase whatever. Mr. Phillips advertises in two local papers but nevertheless believes that the more important trade is that which he secures by posters along the line of the railways or the high roads.

While business with him has never felt the least depression at any time in his long history, yet Mr. Phillips professes to anticipate the biggest year of all this year and admits being incurably optimistic regarding the future in the men's wear business. He is closely in touch with the solid element of Cornwall and its environs and says that there is nothing wrong with Cornwall even though some of the factories have been feeling the prevailing depression of the last few months. Conditions are quickly improving, he stated, and the local banks are full of American money which is being spent in the town. Therefore, in Mr. Phillips' opinion the coming summer will see things normal and prosperous in Cornwall.

## ORIGINAL WINDOW

(Continued from page 40)

summery effect is enhanced by the clever use of the large bees poised upon the trellis which supports the climbing flowers, and the little rustic flower stand blends in naturally with the painted blossoms on the set behind.

The price tags in this window are another feature worthy of comment. Each garment bears its own tag, each of which is uniform in design, representing a yellow chicken appearing from its shell against a pale mauve ground. The figures are clearly drawn in heavy black ink, and those in the foreground are framed in old gold. Instead of using large display cards to announce any special features in his displays from time to time, Mr. McBeth prefers to use a large poster across the top of the two larger windows, which he designs and executes personally. Prior to the Easter showing he displayed a very artistic woodland scene in pastel colors, with a cut-out section in the centre made of aluminum paper around which a shining rim of light comes through at night. This was changed for a clever reproduction of Easter lilies and rabbits

which Mr. McBeth quickly sketched from a design on a post card while chatting with a representative of Men's Wear Review. "I always use heavy pebbled wall paper, either in all white or in gold or silver for these posters," he remarked, "and a heavy quality of cardboard for the backgrounds, which I cut out with a hand saw to represent vases, frames, or whatever effect I desire. It does not take long to sketch in the figures and to color them, and the cost is very little in comparison with the results received."

Although the different settings and posters made by Mr. McBeth are original and more than usually attractive, yet he believes in altering them every fortnight at least, in order that passers-by will always be on the lookout to see what changes have been made, and the old ones are discarded entirely, never being used again nor loaned to anyone else. In this way, Mr. McBeth says the store has achieved a reputation for originality which is a decided asset as regards selling the garments. The centre window, which is somewhat smaller than the others, recently featured a monster rabbit seated upon a bench, playing a mandolin, painted in effective colors upon heavy board.

This clever sketch drew forth much favorable comment from customers who remarked that it was unusual to see such attention to seasonable display in a men's wear store. This design, by the way, was adapted by Mr. McBeth from a candy box cover, and called for no particular outlay of time or expense.

## FRENCH IMPORTS FROM U. S. DECLINE

Paris. — Official figures of French imports for 1920, just made public, are 35,401,951,000 francs, showing a decrease of 350,000,000 francs from the preceding year, but an increase in tonnage of 12,500,000 is shown, due principally to increased importations of raw materials.

The heaviest shrinkage in imports is from the United States, the total this year being 7,061,721,000 francs, compared with 9,218,000 francs in 1919.

Exports last year totalled 22,437,757,000 francs, an increase of 10,555,157,000 francs over the preceding year. Goods sent to the United States were valued at 1,770,892,000 francs, against 892,801,000 francs last year.

# Vital Points in Salesmanship Among the Boys

Mr. Wheaton, Head of Boys' Department in Montreal, Says Men Make Better Salesmen Among Boys Than Women—Though Talking to the Mother Don't Forget the Boy—Avoid Vital Mistake of Telling the Boy His Suit Makes Him Look Older

SCARCELY more than a boy himself is Mr. Wheaton, the energetic young manager of the boy's department in the John Murphey departmental store of Montreal, yet though only in his early twenties, he has an enviable record both at the front during the war and in his business career. Mr. Wheaton might well be called a specialist in boys' apparel as his department covers everything essential to the wardrobe of youngsters between the ages of two and seventeen years, and is well known to mothers all over Montreal. So popular is the department, indeed, that it is no uncommon thing for Mr. Wheaton and his assistants to serve one thousand customers on a single Saturday which is fairly good work in a department of not much more than 100 square feet of floor space. Mr. Wheaton has developed many interesting theories regarding the selling of boys' clothes which he discussed with a representative of Men's Wear Review this month. According to him the good salesman is a specialist, is preferably male and necessarily a keen judge of human nature. While it may seem that a woman sales clerk would have a certain affinity to the boy, which would tend to make her a better agent in selling, yet Mr. Wheaton inclines to the idea that men are more relied on by the mothers when selecting the apparel for their boys. While every rule has its exceptions, of course, he says that women seem to have a belief that men in the business have a superior knowledge of boys' clothing and show an inclination to prefer them. "I have tried out the plan of having a woman sales-clerk to attend to the little ones of two and three who are being fitted in their first real suits, but I found that she naturally wanted to go after bigger sales and to make good in general selling as well as handling the infants' side of it. So I had to return to an all male staff which is probably the best after all."

Regarding the location of a boys' section in the store, Mr. Wheaton had a word to say. "I believe the boys' department should be on the ground floor of the building, so that a mother with one or more children can reach it with out having to use the elevator or stairs. I have moved my own down from the fifth floor to the second and hope eventually to get it located permanently on the main floor. Just now it is alongside the footwear section, and only this morning a customer who was buying boots for her small son was attracted by our large sign, "Boys' Clothing Shop" and came over to see what we had. Before she left we had secured a cash order amounting to \$62 which was entirely unexpected as she said she had only come in to look round."

According to Mr. Wheaton, the salesman in the boys' department must have the gift of being able to size up a customer at once and the sizing up process becomes instinctive and a habit. "When I see a boy come

into the section," he explained, "I say to myself, that's a 12-year-old size boy or a fifteen-year-old size boy and it is the most important thing in impressing the mother favorably, that one should hit the right size right off. The ability to size up a customer both for mental and physical characteristics is one of the things that counts in selling successfully. I try to get a garment on the boy," continued Mr. Wheaton, "especially as the mother knows her boy requires a suit, but has no definite color or style in mind. She will say that she does not like this or she does not like that until it is actually on the boy's back, then the attitude changes. When I get the garment on the boy, stating perhaps that I am trying it on for size, then the suit begins to look attractive and generally those who say they are only looking around change their mind when the suit is actually on and the sale is made. I never believe in selling a mother a cheap suit. Our class of customers are able to pay well and are not at all attracted by bargain prices. Women are much better judges of value in clothes than men and are not so often misled by appearance and deceived as to value."

"In selling clothing for boys," continued Mr. Wheaton, "of course, in the majority of cases the appeal is made to the mother, but it must be remembered that the boy is listening to all that is being said. To enlist the boys' aid in clinching the sale the remark, 'Isn't that a manly looking suit,' usually wins him over, but one must be careful to avoid letting the mother think that the garment makes her boy look really older. That is one of the vital blunders which a good salesman never makes. When one knows one's customers personally as I do and meets them again year after year such difficulties are naturally eliminated."

"Many retailers of boy's clothes advise the keeping of records regarding every sale in order to follow up customers or to be assured that the purchases give satisfaction. This is an admirable plan in a smaller shop but is almost impossible in a departmental store section. We are too busy and handle so many hundreds of new customers constantly that we would be swamped if we attempted it."

Advertising is another of Mr. Wheaton's hobbies, and he believes that it is of the utmost importance in the successful handling of boys' trade. Newspaper advertising is of course incorporated in the store's regular copy and usually features week-end specials in suits, etc, the year round. But there is just one thing emphasized by Mr. Wheaton in speaking of his advertising and that is that he objects strongly to the use of the word "snappy" in speaking of boys' clothes and he will not allow it to be used. "Such a word as snappy," he explained, "is not liked by our customers, and we avoid its use always, employing such adjectives as 'smart'

or 'serviceable' if necessary, but preferal I use no adjectives at all, and merely state the type of garment and its price together with the range of sizes or colors. That is what a mother needs."

"I also believe," he continued, "in setting aside one week in August each year and calling it children's week. This should come just before school opens and may well apply to girls' as well as boys' clothing of course. During this special week we give away souvenirs bearing the name of the firm, and these I know, are greatly prized by the youngsters. One year we gave every boy who bought anything in our department a handsome leather watch fob with an enamelled seal showing the British bulldog on the Union Jack. Last year we had standard rulers made for us, printed on one side with the words, 'This is a good rule. Buy boys' and girls' clothing at Murphey'. This was presented to all customers in the store during that week, and it is safe to say that a large proportion of the rulers in use in Montreal schools this year are stamped with the name of the John Murphey Company." Another year a base-ball bat was given and was greatly appreciated, one little fellow even recalling the fact to Mr. Wheaton recently and saying that he had coaxed his mother not to go anywhere else because Murphey's always gave such nice things to boys! Apart from these features the advertising is of a good straight-forward nature calculated to appeal to discrimination and well to do customers.

To an enquiry as to the best type of clothing to handle in a boys' department, Mr. Wheaton stated in his opinion a national advertised brand was the best choice for a man about to start a boys' store or section, as, if the brand is a good one, half his campaign is won in advance. But in the case of a well established concern or a department store, buying of stock can best be done from different makers who will often have a small lot of garments which can be disposed of at quick sale at a moment's notice, which is only feasible in larger stores.

A well managed boys' section cannot fail to be a business builder for a store as it use is undoubtedly to act as a feeder for the regular departments later on. Family trade is almost always established where the children are well looked after and there is no better advertisement than a satisfied mother under the sun. An instance of this occurred just prior to the interview with *Men's Wear Review*. A mother residing in Westmount sent her 17 year old boy in alone to the store to get a suit at a sale featured last Saturday and as luck would have it there was just one lone suit in his size which fitted him to a T. The suit was exceptionally good value for the money being reduced very much on account of being the last one. The mother was delighted and evidently told her

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# The Value of Illustrations In Newspaper Advertising

R. J. Devlin of Ottawa Finds That Specially-drawn Photos Make Attractive Cuts—Says That They Are Repaid for Expense Incurred

THE value of illustration in any form of advertising is becoming increasingly recognized in all lines of business. For every one cut used five years ago, at least twenty-five are used to-day. These come from a variety of sources—from services purchased by newspapers and available to advertisers, from manufacturers and advertising agencies, and from services purchased for their own use by retail merchants requiring a large number of cuts.

No matter what the source of supply, a cut, properly used, greatly increases the effectiveness of an advertisement. Every one, wittingly or unwittingly, likes pictures, and an illustration will often catch the eye where even the "loudest" type will fail to get it. When this much is accomplished, the advertising matter stands a good chance of getting the attention desired.

Of all illustrations, the most effective is the one specially drawn for an individual business, but, unfortunately, the cost is so high as to be considered almost prohibitive by the average merchant. The cost of having a special drawing and cut made is much greater than that of a "service" cut, and it is "out of sight" when contrasted with the fact that one can obtain cuts without charge from the majority of newspapers or from various manufacturers. On the other hand, the individual illustration carries an effect that cannot be obtained in any other way. It is probable that use of these is increasing to a decided extent.

An excellent example of this trend is provided by the R. J. Devlin Company, Ltd., of Ottawa. During the past few months, this fur and haberdashery house has been using quite a number of individual hand-drawn illustrations, and these have attracted much attention in the trade. The drawings are the work of Burton Burney, the Devlin ad. man, who also is an artist of much talent, and the comment they have aroused in the capital city, in itself, well repaid the firm for the expense involved. A specimen is reproduced here, and speaks for itself.

The expense has not been so great as might be first thought. The original drawings have been made a great deal larger than they appear when reproduced in the newspapers. These original drawings serve as striking window cards, and those similar to the one reproduced are always good for many laughs—and sales.

The Devlin store has not attempted to use such illustrations regularly, but it is using them at sufficiently frequent intervals to convey the distinctive and "different" appeal to a discriminating clientele.

The writer does not intend attempting to draw any moral from this little story; that must be left for each reader. The article is

METHINKS I'LL GET ME THAT NEW LID, NOW!

DEVLIN'S HAT SALE TODAY.

**A Real Bargain**

**Today Devlin's**

Place on Sale  
**145**

Genuine Borsalino and Barbisio Hats  
at \$5.00 each.

These hats are all good shapes, and in the newest shades of grey, green, fawn and pearl grey.

All sizes in the lot but not in every line.

**The R.J. Devlin Co. Limited**  
Home of the Fur Beautiful

Reproduction of an advertisement run by R. J. Devlin Co., Ltd., of Ottawa.

merely submitted as a contribution to the very important discussion of "How to keep stocks moving," in these days when sales are harder to make than at any time in the past five years.

## AN ORIGINAL ADVERTISEMENT

Here is an original advertisement recently run by the High School Clothes Shop in Montreal:

Uncle Jack says:

"We all have our private opinion about the man who invented Euclid and Algebra—

"There's solace and comfort in the ease and the svelte feeling that a well-

designed and goodly tailored suit will bring to a Boy.

"Sometimes I hear criticism of the assistants in my shop—they have given the particular customer a feeling that this shop is not theirs—all men are careless at times.

"Behind the scenes, the Boy and his Parents own this shop, and they can get what they like, and when they like it."

High School Clothes Shop,  
472 Guy Street.

## VITAL POINTS IN SALESMANSHIP (Continued from page 42)

friends about the remarkable bargain she had got without even going with her boy to the store, and on the following Monday, Mr. Wheaton received a telephone call from one of the friends asking if he had another of those suits as her boy needed one. On hearing that they were all sold, she replied, "Oh, well, I'll send him in just the same, for I feel sure that you will see that he gets what he needs, and that it will look well without being too expensive." That remark in reality, sums up the ambition of the manager of Murphey's boys' department, concretely and accurately and at the same time conveys the fact that that ambition has been achieved.

The visitor cannot but be favorably impressed by the appearance of the entire section, which is just now temporarily overflowing into the rest of the second floor, owing to the opening of Spring clothes and the approach of the Summer holidays. A long row of glass fixtures lines one side and display an almost endless assortment of ties, blouses, underwear, sleeping suits, shirts, etc. In the centre are arranged several large display tables upon which odd samples of reefers or suits are laid out to aid mothers in the choice of the right sort of garment. The regular stocks are ranged in wall fixtures at the other side, while hats and caps are kept in deep drawers underneath. It is rarely that a more or less complete outfit cannot be sold to a customer in this progressive department, and what is more, in few stores in Canada is there such close attention given to the correct fitting of the garment on the part of the staff. It is obvious that quite as much, if not more attractiveness can be expressed in children's attire as in that of adults, and in England and France the small boy stands pre-eminent as regards the charm and individuality of his clothing. Practicability and manliness are never forgotten, but the grace and freedom of the young body are always emphasized by designers and clothiers to children on the other side. Therefore, the retailer in clothing for Canadian boys may well endeavor to advance practical and artistic development in the garments handled in his store, and try to give service as in the case of the young manager referred to in this article, so that mothers will put their boys into his hands unreservedly, feeling the full confidence in his judgment and taste.



# Adding to Profits by Increasing Handkerchief Sales

Is a Smart Accessory to Men's Attire Too Often Neglected—Prices Are Now Very Low—Colored Borders in Demand—Montreal Showings.

**T**HE importance of the handkerchief in the masculine wardrobe is never sufficiently estimated," remarked a leading Canadian manufacturer to Men's Wear Review recently. "How seldom you see handkerchief displays in the windows of men's wear stores, yet how attractive and artistic such a showing would be," he continued. "Here and there you see a novelty or one or two plain linen styles added to a trim along with gloves or socks, but even inside the store, a customer has no idea what is in stock or even how prices are at present. If he has mislaid or forgotten his own he will drop in and buy one, taking probably the first thing which comes under his observation, and the salesman very likely thinks more of pushing something more costly at the same time and neglects to talk up the subject of more handkerchiefs just then. Handkerchiefs are consequently regarded as rather unimportant except at such seasons as Easter or Christmas, and then the retailer goes after the women's trade and features pretty boxes and all sorts of novelties. If a man buys a suit of clothes, he is invariably asked if he requires anything in shirts or neckwear or collars to complete the outfit, but nothing is ever said about the humble handkerchief, which often provides just the one harmonious or jarring note in an otherwise up-to-date suit. It was a common sight last winter to see ex-service men fish out a khaki handkerchief, which is decidedly unattractive with ordinary business clothes, with the remark that they always forgot to lay in a stock of regular white ones, or expected 'the Mrs.' would give them some as a birthday gift, etc. There are really a hundred and one ways that handkerchief sales can be pushed, no matter what kind or price, and as an average linen style costs from fifty cents upwards, it is just about as profitable as the average necktie."

"From the aspect of prices, too," he went on, "retailers should realize that as far as imported varieties are concerned there is no time like the present. Over on the other side, the looms are empty, and the makers are offering substantial reductions in order to obtain business. The work is mainly a cottage industry, being distributed by the linen manufacturers among the peasantry, who are in dire need of assistance at present. From good authorities I hear that prices will advance to the old basis as soon as the looms are filled up with orders in the near future, and it will be some time before conditions will warrant offers as

low as the present ones. In the meantime, our own domestic makers are coming to the forefront as well, although chiefly in the cheaper grades which will appeal strongly to mail order houses, etc."

A visit to some of the smarter shops in Montreal revealed the fact that colored borders are decidedly most in demand at the present, especially in pure Irish linen varieties with woven inner borders. Half inch solid borders in gray, purple, blue or fawn are about equally popular, and are often further improved by the addition of quaint geometric patterns in harmonizing tones inside the outer edge. Fine lawns and silks are rather more quiet just now, but had a pronounced success at Christmas and Easter. In the latter class, by the way, there is a distinct tendency to have both handkerchief and necktie to match, developed in a crepe finished silk, patterned in rather fantastic oriental effects or else in solid plain colors. It is expected that this fad will enjoy considerable vogue during the coming Summer months for accompanying sports flannels, as then the handkerchief must necessarily play an important part. Prices on these silk novelties have shown a satisfying decline lately and are now within the reach of all purses. Among the unique examples of imported silk handkerchiefs noticed at Easter in the smarter shops was one in pale lemon color liberally besprinkled with rings of varied sizes developed in three shades of lilac. This was not so daring as it sounds and would make an effective accompaniment to a gray tweed. A futurist handkerchief attracted much comment with its "razzle-dazzle" design combining three shades of blue, yellow, black and white, very cleverly intermingled.

To return to plainer styles, however, it should be noted that hand-embroidered initials are coming in strong this year, both in all white and colors in a large

variety of sizes and patterns. The "L. John" initial, in a sort of fancy border design is decidedly popular with men now, being more noticeable and effective than the smaller sizes. In these all white linen styles the average prices asked Montreal retailers are \$21 a dozen thereabouts.

Montreal, it was pointed out in store, does a tremendous Summer trade in handkerchiefs with tourists, especially during the months of July, August and September, when domestic and imported linen varieties are snapped up quickly. Many of these purchasers remark to sales clerks that it is impossible to find such good qualities in the United States, and that across the border, such goods are poorly made, with unsatisfactory colors, etc. "They buy us right out," said one man interviewed, "and it pays to keep right up to the minute with the best grades to satisfy the demand."

An important factor in pushing handkerchief sales is the question of boxes. A few years ago, handkerchiefs were generally sold in quantities of a half dozen or a dozen tied up with ribbons perhaps, and little or nothing was thought of providing a box especially for the gift. The Irish makers, however, were quick to see the advantage of providing attractive folders, envelopes or boxes with any quantity, varying from one to a dozen, especially adapted to holiday trade or for general purposes. When it concerns children's lines, of course, the utmost liberty is possible, and many charming conceits are on the market which undoubtedly have a reviving effect on trade. Men in general, however, when they are purchasing for their own personal use, are more attracted by the transparent sealed envelope, as being perfectly sanitary and fresh.

One enterprising Montreal firm which specializes solely in handkerchiefs of all sorts announces that its prices are fully 30 per cent. lower than those quoted last year, on both cotton and linen lines and that good qualities can be obtained as low as eight cents a dozen. It is offering as many as 300 different ranges at present and is installing much additional machinery to turn out the finest initialled and embroidered varieties as well. In connection with the problem of selling initialled goods, this maker pointed out that in this country there is no hard and fast rule about which initial to adopt, and that consequently, if a retailer is out of a certain letter or is overstocked on another, he should enquire the full initial

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# Kingston Merchant Celebrates First Anniversary

George Van Horne Passes Through a Troublesome Year With a Bigger Turnover Than He Expected — Value of Social Connections in Business — Giving a Good Deal of Variety

APRIL, 1921, is an anniversary month of much significance to one haberdasher in Kingston, Ontario. It marks a mile-stone in his career that should be an added inspiration to him (as well as to others who are consumed with a like ambition,) as he continues to climb upwards towards success. It is the month during which he will celebrate his first birthday in his own store, and only those who have struggled successfully against the uneven odds of last year as retailers of men's furnishings can fully appreciate the real and full significance of such an anniversary.

The hero of the event, George Van Horne, of Princess Street, Kingston, does not consider that his story is worth comment, but his fellow citizens think differently and give not a little well deserved praise to him when referring to his success.

He has been a life-long student of the retail furnishing business and obtained his training from one of the most successful of the older men in the game, with whom he remained for many years, namely, E. P. Jenkins, of Princess Street. Combined with the sound training which he received was another rare advantage, a most essential one to success and one which is probably the most important factor in the establishing of a business. This quality may be described as a friendly personality, and no business can get along without a large reserve fund of it ready for emergencies.

George Van Horne has only one regret now. "I am only sorry that I did not start in business for myself years ago, while I was playing hockey, baseball and all the other sports," he says, "for I believe one has to mix with people all the time and get to know everybody and be interested in everyone and everything, if he wants to be successful. The only really right way to build up a business is to found it on a basis of real friendship with everybody, so that every customer who enters the store will be more like a guest or a friend dropping in for a social visit. The retailer should not neglect the social side of life and tell himself that he has no time for it. It is by far the best advertisement he can have, to be successful socially, and to be prominent in civic matters. I do not mean that he should ever neglect his work for these things, but rather the retailer should make his spare hours work for him, and be above all things a good mixer."

Mr. Van Horne is no believer in the hail-fellow-well-met type of manner accompanied by back slapping and other noisy demonstrations of regard. A quiet manner, few words, quick perceptions, warm sympathies and inherent good taste and judgment are in his opinion the necessary things to cultivate after the spirit of friendliness. His store reflects his personality and yet as an identity of its own. Mr. Van Horne

is of the opinion that variety is the spice of life in business as in everything else, and this saying might almost be taken to be his slogan, it seems to have so important a bearing upon the business.

As one enters the store there are three large glass show cases ranged down the left side, smartly trimmed with various items of men's wear. Seven days later these cases will be pushed out slanting-wise from the wall so that each can be seen from the entrance at once. In another fortnight, their respective positions will be changed again and so on every week. The interiors of the cases also are like Jacob's coat of many colors, and one week will be lined with a vivid color and the next with neat black and white stripes, and so on. The display windows correspond in the matter of decoration with the changes wrought in the store fixtures, so that a delightful harmony of color or grouping is always before the eye of the customer.

Mr. Van Horne is a keen follower of the methods of display adopted by the smart haberdashers of the United States and imports most of his clever ideas from that source. He finds the use of some twelve different kinds of papers in different colors and patterns of immense value in making his backgrounds for displays, and says that they simplify the work greatly, besides always appearing neat, clean and uncrushed. Recently, his display window background was divided into five narrow sections, each of which was faced with a black and white checked paper panelled with narrow bands in striped effect. Against this was arranged

a clever display of men's evening clothes and accessories all in black and white as well, centred round a form in full dress. The only note of color in this magpie arrangement was the brilliant purple and red of a sports sweater in Varsity colors which was posed in the front of the display.

Mr. Van Horne believes that it pays to be the local representative of a well-known brand of clothing as the makers usually relieve the agent of much of the responsibility in advertising at certain seasons. Therefore, it is only necessary to use the newspaper for quick sales in between times, when one or two big spreads will do more good than a small space used more frequently.

The Van Horne store caters to a wide range of customers, including students, business men and industrial workers. It is situated further up-town than any of the other men's stores but this has not the slightest effect upon the volume of trade done. When it is remembered that the proprietor began business under the handicap of the luxury tax and had to make good against all the manifold troubles which beset the furnishing trade last Summer and Fall, and has actually reached the point where he can say on his first anniversary that his turnover has been much larger than he expected, the significance of his achievement will be more fully understood.

Those of longer experience in the retail game as well as those who are about to make the plunge will offer their sincere good wishes to this Kingston merchant whose anniversary has proved that obstacles may sometimes be stepping-stones to success.



The above is a display by Leo Watson, of London, Ontario. In combining new Spring suits with new hats, nothing is lost because of the sparing use of merchandise in the arrangement.

## Store Front Creates Sales

H. J. ST. CLAIR SPEAKS ON VALUE OF WINDOW FRONTS IN MERCHANDISING GOODS

"Value of Up-to-Date Store Fronts" was the subject of an address at the Ontario convention by H. J. St. Clair, of Toronto. He began his address by referring to a large departmental store in New York which followed the policy of charging each department with the window space they used. These charges ranged all the way from \$5 to \$100 a day, totalling \$500 a day from all the departments, showing the value that was placed by this firm upon window space.

### Height of Display

Mr. St. Clair, in referring to window display work, stated that the proper height of display was created by the sight line, which was four feet six inches from the sidewalk and the trim display should be above and below this sight line. The window display man should then determine what article he wanted to feature and he should then place it in the proper position to display it prominently. Other articles of merchandise should be selected which would harmonize with the feature article. The selection of accessories, such as flowers, colors, etc., should be made very carefully as these were important in setting off to the best effect the feature article of the whole display. The use of artistic show-cards and the lighting effects were means of drawing attention to the window, and the whole effect should be to create a desire in the mind of the passerby that he will want to buy the articles he sees in the window.

### How Windows Sell Goods

Mr. St. Clair quoted statistics to prove that window display work was the greatest factor, in some instances, in selling merchandise. A certain underwear firm, he said, had made a canvass of some eight hundred consumers and a large number of retail stores to ascertain why they had bought their line of underwear. The result of the investigation showed that 42 per cent. had bought because of the window display, 21 per cent. through the individual efforts of the salesman, 20 per cent. because of newspaper advertising and 17 per cent. because of the recommendation of friends.

The speaker held that the modern store front would create sales and would prove itself a good investment. The design of the front was an essential to sales and the depth of the sales window should be determined by the class of merchandising carried. Three feet six inches to four feet six inches, or an aver-

## Helping With "First Longs": Given a Separate Department

Buffalo Firm Encourage Their Trade by Linking Up Special Department With College Sports—Paintings Represent Sports in Which Each College Successful

HERE comes a time in the life of every boy when he feels that he is too big for Sunday school. He has reached the age when he feels a bit shy and out of place with the little fellows who still romp about in bloomers or "shorts," yet he has hardly reached the age when he is a "regular young man." It is the stage between boyhood and young manhood when he is more sensitive about himself than at, perhaps, any other period of his life. It is the age when he is about to buy his "first longs."

### Have Separate Room for Them

Kleinhans, of Buffalo, have recognized this boy and his feelings in their store. They have set apart a separate room for displaying the "first longs." They know that the youth of this age does not want to shop in the boys' department any more, and that he is even a trifle shy about having mother and father come along with him. If his parents must come, however, he prefers to be alone in a room where others cannot see him and realize that he is still under guardianship. For the wearing of the "first longs" in the life of every boy is a turning point in his career. He goes into this separate room with the uncomfortable feeling possessing him that he is an overgrown boy; he comes out of it feeling that he is a young man and that he has done something as wonderful as passing an important examination that stamps him as a graduate from one class to another. Kleinhans say that the idea has proved to be a very successful one and that young boys who are turning down the roadway to young manhood like it because of its exclusiveness from the other departments of the store.

### How It Was Worked Up

After the idea had been conceived, it was still another matter to work it up and it seemed that the only way to do it was through the schools or colleges for young men. Kleinhans got in touch with the principals of the Buffalo schools

and invited them or their athletic leaders to a meeting where the plan would be outlined. They received a very good response. Then it was that Kleinhans told them they were going to devote seven or eight panels in this department to paintings of college sports. In Buffalo, there are interscholastic meetings held yearly in all kinds of sports and it is inevitable, of course, that one school will win the coveted honors of the year in one, or, perhaps, more lines of sports. Kleinhans told these athletic leaders that one of these panels would be devoted to their school for a painting of whatever sport in which they were successful during the year in winning the championship. So that there would be no feeling that partiality had been shown they asked the leaders to draw for the space, and they did.

The result of the experiment is that this department is now beautified with seven or eight excellent drawings showing boys at sports of one kind and another, baseball, football, rowing, hockey, etc. They indicate the particular sport in which each of the colleges has been successful during the year, and they are changed from year to year to keep up with the changing championships. The effect in the department is very pleasing. The merchandise shown in the department is encased in glass and the models for young men who are about to wear their "first longs" are exceedingly bright. The styles for such young men vary considerably from what young men wear, that is, the "young men" we refer to when ordinarily speaking of the styles for young men.

### Follow Up With Advertising

Kleinhans are at considerable pains to keep in touch with these young fellows. Through the different college papers they run advertising which keeps the young men informed of styles in general and Kleinhans' in particular. They have been running this department for some time now and have found it a very successful venture.

age of four feet, brought the best results except in a store where merchandise was piled in the windows in carrying out the policy of the store to operate on a sales basis. The up-to-date store front, Mr. St. Clair said, should pay for itself in four years and the retailer should set aside each year a definite sum for his window display work.

The Men's Wear Business of D. K. Book, 117 Hastings West, Vancouver, B.C., has been incorporated for \$50,000 as D. K. Book, Ltd.

A. Harry Wolfe, hat manufacturer, of Montreal, recently made a business trip to Winnipeg and from there covered the territory to the coast.

# The Survival of the Fittest

We Are Entering Upon a Period of Prolonged and Keen Competition—Business Is To Be Had by the Aggressive Business Man—Don't Stop Your Advertising

CAREFUL students of the trend of business are of the opinion that we are entering upon an indefinite period of keen competition. Various estimates are made with regard to the duration of this period; some believe it will be five years while others claim that it will run almost a quarter of a century. The conditions leading up to the probability of such an era of competition may be clearly indicated. During the war, and in the years that have followed the war up until a few months ago, it has been an easy thing to make money. Men in business for themselves, men who were working for others, all shared in the prosperous times without any great effort. Demand was always greater than supply in practically every market of human activity; and where such a condition obtains efficiency is, in a large measure, crowded out of the market. Mushroom concerns sprang up all over the country in the manufacturing, wholesale and retail fields. They lived, and thrived and had their day with other concerns that had been in the limelight for decades or quarters of centuries. To escape business taxes, elaborate bonuses were distributed and large salaries were paid which did not represent the true measure of service. Men got a false estimate of their value to their firms and to society in general.

## The Turning of the Tide

Then came the turn of the tide. Nine months or a year ago, shrewd observers began to hint at "the inevitable break." It came and with it the landslide in prices. Wise men had prepared for the rainy day and took their losses at the beginning of the storm. These were the efficient. Only the inefficient tried to hold up prices because they sought what measure of protection they could find in the storm. With the turning of the tide, came the test of efficiency. From that day it became evident that a new period had dawned in the commercial world, a period in which the old law of the forest would again reassert itself—the survival of the fittest.

This is the period which shrewd observers say we are entering now—a period of keen and prolonged competition. Such a period as no fears for the aggressive, wide-awake, ve business man. The past five years have been years in which the inefficient as well as the efficient have made money; the coming years will be years in which the efficient will make money and will survive the test of time and competition. This will be true not only of nations but of individuals. As individuals, therefore, it is wise to make a careful examination of the various systems in operation in our stores and the principles which govern our business to see if there are

not some things which impair the efficiency of its management.

## Business is to be Had

In Canada, there is no room for the pessimist. Sound financially, economically, and with natural resources and those national characteristics which make for permanent development, Canada has nothing to fear. With agricultural development, manufacturing and retail interests will keep pace. Our in-coming settlers are, as they should be, for the land, and the results of their efforts will soon be manifest. We can confidently say that the worst phase of the readjustment period is over. Business is to be had if business men will get after it. Reliable returns obtained from business men in the retail business go to show that business in January and February was even better than a year ago when we seemed on the very crest of the wave of prosperity. This information was obtained by the MacLean Publishing Co. from leading merchants in many towns and cities in the Dominion. It goes to show that, during these two months, efficiency was working at top speed, because it meant that more sales had to be made to bring in greater returns in view of the lower prices that obtained a year ago. We have also got information from manufacturing concerns which goes to prove the same thing, namely, that business is to be had if it is gone after in an aggressive manner. A fairly good indicator of business comes from information obtained from a firm manufacturing office furniture and fixtures; this information is that their business during the past few months has greatly increased, showing that merchants must be doing good business or they would not be spending as

much in office furniture and fixtures. Throughout the whole country embracing the smaller cities and innumerable towns and villages, business has been kept up to a healthy level; the depression that has been felt more keenly in the large centres of population is not characteristic of the smaller places.

## Don't Stop Advertising

There is usually a tendency on the part of merchants when planning a campaign of economy to cut down on their advertising. Bradstreet reports that between 80 and 85 per cent. of the failures in Canada and the United States last year were among men and firms that did not advertise. Consistent and persistent advertising is not only a business-getter but a steadier of conditions that, to many men, are unsettling. A panic in the business world could be started in no easier way than for everybody to stop their advertising. People would immediately begin to ask what was the matter and something would "be the matter" in a very short time. To stop advertising is to neglect one of the first essentials of success in a period of keen competition.

## A Time to Work

Competition means work, and planning one's work. During this period of competition, turnover should be given the most careful attention of every business man. Increased turnover means more profits and lessened expenses. Every effort that the merchants of this country make should have as its objective greater turnover. It is a time to work for turnover, and a time to plan for it as never before.



An attractive display by W. F. Boughner, of London, Ontario.

# The Markets at a Glance

Retail Business All Over the Country is Reported Good—Many Manufacturers Are Selling More Than They Are Manufacturing—May Be Shortage of Goods in Few Months  
—Lively Sale of Belts.

ALMOST without exception reports reaching us are to the effect that the retail business throughout the country is in very good shape. It does not seem to have the same vim that the ladies' trade has; but the first three months this year show that the volume of trade has been well maintained, even if the profits have been somewhat sacrificed by the inventory loss. Merchants have evidently promoted business by lively methods which they will do well to continue during the whole year. The year's business will, more than has been the case for many years, be a test of efficiency. Keeping costs down and the volume of business up can only be done by one method—greater turnover; and many merchants the country over have realized this early in the year.

From the manufacturing and wholesale end it is still apparent that there is some liquidation in progress. The retail trade is still buying most carefully. The reflection, as expressed by one manufacturer, is that the manufacturing and the wholesale trade are selling either more than they are making or buying. They, too, are either liquidating heavy stocks or are keeping step with the retail requirements. Easter has brought the usual impetus to seasonal requirements, and with delayed buying of Spring goods, the manufacturing and wholesale trade have experienced a considerable "kick" to business. Some of the lines, however, are still quiet.

Some of the clothing houses are still running overtime and are behind in some of the shipments. Many manufacturers with whom Men's Wear Review has talked have said they are not figuring on a year of profits. They, too, are trying to maintain or even advance their rate of turnover; and some of the houses have more travellers on the road at this time than they have ever had before in their history. "We will be glad to liquidate our stock and come out even," is the way one manufacturer stated the case. "We may make a little money in the Fall, if there is good business; but anything we make then is already wiped out by the big losses we have taken in marking down our stock to present-day values. We are striving to increase our agencies all over the country and I may say that we have more men on the road this year than we have ever had in our history." The tendency amongst manufacturers is to mark costs to the retailer a little lower than is really justified, so that

contingencies that may arise will be met even before they arise.

On Fall business there is some placing going on, though not to any great extent. Retailers seem satisfied to keep up with the requirements as they develop by day. Costs based on raw materials and production are not likely, so far as the present outlook is concerned, to be much, if any, lower than at present.

Manufacturing and wholesale hatters have had a couple of lively weeks in their trade. The demand for the pearl grey has been very great, and there have been some reinstatements of cancelled orders. There has been a good run on imported lines. The Sandringham hat, the one for which the *Daily Mail*, London, England, gave one hundred pounds, is not having a great run; but it is being used to advantage as a window appeal by many display men all over the country. The cap trade seems to be a little quiet at the present time, though there are some exceptions to this.

Shirt manufacturers say that they are getting plenty of orders for all the less expensive lines, and they are having difficulty in meeting this demand from the trade. The more expensive lines are not in demand to nearly the same extent. There has been the briskest kind of demand for the low collars that are being featured at the present time, to the extent that deliveries are somewhat behind in many instances.

The neckwear trade, for the time being, is most being done on the narrow shapes to suit the low collar. Other lines are more or less quiet. Some manufacturers who had large wholesale accounts are suffering because the wholesalers have not yet liquidated their stocks. One manufacturer in speaking of both neckwear and hosiery stated that they were all selling about double what they were making; production is considerably under the demand. He predicted that there would be a shortage of nearly all lines of men's wear before many months because this policy was being pursued by most of the manufacturers of men's wear lines.

There has been a good trade in belts during the last few months, in spite of the fact that the season is a little early for their purchase. One manufacturer stated that their response up to this time of the year was considerably better than a year ago.



# Advertising is Like Life Insurance It is no Good if Allowed to Lapse

And on This Policy Arch Dover of Cornwall Keeps on Increasing His Business — Getting Acquainted—A Fashion Show—Novel Forms of Advertising

IT would be pretty hard to find a more enthusiastic disciple of the creed that "it pays to advertise" than Arch Dover, proprietor of the firm of Dover's Limited, of Cornwall, Ontario. There is no aspect of the retail game in relation to men's clothing and furnishings which presents even the shadow of a problem to him, so long as he can continue to win friends and admirers through his inimitable advertising. Advertising, to Arch Dover, is a regular investment, or rather a kind of life insurance, which must be kept paid up to date regularly, and never under any circumstances allowed to lapse or treated as a secondary consideration. "It is the advertisement which builds up a business," he says, "and if you let your interest slip, it's just like throwing away real money and just so much good work wasted."

Every possible phase of the advertising game is familiar to Arch Dover, from every-day newspaper copy to the personal letter, and the kind of publicity stunt which is most often only tried out by big city stores. "If you want to be something, get on the map," is apparently his first commandment. And from his own experience as a stranger coming to Cornwall to open up a business, publicity is the one and only agent to employ in order to become quickly and permanently established.

