



Hardly less interesting than the importance which is attached by various firms to their trade mark is the study of the trade marks themselves, which study usually gives a glimpse of the history of the firms so using them or of the universal demand of the product which is the output of the firm. Above we have reproduced about twenty trade marks, selected because of the different styles represented by them.

For instance, there is the trade mark showing the globe, indicating that the product is one that finds its way round all the earth. Then there is the trade mark showing the palate, which refers to the appetite of the person desiring the artistic in clothing. Again, there is a trade mark showing a signal familiar to railroad men, which immediately arrests the attention. There is the trade mark originated from the animal, which carries the name of the animal into the quality of the product manufactured. Trade marks are sometimes designed out of an artistic arrangement of the initials of the name of the firm or of those men who constitute it. There are other trade marks, which contain a portion of two names combined. There is a trade mark which represents a photograph of an electric sign of the name of the company itself. There is the seal style of trade mark, containing the initials of the name of the firm; or the same seal style is sometimes used in connection with a house slogan. There are trade marks which refer to the character of the goods carried by the firm manufacturing them; while others are the signature of the original head of the first firm.

Retailers Not Manufacturers

Ruling From Ottawa Settles Point Long in Dispute.

Ottawa.—“The retailer is not a manufacturer in the general acceptance of the word.” This decision is embodied in the judgment handed down in the Exchequer Court of Canada in the case of King v. Messrs. Pedrick & Palen, merchant tailors, this city.

The case was one in which the Crown sought to collect a two per cent. manufacturers' tax on all transactions effected by this firm since May 19, 1920.

The defendants disputed the Crown's designation of their business as that of “manufacturers.”

In giving his decision for the clothing firm, the Attorney-General rules that the word “manufacturer” must be taken in its commonly accepted meaning. “It would be doing a violence to the English language to hold for instance a humble seamstress or dressmaker, making a few dresses for consumers, to be a manufacturer. There is but one sane conclusion to be arrived at, if one is to be guided by common sense, and that is that the retailer is not a manufacturer in the general acceptance of the word.”

Rupert Jeroy and Chester Moses, Ottawa, have opened a new men's wear

store in Ottawa, at 127 Sparks Street, trading under the name of Rupert & Chester. Mr. Jeroy has been with G. L. Myles for three years, while his partner has been engaged in the lumber business in Carp, Ont.

Owing to the building strike in the Capital, the store was not ready as soon as expected, but the firm are now ready to get busy selling their own line of clothes, which they have named “Unique.” This will be manufactured for them by a large concern and sold under direct guarantee of the new venture.

Irvine & Anderson have opened a new store in Red Door, Alberta. It is in the west Smith & Gaetz block.

Making His Store a Rendezvous for Travellers

Max Elkins, of Montreal, Shows That East and West Meet Despite the Poet—Keeping "in Touch" With Bell Boys and Elevator Lads is Good Advertising—Good Profits on Side Lines.

"FOR East is East and West is West, and never the twain shall meet," sang the poet once upon a time, but then he had never visited the unique haberdashery and clothing store managed and owned by Max Elkin, of Montreal, which has become the centre of gravitation for men passing through the busy metropolis of Canada on their way to the ends of the earth. The store might well be named the "Travellers' Club" on account of its character, but it has no such distinguishing title and makes little visible sign of its inward and original nature, as it is known only to that select coterie of knights of the grip, or tourists, globe-trotters or brawny-armed young harvesters who journey to and fro with unceasing regularity from sea to sea.

The travelling public is entirely responsible for the splendid volume of business which annually rolls in to the credit of Max Elkin, but had it not been for the almost prophetic foresight of this young haberdasher one of the most unique Canadian stores might not have come into existence. Some years ago Max Elkin lived within a stone's throw of two big Montreal railway stations and the many hotels which cluster about them, and he could not but be struck with the fact that there existed a great need for a high class store in that particular neighborhood, which would offset the numberless pawnshops and cafes. The wish was father to the thought and in 1908 the present store was opened.

Everything From Head to Foot

The great idea, according to Max Elkin, is that his store caters to the man who does not want to put up at a hotel. Hundreds of men, he says, have to put in a few hours between train times, and are unwilling to pay the exorbitant amount asked for a room in any reputable hostelry. He has, therefore, planned his store with this in mind, and not only does he successfully specialize in "Everything from head to foot," as his slogan goes, but he acts as a sort of pal or big brother to every weary traveller who cares to drop into his up-to-date store on Windsor Street. His store covers two floors, upon the lower of which is kept the clothing, headwear and haberdashery, and on the upper is located the footwear department and a wash room or dressingroom, where the grime that inevitably clings to one after a train journey may be removed and the

attire spruced up. Behind the store there happens to be a nice yard, and so Max Elkin conceived the idea of fixing it up with benches, etc., and allowing his customers to use it as a rendez-vous for appointments or as an open air smoking room. That this scheme is appreciated needs no further comment; one has only to glance through the windows at the rear of the store to know what that yard means to the business. Only the man who has been in a train for days, and who is none too well blessed with superfluous cash, can describe the service rendered by the Elkin store. The opportunity of being able to wash up, have a change of linen, and a sympathetic handshake means everything to a great many men, who recall Max Elkin's memory with something suspiciously like gratitude in the deepest sense of the word. That it is generally necessary to make a purchase through some mishap in travelling is inevitable, but is not expected or mentioned by the proprietor, nor are his prices by any means as high as those asked in more exclusive shops up-town. As he says himself, he is there to help travellers in any way possible, and in spite of the fact that he offers far more than he receives in return, in most cases, he never considers himself imposed upon, nor permits any of his more boisterous customers to become a nuisance.

The Case of the Traveller

"Take the case of the average commercial traveller," he said, "he is apt to meet with mishaps from time to time, such as having his grip stolen or losing his hat out of the car window, or he may even arrive in Montreal minus pyjamas or a supply of clean collars owing to absence of mind on the part of friend wife in packing. In the case of a man whose grip has been stolen, it is essential to supply him with everything required, yet not to sell him more than is absolutely necessary. If you make the error of trying to push sales as in ordinary stores, you might as well quit the game. Travelling men don't want to be loaded up with stuff, nor are they attracted by bargains. They want a certain thing no matter what the price may be, and the whole idea is to give them what they want. If they ask for one shirt, it would be fatal to try to persuade them to take two."

The store calls for specialized salesmanship in more ways than one, and

from his constant association with men of different countries, Mr. Elkin is enabled to suggest just those things which each type wants most. "For instance," he says, "when an Englishman walks into the store, apparently just off a liner or from the train en route to a home-ward-bound steamer, he wants two things and he wants them quickly. They are fresh collars and towels. The average Englishman cannot bear to use the towels provided by the railways, etc., and no matter how hard up he may be, will call for a large rough bath towel, together with the type of collars to which he is accustomed, and then demands to be shown where he can wash up. When we can, we try to advise really smart, becoming styles to our customers, but it is pretty hard work to persuade an Englishman to adopt a decent fitting collar. He is so wedded to ungainly shapes and is so unconscious in his manner that one's efforts are generally wasted. Americans are quite different. They look for what is new, and are very keen on our woollen socks and ties. American women tourists also drop in frequently in Summer to pick up a souvenir, and I find that mementos of a practical sort are fast replacing the useless gimcrackery which used to be picked up by tourists. By putting my name on my high grade shirts and ties, the gift is in the nature of an imported novelty for the recipient, and it frequently happens that the purchasers send back for more in months to come."

His Advertising

Asked how it was that he came to be so well known to the travelling public, Max Elkin explained his methods of publicity. "It is no use whatever for me to advertise," he said, "I do not really want a residential trade, I exist solely and only for the convenience of guests at the neighboring hotels or transients. On the back of every bedroom door in all the leading hotels in Montreal there is tacked a little card bearing my name and address and the simple phrase 'Everything from head to foot,' and as soon as the guest shuts his door he sees my name immediately. Then, I have taken pains to become 'solid' with all the bell-boys and elevator men in the hotels, so that when they are asked where the nearest clothing store is they will take the trouble to mention my name. I make it worth their while, by allowing them a slight discount upon ordinary pur-

chases, and I do not forget them at Christmas, so that by a very harmless form of bribery I can count upon their good offices in so far as recommendation goes. It is my way of advertising really, and is a profitable outlay in the long run."

From May to October the Elkin store does a very large volume of business, as the racing season opens early and the usual army of racing men congregate about the stations and gradually drop into the store to meet friends. The Blue Bonnets and Dorval races attract thousands of such sportsmen, and during the Summer months the yard behind the store hangs out the S.R.O. sign pretty frequently. Later on in the Summer, another army of travelling men arrive, namely, the harvesters from Newfoundland, Nova Scotia and New Brunswick, who are bound in holiday spirits for the great West and the wheat fields.