About two years ago, the firm of N. J. Fraid, furnishers, of Cornwall, dissolved after some 33 years' successful business. The purchaser of the store and good-will was Arch Dover of Shawville, Que., who decided to take a chance and make a bid for success in the quickly growing little town. Having decided upon the name "Dover's Limited, Cornwall's Smartest Men's Shop," he carefully laid the plans for his opening campaign.

## Shaking Hands in Cornwall

Within a few days, everyone who wore clothes in Cornwall received a neat and artistically designed folder mailed to them personally. On the outside of the folder was a hand outstretched for a cordial greeting, and underneath were the words, "The Glad Hand." The recipient, upon opening the folder which was sealed for mailing, was further accosted by the words, "The Cordial Smile," printed on the blank page inside, and finally, opening out the large sheet in full, was faced by Arch Dover's own photograph beside the following words of introduction:

"Getting acquainted with all Mr. Fraid's customers and the boys around

town is our earnest desire. Knowing them all personally, and making them feel as if they were old friends instead of new customers is what we aim to do.

"Many years of experience in the men's and boys' clothing and furnishing business has taught us this—knowing people personally enables a firm to cater to their wants and provide a service that is impossible when a customer is considered as 'just a customer.'

"All lines carried will be of proven quality—stylish, and priced within reason. It will be a pleasure to show you our wares at any time—whether you buy or not. Come in and get acquainted."

Following the introduction were nine special offers of merchandise called Introductory Specials, which included all kinds of furnishings at a substantial saving, and a small note emphasized the idea that a ten days' sale would be in order to start things going, and the public was advised to "kill two birds with one stone and come in next week, get acquainted and save money."

## Advertising and the Personal Letter

To make a long story shorter, the public did come in, and have been coming ever since, but Arch Dover has not stopped advertising just because he has all the business he can attend to. You cannot have too much of a good thing, he believes, and so he constantly reaches out after new friends, not only men but most especially after the youngsters and their mothers, for the boys of today are going to be the fathers of tomorrow, and Mr. Dover is not going to let the future take care of itself, while he can make assurance doubly sure.

Here is where the personal letter comes in. Just before school opens in August and at other times when the opportunity offers, Dover's Limited sends out several hundred letters to the mothers of Cornwall's future citizens, printed upon good paper and stamped with the characteristic big black trade-mark of the firm. Many of these letters are printed in French as well as in English, as Cornwall is close to the confines of Quebec. A cordial invitation is extended to every mother to visit the store and look over the furnishings for boys, which are guaranteed in every particular to stand the wear and tear which they are destined to undergo. These letters also bring splendid results, as Dover's Limited have proved successfully. The recipe for success in personal letter advertising, according to Arch Dover, is to use great care in the wording and production of the letter, for sending out

a cheap letter is the most expensive kind of advertising that any store can do. A fine quality envelope and paper and the finest grade of printing are especially necessary, and the personal appeal contained therein must be carefully adapted to the type of woman it is destined for.

## The Use of the Cut

Of course, newspaper advertising is carried on simultaneously with all the other forms of publicity featured by the Dover store, and generally paves the way before each and every special effort is made. The firm subscribes to a first-class cut service and scarcely ever runs copy without a cut which drives home the point emphasized. The copy itself is all written by Arch Dover personally and every line of it is calculated to hit the bulls-eye each time. The editorial advertisement has been tried out with great success during the last few months, to meet the usual argument of bargain hunters, who are waiting for \$10 suits. One advertisement which ran last Fall affords a good example of the kind of publicity which wins out in a crisis. In this advertisement, Mr. Dover called attention to the fact that there had been a drop of 62½ per cent. in the price of wool over a year ago, and proceeded to ask the question if this would bring back the days of the \$25 suit. He pointed out that it took 3½ pounds of wool for the suit and at a reduction of 50 cents a pound this would mean a saving of \$1.75. Moreover, attention was drawn to the fact that transportation charges had increased 20 per cent., fuel 50 per cent. and labor 30 per cent.; while cotton linings and trimmings had also advanced.

It will be observed that Dover's Limited label their clothing with their own woven signature, which ensures satisfaction to the wearer, and lends that touch of distinction which does not ordinarily accompany store clothes.

By such insistent and well directed ammunition does Arch Dover carry on his publicity campaign, and has been so successful that he has recently opened a branch store in the French section of the town.

## A Fashion Show

Originality is always the chief ingredient of his methods of pushing business, and therefore it caused little surprise in Cornwall when Dover's Limited announced a fashion show with living models to exhibit their Spring or Fall models. Most stores leave this kind of publicity to the feminine element, but not so with Dover's. Their most successful event of this nature was tried out last year, with

living models from Montreal to show off the newest styles. Personal invitations were sent out to men and women customers to be present at this exposition of boys' and men's clothing, and needless to relate, the store was jammed. Souvenirs were given to the guests attending, including boxes of chocolates to the ladies, and altogether the selling element was kept in the background, and the social side put foremost. Results from this novel event were unexpectedly satisfactory and many flattering compliments were received besides by the capable young manager.

#### Christmas Advertising

In catering to women customers, apart from mothers of boys, Dover's Limited make a specialty of their Christmas advertising. Several weeks prior to the great day, in 1920, Mr. Dover sent out a large number of neat booklets to every woman in Cornwall, which were profusely illustrated and printed in brown. A short letter was used as an introduction to the booklet, headed "Dear Madam," and explaining that as most women experience difficulty in making a selection of Christmas gifts for their men relatives, the accompanying suggestions were prepared in the hope of offering an easy solution to the problem. In the middle of the booklet was a shopping list, with blanks for names, sizes, and descriptions, together with a summary of the things which any man or boy would be delighted to get. The booklet concluded with a note explanatory of the sort of service afforded by Dover's Limited, which provided the finishing touch to the whole. Some of the features emphasized were the following:

"We guarantee every article to give absolute satisfaction or your money is refunded."

"We will exchange any gift bought at our store or having our label, any time after Christmas, for other goods."

"We box every article free and prepay shipping charges."

Apart from all these special appeals to the interest of the buying public of Cornwall and its environs, the store and its windows are never neglected. The former is right up to the minute in its appointments, and has an air of efficient management, often noticed in certain well conducted private houses. Plants and palms detract from the severity of the cream walls, and neat shelves are uncluttered by boxes or surplus supplies. The clothing is well arranged on the left of the store under glass fixtures, and to the right are the furnishing showcases, dressed with unusual smartness and attention to detail.

## Quality First, Last and Always Says E. Chapman, Vancouver

Started in Business Four Years Before Vancouver Was a City and  
Because He Gave Quality Boasts a Business in  
Every Province in the Dominion

**I**F YOU talk with a man who has been in business for anywhere from ten to fifty years, and ask him the secret of his success during the years he has weathered many a storm, he will invariably tell you the same story. And that story always centres around one word—quality. It is the word which seems to stand the test of time better than any other in the trade. There is not a man whose sign-board has been hanging up for any length of time who does not refer to it time and time again when he starts out to explain why he is still in business and still "going strong" as the common expression is.

#### E. Chapman of Vancouver

Over thirty years ago, when the east knew too little of the west, E. Chapman started in business in the far-western city, Vancouver. His initial bow to the public was almost identical with the incorporation of the city as such; consequently he can be called, rightly, one of the pioneers of the western coast in a business way, for Vancouver became a city only four years before he started in business. As the east wanted to know the west better, men visited the store of Mr. Chapman and they seem to have remembered it, for Mr. Chapman says he has a goodly list of customers who send in for their requirements from all of the provinces east of British Columbia. In talking with a representative of *Men's Wear Review*, Mr. Chapman stated that he started to specialize on quality goods from the very first day he opened business. His woollens, gloves, hosiery, overcoats, and leather goods were, for the most part, imported; and he did his best to pick out the best English houses from which to secure his stocks.

#### Sell a Man Something Good

"I have always found," said Mr. Chapman, "that it is best in the long run to sell a man something good, even though he hesitates at first at the price that is asked. He remembers the quality of a good garment long after the extra price is forgotten, and the satisfaction given is something that extends over a long term of years. My thirty years in business entitle me to speak of the 'long

run,' and during all that time I have never had cause to change my policy. Yesterday a man from 'up country' dropped into the store and, exhibiting his shirt sleeve, said I wanted another shirt like the one he had on. He had purchased this one two years ago, and you see the result. I sold that man a really good shirt two years ago and I remembered the place where he got it. Had it been the ordinary variety of shirt it would have been finished in about the ordinary time, and he could have bought such another any place else. But he wanted another like that one and he came back to me. Quality counted in that sale, as it counts in every sale that is made from one end of the year to the other.

#### Customers in every Province

"I have customers, numbers of them, in every province east to Nova Scotia who have bought at this store while travelling in the West and who still send to me for the kind of garments I sold them when they were here. For sport clothes, golfing suits, woollen hose and gloves my customers are regular customers. The type of merchandise naturally attracts that type of customer who, pleased, will deal regularly at the same store.

The windows are tastefully dressed, although in a reserved manner that harmonizes well with the character of the merchandise carried. While other stores leave off the price ticket in displaying their goods, Mr. Chapman believes in the drawing out selling power of a conservative price ticket and uses them both in the window display and in the store itself. "Many people have the idea that imported lines are more or less prohibitive in price but these lines, which the best, are not as prohibitive as one might imagine were the prices omitted."

With the development of the departmental store, Mr. Chapman has found it advisable to drop some of the lines he carried years ago and concentrate on what are, more strictly, men's wear lines. He used to carry ladies' hose, suit cases, purses and other leather goods, but he has dropped these of late and in concentrating on the other lines finds that his business is improving.

The cash register is placed in a convenient position half way down the store and everywhere the most scrupulous neatness is strikingly apparent. One is led to wonder whether publicity unaccompanied by constant care in attending to little things, the minor details like dusting mirrors and keeping the showcards up to date and fresh, would really stand on its own merits. Although he does not brag about such things as dusters and tie stands, the observant critic of retail methods and systems is inclined to be-

lieve that Arch Dover owes as much of his success to vigilance in small matters as to his masterly handling of the advertising game.

J. E. Upton, of Pincher Creek, is opening a tailor shop in Blairmore, Alberta.

W. T. Munro, proprietor of the Resta rig factory in Edinburgh, Scotland, was recently in Canada investigating trade conditions in this country.

# Francis Dugal, Keeper of "Travellers' Aid"; Montreal Spot Known to Men of the Road

Specializes on Everything for the Traveler—Does Not Cater to the Ordinary Consumer—  
Forgetfulness in Frail Human Nature is a Good Thing for This Retailer.

THE phrase "Traveler's Aid" sounds more applicable to the activities of the Y.M.C.A. or some such widespread organization as that, than to describe the particular scope of a Montreal haberdashery store, yet no truer epithet comes to mind. To begin with, it is located just across the street from the Windsor Station and is only a stone's throw from two other important stations, thus its patronage is largely determined by its situation, the corner of Windsor and St. Antoine streets. The proprietor is Francis Dugal, who is without doubt a specialist in the kinds of haberdashery required by travelers, since he has built up a flourishing and decidedly unique trade by merely carrying those things which travelers are most likely to forget. After many years' experience he is able to judge just what is likely to be wanted at certain seasons of the year, both by tourists as well as by commercial travelers and others.

On entering the store the visitor is impressed by the fact that it does not look at all like most men's stores, in fact, it has a distinct atmosphere of its own, which rather baffles description. Then one becomes aware that instead of the usual array of shirts and other lines of substantial haberdashery there is a remarkably miscellaneous assortment of everything under the sun which could possibly be needed by travelers, displayed with due regard to attractive appearance and a clever understanding of the art of suggestion. For instance, on entering the store one's eye is arrested by the contents of the first silent salesman at the left. In it is displayed a large assortment of leather goods of all kinds, clothes brushes, drinking cups, playing cards, writing materials and toilet accessories such as combs, scissors, nail files, studs, etc. Further along, the next show case contains a display of furnishings and jewellery of the smaller sorts, while at the left of the entrance two other large fixtures display still other assortments of everything from pyjamas to handkerchiefs. There are no duplicates in the displays, everything is different and individual, so that the hurried glance is not distracted by repetition of similar articles. Walking sticks and umbrellas, luggage and headwear are still other important features of the store and are likewise arranged in strategic positions to come into the line of vision of patrons. Luggage, by the way, is a most important item of merchandise and should come in for more than the attention it usually gets in the way of display, according to Mr. Dugal, who pays special attention personally to his two windows in this respect, using travelling

bags of all sorts interspersed among the other merchandise continually. The sight of a new, smart looking club bag or suit case is a never failing attraction to travellers who come into the store with their own well worn luggage, and to whom the price label, conspicuously plain, is an irresistible temptation in a great many cases. Men often delay purchasing some particular article indefinitely, according to Mr. Dugal, then when they arrive in Montreal are smitten with a desire to make a good appearance in this metropolis and betake themselves to the nearest shop to freshen up before attacking the business campaign. The following is a list of such articles, which are either most often forgotten by travelers or are required immediately to replace worn-out possessions: Watches, (of the less expensive sorts), chains, fountain pens, purses or bill folds, and toilet goods such as shaving accessories, including razors, soaps, brushes and strops, mirrors, tooth brushes, pastes and powders, pocket knives, shoe creams and numberless other things.

"Nowadays," remarked Mr. Dugal, "people are always in a hurry when travelling, and nine out of every ten forget something, perhaps of much importance, on every trip they take. They drop in here to get a collar button maybe or a handkerchief and are reminded of several other things, which they have always wanted, when they see my cases."

Frequent rearrangement of his stock is not essential, he explained, as he rarely sees many of his customers more than once or twice, and for this reason the better plan is to keep to the one method of arrangement. The question of window displays is, however, an important one to Mr. Dugal, who pays the utmost attention to each change personally. One window is usually devoted to headwear as that is often the most needed article in demand, during the winter months especially. Price tags are quite unessential, he explained, because travellers are not so much concerned with values as to obtain the exact thing of which they stand in need. Therefore, his windows must echo the contents of the store and suggest, remind, and attract at one and the same time.

The Dugal store makes no appeal to any other class of custom than that of the travelling public, and is unique in that it does not depend upon newspaper advertising to attract large numbers of patrons. Mr. Dugal thoroughly approves of publicity but states that in his particular case, it would be useless to attempt to cater to any other class of custom, the trade now being done taxing the store's capacity to its utmost.

The situation of the store has completely dominated the trend of business carried on by its proprietor, who has found that making a virtue of necessity has worked out to his ultimate advantage, and further, that the habit of forgetfulness in mankind may be capitalized like many other human failings, for somebody's good.

## ADDING TO PROFITS

Continued from page 44

of the customer and assure him that either letter is correct. This will do much to reduce the number of odd letters which sometimes accumulate. Lists have been compiled from carefully made statistics of those letters which occur most frequently as initials, and by consulting these, or even by a glance over the city directory of his own locality, the retailer can tell at a glance that double the quantity of C, S and M will be required than would be wanted in most other letters.

Do not think your customers are not interested in handkerchiefs, or that they believe that any old thing will do for them. Be a specialist in fine goods, and keep your stock in the pink of condition with a few up to the minute novelties continually. No matter whether you cater to the "bandana" class or to the individual who insists upon Bond Street's latest whisper, you can play up handkerchiefs, not only at holiday times but always, from every possible viewpoint—utility, style, convenience in personal cleanliness, etc. During the coming hot Summer months, the window display of cool, tempting, wearing apparel can be not a little improved by the addition of nicely arranged crisp squares of white or colored linen, played up with straw hats, underwear or any line of seasonable goods. The handkerchief is the one accessory which indicates the character of the man who carries it, and must be immaculately fresh at all times, whether it be an inexpensive kind or high priced. From every angle of the question, therefore, the handkerchief presents more than a modest advantage to the man who handles this class of goods.





# Montreal Men Show New Designs in Their Neckwear

Believe That Prices Have Hit the Bottom—Narrow Ties Having Popular Run—Many Stripe Effects Shown—Fabrics and Colors Plentiful

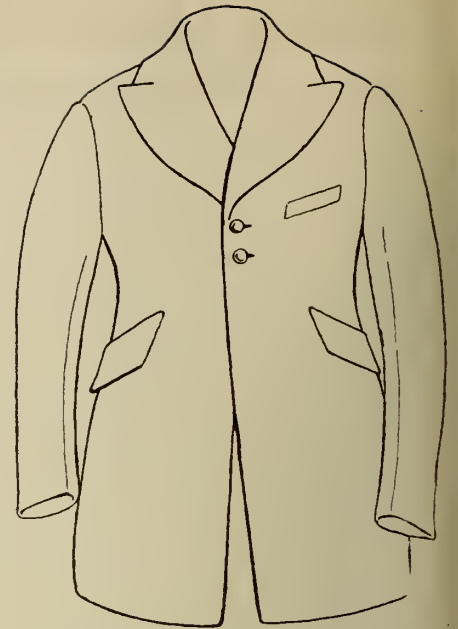
**N**ECKWEAR prices have hit bottom, say some Montreal manufacturers, who declare that wholesale prices cannot be as low as at present quoted for many successive seasons. Forced liquidation of wholesale stocks by certain smaller makers seems to have reduced regular lines to the level of job lots, with resulting bad effect on trade in general. Manufacturers, however, profess to see the situation clearing up materially, now that Spring buying has recommenced, and stated that since neckwear was among the first articles of men's wear to heed the call for lower prices, it should show a quicker recovery from now on.

Certainly Montreal makers have never shown so many different assortments as are on the market this month. Not only is the range of widths and sizes larger than usual, but the variety of fabrics and colorings seems to be almost inexhaustible. Just at present a remarkable demand is being felt for the new narrow straight tie on account of its novelty and adaptability for use with the low-cut collar recently introduced. But various authorities predict that the flowing-end cravat will be as much in demand as ever during the Summer when the heat compels men to forsake vests in search of coolness. However, the narrow tie with straight horizontal cross stripes is indubitably smart and decidedly refreshing after the rage for floral patterns which has lasted so long. This tie is designed closely after the appearance of the knitted silk styles, and is preferred by many men on account of its smaller knot. Another new feature this Spring in this range, should be noted, namely, that the ends are usually pointed and stitched about half an inch from the outer edge, providing a new finish. The materials usually employed are rich Swiss ribbed silks which come in at least 120 different colors and patterns. Wide satin stripes combined with clusters of smaller ones in self and contrasting tones, sombre effects, and pin spots, mogadors and Jaspes are all extremely good. Conventional floral patterns are now more generally

accepted in the Fall or at Christmas, and a marked preference for stripes usually becomes manifest towards Spring. The navy blue foulard tie is back again in particularly effective small patterns and spots, and already is extraordinarily popular, especially in batwings in rather flowing end style. The range of prices on these lines averages \$5.50 and \$6.50 for the smartest patterns, a decided reduction over last year's quotations. Poplins in plain colors and printed effects, also Bengalines and basket weave silks will be strong in narrow, medium and wide styles; the latter especially will be used in all black straight effects, the demand for which is tremendously large among retailers in smarter merchandise for men. Brilliant effects in club stripes and military stripes in flowing end varieties will be shown next Summer, and almost any kind of stripe will be worn, from the finest hair line to the widest and most vivid fantasy in contrasts. A very fine range of such lines is being offered for \$7.50 a dozen and is being rapidly taken up.

The craze for brown shades which has taken the United States by storm may not have much effect in Canada. Blues in a wide range of tones are still the undisputed leaders over here, and the makers are of the opinion that this preference will continue until the next year at least.

The development of striped effects will be watched with interest as the season advances, the advantages of this pattern being the fact that the same piece of goods can be turned in several different positions both bias and straight, and the resulting necktie will be completely different in appearance from the other. With floral patterned silk this advantage was impossible to achieve with really good effect, and so varieties were less numerous.



*The "Jazking," a novelty for early Fall designed by Ralph Grossman for the Saml. Hart & Co., Ltd., Montreal. It is a high-waisted effect, with broad lapels, bell sleeves and defined waist line. It is something decidedly new and is said to be having a good run.*



*The "Buddy," or, in other words, the double-breasted model of the "Jazking," designed by Ralph Grossman for Saml. Hart & Co., Ltd., of Montreal.*

# Must Face a Period of Competition

Efficient Methods in Business Are Now Necessary to Win Through  
—Reports Indicate That Retail Turnover in Smaller Centres Has  
Recently Been Ahead of Last Year

**Editor's Note:**—The following is from an address delivered before the Kiwanis Club, Toronto, by Horace T. Hunter, vice-president of the MacLean Publishing Company, dealing with business problems and methods of meeting them.

**M**Y business brings me into contact with several very important lines of merchandising—hardware, grocery, dry goods, drugs, men's wear, stationery, plumbing and steamfitting—and in addition to these the bank manager who acts as a sort of "business father confessor" to all of them. We try to develop the "from Missouri" attitude and although many manufacturers and wholesalers were convinced that the general public had instituted a "buyers' strike" and that business was at a standstill, we made direct inquiries from the retailers themselves. You may be as surprised as I was to learn the result. Retail merchants outside the big centres report that their sales for December, January and February exceeded their sales for the corresponding three months in the previous year; for the most part February business of this year has been ahead of February of last year.

It is important to note and has great significance, that in the smaller centres the retail merchants are keeping up their volume of sales. The following definite statements are convincing:

City or Town.	February Turnover	Stock Carried
Collingwood . . . . .	2% inc.	same
Paris . . . . .	6% dec.	12½% less
Peterborough . . . . .	19½% inc.	5% less
Napanee . . . . .	3% inc.	25% less
Tillsonburg . . . . .	1% inc.	5% less
Ingersoll . . . . .	25% inc.	10% less
Sudbury . . . . .	same	*20% higher
Sherbrooke, P.Q. . . . .	3% inc.	same
Mitchell, Ont. . . . .	20% less	10% more
North Bay . . . . .	1% less	same
Hamilton . . . . .	10% inc.	33% less
London, Ont. . . . .	inc.	less
Lindsay . . . . .	1% inc.	2% less
Moose Jaw, Sask. . . . .	same	same
Calgary . . . . .	same	larger

The above reports are from leading merchants in towns and cities mentioned. In many cases they are from the merchant holding unquestionably first place as far as volume of sales is concerned.

I am speaking of turnover, not profit. Many lines are being sold at reduced prices, but the fact that goods are being sold indicates that more goods will have to be made to take their place. Manufacturers and wholesalers have, however, had different experiences from those of retailers. Orders for their goods are being placed slowly.

Retailers are ordering to-day only for their immediate needs. A year ago they were buying six months or more in advance, owing to scarcity of goods and

slowness of delivery. On a rising market it was good policy to get orders placed before further advance in price took place. To-day conditions are reversed. It has become again a buyers' market.

Every week reductions in prices are announced, therefore the merchant feels

that the longer he can hold off buying the better price he is likely to get.

Retailers are reducing their stocks by carrying fewer varieties than formerly; instead of carrying three or four brands they are concentrating on one brand.

Who will say that this is not a wise policy?



Ties for the new low collars. Shown by Tooke Bros., Ltd., Montreal.

Even the manufacturers and jobbers who are hungry for orders must realize that it is a matter of first importance that retail merchants safeguard their financial position. It is their duty not to overload the retailer, but to help him in every possible way to speed up his turnover.

Basic conditions throughout the Dominion are sound. It was not to be expected that we could get through the readjustment without some disturbance. There have, however, been comparatively few failures. We have been very fortunate that there has been no debacle. The readjustment in prices has been gradual. Textiles, boots and shoes, furs, foodstuffs, hides, wool and cotton have followed each other in a fairly orderly procession on the downward grade. Had they all declined at once and in drastic manner, financial institutions would have been embarrassed and we would have had many failures.

But it would be a short-sighted policy and one that would invite disaster to examine only conditions in Canada. We cannot evade the effect of foreign competition, much as we would like to do so. European and Asiatic countries are in an impoverished condition and overwhelmed with debts. Lloyd George has stated the only way a country can improve its position is by selling goods to other countries. They must produce an exportable surplus and their exports must exceed their imports. In most of these countries there is no talk of an eight-hour day or a minimum wage. It is the old primitive fight for existence.

The indemnity levied on Germany extends over a period of forty years. By many this is interpreted to mean forty years during which everyone engaged in production in Germany must work longer hours and for less pay than is the custom in other countries with which they are competing.

What does this mean? In my opinion it means the keenest competition the world has ever known.

Economists the world over are endeavoring to find a method of permitting Germany and other countries to pay their debts and re-establish a decent and healthy mode of living without exposing the creditor countries to this cut-throat competition. They have not yet succeeded.

I believe it behooves every business man to prepare for a prolonged period of keen competition. Now, I do not look on this as a gloomy picture, provided we are prepared for it. Mark Twain said everybody talked about the weather, but nobody ever did anything. I believe there are a few things each of us can do to put our respective businesses in shape to meet conditions that lie ahead of us.

The first thing I would suggest is—map out a definite policy. Every firm and every individual should get down to brass tacks, should map out in writing

a definite policy and fix the responsibility for carrying it out.

The day of long profits is past. I doubt if any of us will ever again see the day when a merchant could make more money by holding goods than by selling them. The motto for the future will be not big profits, but quick turnover. This, however, is no hardship to the efficient business man; 5 per cent. net profit with twelve turnovers a year is better than 20 per cent. profit with three turnovers in the year. It is safer. It tends to lower costs and this in itself stimulates business.

The installation of labor-saving machinery is another way of reducing costs. This includes many fixtures or equipment, which, after providing for interest on investment and depreciation, will lower cost of doing business.

The Excess Profits Tax and Luxury Tax, heavy income taxes were imposed to satisfy the public clamor. The past few years have demonstrated these taxes have had a boomerang effect. They have increased greatly the price of commodities and have killed off new enterprises and business extensions which would have given employment to many men who to-day find themselves out of work.

B. C. Forbes tells of an instance illustrating this point. Eight hundred sales agents and salesmen from all parts of the United States and Canada had recently gathered in a great convention hall. Several had complained that their territories were completely worked out and they needed new ones. Had this sort of talk been allowed to gather momentum the whole assembly might have been headed towards gloomy depression and despondency, probably with incalculably harmful after effects. Quick as a flash the senior executive leaped to the platform and shouted, "I'm going to stop this convention to get a shoe shine—call in a bootblack."

The dropping of a bombshell could not have produced a greater sensation. It was known that the convention was costing the company at least \$250 per minute, yet the whole proceedings were halted in order that one man might get his shoes polished. In came the bootblack and while eight hundred men watched he did his work. It took five minutes. The shoe shine, therefore, cost \$1,250.

The man whose shoes had been shined then said, in effect: "Both of the two bootblacks who preceded this fellow failed to earn even the \$4 a day guaranteed by the company. The company every week had to make up the deficit. Then came this bootblack. He had no more prospects than the others, no larger territory, no better conditions of any kind; yet this bootblack earns from eleven to seventeen dollars per day. Gentlemen," he shouted, "it is not territory that counts—it is the man."

This is the spirit we need to-day and if it goes hand in hand with other efficient methods of production we need not

fear the keen competition that lies ahead.

It is a peculiar fact that advertising is curtailed during any period of depression. I believe the reason for this is that business men expect either too much or too little from their advertising. Advertising is particularly valuable at this time because it not only performs the usual function of increasing sales and rendering more efficient all other departments of the organization, but every advertisement calls aloud to the public that here is one firm going on record that it actually expects to do business. During the so-called buyers' strike many wholesale, retail and manufacturing firms called together their sales staffs and tried to inject pep into them and then flatly contradicted themselves by cancelling their advertising and thus saying plainly they really had no expectation of doing business.

In my opinion the firms which have done the most and which are still doing the most to get us through this readjustment period are the firms which have calmly "carried on" with regular advertisements in the trade newspapers, the magazines and general newspapers. There may not be as much business done in their line this year as last year, but it is a fairly safe bet they will get their quota.

These are some of the tangible things we need to-day, but they will be of very little use unless we have also optimism, enthusiasm, courage and perseverance.

"The first requisites of a successful salesman are good health, personality, and capacity to be taught. On the whole, it is the man with personality who gains and holds the attention as well as the trade of customers. Not always is the man who meets the customer with a 'glad hand' the most welcome visitor.

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## 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.

---



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### 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

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*Glissades  
Italians, Mohairs*

# SPERO

ON SELVEDGE OUR GUA RANTEE

## 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*

# 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.

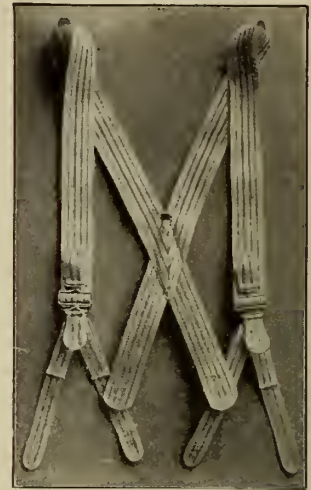
"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

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.

# "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

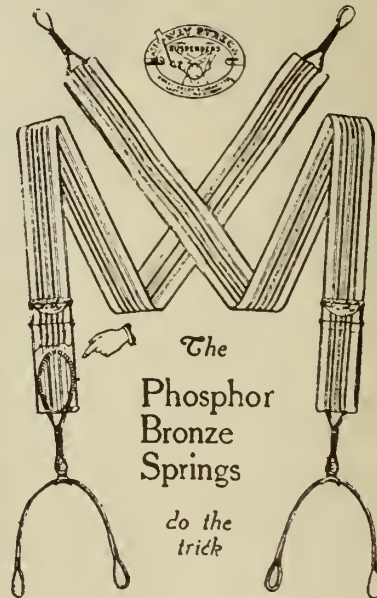
**A HALF HOSE FOR HARD WEAR.**  
ABSOLUTELY SEAMLESS  
PERFECT IN FIT  
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

# S-T-R-E-T-C-H

The Nu-Way always has it



The Phosphor Bronze Springs

do the trick

It supplies the long felt want in Suspenders. With no rubber to perish they do not die on your shelves. The metal parts will not rust.

Look at its Several Features, and send your order Now while you think of its many advantages.

Nu-Way Strech Suspender Co.  
MANUFACTURERS  
St. Thomas - Ontario



Make sure that *you get the Genuine*  
 in order that you may give your  
*Customers the Genuine*

It is well to remind Merchants and Manufacturers that  
 "Cravenette" Regd. is a *process*—not a *fabric*.

Any cloth, which has been made *showerproof* by the  
 "Cravenette" Regd. Process, is a "Cravenette" Regd. cloth.

Any coat—made of cloth showerproofed by the "Cravenette"  
 Regd. process—is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear  
 this mark—either on every yard or inside the  
 garment. When you order "Cravenette"  
 Regd. Cloth or Coats, see that they carry the  
 "Cravenette" Regd. Trademark.



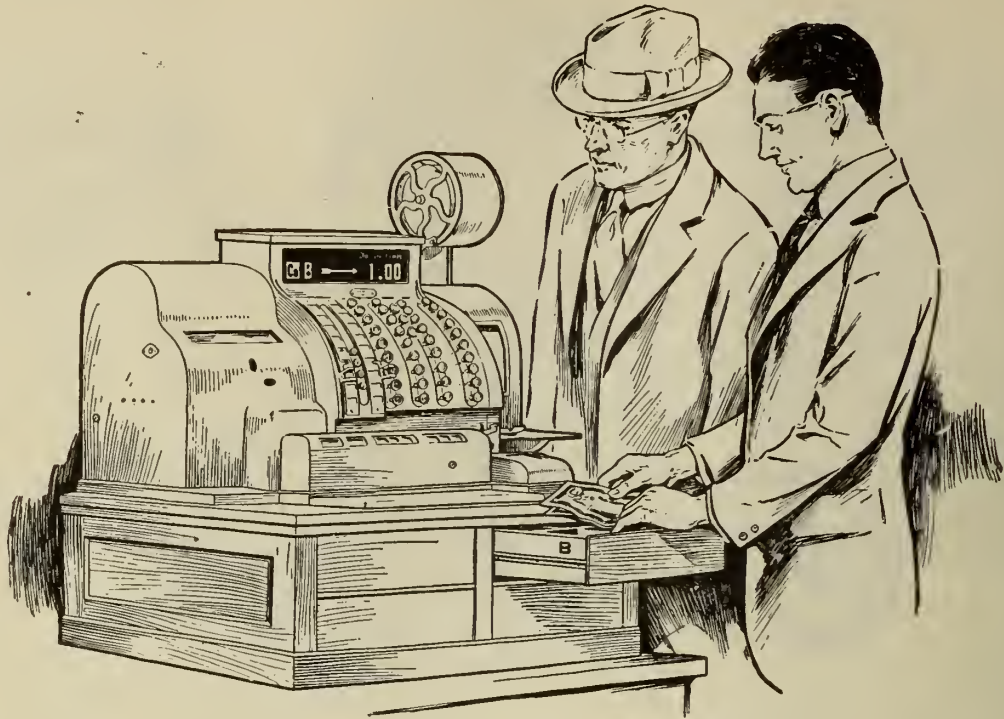
THE  
**BRADFORD DYERS' ASSOCIATION, LTD**

MANCHESTER  
 6 OXFORD ST.  
 ST. PETERS SQ.

BRADFORD  
 DEPT. 43  
 39 WELL ST.

LONDON  
 128 & 129  
 CHEAPSIDE, E.C.2

**BDA**  
 (COPYRIGHT)



## Clerk B has made a cash sale for \$1.00

The indication at the top of an up-to-date National Cash Register gives publicity to every transaction. The merchant, the clerk, and the customer see this record.

This prevents mistakes in price and in making change. It removes temptation.

The record shown in the indication is printed on a strip of paper which is locked up inside the register. This record also is printed on a receipt for the customer.

The amounts indicated and printed are added into totals which show, at a glance, (1) the total business handled by each clerk, and (2) the total of each kind of transaction.

This assures the merchant that every sale is handled accurately. It also assures him of accurate records which give him control of his business.



This is the indication. "Ca" shows it was a cash sale. "B" is the clerk's initial. "1.00" is the price.

Charge sales are indicated by "Ch," received on account by "Rc." and paid out transactions by "Pd."

The same indication shows on both front and back of the register.

We make cash registers for every line of business

# NATIONAL CASH REGISTER CO. OF CANADA LIMITED



## Prestige and Profits

**W**HEN a dealer sells an article that gives satisfaction he creates a friend. And a satisfied purchaser not only returns but brings his friends. It is this principle of giving satisfaction that creates prestige and profits.

Dealers who are endeavoring to supply their customers with satisfying underwear are selling Atlantic. This is a customer-making garment because it gives the utmost in value coupled with an amazing capacity for wear—truly it is the underwear that overwears.

Sold in a large range of different weights and qualities.



**ATLANTIC**  
UNSHRINKABLE  
**The UNDERWEAR**  
*that Overwears*

**ATLANTIC UNDERWEAR  
LIMITED**

MONCTON - - N.B.

E. H. Walsh & Company  
Montreal & Toronto

Selling Agents for  
Quebec, Ontario and Western Provinces

32





# Borsalino Week

Sounded a New Note in Merchandising

We announce with pleasure the winners in the different Borsalino Week competitions.

## Window Display Winners

First Prize—R. J. Tooke Limited, Montreal, Que.  
 Second Prize—Norman Birrell, Toronto, Ont.  
 Third Prize—Winters Bros., Halifax, N.S.  
 Fourth Prize—Joseph Broadbent, Brantford, Ont.  
 Fifth Prize—Regina Trading Co., Regina, Sask.  
 Sixth Prize—Dunn's Limited, Saskatoon, Sask.  
 Seventh Prize, Fairweathers, Toronto, Ont.  
 Eighth Prize—Calhoun's, Winnipeg, Man.

## Consolation Prize Winners

First Prize—F. C. Preston Limited, Haileybury, Ont.  
 Second Prize—F. W. S. Colpitts & Co., Moncton, N.B.

## Newspaper Advertisement Winners

First Prize—Winters Bros., Halifax, N.S.  
 Second Prize—Alex. Nelson, Montreal, Que.

# ANNOUNCEMENT



HATS  
 for  
 FALL



We are showing new shades and shapes in both **Borsalino** and **King** hats, all of them with that little something generally recognized as exclusive style. Our lines of imported and domestic velours embrace the latest colors and a wide range of prices.

Sell the hats that are advertised, for they are the hats that help to sell themselves.

Our travellers are now out with fall samples. They have a story to tell that concerns our mutual interests.

## Anderson-Macbeth Limited

MEN'S HATS ONLY

Toronto : : Ontario

ELK



BRAND

*for MEN and BOYS*

*Clothes of style and quality  
medium priced*

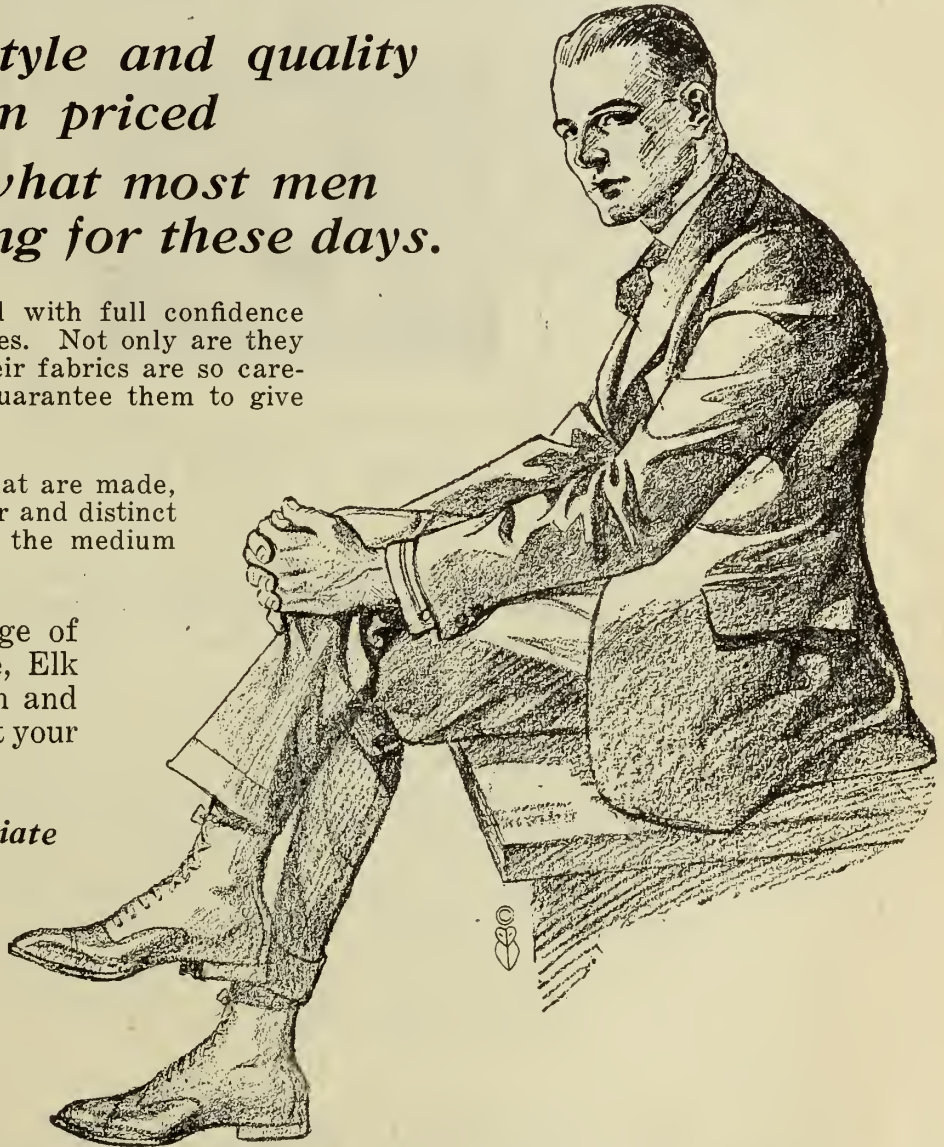
*And that's what most men  
are looking for these days.*

You can buy Elk Brand with full confidence that they are good clothes. Not only are they famous for style, but their fabrics are so carefully tailored that we guarantee them to give good service.

Among all the clothes that are made, Elk Brand stand out clear and distinct as the topmost value at the medium prices that are asked.

No matter what the age of your customer may be, Elk Brand Clothes for Men and Boys are adapted to suit your trade.

*In stock for immediate  
delivery*



**J. ELKIN & CO., LIMITED**

*Makers of Elk Brand Clothes*

29-31 VITRE ST. WEST - MONTREAL

# Have you seen the New Cap, or only just read about it?



From \$18.00 up

**This creation is welcomed by Hat and Cap Dealers and the Public as the greatest advance in Caps for Years.**

Its advantages:—The Cap can be rolled and put into the pocket and will in no way lose its shape. It is light in weight. The BAND inside gives a good grip and lends just sufficient weight that the wearer does not have to pull the Cap down at the back over the head. Lined or Unlined as desired.

It is Smart and Stylish in appearance, and with such a Cap the Merchant out for business will obtain it easily.

Do not delay but order now for the Summer and Fall Trade. Offer your customers something new. A Bag with every Cap.

## The G. & C. Cap Co., Limited

431 King Street West, Toronto

Western Sales Rooms : 114 Hammond Building, Winnipeg

## AN IMPORTANT MILESTONE PASSED!



This month passes an important milestone in removing to new and larger premises in the handsome new building just erected on Phillips Square, known as the **Dubrue Building**.

Here it is our intention to make

## COLLEGE BRAND CLOTHES

even more justly famous as the leading line of Clothing for Men and Young Men who appreciate styles up-to-the-minute, and materials and workmanship of the best.

### *Sacrificing Present Stocks*

Rather than move present stocks, we are offering them to the trade at rates below cost. These models are up-to-date in every particular—the same quality that has been received with great favor this season by the best clothing merchants in Canada.

Wire for samples without delay.

## The College Brand Clothes Co., Limited

45 ST. ALEXANDER STREET  
MONTREAL

## Have You Compared Our Values With Others?

If not, it is in your interests to do so. We have a large variety of staples in stock for immediate delivery in all the Up-to-date styles.

See our clothing for MEN and YOUNG MEN, tailored to fit—Quality beyond criticism. Lines that sell easily and are well recommended by your customers, and yield you a good margin of profit.

# Oxford Clothing Co.

Limited

King Street and Spadina Avenue, Toronto

The PRICES at which we are offering will attract you to LOOK INTO THE QUALITY, STYLES AND FINISH, and in this respect you will discover that you are getting exceptional VALUE.

We give you SERVICE in the best sense of the term, Quick Deliveries, Careful Attention to your wishes, Value in the Garments. If our travellers have not interviewed you with patterns and prices of our BOYS' and MEN'S READY-TO-WEAR Suits, send us a line and we will have one call.



## Linen Threads for Every Purpose

"FOUNTAIN BRAND"

### PURE IRISH LINEN THREADS

For Manufacturers of Clothing, Boots and Shoes, Harness and Furs. Also for the Book-binding and Carpet Trades. Shoe Threads for the Shoe Finding Houses. 100 Yard Spools for Wholesalers.

*"Fountain Brand" Linen Threads*

Manufactured by the Island Spinning Co., Ltd.  
LISBURN, IRELAND

Combine Strength, Smoothness and Durability with  
Absolute Dependability at Reasonable Prices.  
Qualities for Every Purpose Carried in Stock.  
Ask for Samples and Prices.

SOLE AGENTS FOR CANADA:

Walter Williams & Co., Limited

MONTREAL  
508 Read Building

QUEBEC  
533 St. Valier St.

VANCOUVER  
217 Crown Building

TORONTO  
20 Wellington St. W.

# ACME

TRADE MARK

*Fine Shirts*



*for men  
of taste*

Acme Glove Works, Limited, Montreal.



# FASHION-CRAFT CLOTHES



Quality Clothes at lowest reconstruction prices.

New Fashion-Craft Models for early Fall now ready for inspection. The very last word of correct style and fine tailoring.

Also a full range of desirable materials and patterns for the coming season.

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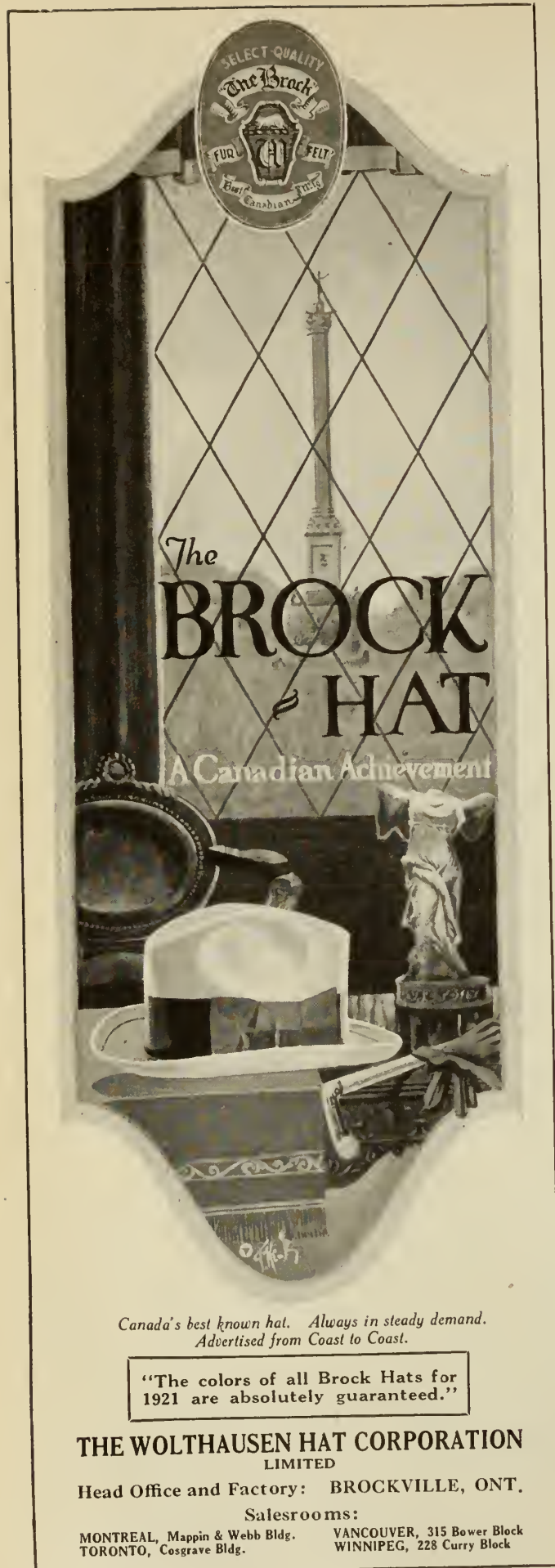
*A Good Buy  
For the Live Merchant*

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If interested write  
—Promotion Dept.

**FASHION CRAFT MFRS., Limited**  
Montreal, P.Q.





SELECT QUALITY  
The Brock  
FUR FELT  
Best Canadian Make

The  
**BROCK**  
HAT  
A Canadian Achievement

Canada's best known hat. Always in steady demand.  
Advertised from Coast to Coast.

"The colors of all Brock Hats for  
1921 are absolutely guaranteed."

**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

## An Important Judgment re Buckley Hats

**A**N important judgment was handed down by Judge Leet in the Court in Montreal, early this month, when two Hat Manufacturers pleaded guilty to the charge of having used bands bearing the trade mark of Buckley Hats, the agents for Canada being the Buckley Drouin Company, Limited, of 134 McGill Street. Judge Leet ordered the accused, who pleaded guilty, to destroy all the bands in their possession and pay the costs of the court.

The judgment is of particular importance to the trade, as after this decision any merchant attempting to sell or having in his possession Hats bearing the Buckley label other than the genuine, would be liable to prosecution and the hats to seizure.

The Buckley Hat has built up an enviable reputation and been a popular seller in Canada for some years past, with the result that the Buckley Drouin Company, Limited, have enjoyed a rapidly increasing business and the name and trade-mark have become of considerable value.

They say "imitation is the sincerest flattery," but when it comes to imitating a popular and successful line of merchandise, the compliment is not always satisfactory, and the Buckley Drouin Company, Limited, are naturally quite right in protecting themselves against any infringements of their popular brand. (Advt.).

ONTARIO  
EDWARD BURNS CO., LTD.  
TORONTO, ONT.

QUEBEC PROVINCE  
W. F. MACOUN  
518 St. Catherine St. W.  
MONTREAL - QUE.

## Canadian Handkerchiefs, Limited

### MONTREAL

*Manufacturers of*  
***Fine Cambric Handkerchiefs***

**QUALITY                      FINISH                      VALUE**

are found in the MADE-IN-CANADA  
HANDKERCHIEFS shown by us.

A full line of samples is carried by our  
Agents in the Districts shown.

Particular attention is called to our

### **ANCHORCHIEF DISPLAY CABINET**

Each handkerchief is sealed  
in an individual Glassine Bag.

**SEALED                      SAFE                      SANITARY.**

*Direct from Laundry to User. No Handling.*

Packed in attractive display Car-  
tons of 5 dozen Handkerchiefs.

LOOK FOR THE "ANCHORCHIEF" BRAND

## Canadian Handkerchiefs, Limited

*Canada's Largest Handkerchief Manufacturers*

MONTREAL, QUE.

MANITOBA, ALBERTA  
SASKATCHEWAN, BRITISH COLUMBIA  
BRYCE & CO., LIMITED  
WINNIPEG, MAN.

NEW BRUNSWICK AND  
NOVA SCOTIA  
JONES-CAIRNS LIMITED  
85½ Prince William Street  
ST. JOHN, N.B.

**MADE-IN-CANADA HANDKERCHIEFS**

# Stop Worrying About Losses

"The mill will never grind with the water that is past," says the proverb. But the Future is yours, and you can now make a profitable and absolutely safe investment in our line of "Gold-Kauff" Clothes for BOYS, CHILDREN AND JUVENILES.

The "Gold-Kauff" Clothes for BOYS, CHILDREN and JUVENILES are TAILORED SUITS, Custom Made in their Entirety, Custom Fit without its Delay, Custom Satisfaction without the Price.

"GOLD-KAUFF" Ready-Made Clothes are Extraordinary Value for SCHOOL or DRESS WEAR, the BEST VALUE that has been offered to the Trade in a long time.

"GOLD-KAUFF" Clothes are made of Specially-selected English Cloths, lined with ALPACA Linings that will give the most SATISFACTORY SERVICE. Made in STYLES that are SNAPPY and DURABLE.

Operated by

**The Gold Glove Works Ltd.**  
18a Pine Ave. West

Manufactured by

**GOLD & KAUFFMAN**  
Montreal, Canada

N.B. — Our New Glove Catalogue (Illustrated) and Pricelist is now ready and will be mailed on request

## "CEETEE" Reflects Quality in your Shop

**THE PURE WOOL  
UNDERCLOTHING  
THAT WILL NOT SHRINK**

There is no manufacturer in Canada except ourselves making full-fashioned under-clothing—such as Turnbull's "CEETEE," which requires special machinery. Our only competition is from imported articles.

But remember—there is no low grade "CEETEE" made—only the very finest quality and highest grade underclothing bears the famous "CEETEE SHEEP" trademark.

**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

## "How Can I Get the Most Out of My Money?"

The problem is a vital one with every thinking man.

If you could get information that will enable you to minimize losses and double your present return on the amounts you have invested in profit-paying securities, you have in effect doubled your capital.

In considering your investments or any other important problem you want "fact." Why not use the Investors' Inquiry Service of The Financial Post to give you the basic fact, the solved down security, behind every investment you are considering. It has saved thousands of dollars to investors in Canada.

Why not let this splendid service of Financial information, which is free to Financial Post subscribers, work for you?

THE FINANCIAL POST, 143 UNIVERSITY AVENUE, TORONTO

## *There's Life, Snap, Vigor To the New T & D Models for Fall*

**T**HEY were created by one of the leading American designers of men's wearing apparel, who now heads T & D's designing staff.

New designing and new factory management have produced an entirely new set of T & D models for the coming Fall and Winter. And when you see them you'll admit we have reason to be proud of them.

These new models will put "pep" and "speed" into the clothing business this Fall.

You'll be able to see them in a few days. Our travellers are on the way — we have something good. Visit the sample room — see the models, give us your opinion — we want it!



**T&D** *Clothes*  
**FOR MEN WHO CARE**

We sell exclusively to one high-class dealer in each district. If there is no T & D dealer in your locality, write us about getting the rights to sell these new T & D models.

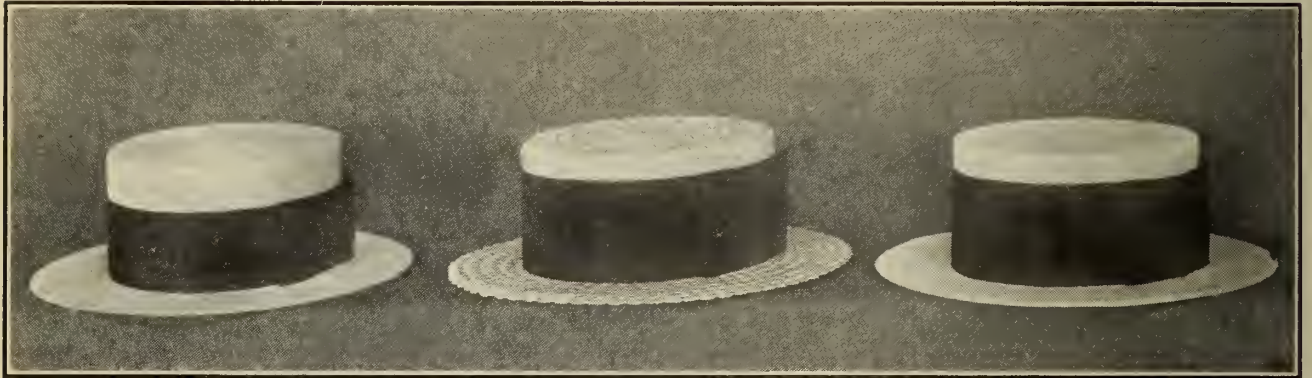
**Thornton & Douglas**

LIMITED

Hamilton

Canada

# SELL STYLE



## The Weir

Fine Split Straw

3½x2¼ 25 Ligne Black Band

Bon Ton Sweat

## The Earl

Flat Foot Braid

3¼x2⅞ 30 Ligne Black Band

Bon Ton Sweat

## The Guthrie

Genuine Panama

3½x2¼ 30 Ligne Black Band

Bon Ton Sweat



## The Prince

Genuine Panama

5¼x2⅜ 25 Ligne Black Band, Back Bow

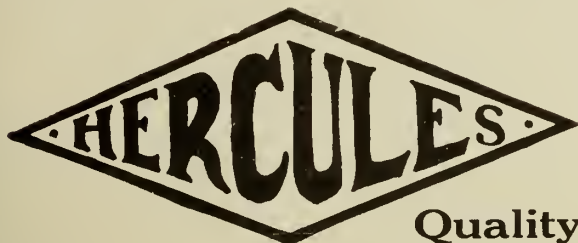
The  
**Canadian Panama Hat Co. Ltd.**

579 Richmond Street West, TORONTO, ONT.

*The Leading Manufacturers of Summer Headwear for the Jobbing and Wholesale Trade*

## "Here We Are Again"

This time it is with STACKS of New Shirts of the famous



**Quality**

These Negligees will please ANY MAN'S taste and pocketbook. And when they're worn out, for the best will wear out in time, you'll have that customer back for more.

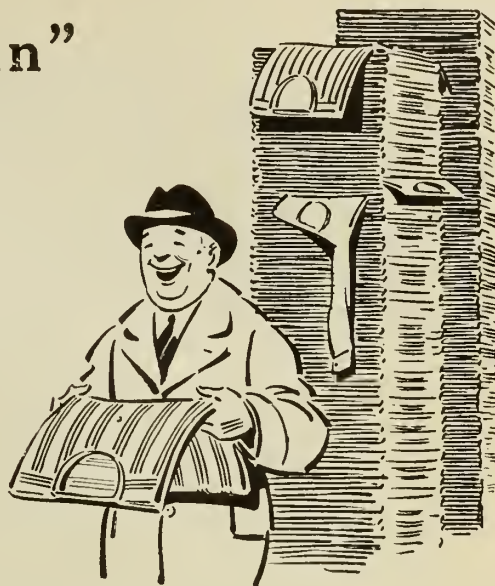
The shirt you sold him several seasons ago must be getting weak in spots. Are you prepared to meet his requirements with a new style and equal quality garment, be it negligee or work shirt?

Think it over, Mr. Dealer. And remember we are ready, NOW and ALWAYS.

**The Hercules Garment Company, Limited**

Head Office: Montreal

Factories: Montreal and Louiseville, P.Q.



## Value Always Finds a Market



Giving and getting the utmost for every dollar again govern business both wholesale and retail.

There is real economy in buying Hanson Socks. They are always higher in quality than in price.

Imitations, at any price, cost too much.

Stock with "Hansons" and be thoroughly confident that you receive the most your money can buy in Pure Wool Socks.

**GEORGE E. HANSON**

HULL, P.Q.

ESTD. 1878

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# Dominion Raynsters

*All Purpose Weather Coats*

## for Early Spring Wear

This year you can give your customers better values in these "Made-in-Canada" Raincoats than in any light-weight Overcoats.

Better values in wear, because DOMINION RAYNSTERS have the style and attractiveness of the more expensive tailored garments

and can be worn with pleasure and comfort any time, anywhere; being absolutely waterproof makes them doubly serviceable.

Better values *for the money*, because they can be sold at lower prices than the usual Spring overcoat of equal quality and workmanship.

Stock DOMINION RAYNSTERS this Spring and see what good sellers they are. Write for price list.

---

### 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, Edmonton, Lethbridge, Vancouver and Victoria.







A TOOKE  
Summer - Weight  
Collar of Fashion

Price \$2.00 Per Dozen  
Ready for Delivery

*Send for our new Illustrated Catalogue*

**TOOKE BROS., LIMITED**

SHIRTS, COLLARS and NECKWEAR

MONTREAL

Toronto

Winnipeg

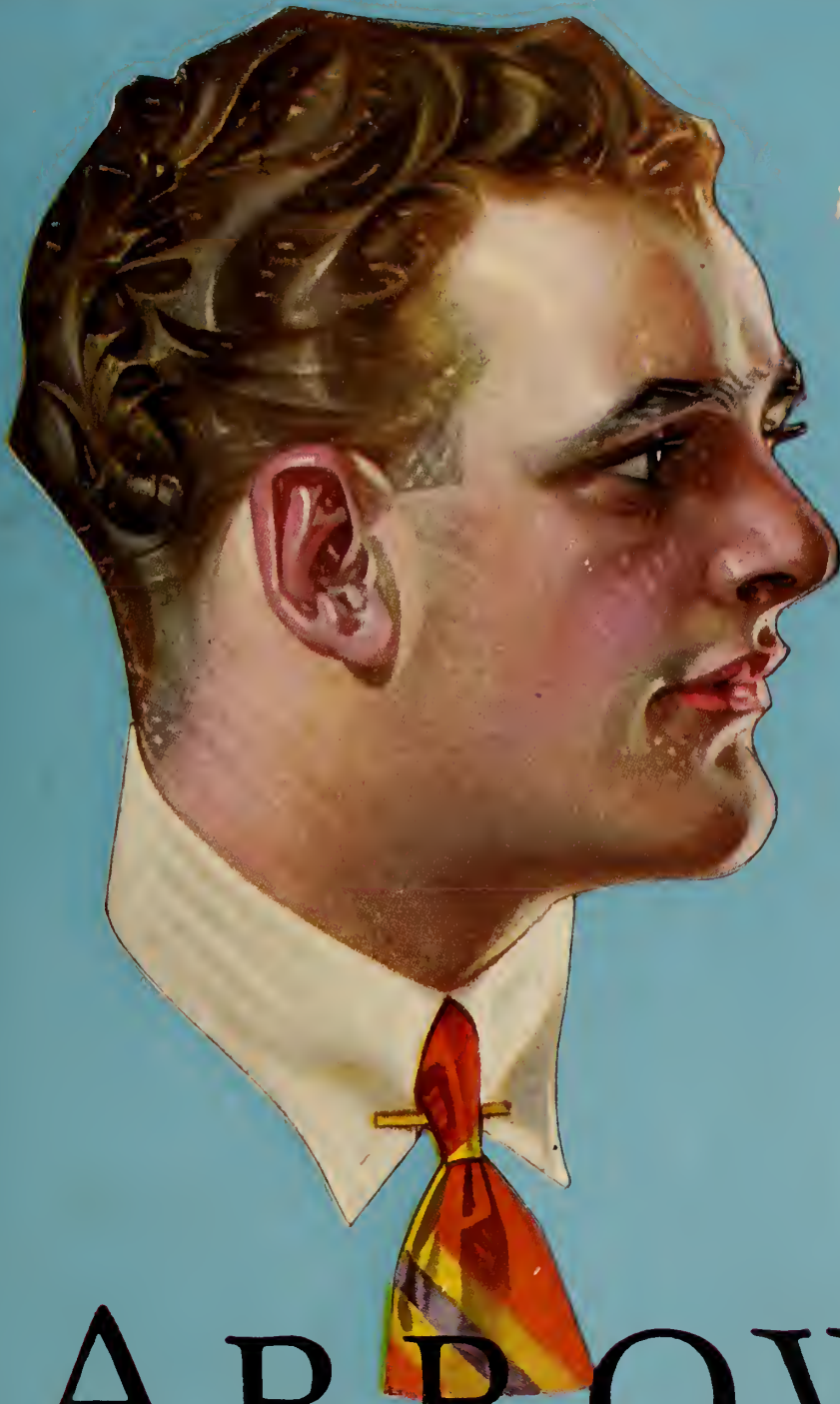
Vancouver

# MEN'S WEAR REVIEW

Volume XI

Toronto, Canada, May, 1921

Number 5



ARROW  
SOFT COLLARS



*Made to Stand the Rack*



Boys'  
Clothes  
*At Their Best*



WHOLESALE CLOTHIERS  
TORONTO

# Get a bulldog grip on your trade!



The Kitchen  
Overall and  
Shirt Company  
Limited  
Brantford, Ontario

# KITCHEN'S

*"Railroad Signal"*

# OVERALLS

Leishman's



Quality Clothes

Under all conditions of trade the Standard of Quality of LEISHMAN'S Garments will be maintained and every support given our Customers. Careful attention is paid to every detail to ensure complete satisfaction to Merchant and client.

If you are endeavoring to secure the HIGH GRADE trade, associate yourself with our House and write for figures, patterns, and any information desired.

For Superior Tailoring, Correct Style and Durable Quality, our garments are unequalled.

*Wm. H. Leishman & Co. Ltd.*  
192<sup>1</sup>/<sub>2</sub> Spadina Avenue - - TORONTO

MAKERS OF THE BEST TAILORED GARMENTS FOR MEN

**ART CLOTHES**

COOK BROS &amp; ALLEN LIMITED



The Popularity of Art Clothes precludes us from appointing any further agencies for the Spring and Summer, but for the Fall we shall be pleased to consider applications to represent us where Art Clothes are not already offered.

If you desire to associate your House with Ours for Fall and Winter Art Clothes, you are requested to correspond immediately or this opportunity will pass you.



**Cook Bros. & Allen, Limited**  
TORONTO

# Peck's



## Style--Quality--Price

These are the points on which clothes are judged—taken as named or in any other order you like, and the clothing which scores highest sells most frequently, brings in most profits.

Measured by these standards Peck's Clothing for Men, Young Men and Boys is the line of speediest turnover, the one it will pay you to feature. Style, Quality and Price are the dominating characteristics.

*Salesmen now out  
with Fall Samples*

**JOHN W. PECK & CO., Limited**  
MONTREAL — WINNIPEG — VANCOUVER



A Label that  
Stands for All  
that is **BEST** in  
Merchandise

*Salesmen now out  
with Fall Samples*

## Shirts

Those men whose trade you most desire--**they** will be quick to appreciate Peck Fine Shirts, which invariably are shown in the newest fabrics and color tones. Their style is quite in keeping with the quality of materials and workmanship which go into them.

## Caps

Every one of them reflects the personal attention it has received from an experienced cap tailor, from fabric to finished product. It is because they are distinctive that Peck Caps stand out pre-eminently among others. Is your assortment for summer trade complete?

**JOHN W. PECK & CO., Limited**

MONTREAL

— WINNIPEG

— VANCOUVER





They Were  
**RED LETTER DAYS**  
 in  
 Racine's Commercial Calendar

when they established customer confidence by sweeping out old standards and offering merchandise at market values regardless of the cost.

*"Back To Normalcy"*

by the shortest route has been their policy; and the steady turnover of goods during the past few months has proved the wisdom of this policy.

Their four Men's Furnishings Departments are replete with merchandise giving one hundred cents for your present-market-dollar. Visit their nearest Sample Room and see for yourself.

- F—Men's Underwear and Sweaters
- I—Men's Fancy Furnishings
- L—Men's Fine Shirts
- M—Workingmen's Wearables.

*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 Anctil	THREE RIVERS Main Street	CHARLOTTETOWN, P.E.I. Queen and Sydney Sts.		

# Jack O'Leather

TRADE MARK

## SUITS *for* BOYS

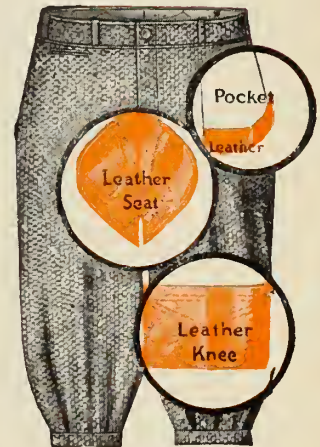


*Style Outside  
Wear Inside*

**GUARANTEED**

and

Leatherized for Wear



J. J. PREIS & CO.  
Patentees

### IN THE ANNOUNCEMENT

That we are introducing to the trade this new line of Suits for Boys, we find especial pride in the fact that not only is it a superior product from the quality standpoint, but that it embodies

#### **An Absolutely New (Patented) Feature**

Jack O'Leather Suits for Boys are "leatherized" where the wear comes with a lining of soft, pliable, real leather—at seat, knees, elbows and pockets. They are the longest-wearing Boys' Suits ever produced—and in appearance they are as far ahead of the ordinary as they are long in wear.

COMPLETE SAMPLE LINES WILL SHORTLY BE PRESENTED BY OUR TRAVELLERS. YOU ARE STRONGLY URGED TO WITHHOLD BUYING FOR YOUR BOYS' STOCKS UNTIL THEN.

*Immediate information will be forwarded on request.*

**B. GARDNER & CO.**

MAKERS - MONTREAL

ILLUSTRATING the "Alaskan,"  
a typical Bengard model in  
young men's greatcoats.

One of many original productions  
for the coming Winter.

## ANNOUNCING

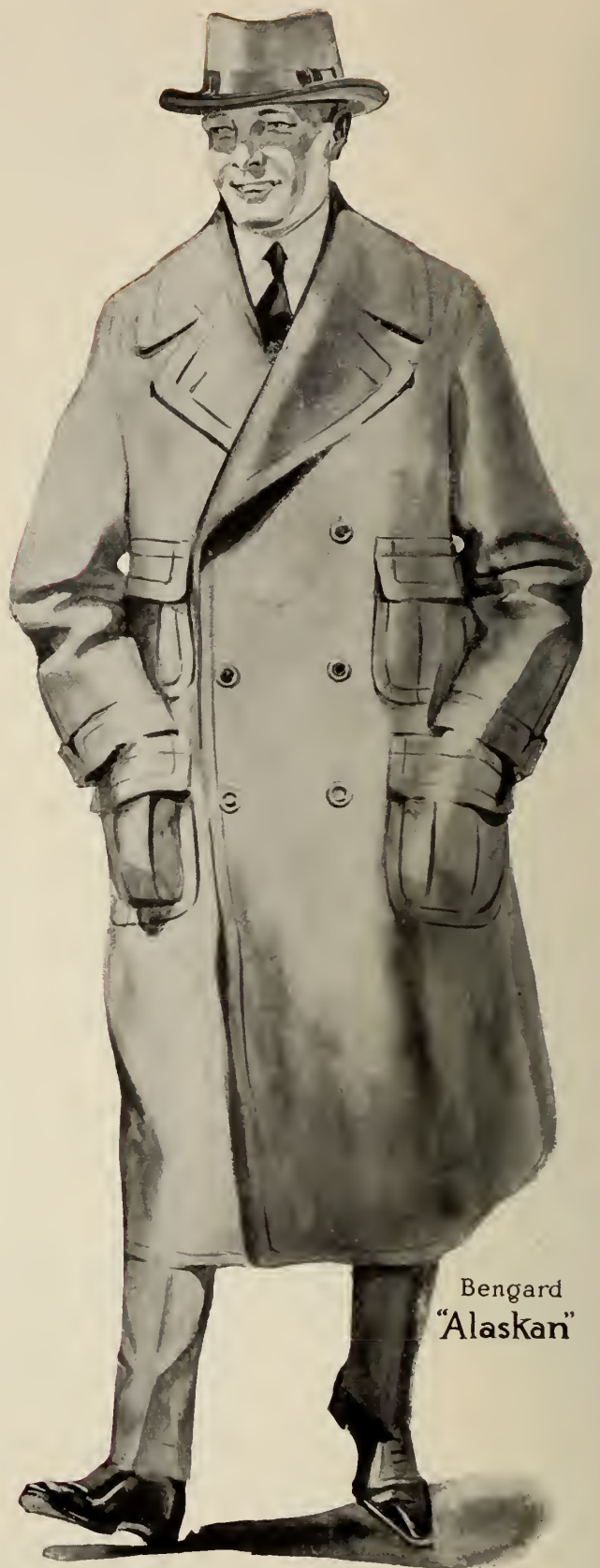
The completion of our  
SAMPLE LINES  
for  
FALL and WINTER  
1921-1922

Our travelers will soon cover  
their respective territories; due  
notice of their anticipated arrival  
will be given to the trade in  
advance.



Bengard Clothes

**B. GARDNER & COMPANY**  
MONTREAL



Bengard  
"Alaskan"



Anticipation

???

Realization

*Send an Order.  
Display the Goods.  
Collect the Profits.*

## TOBIN'S "UNIVERSAL" TIE - PRESS

(Patented)

It is necessary for the Smart Man or Boy.

It saves time.

It saves trouble.

It saves Money.

It gives the owner a reputation for Smartness.  
MERCHANTS! It's a Winner.

It not only presses Ties, but RIBBONS,  
GLOVES, LACES, etc. Made in Light and  
Dark Oak; Mission and Mahogany. Exquisite  
Mountings—Brass, Oxydized, Copper, Rolled  
Gold and Sterling Silver. Each Press hand-  
somely boxed. Write for prices and any further  
information required.

### J. TOBIN & SONS

Patentees and Sole Manufacturers

OTTAWA, CANADA

## Work Shirts

*with lasting wear*

## Smart Camping Shirts

See our large stock and wide range  
of Shirts ready for immediate  
delivery.

The Buyers' Season is now here  
and they are loosening up in anti-  
cipation of the return to prosper-  
ous times.

You are urged to inspect our stock  
and secure your share of the Shirt  
Business which is showing a de-  
cided forward movement.

SEE THEM — JUDGE THE  
VALUE — CALCULATE YOUR  
PROFITS, and Order NOW.



## Money Makers

FOR YOU

Write TO-DAY for Prices  
and all the information  
that you require.

# MACKENZIE LIMITED

OTTAWA

CANADA

*Your customers are seeking Value in Quality and Durability.*

*WE ENABLE YOU TO SUPPLY IT*

## *Making Two Sales Grow—*

WHERE FORMERLY ONLY ONE GREW—IS LARGELY  
A MATTER OF STOCKING THE RIGHT MERCHANDISE

—The proof lies in the fact that last year we were producing a line of garments that enabled us to dispose of our entire stock of—

### *OVERCOATINGS*

The clearance of our complete stock last year enables us to exhibit a distinctively new range this year and one that is attractive enough to warrant even ourselves advising you that you are surely doing yourself an injustice if you fail to inspect it.

In ten years we have built up the enviable reputation of having the fastest selling and largest repeating line of Young Men's Clothing in Canada.

Our travellers will be on the road May 1st. If he fails to call on you, we will be pleased to forward you samples for your inspection.

## RUBENSTEIN BROS.

1488 St. Lawrence Boulevard  
MONTREAL



## HICKOK Window Displays Make Sales

Sales from window displays of HICKOK BELTS and BUCKLES have been tremendous. HICKOK dealers everywhere have been so well satisfied with results that they have enthused to the point of sending us photographs of their most successful windows.

As a part of HICKOK DEALER SERVICE, we supply our distributing organization with valuable suggestions for their window displays of HICKOK products, based on photographs in our possession of actual windows that have made sales. We also loan HICKOK Dealers the necessary requirements for displays.

*Opportunities for the sale of HICKOK Belts and Buckles in Canada are unusually good. If the HICKOK Line is not being sold in your locality, WRITE us for it.*

*Have you seen the HICKOK Spring Catalogue? We shall be glad to send you a copy upon request.*



## HICKOK Belts & Buckles

*Combined Canadian and U.S. Factories Largest in the World Manufacturing Belts and Buckles*

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

ROCHESTER, N. Y., U. S. A.

# YOUR SEASON FOR

It is easy to make an ordinary Palm Beach suit.

But it requires years of technical experience to learn how to tailor these thin tropical fabrics so that they will have all of the style that you are accustomed to see in your highest grade regular suit lines, and so that they will still hold their shape after being washed or dry cleaned.

In our Palm Beaches there is a some-

# Cohen,

*Canadian Representative:*

**E. N. Dimbleby**

P. O. Box 556 - - Montreal

# SUMMER CLOTHING

thing about the sleeves and arm holes, and flat English shoulders, and the waist effect, and the whole drape of the coat that gets away entirely from the "wash suit" appearance and makes them stand out like the best models you get from your young men's regular suit houses.

And yet you can retail our De Luxe line at approximately the same prices that you would sell just an ordinary Palm Beach suit.

# Goldman & Co.

NEW YORK



# Broadway

## BRAND

Clothes  
for exacting men

Co-operation

Value

Profits

### Our Garments

Broadway Made-to-Measure Clothes are the people's requirements, perfect tailoring, finest quality and style, prices to you at exceptionally low figures to enable merchants to offer High Grade Suits to their customers at reasonable prices.

The Best Dressed Men in your town are proud of the label attached to Broadway Clothes, and the merchants who offer them are assured of a stable and progressive business.

If you are not a customer arrange to see our lines and let the merits of the garments convince you.



### Our Service

The Value of the Service given our Customers cannot be over-estimated as a most important factor in increasing their profits.

Included in its operations are:

Quick deliveries.  
Prompt attention to all enquiries.  
Immediate advice of the newest creations.  
Considerate accounting.  
Assistance and advice, if requested, in your business problems.

Suggestions for the increased sales of Broadway Clothes are at all times considered.  
Order Now and get after the Summer Trade.

Randall & Johnston, Limited  
TORONTO

MONARCH-KNIT

# Monarch-Knit Lines for Summer Selling

**S**WEATER COATS for summer wear are becoming an increasingly important feature of the trade. The Coat here illustrated is one of the most popular in our range. It has a strong appeal to men, especially those who are going camping or who are preparing for the season at summer cottages, because it is just the thing for the cool summer evenings. The style shown here is our M.391—a real man's coat, close-knit, shape-keeping, neat appearance, but entirely free from "fussiness." Nearly all men like this style. Order some of these for immediate delivery.



## Monarch Knit Bathing Suits

A very wide range of nobby styles in stock for both sexes and all ages. Each one smartly stylish and perfect-fitting—the styles that will sell quickly and please every customer.

## Monarch Knit Hosiery

Sort up your hosiery stock with Monarch-Knit. Our silk and mercerized lines have the style, fit and value you are looking for. To make your ordering easy we have prepared a new hosiery catalog—the first exclusive hosiery catalog ever produced by a Canadian manufacturer. Write for a copy.

**The Monarch Knitting Co., Limited**  
Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ont.

Y A R N S

H O S I E R Y

S W E A T E R S

## Look For This Mark



**T**O those who handle garments bearing it, it means the establishment of those cordial relations with the public so essential to successful business.

“Fit Well” Waterproofs, made from best English cloths, defy the elements in their sturdy wear-resisting qualities and yet look dressy, trim and smart at all times. The reason is in their better fabrics and the expert tailoring that mark them strictly “thoroughbred.”