Selling Side Lines

Another profitable side line which is rather unusual in a men's store is the idea of selling umbrellas and rubbers for women as well as for men. This line is very popular, because so many women get off the trains to find either

deep snow or pouring rain and they are thankful to avoid ruining their footwear and hats by purchasing the necessary coverings. A valet service is also maintained by the store, by which any man may have his clothes pressed and freshened up while he waits.

The Best Sales

Among the best sellers, according to the proprietor, are luggage and pyjamas. The former sells not only because a man has been unfortunate enough to lose his grip, but also because it is getting quite a habit to buy clean clothing and check a suitcase full of soiled clothes back home to be laundered. Pyjamas, apparently, are the main article of wearing apparel which is forgotten in packing, a very large number of men leaving home forgetful of the fact that they are going to sleep some time. Bathing stuff sells well in the Summer, but mostly in cheaper lines, owing to the prevalence of fresh water bathing in the vicinity of Montreal. Where salt water prevails, the bather requires a wool suit, but the cotton varieties answer the purpose perfectly well in the lakes and rivers of Quebec. Straw hats just now are the centre of attraction, and Mr. Elkin en-

deavors to keep his windows attractively dressed with all the newest shapes in straws from May first onwards to remind the traveller that he must freshen up and look his best from the head down. The unit system is preferred in dressing the two large windows, because each one can be rearranged so quickly. Mr. Elkin never permits an appearance of congestion in his displays, yet he cleverly manages to have a representative showing of his merchandise, so that purchasers may receive suggestions from the occasional models shown.

"The secret of my success," concluded Mr. Elkin modestly, "is to try to serve my customers in the little things, as well, if not better than if they were buying the most expensive items of merchandise. If we can show them by careful painstaking salesmanship that we are as interested in their purchase of a twenty-five cent collar as in the suit that they order, they will come back, and that is all we ask. They may not return for months, but they do not forget, and if we have served them well they will recommend us to their travelling friends constantly. I do not think we have ever lost a customer yet."



After fifteen years of retailing in Kitchener, Thornton & Douglas have opened a new store at 20 West King Street, a picture of which is shown above. The floors and wainscoting of the windows are of golden oak. The men's and boys' hat department is to the right of the main entrance, while the furnishings are to the left. Directly beyond the hat department on the right is the office and at the rear, where there is an abundance of light from two handsome rear windows, is the men's and boys' clothing department. The store throughout is carefully planned and designed, having in view the best possible service to the customer and is a distinct addition to the general business of Kitchener.

In opening their new store, Thornton & Douglas did a good deal of newspaper advertising of a distinctly creditable character. Not only was a picture of their new store shown, but there were also pictures of the manager, H. A. Wettlauer, the heads of the departments, E. J. Fisher and H. F. Glasser, and the members of the sales force. These pictures accompanied a general description of the store and a history of the business extending over the past fifteen years.

Conservative Buying Policy in Fall Clothing; Outlook Seen by Retailer and Manufacturer

Unemployment and Low Prices of Farm Products Big Factors in Situation—About 30 Per Cent. of Usual Requirements Placed to Date—Retailers Will Buy More Frequently—Popular Prices in Suits and Overcoats.

TO quote from the lines of a popular song, "Watch Your Step," is to be the big sign post on the retailer's road for Fall so far as clothing is concerned. This conclusion is reached after many conversations with retailers of clothing and from a questionnaire sent out some days ago asking buyers what percentage of requirements usually placed at this time of the year had already been placed by them. We also asked them about conditions in their respective localities and the bearing which they believed they would have on Fall trade in comparison with conditions of a year ago. The conversations and the replies to this questionnaire received all point to a Fall season in which the greatest care is to be exercised with regard to a buying policy and the greatest aggressiveness possible with regard to a selling policy. Business is not yet back to normal and the retailer is uncertain as to when it will be. The industrial situation has not readjusted itself as quickly as was thought some months ago and there is still a good deal of unemployment. This factor is the outstanding one in large centres of population and in some of the smaller ones, where the business of the retailer is largely dependent upon industrial workers. On the other hand, the price of farm products is still going down and is affecting the purchasing power of the farmer. This factor is the outstanding one in rural communities, where the business of the retailer is largely dependent upon the farming community.

It is these two conditions that are uppermost in the retailer's mind when he looks ahead to Fall business and its prospects.

Quantities Bought

At the time Men's Wear Review sent the questionnaire to retailers asking them what percentage of their requirements usually placed at this time of the year they had now placed, we sent a similar one to manufacturers, asking them what percentage of business for Fall usually placed at this time of the year was now placed. The replies from the retailers and from the manufacturers are substantially the same when the average is taken. From retailers we learn that commitments for Fall in comparison with a year ago range all the way from zero to 60 per cent.; while the manufacturers report from about 20 per cent. to 50 per cent. The average in both cases is somewhere between 30 and 35 per cent. There are a number of cases where retailers have placed only 10 per cent. of their usual requirements, but the greater number are 25,

30, 33, and even as high as 60 per cent. of the usual.

Will Buy Oftener

There is one other thing that should be taken into account with this summary, however, and in our questionnaire we took this into consideration. One of our questions was with regard to the number of times the retailer would buy during the Fall season. "Do you expect to buy smaller quantities and more frequently for Fall than usual?" was our question. Without exception the answer was in the affirmative from all sections of the country. This leads to the observation that, whether the four-season buying plan is adopted officially or not, it is actually in practice and will be for some months to come. It is to be a from-hand-to-mouth season, so far as buying is concerned, and there are not a few manufacturers who say that, in the long run, this will be the best for the trade. There is no doubt but that this policy will add to the difficulties of the manufacturer. But the retailer feels that, more than ever, he has to keep step with consumer demand, and, in turn, he is in the position of being forced to make the manufacturer do the same thing. The big grain of comfort which the manufacturer has this year is that there are not to be cancellations like last year and that shipments, in whole or in part, will be returned to him. There is one thing that should be pointed out with regard to bookings to date in comparison with those of a year ago, a point brought to light by a number of manufacturers. That is, that travellers have not been sent out as early as last year and have not covered the same amount of territory as they had covered a year ago at this time.

The Outlook For Fall

The retailers to whom we have talked and from whom we have heard do not feel that the outlook for Fall business is quite as good as a year ago, although some of them point out that there are things to be taken into consideration that are quite in favor of a good Fall season. They point out the two factors above referred to as bearing on Fall business, namely, unemployment and lower priced farm products. "With lower prices for Fall products and the prospects of factories not running full time," says one correspondent, "the outlook is not too promising, although trade is keeping up well to date." And then he goes on to make a timely observation with regard to keeping business up. "This season has taught us one thing," he says, "and that is you cannot do

business in the same way as in any past season. One has to adopt new schemes and different methods to meet conditions and to keep sales up. We have adopted a post card scheme, outlining one special, which we send direct to the customer, and we have found that they bring most satisfactory results." Still another correspondent refers to a condition which has been mentioned to Men's Wear Review by a number of manufacturers as one of the hopeful signs of Fall business. "The evidence about me is," says this man, "that men have been wearing their suits, overcoats, underwear, etc., threadbare and that this factor is the most evident basis for calculating the Fall trousseau." This fact is mentioned in connection with the necessity for buying winter weights in all lines of men's wear. But this correspondent also goes on to point out to the unemployment situation, which, he says, causes some apprehension.

"In my opinion," says one manufacturer, "the year 1921 is undoubtedly going to be a very short one in business. It is impossible that we could recover anything approaching normal conditions for at least another year. Unemployment has caused a great decrease in the purchasing capacity of the consuming public. This is not decreasing and undoubtedly will increase before next Winter is over. Buyers are purchasing a minimum in advance which they can see actual requirements for and it is just possible there will be serious advances in the prices of all commodities as the stocks will be so depleted, all classes of buyers will be in the market at once."

Popular Prices For Fall

One of the questions asked of retailers was their opinion of the popular prices in suits and overcoats for Fall. In only one case is the price given as high as \$50, and in most cases it is well below that figure. The average of the replies received indicates that the popular price in suits will be between \$35 and \$40, and in overcoats between \$30 and \$35. In some cases the low figure of \$20 is given for both suit and overcoat. The replies, of course, vary according to the locality.

Among those from whom replies were received were: R. H. & J. Dowler, Ltd., London; Begg & Co., Hamilton; George Naylor & Co., Ingersoll; Ed. Mack, Ltd., Toronto; Hunter Bros., Barrie; Livingston's, Ltd., Kingston; Beaumont & Johnson, Ottawa; E. R. Fisher, Ottawa; Hersee Bros., Woodstock; Dundas & Flavell, Lindsay; MacLaren & Co., St. Catharines; Ernie White, Chatham; Robt. Craig, Brockville; Charles Austin Co., Ltd., Chatham.