We carry a large stock of Gabardines made of the best English materials, every yard bearing the *Cravenette Stamp*.

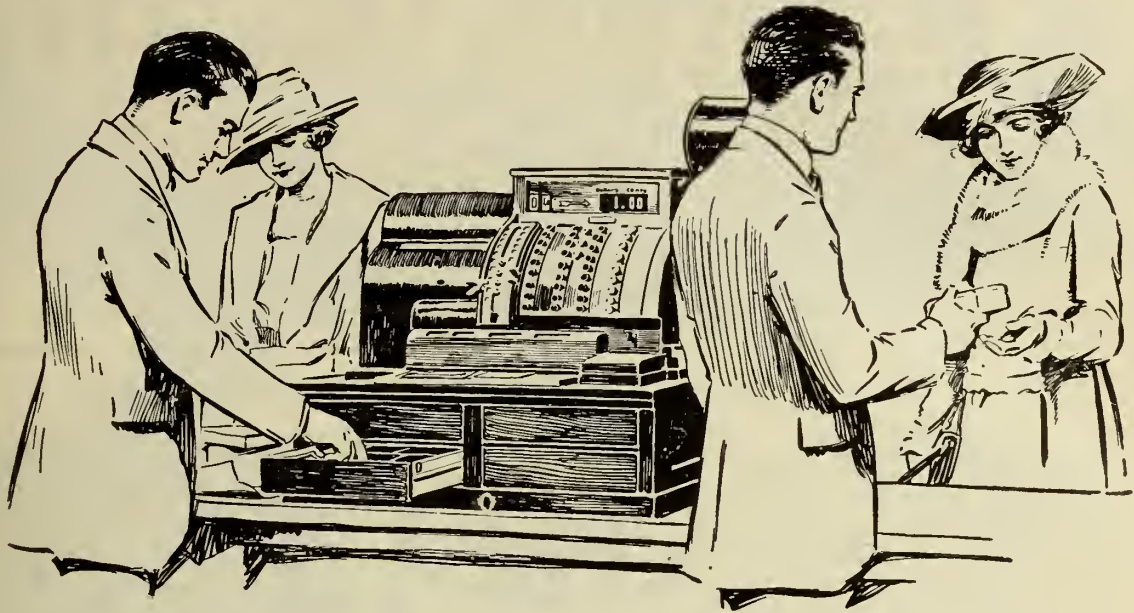
Our travellers are now on the road showing samples for Fall and immediate. Is your name on their calling list?

## S. Rubin & Company

*Mfrs. of the  
“Fit-Well” Waterproofs*

New [Sommer Bldg., 37<sup>th</sup> Mayor St.  
MONTREAL





Clerk D is making change from his cash drawer. The amount of the sale is shown at the top of the register. The other clerk is handing change and parcel to the customer. He made change from his own cash drawer.

## A separate cash drawer for each clerk

This makes clerks more efficient because:

1. Each clerk is responsible for the business he handles.
2. In case of error it shows who made the mistake.
3. It gives each clerk credit for the work he does.

An up-to-date National Cash Register with separate cash drawers measures the ability of each clerk.

**Up-to-date National Cash Registers are made with any number of cash drawers, from one to nine**

We make cash registers for every line of business

**NATIONAL**  
**CASH REGISTER CO.**  
 OF CANADA LIMITED

*The Best Sock*

*For Our Winters*



We are offering you PURE WOOL SOCKS at reasonably low prices. If you have not inspected our assortment, send us a line and we will have a representative call. Send a trial order—they go fast. Sufficient stock kept on hand to fill orders promptly.



How the VALUE is made up: The QUALITY of the WOOL is the best obtainable. Expert people are employed in the manufacture of the Socks. They are made to resist the wear at the heels and toes.

Then the price to you enables the customer to get Socks that last at reasonable figures with a good margin of profit to you.

**GEORGE E. HANSON - HULL, P. Q.**

## “Prosperity” Brand

For BUSINESS AND SPORT: If you are not already one of our valued customers you are invited to inspect our immense range of Shirts in ZEPHYRS, SILKS, COTTON, ETC., for THE HOLIDAY SEASON, and ALL OCCASIONS.

Note the proper sleeve lengths, 34-36, the tailoring of the Collar, the Buttonholes do not give way easily, and observe the generous length.

PROSPERITY SHIRTS ARE MADE TO SECURE THE SATISFACTION OF THE MERCHANTS — THEIR CUSTOMERS—AND OURSELVES. ORDER NOW.

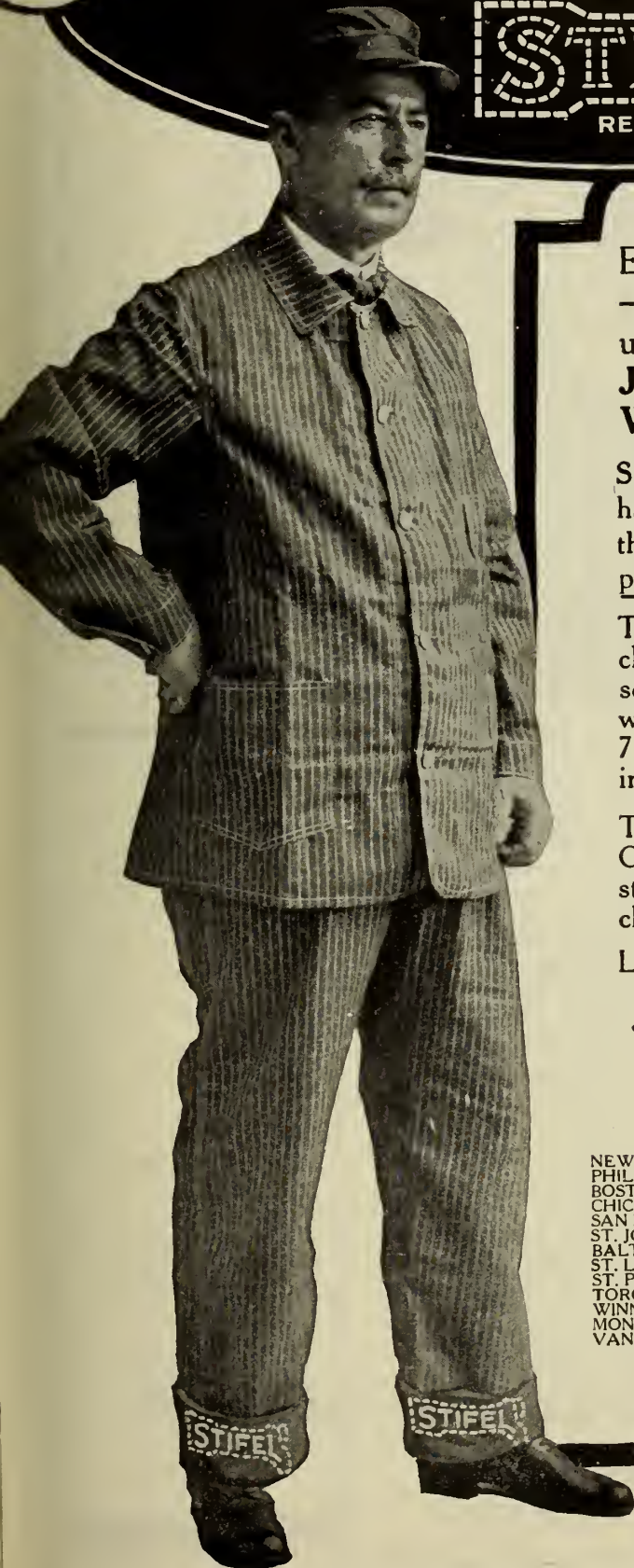
*Prices Range from \$12.00 to \$60.00 Doz.*

## Prosperity Shirt Company

12 Queen St. East, 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.*



NORTHLAND

## Knit-On-Neck Sweaters

Northland Sweaters have long been known for their quality in Western Canada—the land where sweaters are a necessary article of clothing. Now these same goods are offered to the East, where sturdiness is just as eagerly sought after.

The Northland Knit-on-neck feature is a point that has taken well with customers wherever shown. The quality of worsted yarn used is kept to a very high standard and the shades are those suited to general demand, and the complete line has worked to the profit of many merchants who had heretofore been disappointed with their sweater sales. Another strong Northland point is that

*the knit-on-neck feature is carried through the entire range from highest to lowest priced numbers*

We offer attractive prices and terms and back up our goods with a strong guarantee. Ask us for particulars to-day.

Northland Knitting Company, Limited  
Winnipeg, Man.

Manufacturers of Northland Brand Gloves, Mitts,  
Sweaters and Moccasins



### A Real Talking Point

Northland Necks are knitted—not sewn—on body, the effect being perfect elasticity. No danger in sudden strains breaking the join.

Made to Individual Measure  
or from Stock

Oxford  
Clothing  
Co., Ltd.

King St. and Spadina Ave.  
TORONTO

### You Are Seeking High Grade Suits for Young Men

at Prices Attractive to Them

See our Suits. Be convinced that we have their actual requirements.

Oxford Suits have the Smart Cut, expert tailoring, perfect finish, and are offered to our clients at moderate prices.

You can advertise Oxford Suits with your other lines with the assurance that our name alone will bring customers.

Write for prices and any further information that you require.

Large range of Suits for  
immediate delivery

### Boys' Suits

What a difference there is in this class of Clothing! Some have the Lasting Quality and some wear out quickly.

OXFORD BOYS' SUITS are made to secure the entire satisfaction of the PARENTS, who have to pay for them.

Look them over.



Merchants who offer our Suits, whether MADE to MEASURE or READY to WEAR; do so with confidence that immediately secures the sale. They are made to satisfy all from the first "try on." The QUALITY of the material is apparent to the customer at a glance and our reputation is the guarantee for the STYLE and FINISH.

C.N.R. Clothes are FAULTLESSLY TAILORED and defy the closest scrutineer. The sleeve lengths are correct, roomy and easy. This point has a great influence with the customer. The fit around the collar is all that can be desired. The materials are the best obtainable and the garments are made to satisfy both Merchant and Customer.

C.N.R. Clothes give STYLE and QUALITY to your House and a reputation for VALUE. If you have not yet offered our models send us a line and we will have our representative call with patterns and prices.

**Coppley, Hoyes & Randall, Limited**  
**Hamilton, Ontario**



# FIT - U - CAP

## WITH WINTER INBAND

Have you seen it?

Do you know its merits?

To display it to your customer means certain sale.

Ideal Cap for a draughty day.

The very headwear for Motoring, Leisure and Sport.

ADJUSTABLE TO ANY HEAD from  $6\frac{5}{8}$  to  $7\frac{3}{8}$ .

See our large assortment for Fall and Winter.

Its SMART appearance recommends the Cap at a glance.

Send a line for Prices and Patterns. There are good profits waiting for you.



Patented 1920

*Fit*  
*Style*  
*Quality*  
*Popularity*

**TIP-TOP CAP CO.** (Greene-Swift Ltd.), LONDON, ONT.

*Campbell's Clothing*

*For Fall 1921*  
**READY MADE**



Our salesmen are now showing our new Fall ranges.

Please give particular consideration to our

*Young Men's Models*

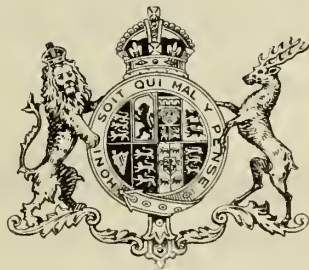
some of which have been accepted as standard styles by the International Designers' Association and the Fashion Book Publishers.

**The Campbell Manufacturing Co.**  
Montreal LIMITED

## Announcement

*We wish to advise of our having secured the exclusive rights for Canada to manufacture Atkinson's Genuine Irish Poplin into men's cravats.*

**RICHARD ATKINSON & COMPANY**  
Dublin, Ireland



By Royal Appointment

*The advantage to you is quick delivery, ease and promptness in replenishing stock, combined with our high grade of workmanship, built into modern and wanted shapes.*

**A. T. Reid Co., Ltd.**  
TORONTO, CANADA

*Reid's Real Bengalene Cravats—Reid's All Silk Barathea Cravats  
Reid's Hantide Dress Cravats*

INDIGO  
SERGES

Nowadays Particular Dressers  
always ask for →

INDIGO  
SERGES

Every man who has once worn one, knows the VALUE and SATISFACTION derived from the Purchase of →

SERGES, IMPORTED WORSTEDS, SCOTCH & ENGLISH TWEEDS always show to greater advantage when tailored into →

FIT

STYLE

A  
**Richardson**  
Garment

WORKMANSHIP

GUARANTEED

For real HONESTY of VALUE, FIT, STYLE, WORKMANSHIP and GENERAL EXCELLENCE most men will choose ←

Merchants who carry stocks of Woollens cannot do better than have us CUT, TRIM and MAKE each of their special orders into ←

INDIGO  
SERGES

A. E. RICHARDSON & CO.  
*Makers of*  
HIGH GRADE CLOTHING FOR MEN  
172 Simcoe St. Toronto

INDIGO  
SERGES

Dale Wax Figure Co., Ltd.

86 York Street, Toronto, Ont.

Our Display Fittings and Fixtures attract customers to your store and make sales easy.

Artistic Display appeals to the senses and creates a desire for possession. Send for our Latest Illustrated Catalogue and discover the value of our appliances to your particular requirements.

Window and Counter Stands

Wax Figures

Racks, Brackets

Show Cases



Artistic Display Fittings in Wood or Metal

Dainty Designs and Expert Finish

Order Now



BOYS' SUITS  
and  
BLOOMERS

with the hard wearing parts specially reinforced to stand the strain of vigorous boys.

SMART STYLES  
GOOD CLOTHING  
PLEASED CLIENTS  
FAST SALES and  
GOOD PROFITS



You Can Beat Price Competition by Quality Goods.

Merchants who supply the "LION BRAND" are selling clothes with a reputation to keep up.

The JACKSON MFG. CO., LTD.  
CLINTON, ONTARIO

Factories at Clinton, Exeter, Goderich and Hensall

# Removal Notice

The recognized value-giving line of  
Men's, Young Men's and Boys' Clothing

manufactured by

**GEO. W. PECK & CO.**  
LIMITED

are now being manufactured in new and larger premises in the  
Havelock Building, 421 Union Avenue, Montreal.

With ample room, good light, ventilation, and the most  
modern equipment, we will be in a better position than  
ever to give our patrons service and satisfaction.

Geo. W. Peck & Co. Garments are known  
everywhere as the acme of style and qual-  
ity. An examination of our values  
will convince you that this  
reputation is justified.

*See the models for Fall now  
in the hands of our  
representatives.*

## A New Idea for your Boys' Department

If you want to make this department hum with activity, if you want to monopolize the boys' trade in your town, send us an open order for

### Suits With a One-Piece Silk-Lined Cap to Match

This original idea of a one-piece, silk-lined Cap to match each suit is a feature that will bring sure response.

We have endeavored to put into both Suits and Caps the details that will give the utmost of Service, Satisfaction, and Wear.

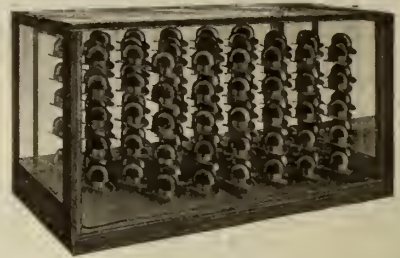
Let a trial order speak for itself.



## Fashion Boys' Clothing Co.

149 Notre Dame St. W.  
MONTREAL

J



## Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

## Jones Bros. & Co., Limited

29-31 Adelaide St. West  
TORONTO

# Deacon Shirts

FOR STYLE  
WEAR AND COMFORT

We Manufacture  
STARCHED SHIRTS  
WORKING AND OUTING SHIRTS  
FLANNELS, ALL SHADES  
TWEEDS, SATEENS  
DRILLS, OXFORDS  
FLANNELETTES  
BOYS' WAISTS

*The Deacon Shirt Co.*  
*Belleville Ontario*

REFER TO US

for

Boys' Gabardine Coats

and

Caps to Match

Made by

**Schwartzman Bros.**

The only and exclusive Gabardine coat manufacturers in Canada.

Every yard bearing the Cravenette stamp, and made of the best English materials.

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The Editor of the Canadian Golfer.

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Toronto, Ont., Canada

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are packed for the trade in quantities of five dozen in attractive display cartons.

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FOUNTAIN BRAND

## "Fountain" Brand Threads

ARE

"Best" for Evenness.

"Best" for Strength and Durability.

"Best" for Each and Every Purpose.

Warranted to work smoothly and well.

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Special threads for all machines used by manufacturers and makers up of Leather and Textile Goods. Thoroughly reliable merchandise for trades requiring strong and durable threads.

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**BROCK**  
HAT  
A Canadian Achievement

Canada's Best Known Hat. Always in Steady Demand.  
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"The colors of all Brock Hats for 1921 are absolutely guaranteed."

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In Other Composition Collars  
Breaks Cause Disfigurement



KANTKRACK Flexible Tab Means Long  
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The tendency  
is to  
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lines in stock?

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*Made in Canada by the Manufacturer Who Protects the Dealer*

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HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879

ESTABLISHED IN CANADA 1907



11½ to 19



11½ to 21



11 to 19



12 to 19



14 to 19

# The Budget and Men's Wear Dealers

Sales Tax is Increased on Domestic and Foreign Goods—Business Profits Tax is Wiped Out—Protection Against Importations From Foreign Countries Where Currency Depreciated—License Fee.

SO far as the Canadian dealer in men's wear is concerned, the new budget introduced by the Minister of Finance, Sir Henry Drayton, on May 9th, adds nothing to his perplexities and little to his difficulties in merchandising his goods. Unlike the budget of a year ago, it will not, to any appreciable or noticeable extent, place a restraint on business. The government seems to have had two main considerations in view in framing this budget: First, the increasing of the revenue by methods that would cause the least dislocation of business and the smallest possible cost of administration; second, amendments to the Customs Act, having in view rectifying, as far as possible, the unfavorable exchange situation by the encouragement of greater industry and trading within Canadian boundaries. Just how this is provided for in the new budget may be more fully outlined.

## The Sales Tax

The supreme interest in the new budget, so far as the men's wear dealer is concerned, centres around the Sales Tax. The views of the retailer with regard to this tax were fully outlined at the recent conference in Toronto between manufacturers, wholesalers and retailers. He wanted a tax that would be imposed at the source and, like all other taxes, be absorbed. More particularly, he objected to a turnover tax that would place a tax on every transaction by manufacturer, wholesaler and retailer and which he would have to sell, as he had to sell the Luxury Tax. It was apparent to him that the cost of administration of such a tax would wipe out a considerable portion of the additional revenue so obtained.

In the new budget, the retailer had got about what he wanted. The tax is not absorbed in the same sense in which other taxes are absorbed; but he does not have to sell the tax. It is the same Sales Tax that he has been paying for a year back. Only the percentage is increased in the domestic application of it and a slight change made in its application on imports. If the retailer buys direct from the manufacturer, he will now pay three per cent., where formerly he paid two per cent. This will be operative on the purchase of clothing in the majority of cases. Where the retailer buys from the wholesaler, the tax will now be 1½ per cent., where formerly it was one per cent. The import rate is now 2½ per cent., and in the case of the retailer making a direct import it will be four per cent. The necessity for this lies in the fact that more than one sales tax is included in the finished article made in Canada, while the materials entering into the manufacture or production of the finished article are not subject to any such tax.

## Turnover Sound in Theory But—

Sir Henry Drayton, in delivering the budget, held that the Turnover Tax was sound in theory but that in practice it would not work out to advantage. He gave as his reason the same that has been given by the Dominion Board of the R.M.A., namely, that the cost of administration would be altogether too high. In arriving at this decision, Sir Henry has taken a step that will receive the hearty commendation of the retail trade in Canada. Consideration was also given to the fact that many retailers do not keep books.

## Business Profits Tax Goes

It is not a surprise to the retail trade that the Minister of Finance decided that the time had come to wipe out the Business Profits Tax. As Sir Henry stated, it would be largely inoperative in any case. Retailers are reconciled to the fact that the present year is not to be a year of profits in view of the heavy losses they have taken and may still have

to take before the end of the year. The accumulation of taxes had become very burdensome and the removal of this one will add to the enthusiasm of the retailer in collecting the increased Sales Tax.

## Amendments to Customs Act

The amendments that have been introduced to the Customs Act have in view the protection of Canadian industry and the decreasing of unemployment. The Minister of Finance in referring to these amendments said: "Changes ought to be made in the Customs Act with a view to securing a more efficient carrying-out of the principle of the dumping provisions. Much of the unemployment at present existing results from the importation into Canada of goods at prices below the cost of production. Insofar as the public are concerned, little if any price advantage has accrued to them through these importations. . . . It has been established that after large shipments of goods have been made from a foreign market and entered at customs at a valuation justified by temporary quotations in that market, prices there have registered substantial increases. The result, however, is directly felt by the Canadian producer and worker. Goods ought to be valued for customs purposes not at forced-sale prices justified by temporary quotations in the foreign market, but having regard to the regular standard in that market and to cost of production and a reasonable profit thereon."

Of course, Sir Henry does not talk in terms of protection to Canadian industry; he speaks of rates of exchange. But the practical application of his amendments to the Customs Act means that he discourages extensive buying in the United States and gives greater protection to Canadian industry against foreign competition, especially where the exchange rate is against the currency in the country exporting to Canada. In the case of goods coming from the United States, the duty is fixed on the price of the goods at the day of shipment rather than at the day of withdrawal from customs. And to prevent the sort of foreign competition that is based on forced sales, this clause is added: "provided that the value of new or unused goods shall in no case be less than the actual cost of production of similar goods at date of shipment direct to Canada, plus a reasonable profit thereon, and the Minister of Customs and Inland revenue shall be the sole judge of what shall constitute a reasonable profit in the circumstances."

## Where Currencies Have Depreciated

In the case of countries where currencies have greatly depreciated, such as Germany, greater protection is given Canadian industry by a sliding scale. Any depreciation of a foreign currency greater than fifty per cent. shall be disregarded and the lowest valuation which can be made will be arrived at by a depreciation of fifty per cent. In other words, with the rising value of the German mark in the money markets of the world, or of any other foreign currency, the measure of protection is increased. This, of course, is meant as an encouragement to Canadian industry, having in view the adjusting of unfavorable trade balances and the greater production of Canadian goods so that unemployment may cease.

## Other Provisions

Goods from a foreign country must be so labelled. This is to prevent one country from selling goods in the Canadian market and representing them as the manufacture of another country.

Every manufacturer, and business man must have a license which costs him \$2.00. The new taxes became operative on May 10th.

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## INCREASING SALES THROUGH SALESMEN

SERIOUS consideration is being given by many retailers today to the matter of maintaining or increasing their turnover. In this issue of Men's Wear there are outlined a number of plans being worked out by various retailers, having in view the desired turnover for the current year. There is no doubt that turnover during the year 1921 will reflect to a marked degree on the efficiency of the sales' staff of every organization. Recognizing this, progressive merchants with whom Men's Wear Review has talked have outlined various plans that are being tested in their organizations. There is the case of one retailer who has set an objective for each department for the month, comparing it with the corresponding month of the previous year and taking into consideration local industrial conditions. If that objective is reached, every member of his staff in that department is given a liberal bonus. Another retailer stated that he had increased the commission offered salesmen for the sales they made. They are, at all times, given a one per cent. commission on their total sales. Now, the salesmen in his organization are given the objective for the coming week in their envelope on Saturday night. If they exceed this objective they are given an additional two per cent. of the increase over the objective. This objective is the record of the corresponding week of last year.

Still another retailer stated that he gave a "spiff" of a certain amount to every salesman who sold a suit over \$45. His reason for doing this was a somewhat long-distance one. He believes that \$45 will be about as high a price as men will want to pay for suits next Fall, that is, the majority of men. Therefore, he wants to unload all the merchandise he has over that price.

## TRAINING IN SALESMANSHIP

IN two instances, Men's Wear Review has come across firms or organizations that realize the value of training in salesmanship. The firm is that of the C. H. Smith Co., Ltd., of Windsor. Regular classes are conducted by the departmental heads of this firm in which useful hints are given in the art and science of salesmanship from many different angles. It is the recognition

of the fact that salesmanship is, after all, not the calling of the inefficient, untrained mind, but quite the reverse. The salesman or saleswoman who looks upon his or her work as that which requires and demands efficient, courteous and painstaking service must realize at the same time, that it is an art which requires development through training. It is this idea that prompts the firm of C. H. Smith Co., Ltd. to institute classes in salesmanship.

The case of the Ottawa Retail Clerks' Association holding classes in salesmanship is also worthy of commendation. It is the recognition of a class-consciousness that can lead, if wisely directed, to the utmost good to the entire retail trade of the country. Self-improvement from within is highly beneficial; and the fact that these retail clerks are getting together, discussing the problems that arise out of their daily experiences, augurs well for their efficiency as salespersons.

We would suggest that the activities of such an association might well embrace even a wider field. It might include display men. The work of the display man to-day is as much harder than a year ago as the work of the salesman, and by the exchange of ideas they could all improve their work. There was recently held in one of the large cities of Ontario a special week in which the products of that city were supposed to be advertised. There are several dozens of kinds of articles manufactured in this city, yet only a mere handful of window-display men dressed their windows with products of their own city. It seemed like an opportunity lost. If a dozen men in that city had got together and arranged for as many displays in which home products were shown, it would have created considerably more interest in the week with the result that more people would have come out to see the displays and more merchandise would have been sold. It might be worthwhile considering this enlargement of the activities of the association.

## FOUR-SEASON SELLING

WHETHER or not there is an official endorsement of the four-season buying plan either in Canada or the United States there is no doubt that the agitation has been productive of much good. It has still further emphasized, if that was necessary, the inadvisability of too heavy purchases looking several months ahead. Over-stocking is not in the interests of either the manufacturer or the retailer, and only leads to unsettled times. Scientific buying, based on an intimate knowledge of one's requirements, will avoid many pitfalls. The agitation for four-season buying is, after all, an agitation for more scientific buying. There are undoubtedly obstacles to be met by both retailer and manufacturer in this plan; the discussion that is going on may (we hope it will) overcome all obstacles which stand in the way of better merchandising. The idea behind the four-season buying plan is better merchandising, safe merchandising; the idea, if not the actual plan should triumph. In its triumph are better times for all concerned.

# Get After the Sportsmen This Year

L. Guillemette, of Three Rivers, Believes it Will be a Year of Good Profits in These Lines—  
Featuring Novel Displays—Luggage a Profitable Line.

FROM the comparatively humble position of tailor on a bench to that of proprietor of an exclusive men's wear shop in the city of Three Rivers, Quebec, is the achievement recorded of L. Guillemette, of Notre Dame Street. Situated only a stone's throw from the celebrated mineral springs hotel, the Mecca of hundreds of health-seeking pilgrims, and equally close to the fashionable boulevard promenade which overlooks the beautiful St. Lawrence river, the store is ideally located in so far as its claim to be a smart specialty shop is concerned. It is rarely that the traveler, jaded and bored with the luxury of trans-continental caravanserais though he may be, fails to appreciate with a sense of surprised delight the comparative anomaly of Fifth Avenue smartness in the old-world atmosphere of a Habitant French speaking population. Unexpected though the discovery always is, it never fails to result satisfactorily to either proprietor or customer, the latter being usually eager for some memento of the city which will express the typical atmosphere of the historic town, yet will be practical and free from the "white elephant" characteristics of the average souvenir palmed off on the unsuspecting tourist by the cunning retailer.

#### Keen Competition

The youthful and ambitious little tailor of twenty years ago is now a successful and

prominent merchant, who is regarded as real style mentor by the good people of Three Rivers as well as by the travelers afore-mentioned. Presiding paternally over his smart shop, he welcomes everyone with that charming courtesy and deference which seems to be the exclusive characteristic of the French race. The store is indeed one to linger in with interest, its equipment and interior decoration being especially notable for so small a city. It is a noteworthy fact in this connection however, that competition is abnormally keen in this city of 28,000 inhabitants, there being somewhere in the vicinity of twenty-two men's clothing and furnishing establishments besides the local dry-goods stores. In this respect Mr. Guillemette's success is still more notable, because as everyone knows, there is no shopper so shrewd as the French-Canadian, and the habit of bargaining dies hard in their race. The proprietor argues, however, that it is better to lose a sale than to allow the customer to beat down the price, and that he no longer has to display the sign so often seen in other shops, "One Price Only," is due to the fact that he has succeeded in maintaining his point.

#### "Young Men's Store"

Professional men, the officials of all the many important mills and factories which operate in Three Rivers, and the better class

farming element are among those who patronize the Guillemette shop, which however likes to be known as the "Young Men's Store" and makes especial claim to that title by reason of its exclusive and well chosen merchandise. The proprietor avoids any suggestion of the bargain sale atmosphere, being absolutely opposed to the holding of sales in any form, and even to the display of price tags and placards. His store is singular in this respect and reminds the visitor that quality, not price, is paramount in his establishment. The background and woodwork of the store are entirely of fumed oak in mission style with mirrors almost lining the wall on the left hand side. Three solid plate glass cases are ranged on the left also to show the unusual displays of haberdashery which are arranged each week by the display man, C. A. Lacroix. The latter, by the way, undertakes to dress the two front windows and the show cases weekly in most uncommon and well arranged effects and even keeps two or three small mission tables in the foreground of the store topped with an unusually clever unit of furnishings of interest according to the season. Recently, the show cases and tables featured all the appointments suitable for the most correct evening attire, including jewellery, walking sticks, silk hat, gloves, cravats, socks, etc. Vests of the newest cut and shades were

(Continued on next page)



Interior view of store of L. Guillemette & Frere, Three Rivers, Quebec.

carefully fitted on forms to show the latest method of closing or design as the case might be. These displays are so arranged that they may be seen easily through the plate glass front door, and the store is always brilliantly lighted at night even on the evenings when it is closed, so that passers-by may take in what they might have no other opportunity of seeing.

#### Featuring Luggage

An important feature of the store is the luggage which occupies much space among the other displays. All around the top of the clothing racks and cases are shown very smart and substantial club bags, suit cases, etc., arranged in a way rather unusual in such lines. Bags are shown open or sideways or filled with attractive haberdashery, in a most enticing way, and it is not surprising to learn that the baggage sells as well as anything in the store. "Customers come in a great hurry," remarked Mr. Guillemette to a representative of Men's Wear Review, "and ask for a bag of some sort, and I nearly always sell something else with it. A new bag seems to call for new gloves or a new scarf—it is wonderful how it shows up the defects of ordinary attire!" Besides the baggage, Mr. Guillemette specializes in

imported automobile rugs of the finest kind, and finds that these are tremendously popular with tourists as well as with the motoring element of the local population. In fact, he has found it necessary to stock everything for the motorist and the chauffeur, so great has the demand become. During the present month one of his windows was especially arranged in honor of the opening of the spring motoring season, and featured a correctly attired chauffeur in uniform surrounded by the usual accessories in the way of wearing apparel, together with a tire, lamps, goggles, etc., loaned by a local garage. A soft drapery of velvet and a little foliage gave this display an unwonted attractiveness, and resulted in much business for the store.

#### A Sportsmen's Year

According to Mr. Guillemette, the coming season is to be a great sports' year, and he is preparing to go after the sportsman in every line as well as the tourist and motorist. Golf clothes and equipment will be played up in his displays, and even baseball clothes are not despised. Fishing outfits are to be shown in the near future and it is expected that this display will prove irresistible to the local Isaak Waltons, who are extremely

numerous. Tennis flannels, blazers, shirts and colorful ties are scheduled to appear a little later, each with its own appropriate display linked up with just sufficient advertising to recall to the tired business man that summer is coming and he must look to his wardrobe. Men in general are taking more care of their attire for sports, explained Mr. Guillemette, and even for the "roarin' game," the delight of all true Scotchmen, he finds it pays to feature the requisite sweaters, socks, scarfs and woolly tams, the recognized insignia of your true curler. "Go after the sportsman this year, if you want to get the business," is Mr. Guillemette's slogan, and apparently the smarter the equipment the better the merchandise will sell, but of course, every retailer cannot expect fifty dollar rugs and forty dollar club bags to prove the best sellers in his neighborhood. Even if it is only a display of bathing trunks for the local Sunday school swimming competition, it can be displayed in such a way that your customer will want to purchase, according to Mr. Guillemette, and last but not least, he stresses the absolute necessity of keeping the men's store in perfect order at all times of the day. "Look at my shelves," he remarked in conclusion, "and see how evenly all the boxes are arranged." Then with a quick gesture, he brushed his hand across several rows throwing the neat lines into confusion, and turning to the Men's Wear Review representative, with a smile, said, "It is so easy to keep things untidy like this, and such a lot of work to straighten them out continually, but just look how the effect of a few scattered boxes can ruin the look of a store. It is a simple thing, isn't it, but in my opinion there is nothing so important as neatness, freshness and order in a men's wear store."

In other words, eternal vigilance is the price of safety in the case of this successful Three Rivers' merchant, who owes his own personal success to his unremitting attention to little things, and who to-day stands as one of the successful self-made men in Eastern Canada.

#### SECOND ANNUAL CONVENTION

The Second Annual Convention of the Purchasing Agents' Association of Canada, will be held in Toronto on May 14th at the King Edward Hotel. Every purchasing agent, whether a member or not of any of the associations now formed, is cordially invited to attend. Matters vital to every industrial company and purchasing agent will be discussed. This association is doing a splendid work in assisting Canadian industry by fostering Canadian buying and boosting the "Made-in-Canada" campaign.

#### TWO KNICKER SUITS

To a representative of Men's Wear Review, John W. Peck & Co., Ltd., of Montreal, stated that there is an increased demand from the trade for boys' two knicker suits, in other words, for two pairs of pants for boys' suits. Apparently father and mother have come to realize the economy in the "two pant" idea, as well as its bearing on the better appearance of the boy at all times.



"Everything for motorists." This is the boast of L. Guillemette & Frere, of Three Rivers, Quebec. This is an original window display arranged by Mr. Lacroix, the display manager.

# The Chart as an Aid to Turnover

Sets a Department Objective and Gives Bonus to Salespersons if They Reach Objective—  
Provides Cue For Advertising Manager to Help Along Departments—Improves  
Internal Service.

**A**DVERTISING and service are the two strong arms of the retail organization. Advertising is for the purpose of bringing prospective customers to the doors of your store; service is what they get after they have entered the portals of your store. Service is what the customer gets in the way of quality in merchandise and attention from the salesperson who waits on him. Now, the quality of the merchandise purchased for any store is usually determined by a tried principle to which the proprietor or directors are committed after some years of experience. But the type of service given by the members of the sales' staff depends more particularly on the individual who, aside from abiding by rules and regulations set forth by the management, puts something of his own or her own individuality into his or her work. The individual element is something that can be developed and encouraged in various ways by the proprietor or the management of a store, and in times when every effort must be put forth to maintain or increase the turnover in the year's business, it is wise, perhaps, that serious consideration be given to such ways.

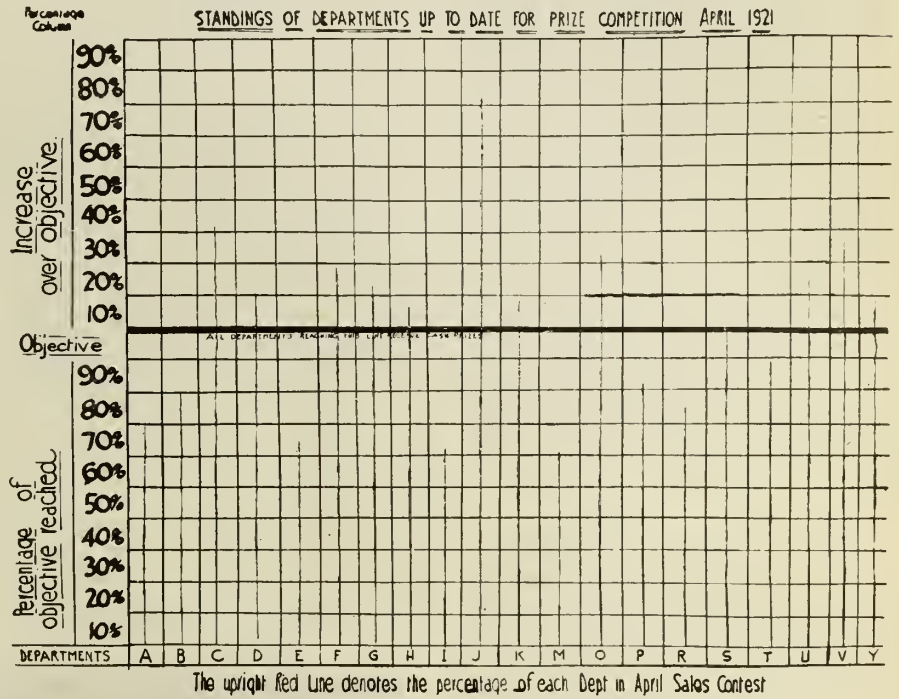
## The Two Ways

There are the two ways, therefore, to maintain or increase the turnover of business during the present year—by aggressive advertising, and by better service from the inside of the organization. We find that there are some merchants who are cutting down on their advertising appropriations for the year, and we believe that they are making a mistake. If advertising has value at all—and there can be no doubt about it—it assuredly has the greater value when business is harder to get. If you will make a careful examination of the liveliest firms of your acquaintance, you will find out that they are increasing their advertising appropriation this year rather than decreasing it.

Practically all merchants, however, are convinced that better service from the inside of the organization is an essential for the year. It is real salesmanship this year that counts. Members of the sales' force are no longer order takers; they must be salesmen and saleswomen. But how to encourage or develop their qualities of salesmanship may be a problem not yet solved in the minds of many.

## A Chart

On this same page is reproduced a chart that is being used by one of the liveliest retailers known to the writer. For obvious reasons the name is not given. The letters underneath the various columns are, of course, for the different departments in the store. The monthly records of each department for the last two years were carefully considered and an objective fixed for the month of April for each department. The heavy, centre line is the objective line; the percentages under that line are the percentages leading up to the objective, and the percentages over the line are those in excess



Above is a reproduction of the chart used and described in the accompanying article. How this is working out may be judged from a study of the chart itself. The picture was taken about a week before the close of the month and it will be seen that eleven out of the twenty departments are already "over the top."

of the objective. This chart is placed in the basement of the department store, where the scheme is being worked out and where every member of the sales' force can see it. It is worth mentioning that every member of the sales' force does see it, too. The writer watched many of the members of the force as they examined it before starting their work in the morning, showing that they were taking an intense interest in it. After each day's business, the sales of each department are marked up by the red line that can be seen on the chart. In the morning, therefore, or any time during the day, each salesperson in every department knows within what percentage their particular department of the objective that has been set.

The actual dollars and cents set in the objective, or the actual dollars and cents in business done every day are not known to the members of the sales' staff; they are known only to the department heads. The percentages, shown from day to day, are really all that is required to show how the department is progressing toward the objective line.

## Value of Chart

The head of this firm attaches considerable importance to the fact that this chart is an open book to the members of the sales' staff, showing how each department is doing every day of the week. In another month when a second chart is started it will be even more valuable because it will show, from day to day, how the depart-

ment is getting along in comparison with the previous month. Every member of the sales' staff can tell by a glance at the chart how far they are from the objective and how long they have to reach it. We have talked with a number of retailers who have had something of the same idea in their heads but have not evolved the actual chart here shown and which will be invaluable to them.

## Works With Advertising

This chart is also invaluable to the advertising manager in the way of assistance to departments not getting along with their objective. In this store there is a splendid store spirit; salespersons in one department are, of course, anxious to see their own department reach the objective line first, but they are none the less anxious to see the other departments reach theirs. If the chart shows when the month is about two-thirds gone that certain departments are not likely to reach their objective or are falling behind, the advertising manager can devote extra space in the daily advertisement to those departments. In comparing the advertising given to such departments with that given them a year ago, it may be found that they are getting as much as they got a year ago and that, therefore, the members of the sales' force in these particular departments need a little encouragement in their sales' methods.

## The Reward

The head of this firm is convinced that the  
(Continued on page 41)

# Playing Up Golf Clothing

Retailers Say There Are Splendid Profits in Catering to this Popular Sport—Study the Requirements—Tourist Trade is Profitable—Displays Described.

**T**HERE is no sportsman among all the numberless varieties who set up claim as devotees to outdoor life so well worth catering to in the average men's wear store as is the golfer, be he an expert or a raw recruit. One has only to glance at the daily papers wherein our leading cartoonists delight to parody the failings of mankind in pictorial form, to observe that your tired businessman may be satisfied with any old thing around the house or office, but "when he takes up golf" demands at least a coat of professional cut and smartness in order to be "de rigeur" on the links.

The golfing season opens early in most localities, and is generally in full swing by the 24th of May if the ground is in good condition, but long before the season is officially opened the golfing enthusiast is poring over catalogues and practising putting on the front lawn preparatory to getting into his real lawn in a mixed foursome at the country club.

## Their Requirements Studied

For several years past the requirements of local golfers have been studiously and scientifically looked after by Montreal furnishing and clothing stores, and one or two of the retailers of more exclusive lines have become known as real authorities upon correct golfing attire as well as in regard to the other sacred rites connected with fishing, tennis or motoring. Several leading stores have featured sporting goods in their window displays from the middle of April, and during the last few days the newspaper advertising has carried a dominant note of golf togs. A staff member of Men's Wear Review interviewed a number of the leading retailers upon the subject, to ascertain what the possibilities in sports clothing really amount to, from a profit point of view. The consensus of opinion seemed to incline to the view point that the golfer is the most worthwhile sportsman for the average retail clothier to cater to. For one thing he rarely frequents the department stores for his needs in the furnishing line, and the feminine purchaser treads on precarious ground when she attempts to select the suitable togs in this connection. The golfer is at once unpretentiously smart and comfortably informal in his attire and there are few types as difficult to achieve as this combination.

To enlist the interest of those who have not already given thought to the question of their 1921 outfit for the links, the downtown store of Max Beauvais Limited is sending out a fully illustrated booklet treating of the various approved golfing outfits and accessories. A carefully selected mailing list will be prepared based upon the names of the members of all the clubs in and around the city of Montreal, and thus the appeal will be definite and personal in its nature. Newspaper advertising will be run at the same time about the middle of May in order to bring the same information to the attention of those men who are thinking of joining a golf club, and as the number of new organizations to be started this summer is

larger than usual, the prospects for success in this line are more than assured.

## Max Beauvais, Montreal

The Fashion-Craft shop uptown on St. Catherine Street is featuring a neat window display of golfing togs this month, which includes the new tweed jacket designed with the shoulder pleat, four roomy patch pockets buttoning over with a flap, a half belt and convertible cuffs in loose or snug effect. The much approved knickers and heavy all-wool hosiery are also featured, together with a pair or so of the novel gloves designed to prevent the hands becoming sticky from the tape binding of the clubs on a hot day. The said gloves have a leather palm made of washable doeskin with elastic wrist, and the backs are made of coarse linen mesh which is perfectly ventilated and cool. These gloves come in three shades, all white, grey and brown to accompany the dominant shade of the suit worn. A swagger golf bag fitted out with several clubs acts as a support for a neat oiled silk rain coat which will roll up into nothing almost, yet will provide perfect protection. The rough tweed hat or cap accompanies the outfit and is undoubtedly

the most suitable type of headgear for the sportsman. Golf balls are placed here and there in the foreground and a smart new belt with silver buckle completes the display. An interior unit display on much the same lines is being featured at the down-town shop of Max Beauvais Limited, showing the latest novelties in clothing and accessories. A small show card neatly lettered in black indicates the nature of the display in a quiet but eminently artistic manner.

A rather unusual novelty which is played up with the Max Beauvais display this month is a novel walking stick designed to represent a golf club except that the head of the club forms the handle and there is a ferrule tip in place of the usual binding of fabric, or leather. There are several styles of cane, including the driver, putter, and cleek types, almost impossible to tell from the originals.

## Sport Novelties

According to the Fashion-Craft shops the American tourist is a frequent visitor during the summer months, and of late seasons has expressed a strong admiration for Canadian homespun clothing as well as the all-wool hosiery which is imported from England.



An interesting little corner to sportsmen. Featured by the Uptown Store of Max Beauvais, Limited, Montreal, to show the correct accessories and wearing apparel for the golfer. A golf bag is used as the support for the raincoat and the balls are set upon make-believe tees ready for playing off.

So popular has the homespun become in the United States that smart shops along Fifth Avenue are already making much use of this erstwhile despised fabric, and playing it up as the novelty of the season, calling it "Real Canadian Homespun" instead of "wool crash" or other misnomers formerly associated with its shaggy surface. The retailer who is located in any place frequented to any extent by tourists will not make any mistake in featuring sports clothes of this material, and as the vogue for sports clothes predominates over all others in American cities this season, the humble Canadian tweed will easily take first place as favorite choice with summer visitors.

**The Knicker Trouser**

The knicker trouser has almost entirely supplanted the regulation style both for motorists and sportsmen, it was explained, and the demand was so accentuated last summer that designers have anticipated every possible whim of the customer of sporting inclinations. The vogue for heavy woolen hose in sports effect with contrasting cuffs, in browns, Lovat and heather mixtures is accordingly the leading line in hosiery and every retailer should remember that no other kind of sock is suitable, the amount of strenuous exercise entailed by an 18 hole round of golf or a cross-country tramp requiring the maximum of foot comfort and protection. An unusual side to the merchandising of sports' clothing was pointed out by one of the retailers interviewed, who stated that last summer he was called upon to sell several of his regulation men's golfing suits to the fair sex, who contemplated a camping trip or a hunting expedition. The vogue for wearing breeches or knickers is growing with women who are athletically inclined, not only for horseback but for winter and certain summer sports as well.



*Novel two-in-one bathing suit, made of steam shrunk knitted fabric. The garment may be worn either with the belt outside or inside. The garment shown is of dark green color with trimmings of pearl grey. Shown by Cornell Knitting Co., of Peterboro. Photo by Photo-Kraft Studios, Montreal.*

The suits require scarcely any alteration, it is said, as women usually prefer to don a sweater underneath the coat for cool weather and with the exception of taking in the waist line an inch or two, the suit is practically ready for wear.

A particularly smart golfing outfit is featured this month by the Brohman store on St. Catherine Street, and includes the

new scarlet "Charlie Murray" coat made of heavy Jersey cloth, with all the latest ideas in pleats and pockets and fastened with brass buttons. When worn with white crash or Palm Beach knickers the effect is delightfully cool and comfortable. This costume is also duplicated in women's stores for feminine wear, and was recently adopted by the winner of the international tennis championship in the United States.

**R. J. Tooke Stores**

The R. J. Tooke stores are also playing up the golfing note in their advertising of late, and are displaying a small unit of club bag and sweaters to emphasize the idea. One of their advertisements recently stated that "In the Old Country it is not considered quite proper for a golfer to appear on the links sans coat. But they do not have the clear penetrating sunshine of the Canadian summer—it is rather a matter of climate than of social etiquette when weather conditions are considered. We wear coats in the spring-time and fall. We have them in real homespuns—in Jerseys and in waterproof gaberdines—with or without golf breeches."

There appears to be little doubt that golfing is on the increase and that every retailer who cares to make the necessary outlay will be assured a surprising amount of business during those months which are apt to be dull in the furnishing line.

In replying to the communication from Ontario retailers' executive with regard to a lower wholesale cost for collars, Tooke Bros., Ltd., of Montreal, state that it is impossible to lower the price at present but that this will be done as soon as possible. This communication will appear in the next issue of Men's Wear Review.



*An unique window display by Calhoun's, Ltd., of Hamilton, exclusive hatters. This window was the Easter display of this firm and was resplendent with appropriate colors. The ribbon in the front of the picture is purple and the cords are of a lighter shade of purple. The chickens seen to the right and left of the picture are just "coming out" from beneath miniature hats.*



# Wanted---A Travelling Display Manager

W. C. Hunter of Barrie Suggests That There is a Good Opening in the Trade for Such a Man  
—Average Store in Smaller Places Cannot Afford First-Class Display Man.

IS THERE any place in the trade for a "travelling window trimmer?" As a matter of fact, many of the chain stores in Canada and the United States have such a man in their employ. He either travels from one place to another and trims the windows of the chain organization stores himself, or he plans them out in his office and sends the minutest instructions as to how the window is to be dressed. In talking with the local manager of one of the chain hat stores in Buffalo recently, the writer was told that the windows in his particular store were "dressed" in New York; in other words they were planned there and all he did was to carry out the ideas that were worked out in New York. These chain stores have found that it pays them to have a professional display man who can get the very best results out of the drawing power and selling power of the windows. The manager of the store may not necessarily be a display man, though a good salesman; and they cannot afford to have a first-class display manager in each of these stores whose ability can be matched against the ability of the larger stores of the city or the town. Hence, the display man who arranges each window in New York or some other headquarters city.

## One for Smaller Places

The idea of this article was suggested by W. C. Hunter, of the W. C. Hunter Clothing Co. of Barrie, Ontario. Mr. Hunter is a man who realizes full well the benefit of first-class window display work both to the appearance of the store itself and to the actual cash returns. He knows that windows have a drawing power and a selling power. But he says he cannot afford, his business will not stand, the expense of a first-class window display manager. And he believes there are many more men in the trade similarly situated. "What about a man who will devote his entire time to window display work in a number of the smaller towns. My idea is," he said to Men's Wear Review, "that there is an opening for such a display man in the trade, a man who could go from one town to another and trim their windows for them once a week. I believe there is a real good opening for such a man. I have been in business for twenty years and have never really had a first-class window display because my business will not stand the salary of such a man. I am convinced that it would pay me three times over to spend money on my windows that I am now spending on newspaper advertising. If I have windows in my store dressed as the windows on Yonge street, Toronto, are dressed I would sell twice as much on Saturdays as I now sell. A first-class display man could take a dollar shirt and so display it that it would like a two dollar article."

## One Store of Each Class?

Mr. Hunter's idea was that such a man

## Making Business Good

"We are making business good," said A. Weatherwax, of Orillia, to Men's Wear Review. "We are running a sale and every person who comes in this store is gone after. We tell the people who come in this store of the bargains we are giving. No one gets away without seeing some of them."

And suiting his actions to the words, Mr. Weatherwax "tackled" a customer while a representative of Men's Wear Review waited. He had sold him a good-sized parcel of goods—more than he had expected to buy when he came in.

"Is there anything else you would like to-day?" asked Mr. Weatherwax. "No, not a thing," was the reply.

"Well, we have a nice line of raincoats on sale; just slip your coat off and try this on before you go out. It looks as if it might be your fit."

And he tried it on. And he bought it.

should devote his energies to only one store of each kind in a place. In discussing the matter with him, the writer suggested that well-dressed windows, no matter in what store, were a drawing power to all stores and that all stores would benefit by them. For instance, a regular customer of John Smith's might see a handsome window trim in Henry Brown's store. In this window might be some article which suggests to him that he requires it. He might not necessarily buy it from John Smith, but he would go to his regular dealer and purchase it.

Mr. Hunter, of Barrie, gave an instance in his own case which rather supported this theory. He said he had been taken to task by some of his local competitors for running sales. His reply was that if his advertising brought a customer into Barrie from a distance, it did not necessarily follow that that customer would buy anything from him. He might not like the article he saw advertised and purchase it some other place. Moreover, if such an advertisement has a pulling power, it has a general pulling power for all the merchants in a city or town.

## A Co-operative Effort

There is a good deal in Mr. Hunter's idea which is worthy of consideration. Its initiation and success depend upon a co-operative effort on the part of several merchants. Whether it would be wiser to have such a man devote his time to only one store of each kind in a town might be debatable. Our impression is, however, that the better windows are dressed throughout the whole town the better it is for business. In talking over this very point with display men in American cities where they have formed Display Men's Associations, the writer was repeatedly told that business generally was greatly helped by good window displays all over the city. Co-operative window display work has a distinct pulling power just as co-operative advertising has in the case of a Dollar-day, for instance.

Merchants are certainly realizing more and more the value of their windows in the merchandising of goods. That many merchants in smaller towns and cities are unable to bear the expense of a first-class display man goes without saying. In the large city stores, he is one of the first men of the organization and his work is regarded as of prime importance. There is no doubt that many merchants feel the same about this as Mr. Hunter does if they would so express themselves. It is a matter that might be taken up in local retail merchants' associations and further co-operation between these organizations in the different towns might result in a step being taken that would be very beneficial to the trade in general.

The Belgian government, through her Canadian consul, has given notice that their manufacturers are now ready to export the following articles in textile lines:—

Cotton fabrics of all kinds, grey, bleached, dyed, printed; cotton sheetings, scrim, canvas for blinds, calico tuelle for mosquito nets; cotton and balata beltings; cotton blankets; cotton dish cloths and dusters; sewing thread; cotton tape and tresses; linen and other fabrics of flax; jute cloth and bags; cocoa mats and carpets; laces for shoes, corsets, etc., of flax and cotton yarn and of artificial silk thread, etc.; jute straps, boot straps; string; flax and jute yarn, cables and ropes; artificial wool; wool for mattresses; flocks of wool for bedding; worsted yarn; woolen cloth; plain and fancy fabrics, worsted fabrics in black and blue; woolen velvet; woolen blankets; linen goods and embroideries; workmen's clothing; cotton hosiery; shirts, collars, ties, scarfs, cuffs, millinery, bedsheets, pillow cases, machine and hand-made laces, artistic embroideries.

# A Bird House Contest for the Boys

The Two Macs of Ottawa Secure Large Entries in a Novel Contest—Educational Value Creates Interest—A Valuable Mailing List—The Contest Outlined and Its Result.

CONDUCTING a Bird House Contest was the method recently pursued by the Two Macs of Ottawa in a drive to build up their boys' trade. The results of the contest have been very satisfactory to this firm, according to Stewart McClenaghan, president and managing director. Not only did it add considerably to the sales during the length of the contest which ran about six weeks, but it gave them a valuable mailing list of some thousands of boys with whom they will keep in constant touch from now on. The contest is an entirely original one, so far as we know. In Ottawa it created a great deal of interest, not only amongst the boys who entered the contest, but among the citizens generally who were attracted to it by reason of its educational value and its appreciation of a service that could be rendered to dumb animals. Ottawa, like many other places, has its boys who, with air rifle and other deadly weapon, seem to take a morbid delight in destroying bird and other animal life. Unless many of the birds have a suitable home, they are the prey of these misdirected boys. As the result of the contest of the Two Macs many birds of this delightful city will have homes in which they may seek protection from the deadly shot of the air rifle. This feature of it was emphasized and commented upon by Ottawa papers editorially.

## The Contest

The contest was launched by the dis-



## CAN YOU BUILD A BIRD HOUSE?

Any boy under sixteen can enter the Bird House Contest. No "strings"—just stop in at The 2 Macs and register your name for entry at the Boys' Clothing Department. Then have your bird house finished by April 15th, and bring it in. Finish your house as soon as you can and we will put it in the window with your name on it.

## BIG CASH PRIZES!

- The first prize will be **\$20**
- The second prize will be **\$15**
- The third prize will be **\$10**
- The fourth prize will be **\$5**

When you call in at the store to enter, we will tell you where to get information about what sort of house each bird likes. Ask your Manual Training Teacher to help you.

## THE 2 MACS LTD.

"Fitted Clothes for Boys"

SPARKS BANK QUEEN

Above is a reproduction of the first circular distributed by the Two Macs of Ottawa to the boys of the schools in that city, announcing their bird house contest.

*Here is what one of the Ottawa papers said about the contest of The Two Macs:—*

*"The bird house competition conducted by The Two Macs, Limited, has proved a wonderfully fine thing. Upwards of one hundred and fifty houses were entered, and the judges have asserted that they were of such uniform excellence they had difficulty in making awards. They have congratulated all competitors on the houses submitted. Nor do the number and excellence of the entries indicate fully the proportions assumed by the competition. A number of boys constructed bird houses for entry in the competition but withheld them in the belief that they were outclassed by earlier entries. Probably, too, other boys and their parents, inspired by the competition, have built houses without intending to submit them for prizes. As a result of the competition, therefore, there will be a very substantial increase in the housing accommodation for birds in Ottawa this year. The Two Macs, Limited, are to be congratulated on doing a very fine service to the community. In addition to providing so many fine nesting places for birds, the competition will have indirect results. It will inspire boys—and their parents, too—to study the birds and their usefulness.*

*"The list of prize-winners shows that many of the houses were built by boys in the outskirts of the city. In times past these districts have been unsafe for birds because of boys with air rifles and sling-shots. The boys who have built houses to encourage the birds to their homes will not themselves attack them with these weapons and will protect them from other boys."*

tribution amongst the school boys of Ottawa of a circular, a reproduction of which appears on this same page. This was done in the last week of February. Care was taken to see that the circular was placed in the hands of likely contestants and those who undertook the distribution went to the schools and gave them to boys as they came out for recess, for lunch, or as they were leaving school for their homes. Even before the actual launching of the contest a personal letter was addressed to the principals of the schools asking them for the names of boys in their schools. It was explained to the principals what the nature of the contest was, its educative value, and its probable helpfulness to bird-life in the city. It was explained in such a way

that it immediately enlisted the co-operation of the heads of the schools with the result that the names of some 3,000 boys were secured which acted as a valuable mailing list throughout the contest and subsequently.

The Two Macs kept up a steady fire during the campaign through the newspapers. At the beginning, the nature of the contest was fully explained. In their Saturday space, interesting sidelights were thrown on the contest which inspired the boys to greater efforts and helped to induce others to enter it.

## The Results.

Altogether some three hundred and fifteen boys entered the contest, but a number of them, seeing the more imposing structures of their competitors, dropped out of the running and did not complete their bird houses. One hundred and fifty-five houses were completed, however, which made an imposing sight when they were brought into the store of the Two Macs to be judged. During the contest, the firm itself made a careful study of bird houses and gave assistance to entrants as to the best type of house to be built. Manual training instructors in the city went to considerable trouble to render aid to the boys in the building of their houses.

On the 16th of April, the houses were judged by three prominent and technical gentlemen, P. A. Taverner, Dominion Ornithologist; H. Lloyd, Director of Wild Bird Life, Dominion Parks Branch; and C. Medcalf, Supervisor of Manual Training in the Public Schools. Prizes of \$20, \$15, \$10, and \$5 were given for the best four houses built, and the firm considered that the standard set by the boys was so good that they added twenty one-dollar prizes to the list they had announced at the beginning and during the campaign.

The public distribution of the prizes was given on the evening of the 18th of April, when the store was kept open from seven until 9.30 o'clock. At the same time, the houses were shown to the public. About fifteen hundred people attended this function and the prizes were awarded by the president and managing director, Stewart McClenaghan. An orchestra furnished the music for the evening, and suitable decorations and summer goods were displayed around the store.

Altogether the contest was a most successful one and aroused public interest.

One of the interesting features of W. W. Cooper's departmental store in Swift Current, Sask., is that there is a printing shop in connection with it where a good deal of advertising matter is prepared and letter heads printed.

# A \$2,000,000 Turnover in Town of 3,000 Population

R. T. Holman, Ltd., of Summerside, P.E.I., Make Fine Record—Engaging Special Train for Customers—Conducting Boys' Contest—The "Fellowship Club"

**A**LTHOUGH it is located in a town of only 3,000 population, and the diverging railway lines and country roads punctuated every few miles by a country village with its ubiquitous general emporium, the store of R. T. Holman, Limited, of Summerside, Prince Edward Island, last year had a turnover of nearly \$2,000,000, a feat which would tax the buying and selling forces of a metropolitan establishment.

It has been said that every successful institution is but the lengthened shadow of a single directing mind, so assuredly this Island store, with its big turnover, its mammoth display and storage spaces, its payroll of more than 150 men and women, is a long, long shadow of the small general store started more than sixty years ago by Robert T. Holman, since deceased.

The business was founded during a period of commercial depression, when going concerns were retrenching more than anything else, or making very cautious advances for new trade. But Robert Holman had the right idea, years ahead of his time, which held the customer to be right always, and that one sale to a pleased customer was better than twenty to so many dissatisfied ones.

Using this principle, the business has increased yearly, until from a very modest beginning it has grown to be known as the largest business of its kind in the world, in proportion to local population. The business now comprises a mammoth retail store of three floors, with a length of 2,605 feet, extending back 128 feet and supplied by fifteen warehouses, which in turn are fed by manufacturers through a modern wharf property and three railway sidings.

## The Different Departments

The ready-to-wear department occupies a new display area opened last spring, which is fitted with the latest improved display wall cases, silent salesmen, display counters and fit-form display racks. Here are shown coats, suits, dresses, blouses, corsets and children's garments.

The dry goods department comprises the cotton, linen and staple sections, hosiery section, ladies' furnishing section, silk and dress goods sections. The millinery salon is a very important and popular adjunct to the ready-to-wear branch. Combined, these departments have an annual turnover approximating \$350,000, a wonderful showing in a town the size of Summerside.



Exterior View of R. T. Holman's, Ltd., Summerside, P.E.I.

Although the turnover is large, it is secured with a comparatively small sales staff. It is the constant endeavor of the director of this department of the business, who was trained by the founder, to so simplify selling that the customer can find what she wants without any delay or trouble. The goods are well displayed and the prices are consistently low. It is an axiom of the department head that "goods well bought are half sold," and with full belief in this adage, full advantage is taken of every discount and concession that large buying can make possible. The buyers of these departments are always ready to see and hear the best offers of salesmen in any line handled in their departments, and as the store does a local and mail order retail business, the individual orders placed frequently amount to several thousand dollars.

## Special Trains for Customers

Sales plans, embracing all departments of Holman's big store, are much out of the ordinary. Summerside is about 48 miles from the only city in the province, and the only other place of 1,000 population is some nine miles from Summerside. With a high passenger rate on the Island railway, and a market so widely scattered, a very popular plan originated by Holman's was to refund all transportation charges to every customer who bought goods valued at more than \$20. Some of the customers who took advantage of this offer came from Nova Scotia, New Brunswick, and from the opposite ends of P. E. Island.

Later, this plan was developed so that complete trains were hired from the C. N. R. board, and with a representative of the store on the train, trips were made covering a radius of 48 miles from Summerside, collecting the store's customers. At times standard passenger cars would be crowded, with standing room in great demand.

Appealing to the "something for nothing" fad and the sporting spirit of the average citizen, Holman's secured the co-operation of the leading stores in the town in staging a bean-guessing contest, prizes to the value of \$550 being awarded those who most successfully guessed the number of beans in a large glass jar. Every person spending one dollar at any of the co-operating stores was entitled to a vote.

## Boys' Contest

Quite recently the store conducted a schoolboy popularity contest, some 22 suitable prizes being awarded the boys adjudged the most popular in the town. More than one hundred entered, and the winner polled a vote in excess of 175,000, every vote representing a cent's purchase at the store which had been influenced by him. During the contest the boys held weekly meetings at the store, wore distinctive badges, and at the close were the guests of the store management at a banquet and theatre entertainment.

The store of R. T. Holman, Ltd., with an annual turnover approaching \$2,000,000 a year and covering acres of floor space, is considered the largest store in the world in proportion to local population.

(Continued on page 45)

# Developing Trade Among Summer Residents

Many of the Supplies Bought in the City Might Be Bought in Neighboring Towns—Reaching Summer Residents by Direct Mail and Letting Them Know You Are on the Map

ONE of the most miserable men in the world is the man who is sent back to the "city" from his summer residence which overlooks the cool waters of some delightful little stream or lake to purchase a long list of "wants" for the summer cottagers, and then has to endure the terrific heat of a mid-summer's day while he carries heavy or awkward parcels through the swelter of a roasting passenger coach. This is the common experience of men who spend their summers near the water's edge. Either they are sent to the city during the week or they are asked to bring something back when they return for the week-end. And now they hate it? Some men openly rebel at the performance, and the big mail-order houses usually step into the breach with their promises of good delivery to summer homes. They specialize on this kind of trade during the summer months and it proves to be very fruitful to them, not only during these months but during the whole of the year because it is one of the service arms of the organization, and people do like to feel that they are being looked after. Every summer there are hundreds of thousands of people who go out from the cities for one, two or even three months to spend their vacation. All over Canada there are delightful little summer resorts bordering our cool waters and near which are little towns where the summer visitor occasionally goes as a diversion from the routine of holiday life.

## Potential Customers

You, Mr. Merchant, who are conducting business in one of these towns near a popular summer resort, are you making the most out of your opportunity to build up a profitable summer business amongst these summer residents? What steps have you ever taken to develop a good summer's business with these "idle rich" who spend eight or twelve weeks within gun shot of your store and who are good spenders? Perhaps the biggest end of their business during the summer months is in the grocery line, but there are not a few requirements that can only be filled at a men's wear store. Shirts, handkerchiefs, summer shoes, white ducks, light hats and caps, neckwear, soft collars—there are a score of things that the summer resident requires and which, in the majority of cases, he is putting in that long list that goes to the city during the week and which comes back in that heavy parcel which a tired man curses at every footstep during the hot summer day when he is compelled to "lug" it along in a hot, dusty and dirty train.

## Reach Them by Direct Mail

The first step that might be advisable to take to get in touch with these residents would be to get their names and city addresses. Usually the local newspaper would be a fruitful source of information for these

## Prices Paid For Farm Products Have Their Effect on Business

According to J. C. Devlin, of Barrie, the days when the farmer comes in with a roll of bills that would make the throat of the most avaricious cow difficult of passage are not as numerous as they used to be. If Mr. Farmer did not figure when he was crying out against high prices that, some day, the landslide would hit his own products, he perhaps realizes now that some one had wielded a two-edged sword, one side of which has hit him.

"One of the things that is keeping back business to-day," said Mr. Devlin to Men's Wear Review, "is the price of farm produce. We used to see men come in here with a big wad of bills but we do not see so many of them now. Farmers are not getting so much for their farm stuffs and we feel that if the farmer gets good prices for his fall grain we will soon get back to normal times." Mr. Devlin said, however, that business was very good and he had no complaints to offer.

particulars. The post office could help with the addresses. Many people go to the same resort year after year where they have their summer cottage and are fairly well known. A nice letter written to them a month or so before the summer season opens, telling them that you have a full stock of summer requirements, that your prices will bear comparison with city prices, that the trouble and expense of shipment can be saved by purchasing within walking distance of their summer home, that deliveries at all times are daily, that you would be glad to get anything for them during the summer, which you did not happen to have in stock at the moment—would not a letter of this kind be a good beginning toward working up a good summer trade with summer residents? People leave the city during the summer time because they are tired of its heat, its crowds and its dust; and they are as glad perhaps to find the occasion which will keep them away from it during the summer months. Moreover, people are very human and they like to feel that a personal interest is being taken in their wants. Direct mail advertising with these people from the stores near their summer residences would, in some localities we know of, be an entirely new venture and we are bold enough to predict that it would bring good results. One of the unpleasant things about going to a summer resort is the amount of packing up of supplies that has to be done. A timely letter to such people might get rid of some of this unpleasantness; it would, at least, be a good bow to them for their summer requirements as the season progresses.

## The Week-End Visitors

There are many city folks who only spend the week-end at these summer resorts. Again, the local newspaper usually makes

mention of their arrival in the social column of their issue. Among them are many young men who have their own particular reasons for "putting on side" over the week-end. Is it not worth while carrying novelty things for these young men? and would it not pay to reach them by direct mail and invite them to drop in and have a look at some of the latest summer novelties?

We feel that some consistent direct mail advertising among summer residents—both before they leave for their summer homes and after they reach them, and among many of the young men who go to them for the week-ends during the entire summer—would bring excellent results. Direct mail advertising is not an expensive method of reaching prospective custom. But it can be made to be most effective and we feel that the opportunity to work up this kind of a trade is, in some localities, being lost.

## THE CHART AN AID

(Continued from page 35)

commission plan as applied to the members of the staff is a good thing, especially for the present year. To cut salaries would, he feels, be to lower the morale of the force. On the other hand, it is a difficult year to advance salaries. He encourages, therefore, the members of the staff to increase their own salaries by increasing the turnover of the store's business. When the objective line as shown in this chart is reached each member of the sales' staff in the department is given a \$10 bill. It is the same to every person in the department from the manager down. That encourages team work rather than individual effort.

# Cutting Down Overhead and Increasing Profits By Adding a Ready-to-Wear Department for Ladies

Begg & Co., of Hamilton, Branch Out—New Department Has Helped Other Store Departments and Shows Fine Results Itself—Reaching Women Through Boys' Mailing List.

ON March 10th of this year, Begg & Co., of Hamilton, formerly clothiers and furnishers, opened a ready-to-wear department. Several reasons prompted this progressive firm to branch out into the women's field. Some months ago, Begg & Co. ran a very successful boys' contest, during which they had some 500 boys working for Begg & Co. for a period of a couple of months. The boys flocked to this store—and frequently brought with them their mothers. A valuable mailing list of over 6,500 names was secured; and this mailing list is always kept up-to-date and is always being worked. If, therefore, advertising matter from Begg & Co. was to reach over 6,000 boys, why not have it reach the mothers of 6,000 boys? It seemed to point directly to the advisability of opening a department in which the women could be served.

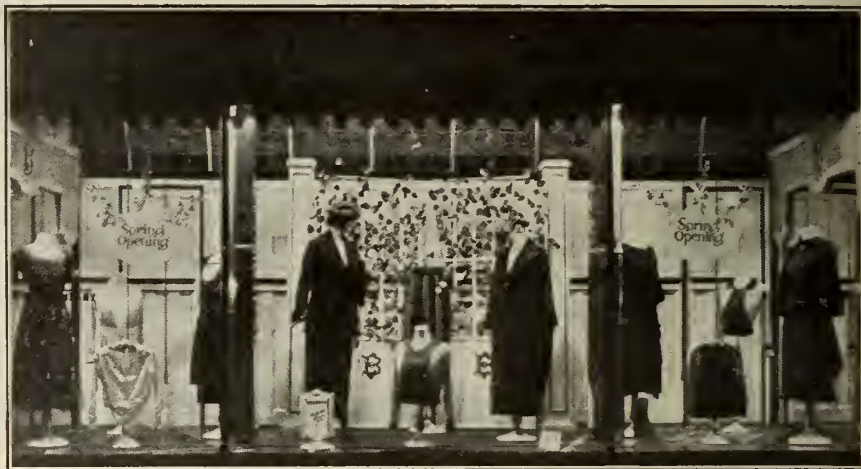
But there was another very good reason, a reason prompted by a keen grasp of the period through which we are now passing. Begg & Co. realized that it was the part of good merchandising to increase turnover without increasing the expenses of the business. They had the space for a new department; they, therefore, decided to invade the women's field.

## How It Has Worked Out So Far

In determining how this plan has worked out, J. C. Begg took into consideration two things: First, how the department stands with other departments in the store; and, second, how it has affected other departments, particularly the boys' department, which was moved to the basement of the building to make way for this new department.

The only way it seems to have affected the other department in the store is to bring them more business, for every department has shown a better monthly statement than last year. The firm, in announcing the opening of the department to the women of Hamilton and vicinity, reached them through their boys' mailing lists and through the newspapers. They sent a letter to every boy on their mailing list (a copy of this letter appears elsewhere in this issue). "We had the biggest day in our boys' department in our whole history," said Mr. Begg to Men's Wear Review, in telling of the effect on that department. The boys' department, though moved to the basement, has not suffered; in fact, it is likely to go ahead because of the increased women's trade that is coming to the store.

And the ladies' department itself has



The opening window display of Begg & Co., Hamilton, Ontario, ready-to-wear department, which was opened on March 10th.

made a creditable showing up to the time this information was obtained from Mr. Begg. For the first week it stood within so few dollars of the leading department—the men's department—that it could be said to have been even with it. In the second week it was third of all the departments; and during the third week it came back again to the second place.

## Only Additional Expense

It is worthy of note that the only additional expense in connection with operating this department, aside from the initial expense, is the sales force. The space was there, the lighting, heating, etc., had been provided for. The entire business of the firm is being handled in a more compact way, turnover is being increased, and no department is suffering as a result of it. At the immediate entrance of the new department is a handsome show case, which is used entirely for the showing of boys' toggery, so that women coming into the department are constantly reminded of this department in the basement. This is the most logical place to introduce boys' clothing, because mothers are such heavy buyers of it. The furnishing department has been moved to the very centre of the store, where it has to be passed through to get to the boys' department, and where every woman who comes in the store can see it and have ready access to it. Every woman who comes in the store to buy at one of the men's or boys' department counters is told by the salesperson that they now have a ready-

to-wear department for ladies and she is asked to visit it.

## Breaking the News

For some six weeks prior to the opening of the department Begg & Co. gave veiled hints in their advertising that something was to happen in their store. The doctor had been called in, and, in diagnosing a serious case, had pronounced "growing pains." Expansion became necessary; finally the announcement was made that this department would be added to the firm's activities.

## Overcoming Difficulties

There were two or three difficulties which Begg & Co. realized in opening this department and which the head of the firm states they have overcome very nicely. It was necessary to show men and boys that their interests were not to be neglected. The boys' department is the only one that has been changed with regard to location and the result to date justifies his contention that this difficulty has been overcome. The men's department has not been interfered with at all, and the furnishing department is better situated than before. In advertising the established policy of the firm has been adhered to with regard to men's and boys' lines and the new department has been given every publicity advisable. The male members of the staff are kept out of the ladies' department altogether, so that the privacy of this department may not be interrupted at any time.

Altogether the venture seems to be a very successful one.

# Ontario Executive Wants Retail Price on Standard Underwear Lines Suggested

Would Ask the Manufacturer to Help in Preventing Wasteful Competition—Think That 50% Mark-up on Invoice Price Sufficient Profit—Important to the Trade.

**T**HERE have been, from time to time, complaints lodged by retailers all over the country with regard to the retail sale of standard lines of underwear. These complaints have cropped up particularly during the last few—perhaps two—years when competition has entered very largely into the retail trading circles and price-cutting has featured largely in all merchandising. Though the price has been the same to the retailer, the price of the retailer to the consumer has varied materially even in one town or city. Men's Wear Review has often been confronted with a question from some retailer "Why don't all retailers sell such and such a standard line of underwear at the same price so that a fair profit may be had." We have always felt that this was a matter that could be largely adjusted by co-operation between the merchants in each town or city; but it is sometimes very difficult to get merchants together for the purpose of beneficial co-operation.

## Re-Sale Price Suggested

Up until a few years ago, the retail price on standard lines of underwear was suggested by the manufacturer because of the universal demand for the product. The manufacturer realized that a good deal of harm could be done his product by price-cutting and, as a result, he suggested a retail price. The trade well knows that there have been many cases where certain lines of underwear have been withdrawn by some manufacturer because he started a price war. The effect on the sales of the manufacturer were immediate and the members of the trade who abided by the suggested price were not slow in registering their objection to the action of a competitor to the manufacturer with an obvious result. So far as we can learn, the majority of the trade were always satisfied with this system of a suggested price and realized that it created the least amount of friction in the trade.

## Plan Departed From

In some quarters, however, this plan has been dropped by some of the manufacturers during the last two years or eighteen months, with the result that some of the old causes of friction have been revived. Of course, the last year has been an exceptional year. Things will happen on a declining market that do not happen in normal times. Prices have to be cut here and there, both in the manufacturing and the retail trade. During the last six months, we have heard many complaints because of the action of a certain underwear firm that reduced its line by a considerable margin almost before the season of retail sale had commenced. Retailers felt that they should either have been given a rebate on what stock they had ordered or that the reduction should not have been made at the very first of the season when the total loss had to be assumed by himself. During these exceptional months, firms have not suggested the retail price. On top of the

reductions they have made to the trade, the trade has made its own reductions, some large, some small. The profits have been cut out of the handling of underwear to a considerable extent.

## Matter Brought to Attention of Executive

All these matters were brought out at the first meeting of the new executive of the Clothing Section of the Retail Merchants Association of Ontario held at the King Edward Hotel, Toronto, on April 21st. The matter was brought to the attention of the executive by a firm in Western Ontario that had held a considerable correspondence with one of the leading underwear manufacturers in which this firm claimed that they were unable to make a fair margin of profit on a standard line with the manufacturer's price what it was. The members of the executive thoroughly discussed the question and, while they could not agree with all the contentions of the Western Ontario retailer based, as they were, on certain stipulations with which they could agree, they did feel that some action might be taken for the benefit of the trade in general. It was felt by the members of the executive that it might be brought to the attention of underwear manufacturers that any price reductions which they had in contemplation should not be made at the beginning of a season when the retailer's shelves were filled with the lines that he was to sell during the season. It was suggested that, during the next year or two, there might be further reductions in lines of underwear—not as substantial as those which had been made during the past year—but reductions, nevertheless, which might go far toward wiping out the narrow margin of profit, made narrower because retailers were working on a reduced margin of profit to keep up their volume of trade. The executive felt that if this matter was brought to the attention of the manufacturer he might make whatever reductions were to be made at a more convenient season than the beginning of the retailer's season.