Four Cardinal Points in Salesmanship; Ottawa Clerks Aim to Improve Efficiency

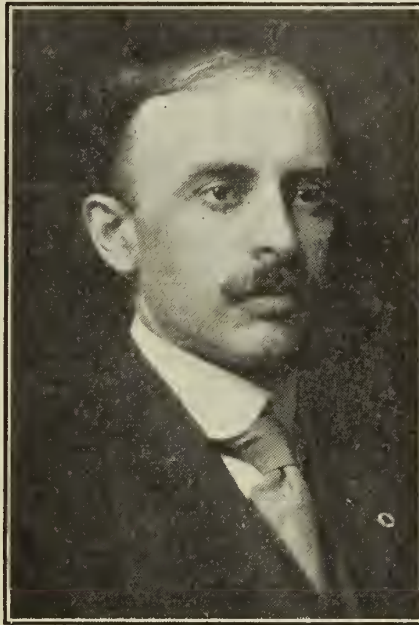
Vice-president Richards Addresses the Association on Important Question—Attention and Interest of Customer and Desire to Possess—Many Valuable Hints Thrown Out.

THE retail clerks of the city of Ottawa are holding a series of meetings at which talks on salesmanship are being featured. It is their belief that effective salesmanship is largely the key to the present situation; moreover, they believe that employers are willing to fully recompense them for superior salesmanship. At a recent meeting of their association, which is a branch of the International Protective Association, Vice-president J. Emile Richard gave the following address which will be of interest to every salesperson:—

"As you all know," said Mr. Richard, "one of the purposes of this association is to provide a means of increasing efficiency among retail clerks; and, therefore, when a clerk joins us, it signifies that we get a new fellow-member who has a desire to take advantage of these opportunities. I have the intention tonight to show these new members, that the association is not receiving them under false pretences.

"I wish to point out a few reasons why we need to increase our efficiency every day. Many of us are more or less experienced, according to the number of years spent at the service of the customers; yet, we all have to agree that there is always something new to learn from every sale we make or lose; we all have to agree that there are things we must say or do in some cases, which we must omit or differentiate at some other occasions. Still, there are invariable rules, which we must follow in each case, to effect a sale. If we have no knowledge of these rules, we cannot really be efficient to pilot the big 'salesman's-ship' towards and land at the port at which we aim. There are indifferent clerks who are satisfied to paddle tiny canoes any old way all their life, and get poor pay for doing it; but there are many more real salespersons, who are gradually acquiring the ability of piloting big steamers into 'Port Success,' and get increasing pay for doing it; there's the difference, and that's why we find it profitable to study and increase our efficiency as salespersons. Let me remind you of the statement a prominent businessman recently made in this hall, which was that: 'No employer hesitates in paying high wages to clerks who are showing a desire to get ahead and increase their efficiency,' and we all have to agree that this is no false statement.

"We all have to agree, that there is no other profession requiring more tact, talent, ingenuity, knowledge, etc., including an insight into human nature,



J. EMILE RICHARDS,
Vice-president of the Ottawa Retail Clerks' Association, whose address on Salesmanship to the Retail Clerks of the Capital appears on this page.

than salesmanship. The less experienced clerks must realize that they need genuine perseverance in improving their efficiency. With perseverance, any ambitious salesperson can succeed in arriving at a fair degree of perfection, providing they acquire proper knowledge and make use of it.

"But if we wish to succeed in doing that, we must not let indifference grow in the garden of our individual ambition. No store employee can pose as a person knowing it all, and sneer at the truth that, to attain success, a man or woman must always cultivate a desire to observe and learn from self-experiences and those of others. It is to deceive one's self and nobody else, to sneer at that fact.

"Now each member of this association has had experiences differing from those of his or her fellow-clerks, and I'd like to remind you that, while keeping an open mind to welcome the ideas of others, this member is expected to unselfishly relate what he has observed, for the benefit and help of his fellow-members. By such an exchange of experiences and ideas, we shall continue to improve our efficiency as salespeople; and time will soon come, when our organization will morally be known as 'The Salespeople's Improvement Association.'

"Some time ago, our devoted president

kindly requested me to address this meeting, on a topic of salesmanship. I accepted with pleasure to try, and now, being through with my remarks, I beg of you to allow me a few more minutes of your kind attention. I have prepared an unpretentious stunt to give you a better illustration of the different elements of making a sale, and how they work together. I trust that this little stunt will be beneficial to every one of us, whether we are experienced or just beginners in the art of selling goods."

Mr. Richard then explained that he would use four pans of sizes to fit into each other and bearing the inscription of each division of a sale. In each pan he would drop a few cards representing the different elements required in each case. Then when all the cards were used and explained, he would fit the pans together, to illustrate the close of the sale.

But before performing this, he thought well to remind the meeting, that there were two foremost necessities to succeed in effecting a sale. They were: First, an ambitious salesperson. Without ambition, anyway, a clerk could never become a successful salesperson. Second: The salesperson's personality. Here, Mr. Richard ably described alertness, affability, foresight, knowledge, cool-mindedness and self-control, as few of the main attributes of personality, which invariably were contributing to help a salesperson to attract the confidence of a buyer.

"Now," resumed Mr. Richard, "the natural divisions of each sale comprise four different stages or conditions; they are:

- 1—The Attention of the customer.
- 2—The Interest on the part of the customer.
- 3—The Desire created to possess the goods.
- 4—The full Conviction of the customer, and the closing of the sale.

"These four conditions must gradually follow each other by the rules of logic; we cannot get Interest without, at first, securing Attention; any more than I can fit this large pan, representing Attention into this smaller one, representing Interest, and so on. If we fail to secure Attention properly, we can usually expect the customer simply to say: 'I'm just looking around, thank you.' When a clerk doesn't know enough to prevent a customer from evading that way, it is time he should study how to secure Attention.

"Again, each of these four conditions

(Continued on page 40)

Obtaining Good Results From "Specials"

Austin's, of Chatham, Use Arresting Words in Advertising and Get \$3,000 Worth of Business on Two Events—Overcome Difficulty of Impassable Roads.

CHARLES AUSTIN CO., LTD., of Chatham, are convinced that this is a very good year to supplement their aggressive newspaper advertising campaign with direct-by-mail advertising. It gives expression to a personal appeal, which, they believe, will bring better results this year than, perhaps, any year for some time back. Quite recently they have sent out numerous letters from the respective departments in their store to a large mailing list which they have built up during the years they have been in business. And they are getting results from this type of advertising, results that are very encouraging and are going a long way toward keeping up the turnover. The policy of the store is not to cut down their advertising appropriation, rather to increase it, but the increase is going into personal, direct-mail advertising and not into newspaper space. And in conjunction with their advertising they are, through a system of bonusing, encouraging the members of the sales' staff to give the very best service they can behind the counters.

Two Big Days

How Austins got two big days out of this type of advertising is worth noting, two big days for their clothing department. The reproduction of two post cards that were sent to a mailing list of two thousand will be seen on this same page. There is a good deal of originality in the catchy wording of these cards. George Gray, the head of the clothing department, believes that direct mail advertising carries with it the necessity of catchy headings that first attract and then

Good Morning! How're Your Pants ???

ANNUAL TROUSER SALE
April 9 and following days

There'll be **BIG DOINGS** at AUSTIN'S Saturday next. 2,000 pairs of trousers will be sold at exceptionally low prices. They're high grade Imported and Domestic materials and are the best values seen in many years. Type trousers for tall, short or stout men. This is such an outstanding offer for men that we need mention but three of the special lines:

TWEED TROUSERS	WORSTED TROUSERS	SPECIAL TROUSERS
\$1.98	\$3.50	\$5.00

Stock up now. Join us in this Big Trousers-Up Event.

See Our
Windows

CHARLES AUSTIN CO., LIMITED
The Store with the Stock

Trousers at
\$6.50 to \$10.50

hold the attention of the reader. These two post cards have carried out Mr. Gray's idea to a nicety and the results obtained from them justify his arrangement. "Good morning. How're your pants," is certainly an arresting heading and one cannot imagine that, having read that much, one would stop before the whole post card was read.

Weekly Events

It will be seen by examining these cards that one followed the other in a week's time. Austins follow the practice of holding a weekly event in their clothing or men's wear department. When Mr. Gray inaugurated this weekly event, it was thought, perhaps, that it would be impossible to maintain the interest in the men's wear department for every week at the year. He stated to Men's

Wear Review, however, that the plan had been successful and it has now been run for a number of years. As a matter of fact some one of the departments runs a special every day of the week during which the actual cost of the article is lost sight of by the firm and an effort made to give a real special. In the majority of instances, comparative figures are not used in running these specials; the firm believes that the avoidance of them is preferable.