## Will Ask Him to Suggest Price

In addition to this the executive decided to write the underwear manufacturers and ask them to again suggest the retail price as they had done formerly. This, they felt, would largely eliminate the price-cutting that too often featured in the trade. There have been cases where underwear has been sold, during the last six months, over the retail counter, lower than the manufacturer's price. It is desirable that this practice be stopped. If the manufacturer will again follow this system of a suggested price, retailers will know that the man who sells under this price will, in all probability, have the line taken away from him, as was done a few years ago.

So far as the margin of profit is concerned, or the price at which the manufacturer is to sell to the retail trade, the executive dealt with this in a round-about way. They will ask the manufacturer to set the suggested price that the retailer may have a 50 per cent. mark-up on the invoice price. The executive feels that this is a sufficient profit for the retailer to make on underwear.

## SAYS BUDGET A GOOD ONE

President R. F. Fitzpatrick, of the Ontario Clothiers' Association, believes that the new budget will be satisfactory to men's wear dealers all over the country. "We got just about what we wanted," he stated to Men's Wear Review, "and there will be no dislocation of business. We can carry on now just as we have been during the last year with this sales tax; it requires no new action. The tax is a little heavier, but no one will object to that phase of it at all. I think the best tribute we can pay to it is that inside of a few days we will hear nothing about it; things will go on just as they have been going. Personally, I am thoroughly satisfied with it."



A spring window display by Geo. Straith of Victoria, B.C.

# Obtaining a Foothold in Small Town Trade

J. H. Blumenthal Sons, Ltd., Operate Successful Branch Store in Three Rivers—Combating Propaganda of Mail Order Houses—Making Use of Pressing and Alteration Dept.

THAT there are as great possibilities for increasing business in the small town as in the large city to the store that sets out to capture trade energetically is a well-known fact, but few retailers nowadays feel confident enough of this to attempt the venture. Even though rural districts and small towns may be well supplied in the way of local merchants and general stores yet the latter cannot ever make so potent an appeal to the population as can the large city firm. There is that indefinable something about the merchandise which comes from a metropolitan centre that arouses immediate interest in the rural purchaser and if he can but be convinced that value and style do not necessarily entail extra expense he will lend his support as heartily as he has in the past contributed to the growth of the mail order house.

In the province of Quebec, one of the most populous provinces of the Dominion, over fifty per cent. of the population are rural dwellers who depend upon agricultural occupations for their living. Their income from field crops and dairy products alone is about \$125,000,000, annually. Besides this enormous potential buying class, there are numberless important manufactures carried on, and its mills turn out everything from flour to monster locomotives. But the farming element is the backbone of the province and according to government statistics, the Quebec farmer is the wealthiest per capita in this country.

A year or so ago the little city of Three Rivers, Quebec, became prominent on account of the enormous interest taken in its resources by great national industries, and those who were in a position to watch closely its sudden expansion could not but be struck by the fact that its mercantile possibilities were equally promising as regards retail trade. It was estimated that apart from the large number of male operatives and laborers in the different factories there must be a farming population of over 500,000 and as its natural advantages offered still greater proof of the undoubted security of the city's future prosperity, several large concerns were foresighted enough to obtain a foothold there early in the game.

Only one retail firm, however, ventured to invest in the future of Three Rivers, and extend its activities from Montreal to the comparative quietude of the small town of 28,000 inhabitants. This firm, J. H. Blumenthal Sons, Ltd., however, recognized the facts that there was no need to allow mail-order houses to monopolize local trade down there when a live, business-getting store could easily be established right in the city, which would employ only local men and render better values and service than any outside concern could possibly provide.

The project is no longer in the experimental stage but is already counted among the progressive stores of the city, although little

Attach Duplicate Sales Check Attach Duplicate Bank Deposit Slip

### DAILY SALES REPORT

Date		Weather				Branch			
ARTICLE	STOCK NO	MENS	BOYS	FOR	TAX	NAME	BAL	SUMMARY	
								SALE CASH	
								C.O.D. COLLECTION	
								TOTAL RECEIPTS	
								AMT DEP	
								AMT ON HAND	
								EXPENSES	
								VOUCHERS MUST BE ATTACHED	

DATE SHIPPED \_\_\_\_\_ WEATHER \_\_\_\_\_ BRANCH \_\_\_\_\_

RECEIVED \_\_\_\_\_ DATE \_\_\_\_\_

SIGNATURE \_\_\_\_\_

MANAGER WILL FILL IN DATE AND SIGNATURE ON REVERSE OF THIS SHEET AND MAIL IMMEDIATELY

J. H. BLUMENTHAL SONS LTD. SHIPPED TO MONTREAL VIA \_\_\_\_\_

J. H. BLUMENTHAL'S SONS LIMITED

### PETTY CASH VOUCHER

Date \_\_\_\_\_

Cashier will pay \_\_\_\_\_ Dollars \_\_\_\_\_ Cents

Particulars \_\_\_\_\_

Authorized by \_\_\_\_\_ Received Payment \_\_\_\_\_

33	34	35	36	37	38	39	40	41	42	43	44

The most important point about the successful establishment of a branch store is the system adopted for recording sales. A remarkably simple and well-planned method has been originated by the head office, which enables both the head office and the branch manager to keep track of all sales and check up the day's results with a minimum of effort. Three forms are provided, especially prepared for the branch store of J. H. Blumenthal Sons, Ltd., of Montreal, including a sales report, a shipping and receiving invoice and a cash voucher, reproductions of which are above. When a sale is made, the sales clerk attaches the price ticket from the garment to the sales slip duplicate which is forwarded to Montreal each night. All such sales are entered upon the largest form for the sales report, and the duplicate bank deposit slip and sales checks are attached likewise. Blank spaces are left upon this report form for the date, weather report and name of branch, while heading the different columns are the items required, such as: "article, stock number, men's, boys', name and balance." Each sheet also bears a summary of the day's sales under the captions: "Sales cash. C.O.D. collection. Total receipts. Amount deposited. Amount on hand." Below, is the space for expenses incurred.

The shipping slip is smaller in size and is spaced for the date of shipping, receiving date and signature of branch manager. Columns are ruled across under the headings: "Lot. Number. Article. Quantity. Retail," and spaces for the sizes ranging from 33 up to 44, in which the quantity received in each is recorded. This slip is immediately checked up and mailed back to Montreal. The cash voucher is of the usual type and records the particulars of the transaction in connection with banking. The sales report is issued in triplicate by the branch manager for reference in both offices.

more than six months old. A representative of Men's Wear Review recently visited the "little grey shop" as by the citizens call it in order to obtain an insight into the methods required to ensure so successful a result.

The store is well located upon Notre Dame Street, the heart of the business centre and is a model of perfection in its appointments. The exterior and interior both radiate the spotless freshness of new paint, which conveys an atmosphere usually associated with French rooms, due to the subdued tone of grey employed. The area approximates 25 x 60 feet but seems larger owing to the number of full length mirrors upon the walls.

These mirrors are arranged in triple alcove style to facilitate trying on clothing. Cream shaded indirect-lighting gloves are suspended above, and a minute little office is arranged in the centre of the main floor, in latticed effect.

A manner that assures the customer that everything possible has been done by the buyer and is being done by the clerk to supply the goods which will give the best possible service at the least possible price collects business as if by magic.

# Ask Collar Manufacturers to Make Collar Sales Profitable

Ontario Executive Points Out That Present Wholesale Price Makes It Unprofitable Business—Important Resolution is Passed.

**T**HE Ontario Clothing Section of the Retail Merchants' Association of Canada have asked the collar manufacturers in Canada to assist them in making the sale of laundered collars a profitable business rather than an unprofitable one as, they claim, it is now. This whole question came up for discussion at the meeting of the executive at the King Edward Hotel, Toronto, on April 21st. Expression was given to what hundreds of retailers feel all over the country, that is, that laundered collars, costing \$2.40 a dozen, plus sales tax and express, are not a profit-producing proposition at 25 cents each. While there are some cases where such collars are still selling for 30 cents each, generally speaking, 25 cents has become the Canadian price to the consumer.

## The Collar War

F. W. Stewart, Canadian manager of Cluett-Peabody & Co. Ltd., is authority for the statement that the collar war amongst the retailers was started by Frank Stollery of Toronto. He ran a sale a few months ago when he announced a reduction of 40 per cent. on all furnishings. This brought the Arrow collar down to 28 cents. It has been stated that it was only the intention of Mr. Stollery to give that price during the three-days sale he was running at the time. But Simpson's, of Toronto, followed up Mr. Stollery's announcement by offering Arrow collars for 25 cents. By that time, the die was cast and it was a pretty sure thing that a definite step had been taken toward bringing down the price of the laundered collar to 25 cents.

## Tried to Avert It

It is an open secret that a supreme effort was made at the time to avert this collar war, the result of which has deprived the retailer of the profit to which he is entitled on the sale of collars. The telephone wires between Toronto and Montreal are said to have been very warm at the time. From the standpoint of the manufacturer, the price could not be placed below \$2.40 a dozen and he saw that there would be no profit in it for the retailer at 25 cents each. At least, that was his contention. But, as has been said, the step had been taken and ever since laundered collars have been handled without any profit to the retailer, that is, in the majority of cases. There are exceptions as in Barrie, for instance, where the merchants got together and agreed on a 30 cent price.

After the matter had been fully discussed by the members of the executive the following resolution was passed:

That whereas it is the opinion of the retail furnishers throughout Ontario that the present wholesale price of laundered collars at \$2.40 per dozen with the added sales tax of two per cent., plus express charges, makes it a money losing proposition on every collar sold retail at 25 cents;

And whereas it is now impossible to advance the retail price of the laundered collar now that it has been sold for 25 cents;

We, the members of the executive of the Ontario Clothiers, hereby ask the collar manufacturers to assist and co-operate with us in meeting this present situation by reducing the present wholesale price sufficiently to prevent a losing selling proposition.

## OBTAINING A Foothold

(Continued from page 44)

The most important factor in the successful establishment of the store, according to the management, after the equipment and furnishing, was the selection of the staff. It was felt that only local sales clerks could understand and cater most successfully to the needs of their fellow townspeople, and therefore the Blumenthal firm secured two of the liveliest young men of Three Rivers as manager and assistant, each of whom had had several years' experience in merchandising boys' and men's clothing. Both young men, besides speaking both English and French fluently, were prominent in the various sports and clubs of the place and so were ideally qualified for their respective positions, being on intimate terms with everyone.

In discussing the methods of merchandising which have proved successful in the Three Rivers branch of the Blumenthal store, Mr. Lajoie, the manager, explained that every store in the city experienced the same problem, namely, how best to combat

the competition from mail order houses and retain local money in the place. Price, he explained, was the deciding factor in every purchase made and value ranked second. If a certain suit of clothes was priced cheaper in the mail order catalogue, no amount of argument under heaven would convince a mother that she could obtain better value at home even by paying a little more. So drastic methods were adopted. Purchasing a lot of boy's clothes absolutely identical with those advertised in the catalogues, Blumenthal's ran a campaign in the local press after this manner.

"Buy your Boys' Clothing at Blumenthal's.

"We have a line of suits for boys from 2 to 8 years of age, sizes 22 to 27, which are exactly the same as will be found in the catalogues of . . . . or . . . . at \$4.35 and \$4.95. We shall place 25 of them on sale on Saturday morning for \$3.98; therefore, why buy from mail-order houses, when you can buy from Blumenthal, in your own city, the best merchandise at the lowest prices, besides being able to see the goods before purchasing?"

This plan proved entirely successful, it was stated, while another sale, which featured goods at 99 cents and upwards in figures containing the numeral nine, was also worth while. The sensation of the season, however, was achieved when the store offered a lot of suits for \$5 by simply putting a poster in the windows for a few hours during the forenoon. By early afternoon, four policemen were required to restrain the crowds and so great was the excitement among the eager mothers that they actually broke down the racks holding the garments in their anxiety to secure the wonderful bargains, which were all sold in 25 minutes.

French-Canadian women read the advertisements of local stores carefully and systematically, it would appear, and therefore the Blumenthal store carries a considerable amount of space in the English and French newspapers, especially during the middle of the week when trade is apt to be quieter. Pay day in the local factories, etc., being on Friday, the usual Saturday business is extraordinarily large. Recently the store donated a smart suit of clothes to a contest being carried on by one of the newspapers and displayed it in the windows for a few days previous to its award. This also proved to be a good means of attracting custom, as the winner very proudly explained that the suit came from Blumenthal's.

Among the other successful methods to be tried out by the firm is their pressing department, which features expert pressing for the trifling sum of fifty cents. One of the best men to be obtained in Three Rivers attends entirely to this work in connection with the alteration department of the store, and it has been found that by undertaking this extra work, expenses can be cut down materially. Pressing is even undertaken for other retailers who have not access to the service of an expert presser, so that this department is quite as active and profitable as the store itself. Women are invited to make use of this offer as well as those men who are contemplating another season's wear out of an old suit.

It is undoubtedly the publicity which the Blumenthal store has undertaken that has brought such prompt and widespread response on the part of "Trifeuvians." This is entirely managed under the capable direction of E. O. W. Gilbert, manager of the head office in Montreal, and is a valuable testimonial to the power and efficiency of the modern newspaper as well as to the energetic and watchful guidance exerted towards the permanent establishment of this promising enterprise.

## A \$2,000,000 TURNOVER.

(Continued from page 40)

tion. Recently, under the direction of the management, the male clerks and salesmen formed a "fellowship club" for social and commercial improvement, and at the opening banquet more than one-tenth the voting population of the town, all employees of the store, were present, and the mayor of the town presided.



# Obstacles Confronting the Four Season Plan

Plan Would Affect Others Than the Manufacturer and Would Not Function Economically  
—Double Expenses Incurred—Are Anxious to Co-operate, However.

WITH a view to presenting both sides of the case in the four season buying controversy, Men's Wear Review asked B. Gardner, of Montreal, President of the Associated Clothing Manufacturers of that city, to outline for the readers of this journal the reasons why clothing manufacturers dissented from the views of retailers in this matter. In answer to our request the following letter was received from the secretary of the Association, G. A. Harcourt:

I would say that the conference between the special committee of the Retail Association and our executive brought to light a number of practical obstacles from a manufacturing standpoint which the retailers could not naturally have been expected to foresee.

To begin with, a change in the present system is not sufficiently simple to be initiated with the manufacturer alone, since it affects the whole practice of buying throughout the various stages of production and merchandising commencing with the mills which also conduct their business on the two season plan. They, too, show samples twice a year and after estimating their season's output from sales made, must then obtain the various yarns, dyes and materials in time to make deliveries at a date that will enable the manufacturer to, in turn, make his.

They tell us that this has of late years proved an increasingly difficult matter to do

and it is obvious that there already exists a highly synchronized sequence of operations unknown to those outside the industry which would become too complicated to function economically if speeded up twice as fast with the added adjustments of output to orders.

So far then from eliminating overtime, as claimed, the proposed change would tend to directly create it for both mills and manufacturers.

Again, there is the obvious double expense entailed in making up samples and sending out salesmen four times a year instead of twice, and amongst the difficulties in operating involved would be the diminished force of workers required to produce orders of half the size entailing a direct conflict with the workers as violating the principle of "Equal distribution of work in slack periods."

There would thus be the anomalous confusion of overtime where materials were not received from the mills in time for the manufacturer to make agreed deliveries, loss to the workers through shorter hours at other periods through the work having to be distributed over the entire working force: necessitating increase in the ratio of overhead and a considerable direct increase in cost of finished article from curtailed production, caused by doubling the number of interruptions to the flow of work through the

factories, which the public would hardly regard with favor.

The above reasons which in the manufacturers' opinion render the project impractical were pointed out by Mr. Gardner, president in fairness to all concerned, the high cost prevailing in the cloak and suit industry being quoted as directly attributable to the industry following the proposed plan.

He, however, made it quite clear that the manufacturers are both willing and anxious to co-operate to the fullest extent with the retail trade, and if some modification in existing methods such as for instance 60 per cent. buying—of garments—accompanied by a 40 per cent. reservation of yardage for which models would be specified before the flow of work had ceased for the season would tend to remedy existing conditions, the manufacturers would cheerfully endeavor to equip their factories to meet the new requirements.

The question for the retail trade resolves itself into whether the loss complained of through having some unsold goods at the end of a season would not be more than offset by the increase in manufacturing cost entailed by their proposition.

This was for the retailer to determine but he could rely on the manufacturer endeavoring to co-operate with him at all times to the best of his ability in working out any change tending to the betterment of the industry.

## Mills and Manufacturers in U.S. Oppose Four Season Buying Plan

Simon Klee, Chairman of National Committee in United States, Outlines Points in Its Favor—Unsettled Conditions Strongest Argument in Its Favor.

THE Committee appointed by the Ontario convention in February have kept in close touch with the committee appointed by the National Retail Clothiers' Association of the United States to discover what progress is being made in each country with this plan. In writing to Ed. Mack, Simon Klee of Chicago, chairman of the Four Season Buying Plan Committee of the United States, writes that the expression of the mill owners and the manufacturers over there, up to the time of his letter, was not favorable to the plan. "The replies received from the mills and the manufacturers," says Mr. Klee in his letter, "up to this time are not favorable to the idea. I have not as yet called a conference but am now getting in touch with my committee and will keep you informed about our future procedures and I ask you to kindly keep me informed about the work you are doing in Canada.

"It is a wonderful proposition which will not only aid the retailer but the mill and the manufacturer and, in my opinion, will make possible a fifty-two weeks' employment at the mill and the manufacturers' plants. It is my contention that one of the greatest problems facing industry to-day is steady employment of labor and I believe that the co-operation of the three factors in our industry, steady employment of labor and improved conditions in every respect in the clothing business can be effected."

### The Memorandum

The memorandum sent by the United States committee outlines, in the first place, the plan of four season buying, a plan which is now familiar to all. The advantages which would result from this plan, according to Mr. Klee and his committee are as follows:—

1. It is considered that the early lines

should constitute 60 per cent. and the late lines 40 per cent. of the season's needs.

2. The great advantage which the adoption of this plan would give to the mills and to the manufacturers would be the steady all-year-round employment of labor.

3. The manufacturer would have the advantage of spreading deliveries over a period of ten months of the year on all merchandise sold in advance.

4. Through the steady production made practicable with one season linking with the other, the old over-time practice, which has a tendency to slacken production and which added greatly to the cost of merchandise the last few years, would be eliminated.

5. With the increased opportunities for replenishing stocks with fresh merchandise the retailer would be in a better position to know and foresee his actual needs and orders would be given in accurate quantities for a shorter period of delivery, and with more certainty of the retention of this merchandise and the cancellation of orders would be almost abolished.

6. The volume of business, under the new system, would not be smaller by either mill or manufacturer, but by all logical reasons would be greater because of the four selling opportunities; and by the constant showing of new styles a greater interest would be aroused in all concerned down to the consumer.

(Continued on next page)

# Provincial Committee Report on Four Season Buying

Ed. Mack and J. C. Begg Tell Provincial Executive of Their Success With Montreal and Toronto Clothing Manufacturers—The Trade Asked for Expression of Views.

THE resolution passed at the convention of the Ontario Retail Clothiers held in Toronto in February with regard to the four season buying plan has not been allowed to drop without further activity on the part of the committee formed to prosecute the matter. In fact, the matter is very much alive as the trade well knows. Members of the association have received pretty full information regarding the steps that have been taken up to the present time and have been asked some questions in connection therewith.

## The Committee's Work

The committee composed of Ed. Mack, Toronto, J. C. Begg, Hamilton, and R. H. Dowler, London, lost no time in getting to work on the proposition. Through illness, Mr. Dowler was unable to take an active part in the work. Mr. Mack and Mr. Begg interviewed and held a conference with the clothing manufacturers in both Toronto and Montreal. At the meeting of the executive of the Ontario Clothiers held at the King Edward, Toronto, on April 21st, at which President R. F. Fitzpatrick, Ed. Mack, J. C. Begg, George Gray, Secretary H. Brimmell, W. Hern, M. J. Dedman, R. H. Stephens, R. S. Cull and L. L. Pecord were present, Mr. Mack presented the report of their committee outlining what had been done since the Provincial convention in February. This report was as follows:

We, your committee, appointed at the last convention of the association held February last, beg leave to submit the following report: Mr. J. C. Begg and myself waited on the clothing manufacturers at their office in the Southam Building, in Montreal, on April 5th, and the following members of the manufacturers association were present: B. Gardner (president); S. Kellert; J. Desauties; C. H. P. Norris, of J. W. Peck Co.; Alex. Christie; David Fels; J. Rubenstein; Henry Shapiro and Samuel Hart.

The resolution passed at the annual convention on the "Four Season Buying" was read to the meeting. We, your committee, then read a number of reasons why we thought the "Four Season Buying" should be brought about as follows:

1. A plan that would include two buying seasons for spring and summer and two buying seasons for fall and winter—the manufacturer to show his samples and models in December or January for delivery in March, and in April or May for delivery in July. The same to apply for fall and winter—the manufacturer to show his samples and models in July or August for delivery in September and in October for delivery the first of December.

2. In this way, while it may incur a little extra expense to the manufacturers by having their travellers cover their territory in Ontario four times instead of twice, we are

sure that they would keep their factories running the year round at regular hours, instead of having to pay time and one-half for overtime, as most of them do to rush the goods out with the two buying seasons.

3. With the increased opportunities of replenishing stocks with merchandise, the retailer would be in a better position to know and foresee his actual needs and orders would be given in accurate quantities for a shorter period of delivery, and with more certainty of retention of this merchandise, and the cancellation of orders would be almost abolished.

4. The volume of business under this system would not be smaller by the manufacturer, but by all logical reasoning would be greater, because of the four selling opportunities, and by the constant showing of new styles a greater interest would be aroused in all concerned—down to the consumer, and more merchandise would be sold on account of this stimulated interest.

5. We feel that the "Four Season Buying" would eliminate to a very great degree the great number of slaughter sales that are carried on in the larger centres, owing to buying not so much too large a stock but the wrong kind of stock in the different styles and models, for no buyer can tell how any particular model will sell and therefore, should leave about 40 per cent. of his buying to find out just what the consumer wants.

6. There is no reason (that we can see) why we, the retail clothiers should not have at least ten months of the twelve profitable months—the same as the grocer or the butcher, if we would only buy intelligently and sanely, and we claim it is impossible when we only buy twice a year.

7. The fundamental principles of good, sane business is turnover, and by turning over our stock we can give our customers the benefit of the lowest mark-up at a more profitable business to ourselves by selling more goods which will result in greater business to the manufacturer.

Now, I can assure you, gentlemen, that we your committee were very courteously received by the manufacturers, but the four season buying was not received at all favorably, and it seemed as if they, the manufacturers, had made up their minds before the meeting without any discussion, to throw it out as impossible, but after three hours of hard arguing of your Vice-President, J. C. Begg, and myself we got Mr. J. Levenson, Sr., to agree that it was possible and also practicable without extra cost that the retailers could have 60 per cent. of their purchases delivered on an early delivery and the 40 per cent. left for later delivery in order to change the models and styles. This, Sir, was about the only concession we could get from them other than an intimation from the President, Mr. Gardner, when we tried to force him to a decision as to a solution of the problem of over-stocking, that it was

up to our association to decide what in our judgment was the best solution and then, they the manufacturers, would have to adjust their factories to suit the situation.

We also met the Associate Clothing Manufacturers of Toronto, on Tuesday, April 12th at their office, 34 Yonge street. The manufacturers present were: C. B. Lowndes; J. Leary, of W. R. Johnston; Mr. Randall, of Randall & Johnston; and J. C. Begg and myself. The meeting was practically a rehash of the Montreal meeting and with the same results with the exception of a suggestion offered by C. B. Lowndes to eliminate the large stocks. We, the retailers, should according to his suggestion, buy say 100 per cent. at placing time, and have 40 per cent. delivered early, 40 per cent. a couple of months later and to leave the 20 per cent. for later confirmation. This, we considered, a fairly good proposition, but it was not by any means considered unanimous, and was not to be considered official from the association.

Now, gentlemen, this is our report as far as we have gone, and we do not think that any further good can come out of any more conferences with the manufacturers, but we, the committee, feel that a full discussion of the matter should be gone into at this executive meeting and a decision arrived at, and a mail vote of the association should be taken as to that decision, so as to have the matter cleared up at once.

## Propaganda

Following the reading of the report and its consideration, a resolution was passed thanking the committee for the work they had done on this proposition. It was decided that the provincial secretary should inform the members of the association of what had been done up to the present time and get an expression of opinion from them as to their views on the four season buying plan. Steps were taken to get together the clothing and furnishing men of every town and city in the province with the view to having them discuss the four season buying plan and, if possible, to get them to immediately put it into operation.

## MILLS AND MANUFACTURERS

(Continued from page 46)

sumer, and more merchandise would be sold on account of this stimulated interest.

7. The hazard which the mill and the manufacturer are taking under the old system in buying supplies in such tremendous quantities for a long period in advance would be avoided.

8. The capital involved would be materially less than under the prevailing system.

9. Our present unsettled conditions are the strongest argument for its prompt adoption.

# Cutting Down Overhead by Proper Precaution Against Preventable Fires

Fire Losses in the Province Caused by Carelessness—Simple Measures May Save the Labor and Thrift of Years—Better a Good Risk at a Low Rate Than a Poor Risk at a High Rate

**C**UTTING down overhead is a popular phrase heard in business circles to-day. It is no more popular than it deserves. The competitive period through which we are passing and are likely to experience for a number of years demands that efficiency govern every arm of the organization. Useless expense must be cut out. The little things must be looked after with scrupulous care. Every precaution must be taken to prevent waste or loss from preventable causes.

## Losses by Fire

Fire is one of the most preventable and, at the same time, one of the most destructive factors in business to-day. The insurance rates you are paying to-day may be due to carelessness on your part or on the part of the merchant who is next door to you. Having bundles of waste paper around, instead of using a baling machine, allowing bits of excelsior or straw to blow from the rear of your store all over the street or exposing them to the lighted match or the butt of a cigar or cigarette carelessly thrown on the street, failing to have fire extinguishers or pails of water in convenient places in case of fire—these are contributing causes to high insurance rates and, too frequently, the immediate cause of a destructive and irreparable fire. No amount of money paid to you by an insurance company will repay the toil of years represented in the bricks and mortar of your store or in the merchandise that loads your shelves. Moreover, that merchandise that is destroyed by fire, those bricks and mortar that go down before the devastating flames, are a direct and irrecoverable loss on the community.

## The Record of 1920

Practically 64 per cent., or two out of every three fires in Ontario last year were in dwellings, but the great losses incurred by fire occur in mercantile and industrial establishments. In other words, approximately 5 per cent. of the number of fires in mercantile and industrial establishments account for nearly one-half of the annual loss which, last year, was \$11,771,718. In mercantile stores and warehouses last year nearly \$2,000,000 worth of loss was caused by 1,003 fires, and of this loss nearly one-half million was not covered by insurance. So it will be seen that, in addition to the industrial loss caused by the interference to business, that is, the in-

terruption of continuity in connection with the purchasing public by the loss of a store building which probably took a lifetime of saving and planning to build, the merchants of this Province sustained an actual loss last year of about \$440,000, representing a loss not covered by insurance.

## Revenue From Waste Paper

In every grocery store there is bound to be a vast accumulation of waste paper, excelsior, etc., coming with shipments of goods. In too many cases this debris is burned when, by a small investment, it might be turned into a revenue. To purchase a machine to bale this waste paper is not a heavy investment; and by such an investment, danger of destructive fire and a little revenue from the sale of this waste paper can be obtained. There is always the grave danger that someone may drop a match or throw a cigarette butt in the corner where this waste paper is kept, and then it does not take long for the labor of years to be wiped out completely. The great majority of fires in the Province are directly due to carelessness; your place of business may not be exempt from the careless person.

## Modes of Prevention

While it is true that certain conditions may not be absolutely required as a result of the inspections of insurance companies, it is advisable in the interests of every merchant that he take what simple precautions he can to

insure his own place against a destructive fire. The insurance company does not say that fire-fighting appliances such as chemical fire extinguishers, or pails of water containing from one-half to three quarters of a pound of bicarbonate of soda to the gallon, be used. At the same time, they are advisable when quantities of inflammable merchandise are collected as in dry goods stores.

## Rates of Insurance

The result of carelessness and neglect in failing to take the proper precaution is that insurance rates are higher than they should be. The insurance company is bound to protect itself on account of the increased hazard of risks, though this does not protect them from loss or from the danger of fire. The insurance company, moreover, would rather carry a good risk at a low rate than a poor risk at a high rate. It is altogether in your interests, therefore, to see that every precaution is taken to prevent a fire on your premises. More than that, by co-operation or by insistence, other places in the mercantile section of every town and city should be compelled to observe the elementary principles of prevention.

The Ontario Fire Prevention League has done and is doing a most useful work in educating the public, from the school up, to take whatever steps are necessary to prevent the disastrous fires that occur from year to year and which wipe out much of the natural or created wealth of the Province.



# Making Profit on Sale of Bathing Suits; Goods Must be Displayed with Artistic Effect

Season is Brief and Requires Quick Work—Mark-up at First of the Season Should be Low—  
Show Cards a Valuable Accessory to Sales—Helpful Suggestions.

**F**EW lines of men's and boys' furnishings are possessed of such compelling possibilities as regards merchandising as are the summer stocks, especially bathing suits of one sort or another. It would appear, however, that the average retailer tends to underrate the business which he does in these lines, as being lacking in sufficient profit to be worth while. In discussing the matter with several leading retailers this month, a staff member of Men's Wear Review gathered that the aforesaid reason, coupled with the feeling of uncertainty with regard to demand, has been the main cause of the apathy which governs the majority of retailers in Montreal. Other men, however, champion the cause of the humble bathing suit enthusiastically, and show by their personal success that the enthusiasm is justified.

One St. Catherine Street retailer who holds a strong brief for the bathing suit gave his views as follows: "Do I sell bathing goods successfully? Well, I should just say that I did, but they take a deal of careful study to turn out satisfactorily with profit. To begin with, Montreal is so well supplied with summer resorts that every man and boy who goes out of town for week-ends or the holidays must possess some sort of a suit, but there are places of course which have not even got a swimming hole to boast of, and consequently it is no use trying to convince retailers in those localities that swimming stuff is any good. No, sir, you have got to be sure of your water first, and right here in Montreal we have all kinds of rivers and lakes, besides being the starting-off point for Old Orchard and the Maritimes. Now there are several things to bear in mind in selling these suits. First, your mark-up must be low at the beginning of a season or else your customers are going to lie low and wait for the inevitable sale which will save them money. It is far better to have a small stock and push it quickly than to go in for a wide variety. Bathing suits are never very profitable at the best of times and possess the utility of time appeal only. Second, I have found it best to keep strictly to staple goods, letting the fantastic lines severely alone. The latter are all very well at American summer resorts where movie actors disport themselves in the endeavor to create a new fashion, but for the usual Canadian beach, inconspicuous styles are by far the best. Furthermore, the bathing suit season is short and arrives almost overnight according to the state of the weather so that your customer will not buy until he has to. He will hang off as long as he can, hoping for the lowest price, and will try to make his old suit do another year unless the retailer has a good argument to convince him that the early purchaser will get the best value. May is none too early to begin to feature bathing suit displays in this part of the world, but of course temperature has much to do with it. Still another point worth mentioning is that the location of the store will influence the



*Bathing suit window display which attracted early attention of swimming enthusiasts. It was shown by David's Ltd., of Montreal, and arranged by J. W. Soloman.*

success of bathing suit sales. It has been proved time and time again that the downtown store, situated in the financial district sells the greatest number of men's suits, for the reason that this is the one garment which a man does not leave to his women folks to select, and will always take the time to drop in and pick out a new swimming suit if the display or the advertising appeals to him. He is usually in a hurry to catch a train out of town around five or six o'clock in the afternoon so that the noon hour sale is the best time to catch the average man."

Speaking of methods of display, this retailer continued: "This line of goods needs to be played up with artistic effect to be really worth while. It is the power of suggestion which attracts more than the suits themselves. If you can show a window of well chosen color effects, using the usual accessories such as water wings, cork balls, bath robes and shoes to vary the display, plenty of original effect can be achieved. The fad of wearing a plain black or white rubber cap is growing with men nowadays, especially for salt water bathing which is none to good for one's hair if indulged in frequently. A wax figure can be used with splendid effect to display a suit, and a group of boys' forms also arrayed in neat suits can be played up with sand, pails, etc, very easily. It is also a good idea to feature towels, too, in the dis-

play, as many men prefer to feel that they are using a perfectly fresh one. The idea of selling suits and towels with a small comb and mirror all done up in a package ready for tucking into the week-end bag is not a bad plan, and could be retailed at a figure which would appeal irresistibly to the swimmer. Such show cards as are seasonable should be used, and worded somewhat in this manner, 'Dive in and try one of our bathing suits,' or 'Cool, comfortable swimming toggery for your vacation.' If these cards are headed by a cut-out of a pretty girl taken from a magazine cover, arranged in aquatic costume the atmosphere will be complete."

Another prominent Montreal retail store is featuring its bathing suits already and intends to specialize in all woollen lines particularly, as being more suited to chilly seaside or mountain air. This firm also specializes in distinct styles for young men and older men, featuring one-piece models for the former and two-piece styles for the latter class. Women even are purchasing men's bathing suits, it was explained, and seem to prefer masculine cut and design if the arm-holes are sewn up a few inches more. All solid colors sell best in general, although a certain demand is felt for wide stripes on the hems and at the waist line, of contrasting tone, say, red upon navy or gray, while the

(Continued on next page)

# NEWS OF THE CLOTHING TRADE

The Semi-Ready store at 703 Yonge Street, Toronto, is closing out business.

Imrie Bros., of Toronto, have opened up their third store in that city. Their latest store is at 112 Yonge Street.

Aberdeen Woolen Mills have opened a new store at 83 Bank Street, Ottawa. The new branch was opened on April 30.

The business of Thomas Plewes, of Sudbury, following his death, is being carried on by F. L. Fry, for the estate.

Arrow Clothes Shop, men's clothiers and furnishers, are opening a store at 164-166 Craig Street West, Montreal, about May 16th.

Robinson's Upstairs Clothes Shop, of Ottawa, has moved from the Union Bank Building to 133½ Sparks Street, opposite the "Citizen" building.

P. M. Lemaistre, manufacturers' agent, Montreal, left recently on a trip to the Old Country. He intends visiting England, Switzerland, France and Belgium.

George W. Peck & Co., clothing manufacturers, of Montreal, have removed to new and larger quarters at 421 Union Ave., where their more modern facilities will assist their manufacturing operations. This firm started in business over a year ago and has made very satisfactory progress since that time.

N. Sila and R. Schwartz have started in the manufacturing business at 149 Notre Dame Street West, Montreal. They have formed a company for the purpose of manufacturing a high-grade line of boys' and juvenile suits at popular prices, with silk-lined caps to match.

Edward C. Armstrong, one of the best known business men of Lindsay, died very suddenly at his home on Saturday night, April 30. Mr. Armstrong was very well and favorably known to many men of the trade who will regret to learn of his death. He took a keen interest in all sport and was affiliated with a number of athletics in Lindsay. He was a prominent Mason and Odd-fellow.

King's Upstairs Shop was opened on April 16 in Saskatoon.

Oscar Koivula, tailor, of 13 Lisgar St., Sudbury, was robbed on the night of April 27. He states that his losses were about \$6,200.

An unsuccessful attempt at robbery was made on Dansen's store at 514 Queen Street West, Toronto, during the month of April.

Joseph Ellis, for many years a merchant tailor of the city of Toronto, died recently at the home of his sister in Glanworth, Ontario.

An unsuccessful attempt was recently made to rob the store of M. S. Keller, Midland. About \$3,000 worth of goods were placed near the back door when the effort was frustrated.

Messrs. Rickert & McLaughlin, manufacturers' agents, Montreal, have removed from the Mappin Building to Swiss Copeland Building, 489 St. Paul Street West.

The Boston Cap Co., of Montreal, have opened a new branch at Hull, Quebec. At the new branch a complete new staff of designers, operators, etc., is being maintained. Up-to-date equipment has been installed.

## "THE HOUSE OF TOOKE"

Many friends of the firm of Tooke Brothers, Limited, of Montreal, Toronto, Winnipeg and Vancouver, will be interested in their latest catalogue representing the newest in Spring and Summer furnishings for men. This brochure, which is profusely illustrated with photographs and full-page color plates, is printed upon heavy satin faced paper and is unusually well prepared. Mention is made of the fact that the House of Tooke now looks back upon fifty years of successful business expansion, and an additional feature of interest is the many views of the factories and warehouses situated all over the Dominion, including four in Montreal alone. The inclusion of a chart showing the correct dress for all occasions is a valuable feature, while many of the photographic reproductions are exact replicas of the box covers in which the merchandise will be supplied.

This catalogue will be preserved as embodying a manual of practical help as well as a souvenir of unusually artistic merit.

## BORSALINO WINDOW TRIMMING CONTEST

The prize awards in the Borsalino window-trimming contest have now been announced and some of the winning displays are shown elsewhere in this issue. The first prize was awarded to R. J. Tooke, Limited, Montreal, for a display trimmed by Arthur Perreault. Second prize went to Norman Birrell, Toronto, for a display trimmed by Mr. Birrell himself. Third prize, Winter Bros., Halifax, trimmed by Frank G. Burns. Fourth prize, Joseph Broadbent, Brantford, trimmed by J. Wood. Fifth prize, Regina Trading Co., Regina, trimmed by C. Faunt. Sixth prize, Dunn's, Limited, Saskatoon, trimmed by Harold W. Parr. Seventh prize, Fairweathers, Toronto, trimmed by F. G. R. Lacey. Eighth prize, Calhouns, Winnipeg, trimmed by J. C. McKissock.

Special consolation prizes were awarded to F. C. Preston, Limited, Haileybury, Ont., and F. W. S. Colpitts & Co., Moncton, N.B.

The prizes for advertisements featuring Borsalino Hats were awarded to:—First, Winter Bros., Halifax, N.B. Second, Alex. Nelson, Montreal, Que.

## MAKING PROFIT ON BATHING SUITS

(Continued from page 49)

all brown suit is quite popular too. The two piece style worn with belt and resembling athletic trunks is not strong in Canada, the heavier fabrics being more comfortable in the East particularly. The deep armhole which permits absolute freedom of the shoulder is the leading style and narrow shoulder straps which button on the left side seem first choice as well.

Summing up the advantages incidental to bathing suits it should be emphasized that the season is brief and necessitates quick work to bring success. Staple lines well played up, moderately priced and bought in small quantities are a safe proposition for any retailer who is located near enough to the business district to be able to attract passers-by into the store. Newspaper advertising too must not be neglected, particularly in the better class journals which go to the homes of well-to-do customers. After all, it is a line which appeals entirely to the classes rather than the masses, and should be treated as one of the indispensable items of the masculine wardrobe during the coming season, whether for tank use at the athletic club or for real work in the open.

The real salesman is the man who has a steady nerve, a steady tongue, and steady habits; one who understands men and can be understood by men, who turns up with a smile and still smiles when he is turned down.

# Hostel at Moncton

Atlantic Underwear, Limited, Equip Modern Residence For Girl Employees—Recreation Facilities Have Been Provided.

ONE of the most modern girls' hostels in Canada has recently been completed by Atlantic Underwear Limited, for the accommodation of their girl employees at Moncton, N.B. The hostel for employees is an innovation in the Maritime Provinces, and the Atlantic Underwear Company is to be congratulated upon its progressiveness in thus providing congenial and wholesome quarters for their girls. The building occupies a commanding view of the surrounding country, is of brick fire-proof construction, and the lighting and sanitation are modern to the last degree.

The residence was planned by J. W. Fraser, A.R., I.B.A., of Moncton. It contains a library, living and rest rooms, a first aid and hospital ward, well-lighted and aired bed-rooms, ample bathrooms and a well-equipped laundry for the use of the girls. The hostel is in charge of a matron, and a chef supervises the kitchen. Food and lodging are provided at cost, and will not be in excess of five dollars a week.

Recreation facilities have not been overlooked, for the company realizes that good food and good rooms are not sufficient for the welfare of the employees. The girls will be permitted to entertain their friends, and in addition to a good dance floor and musical instruments, games, etc., are provided for

doubtedly be reflected not only among the employees themselves but throughout the community.

It has always been the policy of the company to attract the best class of help attainable to their employ,—and the present large investment is a practical working out of the theory that only when employees are well provided for physically and mentally, that the highest quality of workmanship can be obtained.

## Will Endeavor to Avoid More Unemployment

Provincial Government Calls Conference On Question

Premier E. C. Drury of Ontario has initiated steps to prevent, if possible, the recurrence of conditions with regard to the unemployment situation that obtained during the past Winter and Spring. The Premier is quite alive to the hardships endured by thousands of men and their families during the past Winter when it was impossible for them to get work even though they were willing to do it. Not only from the humani-

it is understood that the provincial government has spent something near a quarter of a million dollars in the last six or eight months in relieving the unemployment situation and the suffering that has followed in its wake. Merchants, particularly in the very large centres, have felt this depression arising from unemployment in many of the manufacturing plants in their respective communities. Wherever there has been a shutting down of industry, there retailers have felt the result in lessened purchasing power. The effect of unemployment has not only tightened the purse strings of the unemployed, but it has had a like effect on others. No one could tell just when unemployment was to strike even closer home; it was wise, therefore, to conserve whatever funds there were for a probable rainy day.

Called a Conference

It is the desire of the Premier of Ontario that this situation may not arise next Winter if it is at all possible to avoid it and, with an eye to the future, he has already laid what plans are possible to cope with such a situation. Mr. Drury called a conference of representatives of the manufacturing, wholesale, retail, labor and U.F.O. interests and laid the matter before them, telling them what he would like to be done to avoid a repetition of unemployment next Winter. He reiterated what he said at a recent meeting of the Credit Men's Association when he stated that the sooner we all got down to rock-bottom prices the better, and he urged upon all the interests represented to do their best to bring prices down to rock-bottom without any unnecessary dislocation of industry. He urged that buying was being delayed in some lines because it was the feeling of the consumer that such lines were still too high in price. He made a strong point of co-operation between the representatives of industry and commerce in bringing all prices down to their lowest level so that normal purchasing might be resumed, shelves cleared of whatever stock there was there as a result of too high prices, and the wheels of industry started in motion again so that unemployment would be relieved.

### POINT BEING SETTLED

There is one feature of the budget that has caused some questioning, that is, whether the sales tax is to be absorbed by wholesaler or manufacturer or whether it is to appear on the invoice as formerly. This matter was not dealt with in the statement of the Finance Minister. He has been asked for a ruling on the question, however.

Robinson's Review is the name of a new publication that has been circulated in Toronto. It is the official organ of the Robinson stores and is circulated broadcast.

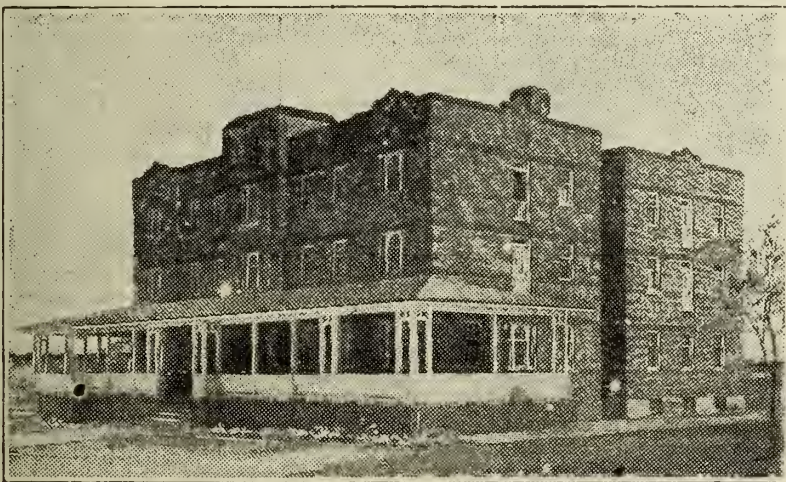


Illustration showing the new hostel opened at Moncton for the girl employees of the Atlantic Underwear, Ltd.

this purpose. For outdoor amusement tennis courts and croquet lawns will be completed by early Summer.

The Atlantic Hostel is a commendable effort to elevate the living conditions of the girl workers and to provide them with all the comforts and facilities of a home. Its influence will un-

tarian viewpoint, but also from the financial aspect of the case, it has been an expensive six months for the provincial government and for several of the municipal governments in some of the larger cities and towns of the province, in fact, of the whole Dominion. While actual figures have not been given out,

# Promoting the Sale of Sports Clothing

A Fruitful Source of Profit and a Valuable "Service" Arm of the Organization—Reaching Sportsmen by Direct Mail Advertising—Window Display Work.

**L**INKING up one's business with the requirements of his immediate community is, perhaps, the first element that enters into a successful business career. The retailer may well take a lesson from the professional politician in one respect—the politician always has his ear to the ground, listening for the first faint rumble of a sentiment that may, at election time, be turned into votes. It is as essential that the wide awake retailer sense a local demand that may grow out of a community development of one kind or another; it is not less essential that he lead his community along certain other lines such as educational work along style developments. Not only should he seek to create a demand for his merchandise by advertising and window display work, but he should keep so abreast of local happenings that he may sense a demand for certain lines of merchandise in which there is not only profit but service to his customers.

## The Growth of Sport

Since the Great War there has been a revival of sports of many kinds. There is no doubt that the prolonged strain of the European struggle tried the nerves of hundreds of thousands of men and women to such an extent that they have sought recuperation in sports. Golf, citing only one game in the calendar of sport, has become enormously popular during the last few years, to such an extent that it can no longer be called a middle-aged or an old-man's game as it was originally thought of. When golf first became popular in this country, its devotees were numbered only among men who were considered too old for tennis, bowling and kindred summer sports. Now, it is entirely changed. Many young men are playing it enthusiastically and its devotees to-day are growing very rapidly in number. Even in many small towns where there are no links, golfers will jump in their cars and drive five or ten miles to have a game in a neighboring city where links are provided.

This is only one of the many games that are growing in popular favor. Tennis is a very popular game throughout towns, villages and cities alike and admirers of the game are numbered in their thousands. College sports are always popular.

## Catering to the Sport

It is time right now for the retailer to plan for this summer trade and to promote it in a more lively manner than he has ever done. Here, again, a good deal of this class of trade has been allowed to drift to the big mail-order houses simply because too many merchants throughout the country have not made the serious effort to get after it. This is a year when every merchant is worrying about profits. That very fact should be the occasion for his planning ways and means of promoting what lines he has and going into new lines which offer a good reward in profits.

## Have a Circuit for Window Display Photos

During a recent trip to Detroit, Men's Wear Review ran across an idea that could be made considerable use of by window display men in this country. The window display men of several cities get in touch one with the other and arrange that when they have a particularly good window they will have it photographed and sent around to the different men on the circuit. In this way, each man gets new ideas and is able to use them or to develop them in his own work. It has worked very successfully over there and has helped the men on the circuit to a very great extent.

Not a few of the window display men on the other side of the line are photographers as well and frequently take pictures of their own displays which they keep on file. They say that this helps them in the arrangement of windows and, in studying them carefully after they have had them photographed, shows them where improvements could be made in the displays.

Such an idea could be developed in Canada with benefit to many display men.

## Encourage Correct Dress

The first thing that a retailer might do to get after this trade is to inform himself of correct dress to be worn on the golf links, the tennis court, at boating, etc. As yet, the Canadian golfer has not taken very pronouncedly to correct dress for the game. This information should be passed along to him by the retailer in direct mail advertising of a very personal character. It is not a difficult matter for a retailer to secure the names of sportsmen in their community. Now is the time to reach these sportsmen; for soon they will begin to think of their summer games and look into their wardrobes to discover what suitable clothes they have for the season. A nice little folder might be compiled to reach these men and to lay before them correct styles for the respective sports in which they engage. Don't let their trade drift out of town as it too often does. Tell them if you haven't it in stock you can get it for them. Every line that offers legitimate profit should be promoted this year as never before, and if the retailer sits calmly back and lets this trade pass his door, he is missing an opportunity to get profit and make friends. The service arm of his organization is an all-important one from now on when competition is getting keener and keener, and the man who exerts himself and his whole organization to give service is the man who will cash in on it within the next few years. Men's Wear Review heard of a case the other day where a certain retailer in a small town had been unable after numerous attempts to fit an odd-sized man with a suit of clothes. He told that man if he would go to a neighboring city and have the suit made for him he would gladly pay his railway fare to and from the city. That was a bit of

service that will make not only one but many friends for that retailer because the person so served will tell it to his friends, and the friends will not forget that here is a man who is seriously trying to give the very best service possible in connection with the merchandising of his goods.

## Window Display Work

The window display work in connection with the merchandising of sport clothing is an important arm and calls for some originality if the best results are to be obtained. Original window display work, moreover, does more than help to sell the goods that are shown in the window for the time being. It gives prominence to the store. Men and women will put themselves out considerably to go to see a window that possesses some feature of originality. To give an original setting for a tennis scene, a golfing scene, a boating scene does not require as much effort as may appear at first sight. Just sit down and think of it for ten or fifteen minutes and you will be surprised how quickly some ideas will work themselves out and your whole window begins to shape itself before your eyes. Elsewhere in this issue we reproduce a suggestion or two that might be worked out, either as it is, or it might suggest other ideas that could be worked out more simply.

The satisfaction of the customer is the only accurate measure of good selling. An arbitrary method is useless as a basis of permanent business. Ability to apply different methods to different customers is essential at all times.

# The Markets at a Glance

Placing For Fall in All Lines of Men's Wear is Light—Retailers Still Uncertain Regarding Prices and Unemployment—The West Buying Very Lightly—Tendencies of the Markets.

**E**XTRME precaution dominates the retailer's buying to-day. He is the victim of two uncertainties: First, he is not satisfied that the market is at all stable; this is what is uppermost in his mind when asked to make placings for Fall. Second, he hears rumors about the coming Fall and Winter being as bad if not worse than the last one; this upsets him as to quantities of merchandise that he would require even if the market was stable. Manufacturers of the most reputable kind frankly advise the retailer to buy in small quantities, either for the present or for the future; but they do ask him to form some estimate of his Fall requirements, place a portion of it, and give him some basis on which to proceed with his manufacturing operations. In doing that, the retailer is really doing himself a service. He is taking a long step toward avoiding the occurrence concerning which he hears disturbing rumors, namely, that unemployment will again be rife next Fall.

Inquiries that Men's Wear Review has made during the last two weeks lead us to the conclusion that the aggressive retailer is more than holding his own. He is getting out after business. He is not sitting tight and simply saying to himself, "Well, I will wait till the slump is over." He is not cutting down his advertising; he is increasing it. He knows that business is harder to get; therefore, he plugs for it harder. Out of five department stores, out of Toronto, in western Ontario, visited by Men's Wear Review within the last two weeks, four of them have told us that their business for the first four months of this year was larger than the corresponding month a year ago, and the fifth one said it was considerably better than 1919 but not quite up to 1920. This fifth one told us this before the fourth month was really ended and we will be surprised if the 1920 record has not now been broken. Difficult times mean more aggressive methods, not sitting tight. Your apathy is some one else's opportunity; and make no mistake about it, the other fellow is grasping the opportunity.

## Clothing

There is not a great deal of Fall placing as yet. Travellers who have been out on the road say that the retailer is still in an uncertain mood with regard to Fall business and Fall prices. Broadly speaking, the prices being offered are from 25 to 30 and 35 per cent. lower than a year ago. There are some retailers who do not quite understand why the reductions are not greater in view of the fact that yardage goods have fallen, in many cases, fully 50 per cent. While that is true, it must not be forgotten that the cost of making up the suit is practically the same as it was last Fall. The difference is less than three per cent. in labor costs. While materials may have dropped fully fifty per cent. in some fabrics, the cost of the finished garment could not possibly be equal to this drop.

Manufacturers who took their losses at an early stage in the decline report good business looking back over the last four or six months. Incidentally, retailers who did the same thing likewise report good business. One

manufacturer stated to Men's Wear Review that their output of units during the last six months was a little in advance of the corresponding months of a year ago. Others show favorable comparisons.

There have been a few buyers overseas recently, looking over market conditions there. The impression they bring back with them is that prices are largely fixed by necessity. There is really no basis of value. The same qualities of merchandise are offered at different prices by different houses, and the difference in price represents their need for sale. Canadian agents calling upon manufacturers reflect this in the prices they offer. A price which they fix to-day is lowered in a week's time.

## Collars and Shirts

There is still a brisk demand for the low collars in both laundered and soft. This demand has given a good impetus to the trade in both manufacturing and retail circles. At the present time, the end of the run does not seem to be in sight.

Considerable stir has been caused recently by the unloading of large stocks of shirts by manufacturers through retailers. Toronto has been the scene of two very large sales in which the consumer has reaped a rich reward. He has been getting some exceptionally good value at ridiculously low prices. The same thing has occurred in Montreal. Manufacturers have been besieged by retailers asking them if they could give them shirts to sell at a price that would be competitive to the Toronto and Montreal sales. Shirt sales, as a matter of fact, are rather a feature of the furnishing trade at the present time and one may run into them in almost any town or city in the country.

As yet, there is little being shown for the Fall season and the offerings will likely be later than usual on account of the indisposition of the retailer to indulge in heavy placing of any kind. It all depends on the cotton market, of course, what prices will be, and in this statement the cost of labor must be considered. There has just come word that the wages of operators in cotton mills are to be reduced six shillings in the pound in England. It remains to be seen whether this will have any effect upon cotton prices.

## Neckwear

Aside from the narrow tie for the low collar, there is not a great deal of stir in neckwear circles. The low collar has been the salvation of the neckwear men during the last few months and they have done a good business on the strength of it. Manufacturers are looking around for novelties in which they hope to interest the retail trade for fall business. There have recently been many importations from Switzerland and among these are many neckwear silks of rich colorings and attractive designs.

In the narrow shapes, some nice patterns in knitted and printed ties are still being shown. Even in the bathing, the bows are being made smaller so they will fit into the lower collar that is in such demand.



### Underwear

Judging from reports of travellers who have been out on the road with fall lines of underwear, the placings by the retail trade would indicate that their stocks are down to a very low level. They are not placing orders as large as a year ago, but they are, nevertheless, placing very fair orders. One agent who handles a well-known line has just returned from an extended trip to many of the large centres and he states that he is "quite satisfied" with the amount of Fall business which he secured. He states that stocks on the retail shelves are very low, but that the retailer is cautious and in some cases, over-cautious with regard to placing. Prices are, on the coarser lines, down fully 50 per cent., while on the finer lines they are down 33 1-3 per cent. or even a little better.

### Hats and Caps

The run which the retailer has had on pearl greys is reflected in the wholesale trade where they have found it difficult to meet the demand from all over the country. Other lines are slower and there is still very little placing for Fall. The sale of straws has been very good and some of the retail stores are already making advance showings of their Summer lines. Later models in straws are likely to be slightly lower in price than that quoted even a month ago. The prices for Fall are still uncertain, but it is not improbable that a popular price to the consumer for Fall trade will be around the \$5.00 mark. Many of the retail stores have been running sales during the last few weeks at this price as it seems to strike a responsive chord in the consumer's heart. Having once established this price, it will be hard to get a price above that limit.



## DEPARTMENT OF THE NAVAL SERVICE

### SALE OF CLOTHING

SEALED tenders addressed to the undersigned and endorsed on the envelope "Tender for Clothing" will be received up to noon of Friday, the 10th day of June, 1921, for the purchase of Clothing and Clothing Supplies, including Seamen's Bedding, Blankets, Boots, Braces, Kit Bags, Brushes, Combs, Comforters, Drawers, Duffel Garments, Duffel Cloth, Flannel, Blue Jean, Seamen's Hammocks, Woollen Jerseys, Leather Mitts, Oilskins, Razors, Serge, Shirting, Socks, Stockings, Towels, etc., at Halifax, N.S., and Esquimalt, B.C. These supplies are in excess of the immediate requirements of the Department and are in effect new, never having been worn or used.

Tender forms, together with full particulars, may be obtained on application to the undersigned or to the Naval Store Officer, H.M.C. Dockyard, Halifax, N.S., or Esquimalt, B.C. Samples may be seen at Ottawa, Halifax and Esquimalt.

G. J. DESBARATS,  
Deputy Minister of  
the Naval Service.

Ottawa, Ont., April 30, 1921.

Unauthorized publication of this advertisement will not be paid for.

## 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.

### Specially Reduced Prices on the



Quality is not sacrificed to offer the line at a low figure. You can count on your customers' satisfaction.

Ask for Quotations.

#### ARROW

Pad Garters  
Arm Bands  
Leather Belts  
Elastic Belts

**Arrow Garter Mfg. Co.**

489 St. Paul St. W.  
MONTREAL

When writing advertisers kindly mention having seen the Ad. in  
**MEN'S WEAR REVIEW.**

## Appreciate Men's Wear Review: Ontario Executive Pass Resolution

The following resolution was passed at the last meeting of the Ontario Executive of the Retail Clothiers' Association at their meeting in Toronto:

"That the secretary be instructed to write to you conveying the appreciation of the executive for the very helpful and instructive manner in which you have endeavored to fully report our annual convention and the other deliberations from time to time in your trade journal."

It was moved by Ed. Mack and seconded by J. C. Begg.

## TWO Taylor Safes FOR SALE

One J. & J. Taylor Safe, inside dimensions 15" deep by 2' 6" wide by 3' 11½" high, and fitted with a built-in compartment. Price, \$200.

One J. & J. Taylor Safe, inside dimensions 18" deep by 2' 9" wide by 4' 5" high, and fitted with a steel compartment. Price, \$250.

Both these safes are in first-class condition, and the prices quoted above are considerably less than half what similar safes are selling for to-day. We are offering these for sale as we have installed larger vault accommodation. Any firms requiring a safe would do well to communicate at once with The MacLean Publishing Company, 143 University Ave., Toronto.

### 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

Glissades  
Italians, Mohair's

SPERO  
ON SELVEGE 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

# 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 clastic 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.

# "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

## Choose Your Display Fittings From

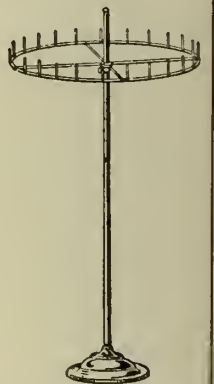
*The House with the Four Greatest Assets*

Highest Quality  
Exclusive Designs  
Competitive Prices  
Immediate Delivery

Our new catalogue showing cuts of our Bust Forms, new wooden Louis XVI Fixtures, etc., will be sent on request.

## Delfosse & Company

Corner Craig and Hermine Streets  
Montreal



**POPULAR BRAND TROUSERS**

Made by the  
**Vineberg Pants Co.**  
Montreal, P.Q.

TRAVELLERS will be on the road shortly. See what they have to offer before placing your order.



Is a Process—  
**Not a Cloth**

The word "CRAVENETTE" does *not* mean a particular weave, pattern or color of cloth.

The word "CRAVENETTE" is applied to any cloth which has been rendered showerproof by the "CRAVENETTE" REGD. PROCESS.

Gabardines, Imperials, Tweeds, Coverts and other fabrics are "Cravenette" Regd. Cloths just as are Whipcords and Homespun.

Whether you sell "Cravenette" Regd. Coats at retail, or manufacture the cloth into coats, make sure that the Registered Trademark is on every yard of cloth or in the garments.



*The hall-mark of excellence  
 in the textile world*

THE  
**BRADFORD DYERS' ASSOCIATION, LTD**

**MANCHESTER**  
 6 OXFORD ST.  
 ST PETERS SQ.

**BRADFORD**  
 DEPT. 43  
 39 WELL ST.

**LONDON**  
 128 & 129  
 CHEAPSIDE, E.C.2





MODEL K180

# A Novelty!

## Narrow Knit with Embroidered Figures

Made right in our own factory  
from PURE SILK

*Sells very profitably at \$2.00*

This pattern is a fancy weave black ground, and the embroidered spots come in the following combinations (always on black):—

Red, gold and red (as photo).

Green, blue and green.

Blue, white and blue.

Black and white.

Order sample dozen assorted.

*They're selling fast! Get yours now!*

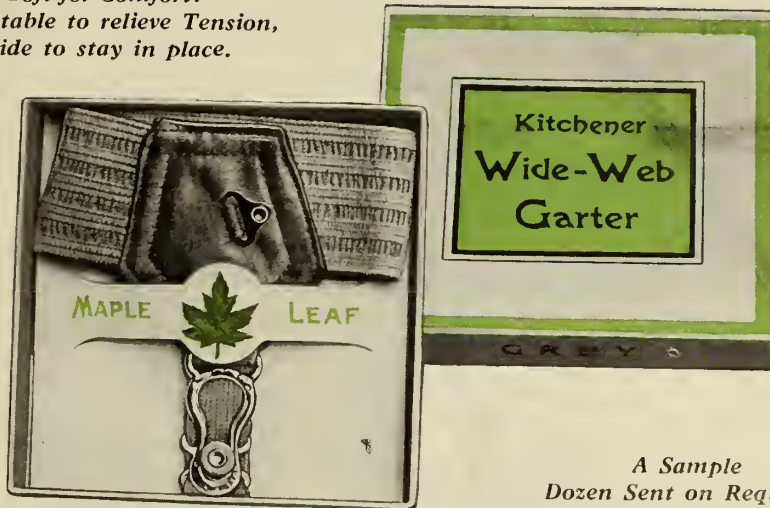
We also manufacture a complete line of pure silk and art silk knitted ties in all widths and at all popular prices.

Write for samples and quotations.

The King Suspender and Neckwear Co.  
TORONTO - CANADA

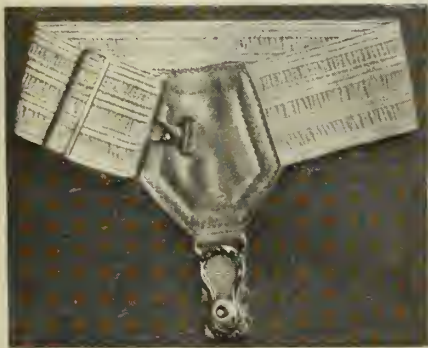
# WIDE-WEB GARTER

*Soft for Comfort.  
Adjustable to relieve Tension,  
Wide to stay in place.*



*A Sample  
Dozen Sent on Request.*

## Makes You Forget You Wear Socks



*Write to-day for sample dozen. If  
not more than pleased with Maple  
Leaf Wide-Webs, return them at our  
expense.*

Comfort combined with quality gives you the best selling garter on the market.

Display them prominently and their story is clear at a glance—comfortable because of the wide web—they stay comfortable because they are **ADJUSTABLE**.

**Kitchener Suspender Co., Limited**  
Kitchener, Ontario

If you have an Athletic Department,  
you know what a profitable  
line it is.

NOW is the time to secure the BASE-  
BALL and FOOTBALL trade. See  
our stock, ready for immediate de-  
livery, of RUGBY SUITS, BOY  
SCOUT UNIFORMS, SOC-  
CER, HOCKEY and GYM  
PANTS. The VALUE of  
these lines in Workman-  
ship and Quality cannot  
be duplicated else-  
where.

If not, **make** one without delay.  
Moyer will start you on the  
fast sales.

Save 50% by buying our "MADE-  
IN-CANADA" BASEBALL UNI-  
FORMS --- distinctive patterns.  
"Big League" model, cut to in-  
dividual measurements, speci-  
fied and thoroughly made  
with double-stitched seams  
throughout. Samples and  
Prices sent on request.  
Think of the various Ath-  
letic Associations and the  
numerous Sport and  
Pleasure Clubs in your  
town that can be ex-  
ploited.

**Connect**  
*Your Business With*  
**Sport**  
**and Pleasure**



*Moyer*

Made-in-Canada  
Athletic  
Clothing

**A. W. Moyer & Co.**

124 King St. W., Toronto

Manufacturers (to the Trade only)

*There are big profits  
and easy money  
to be obtained.*

We also manufac-  
ture WHITE DUCK  
CLOTHING, OUT-  
ING HATS, OPERAT-  
ING GOWNS, HOSPITAL  
CLOTHING, DENTISTS'  
and BARBERS' COATS.

MOYER, Head-  
quarters for MADE-  
IN-CANADA RES-  
TAURANT CLOTH-  
ING, ABATTOIR  
CLOTHING, FACTORY  
UNIFORMS, BUTCHERS'  
COATS and APRONS.

*Where does the Consumers'  
surplus cash go to?*

*Baseball, Football, Hockey,  
Boy Scouts and other pleasures*



For Fall—The Essence of Good Quality



"THE LITTLE GENTLEMAN" Boys' Clothes are the greatest triumph in combining Quality with Minimum Price which has been achieved in the last five years.

There are concrete reasons for the remarkable success which ever attends "THE LITTLE GENTLEMAN":

- First—The fine type of fabrics.
- Secondly—The incomparable tailoring.
- Thirdly—Styles that meet the wishes and requirements of boys.

"THE LITTLE GENTLEMAN" has the distinction of being the only Boys' Suit in Canada that is

**FULLY BASTED  
HAND SHAPED  
SPONGED IN HOT AND COLD WATER  
UNBREAKABLE FRONTS—  
HAND FINISHED**

and possessing many other highly desirable qualities which could be discovered only in the wear of the suit.

Plain, common justice to yourself demands that you should see this Fall Line of "THE LITTLE GENTLEMAN" Boys' Clothes. OUR TRAVELLERS are on the road. Write us for an interview or samples.

**The Hartt-Brown Company, Limited**

Our New Home—  
124 St. Antoine Street  
MONTREAL



# And Now— Toronto Printers May Strike

**T**HE present agreement between printers in book and job offices and employers in Toronto expires May 31. The minimum wage paid is \$35.20 per week (increased voluntarily a year ago by the employers from \$32.00, although the agreement had a year then to run). This wage covers a 48-hour week.

The International Union is demanding a week of 44 hours as the basis for all wage scales, and the Toronto unions are demanding a wage of \$44.00 per week of 44 hours, \$8.80 more per week for 4 hours less work.

This means an increase of from 73 cents per hour to \$1.00 per hour, or over 36%.

Publishers and other employing printers feel that under present conditions of business and the admitted decreasing cost of living, the increased wages and shorter hours demanded by the International Union are unreasonable.

This is acknowledged by many of the thoughtful and loyal printers employed in the Toronto offices, who believe that the International Union has blundered in its demand that local unions shall not sign new agreements except on the basis of the 44-hour week.

The position, however, may be that these local men may not be able to make the International officers in Indianapolis see, that to force a strike now on these unreasonable demands would be an act of folly—and a strike may be called on June 1st.

The facts of the case are presented here, for the information of the sections of the public—subscriber and advertiser—reached by this publication.

The attitude of the employing printers is shown by their voluntary action in giving a 10 per cent. increase last year while the agreement calling for the minimum wage of \$32.00 a week had still a year to run.

They feel strongly now, however, that this is not a time when an increase of 36 per cent. in the labor cost of production should be permitted.

If publishers are forced to pay \$44.00 a week instead of \$35.20 and get only 44 hours of work instead of 48, it is inevitable that subscription and advertising rates must advance. No business can stand an increase in its wage bill of 36 per cent. and absorb that increase. The extra cost will have to be added to the sale price of the product.

Publishers sincerely hope that the great body of sane opinion among the local printers may prevail and that the Indianapolis officials will be induced to withdraw their unreasonable demands so that Toronto printers may continue to find well-paid, congenial employment.

If this sane, thoughtful opinion does not prevail, a strike seems inevitable, with its equally inevitable result of loss to the printers and publishers, and inconvenience and loss to the public.

An expression of the opinion of readers of this paper on the Union's proposals, involving an increase of 36% in the labor cost of printed matter, is asked. Will you not write a letter to the editor (not for publication) telling him your view of the situation?

*This statement is published by and has received the endorsement of the Toronto publishers who are members of the*

**Canadian National Newspapers and Periodicals Association**

*Including* MEN'S WEAR REVIEW



## Dress and Sport Shirts

have stood the test of a fluctuating market. Quality, price and value combined with workmanship, is the answer to continuous demand.

Merchants everywhere realize that today, more than at any other time, a line so well balanced as ours contributes to easy sales and customer satisfaction.



## The Hercules Garment Co., Limited

*Head Office:—Montreal*

Factories: MONTREAL and LOUISEVILLE, P.Q.

*The  
Largest Gabardine  
Manufacturers  
in Canada*

# Raincoats

*Gabardines  
for  
Men, Women  
and Boys.*

· YES  
IF FROM "FELS" IT SELLS  
"FELSPRUFE"

Waterproof Coats and Gabardines

*For Ladies and Men,  
Boys and Girls.*

A strong range of Gabardines. We are ready to fill an assured demand.

See us in our new Montreal home.

**FELS LTD.**

9th Floor, Phillips Place, Dubrule Building

Sample rooms and stock carried also at Toronto and Vancouver.

TORONTO, ONT.  
W. J. Armstrong,  
Hamilton Trust Bldg., 57 Queen W.

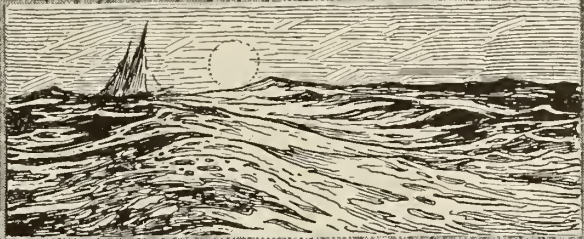
VANCOUVER, B.C.  
E. R. Bollert,  
501 Mercantile Bldg.

*Salesmen from Coast to Coast*



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## Popular and Profitable

**I**N Atlantic Underwear the most discriminating purchaser will find a garment that fits snugly.

The soft warm wool yarn with which Atlantic Underwear is knitted guarantees a suit that is free from irritation, a suit that is absolutely comfortable. With an Atlantic a man can warmly breast the wintriest weather.

Atlantic Underwear pleases both the retailer and the consumer. The fit, the quality and the price of Atlantic assure satisfaction to the consumer. Their popularity assures quick sales to the retailer.

Sold in a large range of different weights and qualities.

  
UNSHRINKABLE  
The **UNDERWEAR**  
*that Overwears*

30

ATLANTIC UNDERWEAR  
LIMITED

MONCTON - - N.B.

E. H. Walsh & Company  
Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces



A TOOKE  
Summer-Weight  
Collar of Fashion

Price \$2.00 Per Dozen  
Ready for Delivery

*Send for our new Illustrated Catalogue*

**TOOKE BROS., LIMITED**

SHIRTS, COLLARS and NECKWEAR

MONTREAL

Toronto

Winnipeg

Vancouver

# MEN'S WEAR REVIEW

Volume XI

Toronto, Canada, <sup>June</sup> May, 1921.

Number 6



SPUR — A NEW  
ARROW  
COLLAR  
FOR YOUNG MEN —

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



**ART CLOTHES**  
COOK BROS & ALLEN LIMITED

---

The Popularity of Art Clothes precludes us from appointing any further agencies for the Spring and Summer, but for the Fall we shall be pleased to consider applications to represent us where Art Clothes are not already offered.

If you desire to associate your House with Ours for Fall and Winter Art Clothes, you are requested to correspond immediately or this opportunity will pass you.

---

**Cook Bros. & Allen, Limited**  
TORONTO



## For Fall — The Essence of Good Quality



"THE LITTLE GENTLEMAN" Boys' Clothes are the greatest triumph in combining Quality with Minimum Price which has been achieved in the last five years.

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### The Hartt-Brown Company, Limited

*Our New Home—*

124 St. Antoine Street

MONTREAL



# Peck's



## CLOTHING FOR BOYS, TOO?

### OF COURSE!

Our name comes to your mind quite naturally when you think of high-grade clothing for men. We simply remind you that our line for Young Men and Boys is also unparalleled. The fabrics are of the same high quality; there is the same variety in designs, and each suit has that air of distinctiveness that marks our Men's Clothing. To develop your Boys' and Young Men's Department, feature Peck's Clothing.

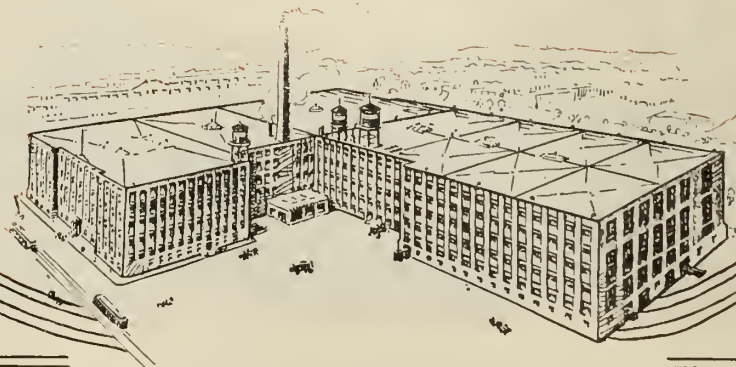
Be sure to see Fall  
Samples now being  
shown.

## JOHN W. PECK & COMPANY, LIMITED

MONTREAL

WINNIPEG

VANCOUVER



# Peck's

SPEAKING OF

## CAPS AND SHIRTS

—it is interesting to note that there is a marked variation in taste in different parts of Canada. It is our business to know what is going to "GO" in all sections and to produce such merchandise at the right moment.

Merchants handling Peck's Caps and Shirts are always the first to show the new things, and since the goods live up to appearances they always have repeat business.

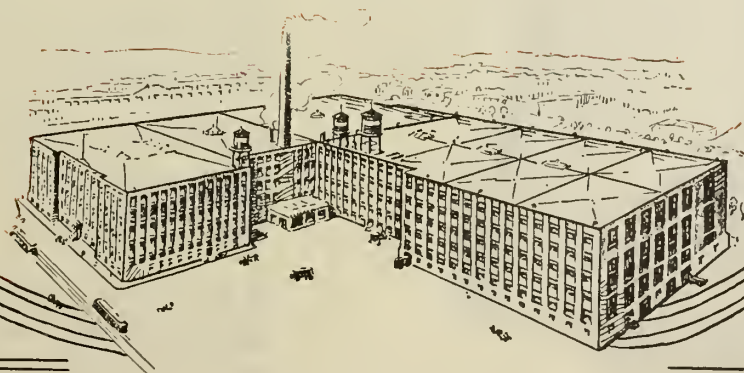
The excellent line of samples for Fall now being shown by our salesmen contains many numbers in Caps and Shirts particularly suited to your requirements.

**JOHN W. PECK & COMPANY, LIMITED**

MONTREAL

WINNIPEG

VANCOUVER



# There's Ideal Comfort in a Palm Beach Suit

*When a man looks well and knows it  
When he looks cool and feels it  
Then he is comfortable indeed!*

A well-tailored Palm Beach Suit has just that effect. And that's why the little trade marked label (sewn in every Suit of the genuine cloth) is looked for, insisted upon, by men of good taste and judgment the world over.

Your clothes will show you Palm Beach Suits in a variety of distinctive colors and patterns.

THE PALM BEACH MILLS, ANNUAL CLOTHING CO.  
Suits, Coats, A. P. Suits, 29 Fourth Avenue, New York City



*The double-page color-spread in Collier's  
(shown here in miniature)*

## A Palm Beach Campaign that brings the World to Your Door

*Miniatures  
of our street  
car cards  
to be run in  
full colors  
during the  
Spring and  
Summer.*

This Summer, THE PALM BEACH MESSAGE will travel to your trade on three highroads of national publicity.

It will be a message rich in power and results . . . a message that will take many forms . . .

It will tell your public why PALM BEACH is the National Summer Cloth and the Logical Summer Suit.



MORNING



NOON



NIGHT



## Palm Beach Suits

### Cool and Comfortable from "good morning" till "good night"

The summer days—the summer nights—are often the most delightful of the entire year. That is—if you wear a **PALM BEACH SUIT**. For every little breeze is welcomed by its open porous weave. It is a suit without weight or warmth—sensible for the office—ideal for outdoors, and "good form" for the evening call. Clothiers will take pride in showing you well-tailored Palm Beach Suits. . . . In colors, light and dark.