A Good Try-Out

The annual trouser sale of Austins proved to be a good test of the value of direct-mail advertising. There were two things that proved its value. One was the weather and the other that this direct-mail advertising constituted the great bulk of the advertising done for the sale. Anyone who has been in that section of Ontario in the Spring of the year knows what country roads are like. There are few roads that are worse and residents in Chatham and vicinity are all strong for any government that will improve the roads. They are well-nigh impassable at times and the retail trade suffers to a considerable extent during this season of the year when country-folk are unable to get into the city.

In spite of this fact, hundreds of people responded to the little post card from Austins and risked a good deal to get into the city on the 9th of April when the annual trouser sale was in full swing. Mr. Gray stated to Men's Wear Review that the roads had seldom been worse but their familiarity with their clientele told them that many had come in that day. The post card which cost them \$20.00 to get out (they sent only 2,000) brought them a \$1,000 a day in pants alone, not counting what would automatically come to the other departments in the store. It convinced the head of the de-

MEN!—RED LETTER DAYS!!!

THE HIT OF THE TIMES

SATURDAY APRIL 16th TO 23rd
AUSTIN'S GREAT MEN'S STORE
Will Sell
300 MEN'S ALL WOOL SUITS AT

\$26.50

These Suits are made in the popular two and three-button single and double-breasted sack suits, silk skeleton trimmed, half lined and some lined throughout with serviceable alpaca. Sizes range from 33 to 44. Blues, greys, browns, plains and fancy.

Get here on
time while the
choice is best.

See Our
Windows

**SUITS FOR YOUNG MEN
AND MEN WHO STAY YOUNG**

CHARLES AUSTIN CO., LIMITED
The Store with the Stock

YOU can't
afford to miss
this opportunity.

See Our
Windows

Suggestions for Show-Cards for Seasonable Merchandise

“A Window Without a Show-Card
is Like a Book Without a Title”

YOU MAY TAKE IT FOR GRANTED THAT THE
MAKE, STYLE AND QUALITY OF THESE
GARMENTS ARE GOOD.

HOSE IN WHICH YOU CAN PLACE YOUR
CONFIDENCE AS WELL AS YOUR FEET.

THE SUSTAINED LEADERSHIP OF THESE
CLOTHES IS A GUARANTEE.

STYLE'S LATEST IDEAS PORTRAYED IN THESE
MODELS.

THE LATEST FEATURE IN STRAW HATS.

EACH ONE OF THESE MODELS IS A CREATION.

NECKWEAR NOVELTIES FOR THE HOT DAYS.

AN ADVANCE SHOWING OF THE NEW PALM
BEACH CLOTHES.

WE NOT ONLY TALK QUALITY BUT SELL
QUALITY.

UNDERWEAR THAT MEANS SOLID COMFORT
IN HOT DAYS.

BOYS' APPAREL FOR PLAY DAYS.

SPORTING SUGGESTIONS IN THE LATEST
TOGGERY.

THE QUALITY GOES IN THIS HOSIERY BEFORE
THE NAME GOES ON.

THE PRICE IS LOWER BUT THE QUALITY IS
THE SAME.

OUTING TROUSERS FOR SPORTS WEAR.

WONDERFUL VALUES IN POPULAR PRICED
SHIRTS.

DISTINCTIVENESS AND PERFECT TASTE ARE
COMBINED IN THESE SHIRTS.

WE CONCENTRATE ON SERVICE TO OUR
CUSTOMERS.

ONE OF THE SMARTEST NECKWEAR
CREATIONS.

A HAND-PICKED ASSORTMENT OF QUALITY
SHIRTS.

STRAW HATS THAT RIVET ATTENTION AND
GIVE SERVICE.

THIS TRADE MARK IS A LABEL OF SATISFAC-
TORY SERVICE.

THE IDEAL STRAW HAT FOR THE KIDDIES.

PANAMAS TAILORED AND TRIMMED TO
ENSURE DEPENDABILITY.

BOYS' WASH SUITS AT POPULAR PRICES.

THE SEASON'S BEST SELLER IN NECKWEAR.

BUY NOW—THE QUALITY CAN'T BE BETTER
AND THE PRICE IS RIGHT.

A FINE BOYISH HAT—LIGHT, COMFORTABLE
AND FULL OF STYLE.

NEW STYLES IN SOFT COLLARS.

THESE MODELS WIN PRESTIGE AND
CONFIDENCE.

THE NEW PALM BEACH FOR TROPICAL
WEATHER.

NECKWEAR NOVELTIES THAT ARE ALL THE
RAGE.

Place of the Publicity Manager

Address by the Advertising Manager of Dupuis Freres, Montreal—Value of Weekly Conferences—Supplementing National Advertising—Newspaper the Best Medium.

H. G. VAILLANT, advertising manager for Dupuis Freres, Montreal, recently gave an address to the French speaking section of the Montreal Publicity Association on the part an advertising man for a department store should play for the good of his firm.

"The advertising man's duty is not solely to determine the space each department should be allowed in the daily papers, but to take charge of the store's publicity work in all its forms," Mr. Vaillant told the association. "It is to create customers who will swell the patronage of the store and increase the volume of business done.

"The publicity manager must remember that it is more advantageous to realize on all lines of merchandise before the end of a season than to hold them over to sell at a loss during the corresponding season in the following year.

"He should know at just what times of the year a certain section should have greater prominence than others. The store's policy should preclude any tendency to push the sale of goods which happen to be more abundant than usual, but it should endeavor always to offer to the public exactly those things which the public would naturally want or need. Therefore, the publicity man must ask himself every week, 'What does the public need this week?' And, furthermore, he should ask himself such a question at least two or three weeks in advance, in order that he may be sure that the various departments concerned have had the foresight to stock up in the lines required.

Weekly Conferences

"Weekly conferences, which are in force in most stores between the different heads of departments are a tremendous help to the advertising man on account of the various problems discussed and the exchange of viewpoints brought up.

"The advertising department is the interpreter of the feelings and the policies of a commercial house in regard to the public. The store may have the finest merchandise, together with the best sales clerks ever assembled, yet success will not follow, nor will the number of sales and the general volume of business increase if its policies are not faithfully represented to the public through the medium of the publicity department, the one real and vital point of contact between store and customer.

"The advertising department should, therefore, keep its customers in touch with market conditions for the reason that the great majority of our women pass much of their existence between the

four walls of their homes, and would certainly be interested in such brief items of market news as can be included in the body of an advertisement, such for instance, as the statement that cotton has dropped five or ten cents within the last three months, or that some other item has risen owing to certain conditions.

Character of Manager

"The advertising manager should be a man of adaptable character, since he has to do business with all types of buyers and must apply himself to be on the best of terms with each and all, in order that there may be perfect harmony between everybody in the store's personnel. The advertising manager, likewise, must follow closely all current events through the medium of the daily press and the various financial and trade journals as well as by close attention to the trend of affairs in his own store no less than in those of local competitors. Fashions in certain types of merchandise should be perfectly familiar to him according to the principle already mentioned that the store must only offer that merchandise that the public naturally desires.

"Besides all this, he must not neglect to keep himself posted from day to day regarding the offerings advertised by his competitors, by following their copy, examining and comparing their prices.

Preparing Copy

"In preparing advertisements especially for the daily press there are certain points to remember: certain characteristic traits of the store must be featured without having a tendency towards monotonous repetition, cuts which are up to the minute in fashion and descriptive accuracy should be used. It is advisable to have an understanding with the newspapers by virtue of which the advertisement may always appear, not only on the same page every day, but in the same place on the page, for it is well known that the advertisement performs the same act as the proverbial drop of water that falls constantly upon the same spot.

"One of the daily tasks of the advertising man should be to supervise the window displays, the interior decoration of the store and the attractive arrangement of merchandise in the different departments. Besides attending to the actual advertising, the publicity man must insist that all other departments co-ordinate and collaborate with his own efforts in a manner of once national, intelligent and logical. Above all things, the merchandise advertised must be as attractively displayed as possible, so that each display may be the literal

crowning of the whole effort. But even when all these details have been carried out with scrupulous attention the publicity manager's duties do not cease here.

Truthful Statements

"There is one point upon which it is well to insist, especially in connection with department store advertising, and that is truthful statements. The advertising man cannot too strongly impress upon his associates the short but all comprehensive motto of the Associated Advertising Clubs of the World, namely, 'Truth.' Under no consideration must he permit any false or exaggerated assertion to enter into his advertising.