THE PALM BEACH MILLS—GOODALL WORSTED CO.  
Sole Agent, A. Rohaut, 229 Fourth Ave., New York City

This label is sewn in every Genuine Palm Beach Suit

The double-page color-spread in the Literary Digest (shown here in miniature)


It will drive home the meaning of the famous little LABEL—and—

It will make men who want COOLNESS and STYLE seek the store that boasts a good assortment of Genuine Palm Beach Suits.

The national magazines—the street cars of the entire United States, Canada and Cuba—and the principal newspapers of the country—will work together in making this the biggest Palm Beach Suit Season in your store's history. Full details on request; also Display for your window and interior.

In ordering Palm Beach Display please specify that you will use same only in connection with the Genuine Palm Beach Suits, and address Service Department, under direction of L. S. GOLDSMITH AGENCY, 244 5th Ave., New York

**THE PALM BEACH MILLS**  
GOODALL WORSTED COMPANY, SANFORD, ME.  
A. ROHAUT, Selling Agent, 229 4th AVE., N. Y.



Miniatures made from our big series of half-page and quarter-page newspaper ads.





A CUSTOMER'S opinion of your store and the goods you sell is not formed when he is making his purchases. He forms his opinion according to the satisfaction he feels as he walks along the street or sits beside the fireplace.

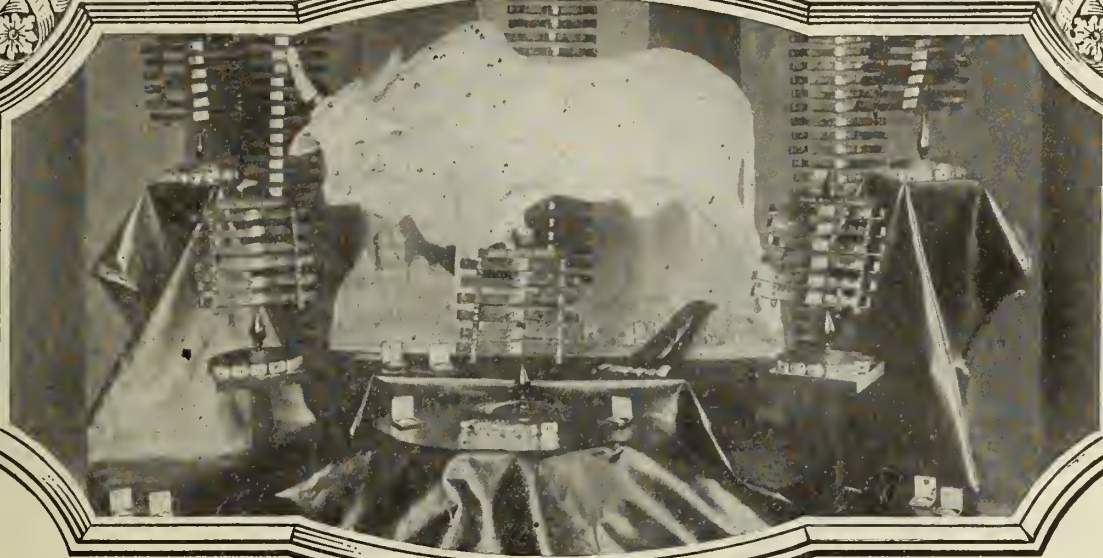
You will experience a sense of security in recommending Penmans Hosiery to your trade, knowing that, day in and day out, they are silently driving home the message to their wearers that your store is a quality store.



# Penmans

## HOSIERY FOR MEN

*"The Standard of Excellence"*



## When They See Them —They BUY

**H**ICKOK Belts and Buckles sell themselves. Tremendous sales from HICKOK window displays have proved this time and time again. HICKOK superiority in design, quality and finish of leathers and metals never fail to create in the passer-by a desire to BUY.

HICKOK Dealers are supplied regularly with unique window display suggestions. We also loan them special display fixtures. And in many other ways we are continually helping HICKOK dealers to sell more HICKOK Belts and Buckles.

Opportunities for the sale of HICKOK Belts and Buckles in Canada are not only good now, but increasing daily. If the HICKOK Line is not being sold in your locality, WRITE us for it.

*If you haven't seen the HICKOK Spring Catalogue, WRITE for a copy.*




---

## HICKOK Belts & Buckles

*Combined Canadian and U.S. Factories Largest in the World Manufacturing Belts and Buckles*  
 The HICKOK MFG. CO., Ltd., 33 Richmond St. West, Toronto, Ont.  
 ROCHESTER, N.Y., U.S.A.



## A receipt printed and issued by a National Cash Register

### Benefits the customer :

The plainly printed figures of the amount on the receipt show that she has not been overcharged. She likes to buy in a store of this kind.

### Helps the clerk :

It proves that he registered the right amount. The added and printed records inside the register give the clerk credit for the sale.

### Protects the Merchant :

He knows that to get the proper amount printed on the receipt, correct added and printed records must be made inside the register.

A National Cash Register is the only machine that prints and issues this kind of a receipt.

WE THANK YOU FOR YOUR PATRONAGE.  
PLEASE CALL AGAIN.

★A -1.00 -0001 JUN 15-21

Clerk and Trans.      Amount      Transaction Number      Date

**Brown & Stevens**  
General Merchandise

This receipt shows the amount of your purchase.

The register prints a record of the sale on the receipt. The star shows it was a cash sale. "A" is the clerk's initial. The amount is \$1.00. It was the first sale on June 15, 1921. The register also prints an advertisement of the merchant's store on the front and back of the receipt.

We make cash registers for every line of business

# NATIONAL CASH REGISTER CO. OF CANADA LIMITED



OTTAWA  
111 Sparks St.

QUEBEC  
Merger Bldg.

## Good-bye to Sales Problems! Hello to Sure Profits for Retail Merchants!

**That's just what Racine  
Prices for Men's Furnish-  
ings mean to your store.**

In these days when the cash outlay for Men's Wear Essentials involves more thought and consideration than in previous years, the ordinary man is more than ever obliged to look for garments which will yield the maximum wear for every dollar he spends.

In Racine Merchandise he finds that Service; and his consequent satisfaction makes him a regular customer at the shop carrying these dollar-for-dollar values.

Are YOU that Merchant?

Do YOU carry a representative stock of the lines listed below?

"Racine" Working Shirts  
"Hero" Fine Shirts  
"Strand" (Chemise de Luxe)  
Shirts

"Samson" Pants  
"Life-Saver" Overalls  
"Record" Sox

Cravats  
Gloves

Handkerchiefs  
Underwear

Pyjamas  
Suspenders

Belts, etc.

SHERBROOKE  
4 London St.

THREE  
RIVERS  
Main Street

# *Alphonse Racine Limited*

60-98 ST. PAUL STREET WEST, MONTREAL

*Men's Wear Specialists*

FACTORIES: BEAUBIEN ST., MONTREAL  
ST. DENIS, QUE.; ST. HYACINTHE, QUE.

N.B.—A new Sample Room has been opened  
at 85 Germain Street, St. John, N.B.

RIVIERE DU LOUP  
Hotel Ancil

CHARLOTTETOWN  
P.E.I.  
Queen and Sydney Sts.

HAILEYBURY  
Matabanick  
Hotel

TORONTO  
123 Bay Street

SUDBURY  
Nickle Range  
Hotel

SYDNEY, N.S.  
269 Charlotte  
Street



*Attire of Quality  
and Refinement*

What greater guarantee of Highest Grade Quality, Style and Durability can we offer intending new customers than the statement that many of our old clients are proud to advertise LEISHMAN'S TAILORED GARMENTS among their other lines?

Only expert tailors and workmen are employed, and only the very best materials obtainable are used in the production of our suits, whether made to measure or Already Tailored.



Merchants desirous of representing our House are requested to communicate with us, mentioning their class of trade, as a guide, and we shall be pleased to give all the information required. Our proposition offers a generous return.

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

192 SPADINA AVENUE

::

TORONTO, ONTARIO

*Makers of the Best Tailored Garments for Men*

*What greater stimulus  
can we offer than  
rock-bottom Prices  
consistent with  
Highest Quality?*



*Our Garments are  
manufactured for  
Your Benefit,  
Your Customers  
and Our Own.  
Inspect them.*

Progressive merchants are invited to inspect our garments and compare the VALUES we are offering.

Our  
**READY - TO - WEAR**  
Garments for  
**MEN and YOUNG MEN**

are perfection as near as expert tailoring and years of experience can produce them.

FIT, the greatest point in all Ready Tailored Clothes, has been deeply considered from all angles. The Sleeves are not tight, do not drag—Collars and Lapels tailored with precision. The Canvas and Linings of highest quality.

EASE and COMFORT are apparent in all our garments from the first try-on.

*Write and let us co-operate in  
your efforts to forge ahead.*

**THE PUNCHARD-BIRRELL CO.**

549 KING STREET WEST

TORONTO, ONT.

## Inside Information

Good Tailoring with poor materials means WASTE of TIME, LABOR, MONEY; LOSS of PRESTIGE and PATRONAGE.

On the other hand if you use

### Shoulder Pads and Canvas Fronts

Linen, Jute, Union Canvases and Cottons

manufactured and handled by

### The National Pad Co. of Montreal, Limited

you can be positive you are using the BEST interlinings, thus giving satisfaction to your customers and protecting your own interests.

If you are not already familiar with our work, give us a trial.

1620 Clarke St.

- -

Montreal, P.Q.



*Unusual  
Values*

PURE  WOOL  
SOX

*The Mark of Quality, Expert  
Finish and Lasting Wear*

Merchants selling Hanson's Socks do so with the assurance that they are putting before their customers goods of the Very Highest Quality obtainable. They ARE Pure Wool, made to give long and satisfactory service.

Sort up your stock, and send an order NOW; by delaying you may be losing business.

# GEORGE E. HANSON

HULL, P.Q.

Established 1878

# For Camping, Sport and Dress

"MADE - IN - CANADA"

These Belts are produced entirely in our own Canadian Factory by Canadian workers. In handling "ESCUR" Belts you are saving money for yourself and for the Country, and keeping workers employed. ONLY leather grown and tanned in CANADA is used in "ESCUR" Belts. Materials used are one QUALITY only—THE HIGHEST.

## "ESCUR" Quality Belts

This Belt illustrated (No. 909), guaranteed hand-boarded cowhide bridle strap. Suede finish, monogram or initial buckle. Retails at \$1.00. Handsome profit to you.

No. 924 as illustrated, is genuine hand-boarded CALFSKIN, suede lined with either tongue, monogram or initial buckle. Can be sold profitably for \$1.50.

## CALFSKIN BELTS

Regardless of your present stock you cannot afford to be without this Belt. You have a selection from 150 different designs, with a large variety of buckles. See the range and judge the amount of business obtainable from such an attraction.

SELL "MADE-in-CANADA" Belts. The Great Outdoor and Social Season now at hand, affords the Enterprising Merchant his opportunity to reap a quick return for his outlay. See our salesmen or visit our Showrooms. Our prices, stock and service are designed as money-makers for you. Send a trial order, and we are sure that you will follow up with a larger one.

**E. & S. CURRIE, LIMITED**  
TORONTO



**“A Penny Saved  
Is a Penny Earned”**

Save the pennies—that's what our  
**CUT, MAKE and TRIM**  
service does for you.  
You furnish the cloth and let our staff of expert tailors show you  
what truly creditable Men's and Young Men's Suits and Over-  
coats they can make.  
The smartness of the cut, the perfect finish and the unremitting  
care given to every detail are sound reasons why you should give  
our service a trial. **Write for particulars.**

**BEECKEL-ROST**  
285 NOTRE DAME ST. W.

**CO.**  
MONTREAL



# Stifel's Indigo Cloth

Standard for over 75 years

**STIFEL**  
REGISTERED

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*

MONARCH-KNIT

# For Summer Selling

*It will pay you to feature—*

## Monarch - Knit

### Bathing Suits

A very wide range of nobby styles in stock for both sexes and all ages. Each one smartly stylish and perfect-fitting—the styles that will sell quickly and please every customer.

### Monarch-Knit Coats

Sweater coats for summer wear are becoming an increasingly important feature of the trade. The Coat here illustrated is one of the most popular in our range. It has a strong appeal to men, especially those who are going camping or who are preparing for the season at summer cottages, because it is just the thing for the cool summer evenings. The style shown here is our M.391—a real man's coat, close-knit, shape-keeping, neat appearance, but entirely free from "fussiness." Nearly all men like this style. Order some of these for immediate delivery.



### Monarch-Knit Hosiery

Sort up your hosiery stock with Monarch-Knit. Our silk and mercerized lines have the style, fit and value you are looking for. To make your ordering easy, we have prepared a new hosiery catalog—the first exclusive hosiery catalog ever produced by a Canadian manufacturer. Write for a copy.

**The Monarch Knitting Co., Limited**

Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ont.

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When in the market for threads for any purpose, bear in mind that the best is the most economical.

**"FOUNTAIN BRAND"**  
PURE IRISH LINEN THREADS

Manufactured by  
**Island Spinning Co., Limited**  
Lisburn, Ireland

have stood the test of years and established a reputation for being "second to none" for evenness, strength and durability.  
"Fountain Brand" Threads are adapted to meet every need. Manufacturers and makers up of Leather and Textile Goods and others find in our lines the utmost in thread satisfaction.

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.

## Don't Trouble

to make enquiries if you are satisfied that you have reached the maximum of business that you can possibly do, but

*If you desire to  
increase your turnover*

write for Illustrated Catalogue of our ARTISTIC DISPLAY FITTINGS and FIXTURES, specially designed to assist in attracting customers into your store and enhancing the value of the merchandise displayed on

DALE'S—WAX FIGURES,  
BUST FORMS,  
COUNTER STANDS,  
RACKS,  
BRACKETS,  
SHOW CASES,  
WINDOW STANDS,  
ETC., ETC., ETC.

**Dale Wax Figure Co.**  
LIMITED

86 YORK STREET, TORONTO

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

## Deacon Shirts

FOR STYLE  
WEAR AND COMFORT

We Manufacture  
STARCHED SHIRTS  
WORKING AND OUTING SHIRTS  
FLANNELS, ALL SHADES  
TWEEDS, SATEENS  
DRILLS, OXFORDS  
FLANNELETTES  
BOYS' WAISTS

*The Deacon Shirt Co.*  
*Belleville Ontario*



The amount of business done by Merchants who are after this line is astonishing. Our ever-increasing volume of business is a proof of the popularity of KANTKRACK Collars. *THEY ARE* positively the most satisfactory composition collar on the market, the combination of its special features render it FOREMOST as a Reliable Seller.

Every Collar guaranteed through the Dealer.

**One Grade Only and That the Best.**

*KANTKRACK, the perfect linenlike collar*

**Parsons & Parsons Canadian Company**

*Established  
in U.S.A.  
1879*

Makers of the  
*Famous KANTKRACK Composition Collar*  
HAMILTON, CANADA

*Established  
in Canada  
1907*

## Intending New Customers

are invited to inspect our Garments and be convinced that the VALUES we are offering in OXFORD BRAND Clothing, in Quality of Materials and Linings, Expert Workmanship and Finish and CORRECT STYLES, are incomparable at the Prices.

See our range of READY to WEAR SUITS for MEN and BOYS for FALL and Immediate trade, and judge these exceptional values. Perfection Clothes at rock-bottom figures. If our Travelers have missed you send us word and we will have one call.



*Always a large stock of styles in Worsteds and Serges, Blues, Greys and Browns ready for immediate delivery. Let us cooperate with you.*

# Oxford Clothing Co.

Limited

King Street and Spadina Avenue, Toronto



# EMPIRE WATERPROOFS

*For Real Protection!*



A complete line priced to meet prevailing conditions has been prepared for Immediate and Fall.

*Our travellers are now  
showing samples.*

**Empire Waterproof Clothing  
Company**  
863 St. Lawrence Blvd.  
Montreal

J



## Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

**Jones Bros. & Co., Limited**  
29-31 Adelaide St. West  
TORONTO

*Make Friends of the Mothers of the  
Men of To-morrow!*

## Fashion Boy's CLOTHING

With Silk Lined Caps to match, will help the mother please her boy

This line of boys' clothing featuring a silk-lined cap to match, each suit introduces an entirely new principle in boys' outfitting which will make a big success in your boys' department.

Use this leader to bring women into your store and keep them coming.

Write us for samples and astounding quotations.

**Fashion Boy's  
Clothing Company**

149 Notre Dame W., Montreal

Originators of the BOY'S Suit with  
Silk Lined Cap to match





## Summer's Here —

—but is your stock of Summer Sport and Negligee Shirts complete?

There's everything you need in the



line for getting the Shirt Trade in your town.

They're made right—full bodied, comfortable, durable—and priced to bring you buyers.

Every merchant who caters to the popular demand should stock up for the summer business that HERCULES SPORT SHIRTS inevitably bring.

## The Hercules Garment Co., Limited

Head Office:—Montreal

Factories:—MONTREAL and LOUISEVILLE, P.Q.

*Campbell's Clothing*



*For Fall 1921*

**READY MADE**

Our salesmen are now showing our new Fall ranges.

Please give particular consideration to our

*Young Men's Models*

some of which have been accepted as standard styles by the International Designers' Association and the Fashion Book Publishers.

**The Campbell Manufacturing Co.**  
Montreal LIMITED

## Tailored to Measure and Already Tailored

### MERCHANTS:

The interests of your clients are best served by value or money refunded. We offer only the Highest Grade of Garments that cannot but please the most critical dresser.

Write for our Co-operation Plan and Agency Proposition.



*Clothes that always look new*

Due to Quality of Materials, Expert  
Tailoring and Perfect Finish.

# TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES



21 Dundas Street East  
Toronto, Ontario

# 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—901 Confederation Life Building.  
VANCOUVER—314 Carter-Cotton Building.  
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.

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Vol. XI                      JUNE, 1921                      No. 6

**PROFIT** is not the only, perhaps not the main, consideration of business to-day. It is necessary to business but the place which it occupies in the plans of the retailer may be retarding the wheels of industry. If he is holding out for a margin of profit inconsistent with the keen competition of the time, or if he is still failing to mark his merchandise on the basis of replacement value, he is not meeting consumer resistance to high prices in the way it should be met. That being the case, his shelves are not being emptied of their goods as quickly as they might be, with the result that manufacturing is considerably restricted and unemployment follows.

The retailer is performing a national duty in selling all the goods he can. It is the quantity of goods that counts in the industrial situation and reacts in favor of more employment. The more merchandise disposed of, the narrower the margin of profit may become without serious consequences. The greater the turnover of actual goods, the more employment for those who are jobless. No retailer should take the stand that his case is different and that he can, in his isolated position, afford to retain high-priced merchandise or a big margin of profit. Every man who does that is holding up industry and it reacts upon himself in the general business condition of the country. It is a national duty knocking at the door of every retailer in the country to dispose of goods as quickly as possible, consistent with financial security only.

## FALL PRICES

**TO** the retailer who is not holding out for a too wide margin of profit, Fall prices in clothing afford a splendid opportunity for some educational work through newspaper advertising and through window displays. A department store in Toronto recently devoted one of its windows to educational work of this kind and to show the increased value of the dollar to the consumer. A large show card in the window pointed out that a year ago it took \$22.00 to buy one hundred pounds of sugar. Now, the same \$22.00 will buy 100 pounds of granulated sugar, 24 pounds of flour, 14 pounds of cornmeal, 14 pounds of rolled oats, 1 bag of potatoes, 5 pounds onions,

8 pounds carrots, 6 pounds rice, 2 pounds butter, 2 pounds tea, 2 pounds coffee, 2 pounds cheese, 2 dozen eggs, 2 tins peas, 2 tins corn, 4 tins tomatoes, 1 pail plum jam, a pail of marmalade, 1 pound tin shortening, 2 pounds prunes and 10 cakes of soap.

There is in this an idea for the retail clothier. Take, for instance, one hundred dollars. The opening prices in clothing for Fall, 1920, would not have given the consumer a great deal for one hundred dollars. Prices for Fall, 1921, will give a good deal more for that; in fact, a man could get a pretty fair outfit for one hundred dollars with prices for Fall as they will probably be. It would make an interesting and instructive window display. One section of the window, showing Fall prices, 1920, would have a figure of a man with little more on him than a suit of clothes for one hundred dollars. In another section of the window, the figure of the man would be pretty well, if not altogether, clothed for that amount of money. Live advertising could accompany such a window display. If any of the men's wear dealers try the plan out, we believe it will show good results.

Carrying this idea a little further, it might form the basis of newspaper or letter head advertising. If the window display were arranged, pictures of it might be taken, a cut made for newspaper advertising and another one to use in letter heads. It would be an arresting bit of advertising matter.

## ANOTHER GAIN

**THE** Retail Merchants' Association of Canada has made another gain in the judgment recently handed down with regard to a merchant tailor being a manufacturer as was claimed under the budget of 1920. For over a year it has been a disputed point as to whether a merchant tailor was a manufacturer or not. The government held that it was necessary for the merchant tailor to collect from his customer a two per cent. tax; in other words, he was a manufacturer. If the suit of clothes was over \$60 he had to collect another 15 per cent.

The recent judgment handed down and referred to in this issue is to the effect that the merchant tailor need no longer pay this tax. The Retail Merchants' Association advised some months ago that merchant tailors discontinue the payment of this tax as the matter was before the courts and they were practically certain that the judgment would be in favor of the merchant tailor. Such is now the case. The wonder is that such a gross inconsistency was continued for so long a time.

## AVOIDING SALES

**GENERALLY** speaking, the trade up to this time has kept away from the sales which broke out a year ago when the Spring season was at its very height. This would lead to the conclusion that merchants must have their stocks in fairly good shape or that they feel it will be difficult to force purchasing on the part of the public and that they see no object to be served in sacrificing good merchandise. It would be unfortunate to have to go through another sales period such as that through which the trade went a year ago. The whole tendency of such would be to again unsettle the public mind with regard to retail prices of clothing and other men's wear lines. Except for isolated cases, we believe these prices are now as low as is warranted by productive costs and the cost of raw materials. Merchandising along regular lines would seem to be as good a stabilizer at this time as any other.

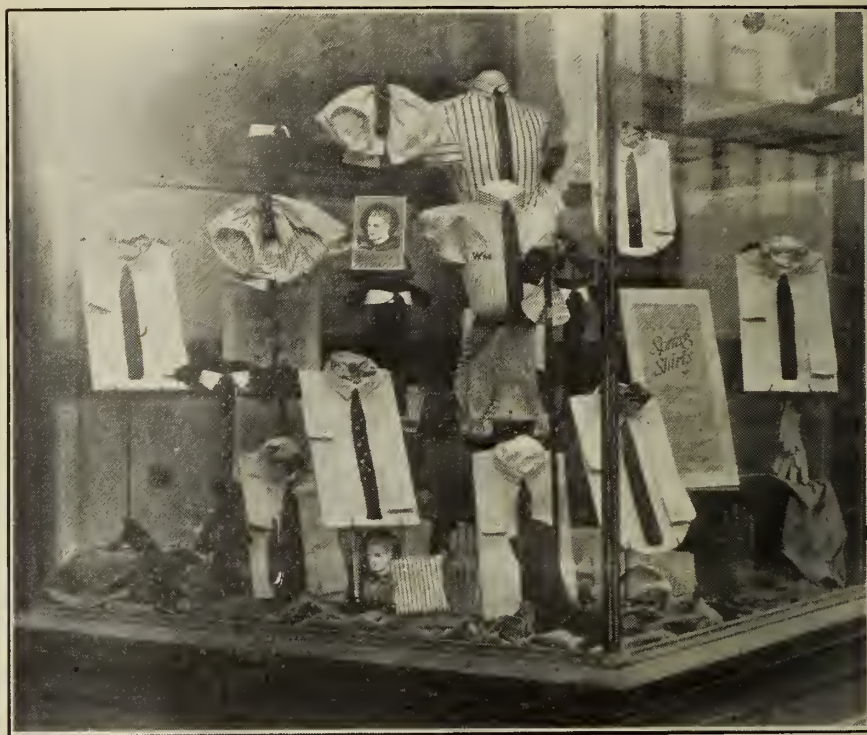
# Stock Records that Help Business

Montreal Haberdasher Originates Systems That Act as Guide to Successful Merchandising—  
Sales From Window Display And Advertising Should Be Recorded.

**R**ECORDS have become a vitally important factor in modern merchandising. They enable the retailer to keep a closer watch upon his incomings and his outgoings, to estimate at a glance just what results develop from any given line of advertising or window display, or in general help him to go after business with better results. Any records that will aid the men's wear dealer in keeping an account of all data appertaining to his customers or his business in general will prove immensely valuable to him in promoting sales, provided the records are maintained consistently and with regularity.

In tabulating the data gathered by the haberdasher, it is necessary that some system for recording and filing should be worked out by the retailer himself, in order that it may be available in the most convenient form. The very first step, therefore, in compiling any such records is to provide a suitable form to meet the general requirements of the business. This form should be large enough and so ruled and printed as to accommodate the entry of all information that will prove of help to him in attaining a greater degree of efficiency and effectiveness.

William Singer, a Montreal haberdasher, has originated a system of stock records and other methods of lessening labor which bears out admirably the foregoing remarks. In a large loose-leaf book he maintains an ideally systematic record of the goods received, sold, etc., each separate page being devoted to one distinct line of merchandise. The leaves of this book are 17 x 14 inches and are ruled on one side only. They provide for the entry of all the information and data relative to each distinct line of goods under separate columns. Triple divisions are ruled for the entry of "Goods Received" and "Goods Sold," the latter heading requiring a double amount of space as will be readily understood. In the lower left hand corner of the sheet is a portion set apart for "Recapitulations," ruled off for every month of the year into 16 columns or sizes, etc., according to the merchandise recorded, and including three columns for recording "Total Sales," "On Hand 1st Month and Received," and "Balance on Hand." Marginal headings are annotated under "Selling Price," "Cost Price," "Article" and "Folio." Each individual line of merchandise, such as shirts, gloves, hose, underwear, etc., will be listed upon its own page, and by carefully entering the number of daily sales of any size, under its own appointed column, the retailer



*The shirt window which sold a record breaking number of garments. Black and white is the dominant note. Shown by the William Singer Store, 36 St. Catherine St. West, Montreal.*

can ascertain at a glance just how the stock stands as a whole.

Going still further in the quest of efficiency, the retailer, according to Wm. Singer, should also maintain a strict record of sales resulting from window displays or advertising by means of a small notebook in which the date, type of display and copy of advertisement are entered. Immediately the event in question is closed, the entry should be made, so that in time this little record can be used as a statistic bureau to ascertain the exact results to be expected from many given style of advertising or display. This method has been worked by William Singer with excellent success, and has completely eliminated the experimental phase from his business, his records having been unflinchingly entered daily during the past eleven years.

A scrap book or file for the store's advertising is another interesting hobby with this Montreal man, and is kept handy to his desk for ready reference. Each lay-out has a particular charm for him, and he recounts with infectious enthusiasm the results which each kind of copy has brought. In fact, according to William Singer, retailing without records is like sailing without a rudder, or travel-

ling without a compass—you simply cannot get along without them if you want to get anywhere.

H. E. Burbridge, who for ten and a half years has been chief of the Hudson Bay stores in Canada, has resigned his position. The volume of business done by this company has been multiplied several times since Mr. Burbridge assumed the management. When the Hudson Bay Company decided to separate the departments of fur, land and stores in Canada, the directors in London acquired the expert services of Mr. Burbridge to organize their chain of stores, which were then fifteen in number, stretching from Fort William to Victoria. Many of these were trading posts which had developed into small general stores. The new stores commissioner transferred these small enterprises into a chain of modern progressive department stores and has added several new ones.

A firm believer in profit-sharing by employees, not only by those holding executive or buying positions, but by clerks as well, Mr. Burbridge has extended this scheme to give clerks an interest in their sales. This was inaugurated throughout the company's service with most satisfactory results.

# Arranging a Merchandising Program

Planning the Store's Activities For Five Months Ahead—On a Buyer's Market Gives Opportunity to Pick Up Good Specials to be Offered at Tempting Prices With a Profit—Value to Advertising and Display

**T**HE old idea of a sale was to clean out odd ends and lines of your stock. During such a sale you expected to lose a good deal of money. Moreover, during this sale people would be constantly asking for something you didn't have and my idea is that a merchant should make every effort to have everything that the customer wants.

"The new idea of a sale, particularly on a buyer's market, is to go out and buy specials in whatever line you may want them and run them, not under the name of a sale—that word has been worked to death—but as a 'special,' or an 'event,' or whatever name you may choose. In that way you have something of real value to offer the public, and if you keep your stock in the proper shape and follow from one end of the year to the other a wise buying policy there are not many fag ends to your stock that necessitate a big sale of left overs. In this kind of sale, moreover, there is a good profit to be had, for you can buy real bargains to-day and offer them to the public at prices that equal pre-war prices."

## Merchandising Program

So spoke the head of a progressive store to Men's Wear Review recently. A close student of the trend of business, he was among the first to take his losses last Fall and get his stock in good shape for the coming months that were bound to be fraught with a good deal of uncertainty. But he did not expect to lie down and let business drift into his store as it would. He is not made of that kind of timber. If Mohamet does not go to the mountain he believes in taking the mountain to Mohamet. In other words, he knew that the day of getting business without any great effort was past, so he decided that more aggressive methods of getting business were necessary. He knew, as many a retailer is finding out today, that when people were about to start out on a shopping expedition, they were going to "look around" to see where the best value could be had, for it is good value at a low price that the consumer is after to-day. Slow deliveries and part shipments of orders were no longer a bogey; he could get what he wanted when he wanted it.

On the first of February, therefore, he called together his staff and arranged a merchandising program for the coming five months. The activities of each week were carefully outlined, having in view that good specials could be picked up here and there, offered to the public

at a tempting price, and with a fair margin of profit. This principle of arranging a merchandising program can be easily worked out in any man's store. The same conditions prevail with regard to most lines. There is the same opportunity to pick up specials and make good profit out of them by offering them to the public at tempting prices.

## A Week of "Events"

For instance, the 8th of May was Mothers' Day. This store referred to took cognizance of this day and featured throughout the store articles that were appropriate to the occasion. From the 9th to the 14th of the month special selling events took place, and the week closed up with a one-day event in which 99 cents was the feature price. In arranging this program each week had one day set aside for a special price to obtain throughout the whole store, like the 99-cent day referred to, though it was not always 99 cents.

## The Value to Buyers

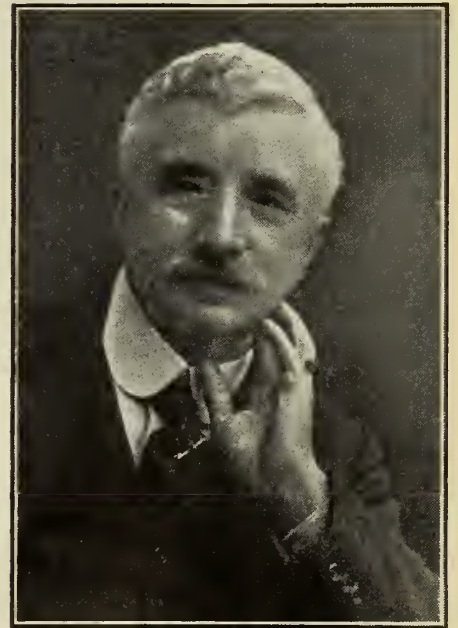
The arranging of such a program has proven of great value to the buyer in this store, and for a very obvious reason. The head of one department in looking over his program knows, for instance, that during a week in June he will be running a special event in a certain line. He has weeks to look around for the merchandise for that particular event, looking into the question of value and price. By the time the event is staged he has been able to select the very best merchandise on the market for that one event and he knows he is offering the best price to the consumer, which is one of the big considerations at the present time. In talking over the program, the head of this firm said that this feature of it has been most valuable during the last two months and that it has enabled him to make a fair margin of profit on many of the special events that have been put on since the first of February. He showed the writer some of these specials and we can vouch for their quality and the margin of profit made.

## Value to Advertising and Display

The arrangement of a program so long ahead is also invaluable to advertising and window displays. The advertising man feels that he has a new weapon in his hand in being able to talk of new merchandise at tempting prices. There is something depressing to the advertising man

to have to talk enthusiastically over odds and ends of various lines of merchandise. But when he has bright, new merchandise, just fresh from the wholesaler or the manufacturer, which is to be offered at a price that looks like 1913, it gives him new enthusiasm with which to take on his work. He can work the new idea with regard to sales to the very limit, pointing out that this merchandise is not shop-worn, but fresh; he can avoid the use of comparative figures which many advertising men believe to be harmful to business to-day.

The plan is of equal benefit to the window display man. He knows weeks ahead what the nature of many of his window displays will be, and what will have to be done in the way of interior display. Successful window displays, so say men engaged in this work, depend upon a thorough planning of the work. Here is the very chance he is looking for, and he proceeds to make the most out of it. By the time one of the events is to be staged, he has every little detail in connection with window dressing and interior display worked out.



Many Canadian merchants will hear with deep regret of the death of C. H. Britton, the well-known pioneer manufacturer in the Manchester cotton industry, which occurred on the 21st of April last. Mr. Britton was widely known to dry goods men all over the world and only last year celebrated his fiftieth anniversary in the cotton piece goods industry. His passing removes one of England's most successful and widely respected merchants, whose loss will be deplored by the trade in general.

# The Value of the Trade Mark

Stands For the Sacredness and Reputation of a Name—Is a Guarantee to the Merchant From the Manufacturer—Law Protects the Trade Mark—The Law on Trade Marks.

Who steals my purse steals trash.  
'Tis something, nothing; 'twas mine, 'tis his,  
And has been slave to thousands.  
But he that filches from me my good name  
Robs me of that which not enriches him,  
And makes me poor indeed.

—Shakespeare.

**W**HETHER or not it was the inspiration of Shakespeare's poetic conception of the sacredness and value of a name that prompted the first man to originate and, for his own protection, register a trade mark may be hard to determine. The fact remains, however, that the trade mark represents, in many cases, the labor and the final achievement of years on which a manufacturer or wholesaler is willing to accept the verdict of a critical public. The trade mark stands sponsor for a name; a name is a reputation, and if the reputation be gone the name is no more a thing on which reliance and faith may be placed. The trade mark is the guarantee of the firm so using it that it is prepared to stand behind that name through good and ill report, that any damaging charge made against that name will be defended in the courts of the land to the fullest extent. To tamper with the name is to tamper with something sacred, with something that represents the entire future of a business; for this reason many interesting cases have developed in the courts with regard to trade marks.

## The Merchant and the Trade Mark

The trade mark to the merchant is his guarantee to the consumer that the merchandise which he sells bears the stamp of quality and carries with it the assurance of the manufacturer that it is what it is represented to be. According to history, many of the old-time merchants were noted for sharp dealing. Some of them bartered, cheated, and even swindled customers by substituting something which they claimed was just as good, but which in many cases was a very inferior article, until by advertising, the merchant and the public became familiar with trade marks and to know the quality and quantity for which they stood. When, therefore, a manufacturer through advertising educated the public to the value of his product, he had built up a name for himself which he transcribed into a trade mark. Not only the holder of the trade mark, but the distributor of his goods reaps the benefit of the trade mark. Through systematic advertising, it becomes so well known that it is impossible to deceive the ultimate consumer if he or she

is looking for the trade mark on the goods being purchased. The use and the advertising of the trade mark, therefore, becomes an asset in the hands of the merchant in the sale of his merchandise, not alone because of the guarantee accompanying it but also because it is now considered that trade marks are the standard for good quality.

## Protection of Trade Marks

The law takes a very stern view of the encroachment on an established trade mark. In cases where a name has been associated with a well known product for a great number of years and the merchant and public have become accustomed by advertising to associate the name with a certain article, the court will protect the use of the name and restrain by injunction any infringement of that right.

The real question which the court has to try in a case of alleged infringement of a trade mark is whether what the defendant has done is calculated to deceive or whether there is so much imitation that goods bearing the one mark may readily be mistaken for goods bearing the other and whether a more careful inspection than an ordinary purchaser would be likely to give is necessary to distinguish the mark and appearance of the former goods from those of the latter.

When an action is commenced having for its object the restraint of an alleged unfair competition in trade carried on by means of an employment by another of a trade mark identical or nearly identical with the plaintiff's there must be established in order for the action to be successful the existence of the trade mark, the plaintiff's right to exclusive use therein and the fact of an imitation and the absence of license or acquiescence on the part of the plaintiff.

Where it can be shown that a dealer has imitated an article in his store and offers it for sale as the genuine article, even though he has only made a single sale, that is sufficient ground for an injunction and the dealer will be restrained from making any further sales.

If the defendant uses a distinct and obvious trade mark on his goods which he is alleged to be passing off as the plaintiff's, and if he states plainly and in clear type that these goods are manufactured by himself, there is a very strong indication that the defendant has no intention of deceiving the public and it is doubtful in such a case if the court would restrain him.

When the defendant has not used the registered trade mark but something to be considered similar to it, the plain-

tiff has to satisfy the court that the use of this is calculated to deceive. But when the defendant has taken the material and essential part of the plaintiff's trade mark, the burden is upon the defendant then to disprove the probability of deception and not upon the plaintiff.

If the plaintiff cannot prove that the public are deceived or that there is a reasonable probability of deception, he has no right to interfere with the use of the name of others. All the court can do is to say that no trader can adopt a trade mark so resembling that of a rival that the ordinary purchasers purchasing with ordinary precaution will be misled.

## Purchaser Must Not Be Misled

If a purchaser looking at an article offered to him would naturally be led from the mark impressed on it to suppose it to be the production of a rival manufacturer and would purchase it in that belief, then the court considers the use of such a mark to be fraudulent. In fact, it has been held that if the goods of a manufacturer have from the mark or device he has used become known in the market by a particular name, the adoption of a rival trader of any mark which will cause his goods to bear the same name in the market may be as much a violation of the right of that rival as an actual copy of the device itself.

## THE REAL SALESMAN

By Caldwell Henderson

One who has a steady eye, a steady nerve, a steady tongue and steady habits.

One who understands men and who can make himself understood by men.

One who turns up with a smile, and still smiles if he is turned down.

One who strives to out-think the buyer rather than out-talk him.

One who is silent when he has nothing to say, and also when the buyer has something to say.

One who takes a firm interest in his firm's interest.

One who keeps his word, his temper, and his friends.

One who wins respect by being respectable and respectful.

One who can be courteous in the face of discourtesy.

One who has self-confidence, but does not show it.

One who is loved by his fellow men.