"In every well managed advertising department there should be kept a list of customers with their addresses, and every person who has made a purchase of any importance which has to be sent to their home naturally should be placed upon this list. Every month it is advisable to look over this list and check it up lest any names should fail to reappear within a due lapse of time, and in the case of the latter condition some form of personal letter should be mailed to the customers in question, showing them that their custom was appreciated and desired. This rarely fails to please the average person, and naturally causes him to recall his past purchases and the reasons for having discontinued his patronage.

Supplement National Advertising

"It also happens that our leading manufacturers frequently carry on advertising campaigns in the press in order the better to make known their products. If the department store happens to be carrying the line thus advertised, I believe it is distinctly advantageous to all concerned that it should second these campaigns by reference within its own advertising to the product thus nationally featured.

"The advertising manager must keep strict account of the financial side of his department and must also be on his guard against the army of advertising solicitors who daily besiege him. The latter class includes both newspaper solicitors and amateur performance programme committees. To one and all he must show the utmost patience and tact.

Where to Place Advertising

"This leads me to ask where the department store should advertise to best advantage? The greater part of the advertising expense should be placed naturally with the daily papers, because a progressive store should have, nearly every day, new items of interest to announce to the public.

Continued on page 40

"The Customer is Always Right"

Operating on This Principle, Charles Dion, of Three Rivers, Has Built Up a Good Business
—Catering to All Classes—Introducing City Ideas—Profits on Sports Clothing.

IN any great industrial centre where enormous factories and mills employ many thousands of employees there must exist the requisite element of retail trade to retain the money earned within the limits of the district. In such a city as Three Rivers, Quebec, there is a threefold mission for the men's wear dealer to perform. He must adapt himself to the needs of a wealthy and discriminating intellectual class, to the requirements of the less exacting but value-seeking rural element, and, most of all, to the army of industrial workers who keep the wheels of commerce turning in the numerous large cotton, pulp and paper mills, locomotive and lumbering interests, glove and shoe factories, etc. The greater part of his potential buying public is composed of men, most of whom receive good wages, even at the present time. The threatened cut of 30 per cent. in wages seems to be regarded but lightly by the local unions, and prospects for the coming year are said to be brighter than ever.

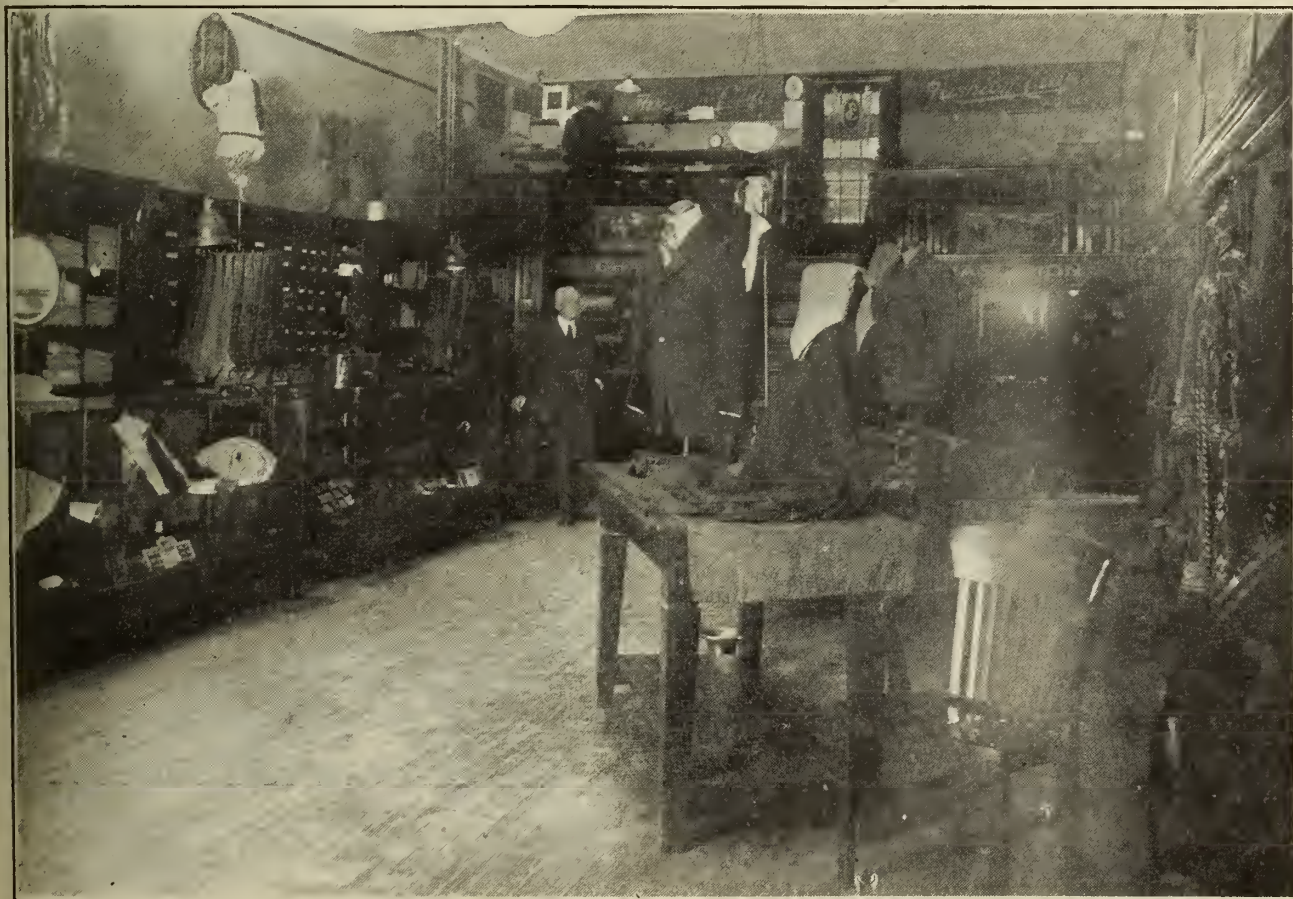
Catering to All Classes

Any merchandising institution which

thrives in Three Rivers must, it goes without saying, cater quite energetically to each and all classes, especially the last named, although catering to mechanics and clerks nowadays is in most particulars just like catering to any other class. It is not by any means merely a matter of overalls, mackinaws, work shirts and canvas gloves. There is, consequently, no one store in Three Rivers which sets out exclusively to capture the working end of such trade, all being inclined to favor the idea of stocking something of everything, and doing away with any hard and fast line of class demarcation.

Charles Dion is the proprietor of an old-established men's shop on Notre Dame Street, the business "heart" of the town. It occupies a fine modern building 25 by 50 feet and carries an imposing window display with a double frontage which is always attractively dressed. In discussing conditions in such a locality as Three Rivers, the manager of the store, A. Mongeau, explained that the city retailer who decides to locate in a small town has an uphill job ahead of him. In his particular

case he had to overcome the deep-rooted and long-established antipathy to innovations which prejudiced the greater part of local enterprise when he first settled in the town. For example, such a thing as keeping the store windows cleaned in Winter was considered an absurdity, and from November to April most of the glass fronts of the main streets were more or less impenetrable by reason of the admixture of dust, frost and other accumulations. The example set by Mr. Mongeau in regularly cleaning and polishing his windows was speedily followed when the advantages of such additional effort became apparent, as was also his plan of keeping the store lighted up at night so that pedestrians might study the window displays, which form of dissipation became extremely popular in a short time with the young men about town. Other improvements in window displays, newspaper advertising and equipment were also carried out with the one idea of educating the customers up to a proper appreciation of what was good rather than endeavoring to feature those selling ideas which



Interior view of Men's Store of Charles Dion, Three Rivers, Quebec

possessed nothing more than catchiness for their recommendation.

Giving It the City Air

"A great many of our customers are well-to-do professional men or officials who have recently moved here from Montreal and elsewhere in the interests of their business, and it could not be expected that the ordinary general store methods would have any appeal to them," explained Mr. Mongeau to a staff member of Men's Wear Review. "We had to begin with the atmosphere and build up our business according to the standards of a high-class city shop, endeavoring to keep only fine merchandise and see to it that perfect satisfaction accompanied each sale."

Customer Always Right

"It is our policy to believe that the customer is always right," he continued, "and we place as much importance upon 'word of mouth' advertising as upon almost any other kind of publicity. Every customer has a connection and can do more for the retailer than any amount of circulars or printed matter. It's the man who is tickled over the smart new heather socks he bought on his way down town to the office who is going to display them more effectively than the plaster model in the window, and his confidential 'pretty good value for \$1, eh, what?' to his partner is better than the most artistic price tag ever designed."

Sport Clothing

The Dion store features the smartest of men's clothing, especially a wide variety of sports clothing for the coming season, and models of different sorts are

prominently displayed in the windows and upon small display tables in the store itself. The fittings are all of mahogany including the mezzanine balcony at the rear, and heavy green silk curtains are employed in place of the conventional glass in front of the wall cases. The important point about merchandising in the average small town which is situated fairly near to a large metropolitan centre is the competition from this source which inevitably occurs. There is a silver lining to this frequently depressing cloud, according to Mr. Mongeau, who believes that the small town retailer has a real opportunity in solving the problem. He explained it this way: "It is well known that the average professional man is the worst paid of any today, and yet he is expected to maintain a wardrobe suitable for any and all occasions, right up to the minute in style, on a salary of next to nothing compared with what the machinist is getting. If the small city retailer can convince this man that he is in a position to cater more reasonably to requirements than is the city store, and can back his claims with convincing proof, the situation is saved for all time. I can do this, since I am the sole local agent for a famous nationally advertised brand of men's clothing which I can handle, together with all kinds of furnishings, at less cost to the consumer on account of cheaper overhead expense, and I am able to offer just the same clothing which is on sale in the big cities. That is the solution of the problem of appealing successfully to the man of moderate means who must nevertheless present a good appearance."

When money was plentiful a few years back, the best was none too good for even the workingman, explained the manager, and it was a common occurrence to have a lumberman come in the store and look over the neckties \$4.50 and ask, "Is this the best you have got?" That was the customer's attitude while he had the money, but now all that is changed, and the query "Have you nothing cheaper than that?" So the haberdasher and clothier this year must pick and choose his stock with infinite care, bearing in mind his individual customers and endeavoring to select designs and colors appropriate to their needs at the lowest possible price.

According to the firm of Chas. Dion & Co., the best way is to keep going to the low prices, the worst difficulties being well over.

Bartlett's Clothes Shop of Ingersoll recently conducted a sale of socks, selling seven pairs for a dollar.

Irving's, Ltd., Ottawa, are now located at 156 Rideau Street, upstairs. They handle clothing for men and women, and announce that they have purchased the entire stock of the Gabias Manufacturing Company, of St. John's, and will offer it for sale in Ottawa at great reductions from original prices.



Above is a very attractive display by Oak Hall, Toronto, which is associated with race week at the Woodbine. The horse shoe in the centre with the picture of the horse acted as the central attraction of the entire window and drew many hundreds of people to it. The merchandise in the window is, of course, suitable merchandise for the race meet and the colors used are in harmony with the race track.

The Markets at a Glance

Placings on Fall Lines Indicate a Year of From Hand-to-Mouth Buying — Percentage of Clothing Placings by Retailers Considerably Below a Year Ago—Cancellations Not Looked For—Activity in Other Lines.

THERE has been a noticeable improvement in some lines of the men's wear trade during the last few weeks. Clothing men have been out with their Fall lines and are getting, on the whole, fairly good results. Hat men, especially, state that their trade has shown a decided improvement within the last two or three weeks, both in the sorting and placing business. Their line was one of the first to be hit and it may be one of the first to get back to a normal condition. The manufacturing and the wholesale trade are casting eyes toward Fall and its prospects for business as indicated by the orders that have been placed in the various lines of men's wear and their conclusions at this time are rather uncertain. Judged by the orders they have actually received in comparison with those of a year ago for the Fall season of 1920, they might be inclined at first view to think the Fall season of 1921 did not hold a great deal in store for them. But they are, wisely, taking other things into consideration. While orders placed a year ago were considerably heavier than at the present time, the cancellations were extremely heavy and a fair proportion of what looked to be good business was wiped out completely. They are not looking for this this Fall because the retailer is buying very conservatively, is making this known to the various wholesalers and manufacturers, and, moreover, by the action of the retailer, he knows that the sorting business for Fall will be much better than it was a year ago. Whether or not the four-season buying plan is to be adopted officially, the fact remains that it is actually an accomplished fact in price. Retailers will buy, during the coming year, perhaps much oftener than our times. It will be a "from-hand-to-mouth" year.

Clothing

Travellers have been out on the road now for some weeks with their samples of Fall clothing, the actual time varying in many cases. Some have been out for only a week. Judging from reports which have come to MEN'S WEAR REVIEW, the placings have ranged from 25 to 50 and 60 per cent. of the placings at this time of the year in 1920. Reports that have come to us from the retail trade indicate that the percentages of placings for Fall clothing in comparison with a year ago range from zero to 60 and 70 per cent. There are some parts of the country in which stocks are still fairly heavy and, here and there, we hear a complaint from manufacturers that some retailers have not taken their just share of losses and, therefore, business is restricted because people will not buy. Reports vary, again, as to trade in different centres. One manufacturer told us that he was getting little or nothing from the West. He stated that retailers could not do business out there if they would give a line of credit, but that they were not disposed to do this until there was something more certain about the Fall crops. The very next man said that they were getting good business from the West, and that the first week out with their travellers had been a highly successful one. Other houses have secured good Western business.

Prices are very tempting and the Fall business presents a good opportunity to the retailer to show the con-

sumer how prices have dropped since a year ago. There are lines of suitings and overcoatings that will, according to one retailer, sell at the same price to the public as was paid last year by the retailer to the manufacturer, with still a fair margin of profit to be made.

Hats and Caps

There has been quite an improvement in the hat trade during the last few weeks. Canadian manufacturers report that fairly good orders have already been placed for Fall and that sorting trade is good. These orders, however, are not nearly so large as a year ago. Imported lines are also selling well. Velours are being taken up fairly well for the Fall trade, together with some of the rough creations. Small shapes are still strong for the Fall trade. Pearl greys are selling well and shades of brown meet with considerable favor throughout the trade. There has been a ripple of demand for a brown stiff hat within the last few weeks. Manufacturers and wholesalers are expecting a good sorting trade in straws, providing the weather is suitable.

Underwear

Travellers who have been on the road with lines of Fall underwear state that it is the highest grade materials that are finding the readiest sale. One manufacturer's agent stated that he was having no difficulty in keeping mills busy that produce the very finest lines. Ladies' and children's underwear has sold much better than the men's lines, according to this agent, who believes that stocks are pretty well down, but that the retailer is not going to buy until there is a demand for the winter lines. Fall placings have been numerous, but very conservative.

Hosiery

The demand of the trade is for fancy silk hosiery. One agent stated that this was due to the fact that the silk could be had as cheaply to-day as the lisle. The movement in the woolen lines is slower. It is interesting to note the change in prices of lines of silk hosiery from a year ago. One large wholesale house stated to MEN'S WEAR REVIEW that their highest line a year ago was \$27 a dozen. To-day, the same line is selling for \$12 and this figure was reached just a few weeks ago, when a drop was made from \$15 to \$12 a dozen. Fall placings, up to the present time, have been very light.

Other Lines

Business in neckwear lines is very quiet. For a short time there was a brisk demand from the trade for the narrow shapes and what business there is now is largely along these lines. Some of the factories are closed down for the time being. It seems to be a time when novelties would be a good thing, but one manufacturer remarked that a novelty in these days was a drug on the market.

Manufacturers report that low collars are still in good demand in both the laundered and the soft. Shirts in the lower-priced lines are fairly brisk, but the higher-priced are moving less quickly.

Enthusiasm, Belief in Oneself and True-Steel Honesty—Lucky Three in Good Merchandising

William Singer, of Montreal, Has Received Commendation of Noted Efficiency Expert on Methods—Advertises on Sports Page and in Sporty Language—Specializes on Shirt Events.

NO LESS an authority than Frank Stockdale, the well-known efficiency expert, has commended the merchandising methods of a well-known Montreal haberdasher, William Singer, of St. Catherine Street West, as being typical of the systematic business methods which he so consistently upholds in his enlightening magazine articles. Such praise is tangible proof of the success which has characterized Mr. Singer's career, and when it is explained that these methods were entirely devised and originated by the latter in the short period of ten years of business experience, it is a matter of more than usual interest to be let into the secret of "how it's done."

The ethics of business are Mr. Singer's favorite pastime, yet in discussing the pros and cons connected with retailing men's wear, he makes little or no reference to the one vital, outstanding characteristic of his own business, the one which counts above all others in the ultimate test—personality. Enthusiasm, belief in oneself and steel-true honesty cannot be beaten as the "lucky three" in the game of successful merchandising, but these alone have to be further strengthened by the additional support that experience, method and thoroughness impart. Thus, somewhat crudely expressed, one has the situation in a nutshell in regard to the Singer store, the latter qualities one can cultivate, but it is all to the good if nature has endowed one with the first-named.

The first introduction to the Singer store may be made by perusing the Montreal newspapers, both French and English, wherein, if one be a sportsman and turns naturally to the sporting page first of all, he will be faced by a good-sized square of pungent, catchy advertising, more than usually arresting in interest, and worded in just the right way to appeal to the young chap who keeps posted on the "ponies" or Babe Ruth's latest stunt. Friday night is the night if you want to read live advertising with that racy touch and snap that ensure big Saturday sales, for William Singer believes that the smartly dressed young man is as keen on new tips in clothes as in sports, and the two just naturally go hand in hand. The secret of successful advertising with William Singer, is unusual wording, slangy perhaps, but written especially on purpose to fit in with the atmosphere of the sporting page. A striking trade-mark especially designed for the store is used regularly and is a replica of the street sign overhanging the front entrance of the store. Underneath the trade mark is run the catchy little slogan, "Exclusive but not expensive." This phrase, however, has been copied so frequently of late that Mr. Singer is planning to feature a new one instead. Cleverly designed cuts are always used, most of which are monogrammed with William Singer's

Selling Price	Cost Price	Article	Date	No.	GOODS RECEIVED		GOODS SOLD		GOODS SOLD		
					QTY.	AMOUNT	QTY.	AMOUNT	QTY.	AMOUNT	
				RECAPITULATIONS							
				Total		Received		Sold		Balance	

Stock record sheet used by Wm. Singer, of Montreal.

initial, as a further individual touch which is popular with customers. The type of the copy is often printed in slanting style to the main body of the lay-out, an effect quite out of the ordinary. It works on the principle that the average reader will always see the misprints or the upside-down errors first, therefore why not do it accidentally on purpose? Leader advertising, about a stick in length, is another successful method he has used, but by far the best result came from an original idea tried out last December. This advertisement was in the form of a personal letter, with addressed envelope, photographed and reproduced in the newspaper, directed to Mr. Everyman—Montreal. The body of the letter referred to a forthcoming sale and was short and pithy but to the point. The results were astonishing and the advertisement elicited much complimentary reference in addition. Just such a catchy little advertisement also resulted in the sale of 103 new spring hats in one short afternoon, for the average hat buyer who had not given thought to the all-important question of where to buy, was struck by the suggestion, "Your first spring thought should be about a hat, and your second—about Singer."

The advertising furthermore does not treat of plain prosaic shirts or ties or hats, but invests ordinary merchandise with an

atmosphere suggestive of the purpose for which it was designed or the wearer who will display it. For instance, instead of talking about the new string ties, the Singer store asks "Ties? How about our Narrer Fells. As usual—Singer's first." It may be asked does such advertising bring in really worthwhile results? To which Mr. Singer responds emphatically that it most certainly does.

His store happens to be located in a bustling, hustling section of St. Catherine Street, just between Bleury Street and Lawrence Boulevard, just where all the intermingle in one turbulent whirlpool of commerce, and where stores for men elbow-jostle one another all along both sides of the street. It is not known exactly how many competitors there are in the few blocks which comprise the district described, but unfortunately true that many have come and gone, opened up and closed again, in a brief period of ten years since William Singer came and tried his luck among the rest. Just what is the connecting link between the store itself and the customer, which has proved to be strong enough to sustain the business on an increasing basis from year to year, is an interesting question. One is inclined to think that the shrewdness of the proprietor is mostly accountable for it, for having risked the aforesaid investment and adopted just the right no-

advertising, he went still further and made a profound study of the art of window display with a view to becoming a specialist in some line or other, both from the viewpoint of display and for value giving. To quote Mr. Singer, "The retailer must link up his window displays with his advertising, for the average customer will not enter your store until he is positive that you are going to sell him something of real value. If he is sufficiently interested in the merchandise advertised to go to your store, he naturally wants to know what the goods look like before he commits himself to a definite purchase. The retailer therefore must dress his windows with exceptional care, using the utmost art in display and featuring only those goods which will appeal along the line of the advertisement, remembering that the window should beckon the customer irresistibly within, or it fails dismally in its mission. Once within the doors, there must be the same co-ordination of atmosphere, coupled with an imperceptible suggestion. Suppose your sale or line of merchandise is on underwear, do not display all your stock right at the front door where the customer will 'stay put,' but rather feature it attractively towards the rear of the shop, so that he must pass the other displays before reaching the object of his interest. In this way every likely article of attire included in a haberdashery store must fall before his line of vision both going and coming, and unless he be a very obtuse individual or one who is in too much of a hurry to think of anything except business, the result is quite apt to be several sales which were unpremeditated upon the part of the customer in search of B.V.D's. for the summer."

If you ask William Singer what his specialty is or which branch of his business interests him most he will reply laconically, "shirts." Shirts of all kinds, grades and styles from the cheapest to the most expensive are sold in enormous quantities

each year, so much so that the proprietor now finds it worth while to buy his shirtings and have the garments made to order with his own name upon them. He keeps constantly on the lookout for novel artistic fabrics which will make up into styles appealing to his particular clientele and Singer shirts sales are eagerly anticipated by men all over town. "Never under any circumstance should shirts be displayed in the window in piles, but arranged upon forms or in flat effect, singly, with the same scrupulous care that the particular man would exercise personally in his own attire. The shirts should be fitted with smart collars carefully chosen to accompany the garment in question and completed with a cravat harmonizing in every detail. In other words, each shirt displayed should be a perfect picture in itself, and any accessories used, such as hose, gloves or walking sticks should not obtrude upon the vision unduly."

The Singer store also specializes in periodical shirt sales of odd lines or discontinued ranges which are priced at ridiculously low figures, but every now and then there is a regular sale in which high-grade and medium merchandise are combined at a satisfactory price to everybody. Replying to a query regarding how he reduced slow moving lines quickly, Mr. Singer said, "There is only one thing to do, take the slow moving stuff entirely out of the way for a while and forget about it, and later on when the sales-clerks are no longer sick of the sight of it, bring it out and display it in a novel way and push it quick."

William Singer is never too busy to read several trade papers thoroughly as well as a leading New York newspaper, and prides himself upon keeping right up to the minute in current events in merchandising. "One can't afford to be behind the times nowadays," he declared, "and one cannot know too much about the selling game."

Referring to the arrangement of the goods

displayed in the store, which is only some fifty by twenty feet in area, Mr. Singer emphasized the fact that he utilized every inch of space available and pointed out the quantities of neat rows of yellow boxes in which the reserves of shirts were stored away. Even up on the little mezzanine balcony, the same neat rows of hat-boxes, etc., prevail, so that even without a stock room, he manages to store away a large quantity of merchandise without the slightest trace of a congested appearance. His large glass show cases are dressed with the same extraordinary care which signalizes the windows outside and in no particular is the merchandise arranged in a haphazard fashion, but all, from the insignificant collar ssud to the sumptuous bathrobe, follow a definite plan or sequence, indicating that system and orderly arrangement are regarded as all important assets in the Singer store.

OBTAINING GOOD RESULTS

(Continued from page 30)

partment that direct-made advertising was a paying proposition.

On the following Saturday they began a special offering of 300 all wool suits at \$26.50. It will be observed that in both of these cards comparative figures were not used. On the first day of the suit sale they took in over \$1,800 in that department alone which was a pretty good showing after the one of the week previous.

INTO LARGER QUARTERS

Hoffman Ducoffe & Co., manufacturers of University Clothes, Montreal, took possession on the first of May of new and much larger premises in the new modern building known as the Dubrule Building on Phillips Square. Heretofore, their office and warehouse have been at one address and their factory at another.



A handsome window display, secured by Men's Wear Review, of F. G. Clayton Co., Inc., of Detroit. It was arranged by A. A. Hansen. Clayton's are featuring window display work more persistently than ever during the present period of industrial slackness in that city. They believe that their windows have a selling power greater than ever before because people, and men particularly, are shopping as never before. They are not content any more with going into the store and handing their money to the first salesman who waits on them. Therefore Clayton's are giving extra attention to window display work. Clayton's is a very high-class store and the display is quite in keeping with the reputation of the firm in that respect.

Timely Talks on Salesmanship

Proprietor and Sales Force Discuss Problems in Weekly Conferences — Expressions to be Avoided — Trying on Goods — Introducing Prices — Studying Merchandise.

IN these days when the thoughtful merchant is missing no opportunity to improve his service to his customers from the inside of the organization, studies in salesmanship and helpful points to those who stand behind the counter are useful and effective contributions to turnover. Some of the more aggressive stores are conducting classes in salesmanship, believing that the time devoted to it will be well spent and will show actual cash returns. One hears on every hand these days that salesmanship has to reach new high levels if the rate of turnover is to be maintained or increased during the period of intense competition through which we are passing and will continue to pass for some considerable time. That being the case, is it not the part of wisdom for proprietor and sales' force to get together once during the week to discuss little problems of salesmanship that arise from time to time? For instance, a customer may come in and the salesman serving him may find difficulty in approaching or overcoming his resistance. This customer's resistance may present a new angle to salesmanship which, when discussed with other salesmen, may lead to greater efficiency on the part of the whole sales force. We believe that much good can come from discussions or lectures in salesmanship.

The following points on salesmanship were given by the head of a department in an address to the members of the sales force on this very subject.

Avoid such expressions as "Something?" or "Did you want to be waited on?" You may assume that the customer wants something or she would not be in the store.

Suit your opening remarks to the type of customer confronting you. Say and do first what you think the customer will like best.

Let your speech have a tone of sincerity. Talk as if you believed what you said.

Be prompt in showing goods that the customer asks for. You should know your stock so well that you can immediately find anything mentioned.

Bring the goods to the customer if possible, instead of asking him or her to walk the length of the counter or of the department. Doing so cannot fail to impress the customer with your desire to be of service.

If possible, place the goods in the customer's hand, or, at least, within easy reach. People like service that saves them physical exertion.

By sizing up your customer try to determine preference in color, style, or quality and to show first what will suit



A handsome display of new Spring styles in hats and caps by A. R. McMichael of Hamilton, Ontario.

best. What the customer looks at or picks up may give you a clue to what he is interested in. What he wears is an index of his likes.

Handle your goods in a manner that will enhance their value instead of throwing them on the counter or otherwise showing that they do not impress you as being desirable.

See that nothing is on the counter that may detract in any way from the appearance of the goods you are showing.

In order that the first sight of the goods may create a favorable impression, show them in a way that will interest the customer most. Men's four-in-hand ties look best tied, sheer hosiery shows up best when stretched over the hand, dress goods appear to better advantage when draped.

A hat will look better on the customer's head than in your hands. Ask the man inquiring for a tailored suit to try on the coat and see if the size is right. Try and select for this try-on something you think will satisfy.

The rapidity of presenting ideas should be regulated according to the individual needs of each customer. All people do not think at the same rate. Those of nervous temperament who seem hurried will need a more rapid-fire presentation of selling points than those who are more deliberate. The nervous man jumps to conclusions if you do not give him the facts in a concise manner. The deliberate man will require minute explanation without a semblance of hurry.

A study of the merchandise itself, inquiries directed to the manufacturer, a talk with your buyer, and a careful

study of the reading columns and advertising pages of trade papers devoted to the subject, will supply the information necessary to tell why your goods will fill the customer's wants, and will enable you to overcome objections that the customer may make.

At times a direct comparison with other goods may convince the customer that the merchandise you are trying to sell is most desirable.

Try to show first about the grade of goods the customer will want to buy. It is so much easier for the customer to say "Show me something better" than to admit that she cannot afford to or does not wish to pay the price asked. Work upwards in price from the first article and each succeeding article will benefit by comparison with the preceding one.

Overcome objections tactfully by seeming to agree. If the customer says, "It's too high priced," your response might be, "That may seem so but—" and further selling points follow. Nothing is high priced. There are various grades of goods, and some are better than others for reasons a well posted salesman will know.

Anticipate objections. It is infinitely better to tell about colors being faded than waiting for the customer to say, "This will fade."

The Star Shoe Store, H. Victor and A. Levitin, proprietors, Ottawa, has been opened at the corner of Bank and Cooper Streets, with a full line of high-grade boots for men and women. A repair department is run in connection with the store.

Here Comes the Groom!

And Jones Brothers, of Welland, Stop Him on the Way to Fit Him Out With His Wedding Toggery—Good Business During May and June—Sample of Letter Used.

JONES BROTHERS, of Welland, Ontario, are making a "dead set" against the bridegroom. As this is the time of the year when this precious individual looms upon the horizon and embarks upon the uncertain sea of matrimonial bliss, Jones Brothers believe it is a good time to help him with those multifarious clothing and accessory requirements that accompany the "day of days." The bridegroom may play an insignificant part in this June affair—as a matter of fact he does—but he has to be clothed and the better he is clothed the more likely he is to get a fleeting glance from envious eyes on this one day of a man's life. And there is the best man, too. He has to be outfitted and although Jones Brothers do not know who this man may be, they try to get in touch with him through the bridegroom. The scheme is working out exceedingly well with this Welland firm.

Watch the Papers

"We watch the papers for announcements," said a member of the firm to Men's Wear Review, "of coming weddings, discover the correct address of the prospective bridegroom, then write him a personal letter on our own business stationery, telling him we are prepared to take the responsibility of garbaging him and his best man in the correct attire for the approaching event." This is the method of getting in touch with the bridegroom and Jones Brothers stated that they get about nine out of every ten into their store, once having sent them the letter referred to.

The Letter

The composition of the letter is an important feature of the success that has attended the plan. Here is a copy of one that was recently sent out to a Welland prospective bridegroom:

Mr. Harold A. B.
Welland, Ontario.
Dear Mr. B.:

May your wedding day be bright and happy and fortune smile on you.

In this, THE great occasion, you will be subject to the scrutiny of many eyes. It is, therefore, essential to your peace of mind that you know your attire is correct in every detail.

Let us aid you in appearing unperurbed, happy and correctly dressed for this momentous event. We make a specialty of outfitting grooms with all the toggery necessary—shirts, underwear, silk pyjamas, bathgowns, ties and made-to-measure clothes. Our experience and reputation are assurance that we will

outfit you stylishly, correctly and most economically.

The same service is extended to your best man and friends.

With best wishes for a happy and successful future.

Respectfully yours.

How It Works Out

"So far this month," said Mr. Jones, "we have sold outfits to five bridegrooms, which has meant extra business of about \$600, and if this keeps up for the balance of the month and for June, it ought to bring in about \$2,000 extra business. And the beauty of this is that it is all cash.

"We always make it a point to give the groom a small present; in fact, we usually let him pick it out himself. A monogram belt, a cane, an umbrella, or something similar, and we believe this is always appreciated."

Printing Shop Helps Lively Advertising

Swift Current Store Turns Out Much of Their Own Advertising

In the town of Swift Current, Saskatchewan is "The Golden Rule" Store of the W. W. Cooper Co. In size it bears favorable comparison with any of the stores in Southwest Saskatchewan and is bigger than most of them. The trade mark used by "The Golden Rule Store"

is a capital C. in a diamond and the stepping stones that have marked the store's progress and have become watchwords of the entire organization are Energy, Co-operation, Progressiveness and Loyalty to the public. The manner in which business has been conducted in this departmental store for years has gained for it a great measure of public confidence which finds expression in larger turnover from year to year.

Have a Printing Shop.

One of the novel features of this Western store is its printing department. Whenever the Cooper store has a special message for its mailing list of over 5,000 names they do not have to depend upon the job printer. It is done in their own place of business. Writing to Dry Goods Review, the advertising manager, J. M. Bedford, refers to the activities of this department:

"We run a monthly magazine which is devoted to "Store News" and in its pages you will find interesting and enthusiastic news for salespeople and the business generally. This is printed in our own print shop monthly. Also our handbills, letterheads and many more forms of advertising we look after ourselves.

"We have a mail order list of over 5,000, which we circulate with interesting news and circulars at least once a month. There are numerous other methods of advertising done in this store which are very interesting but space won't permit. We are always looking for something new and try and use everything which is novel and interesting. Our four windows which are fifteen feet long are changed often and show cards are used all over the store liberally."

The Golden Rule

Mr. Bedford says that the Golden Rule in the Cooper store is not only preached, but practised.



An attractive shirt display arranged by A. A. Hansen, of F. G. Clayton Co., Inc., of Detroit, secured by Men's Wear Review during a recent trip. The show cards used in this and another window of Clayton's reproduced in this issue are worth notice. They are of considerable artistic merit and add to the general high character of the window.

FOUR CARDINAL POINTS

Continued from page 29

or stages, requires more or less elements. The first one needs the most, because it supplies the foundations to the three others, as you can realize.

"Before we can Sell goods to a customer, we must then:—

Secure the attention of customer by—

1—Our personal appearance, comprising—

(a)—Outside accessories: Neatness, cleanliness, appropriate dress, hair, hands, boots.

(b)—Our personal attributes, comprising: Facial expression, pleasant and tranquil, head up and alert, suggesting confidence and energy.

2—By our manner of approach, thus—

(a)—Any bodily motion showing attentive, listening attitude, whether walking toward customer or standing still,—depending on circumstances.

(b)—By a cordial smile.

(c)—By speaking if necessary, but unpretentiously.

3—By our power of speech, comprising:

(a)—The tone of voice: quiet, clear and animated.

(b)—The language: grammar, extensive range of words; knowledge of different meaning of words. Using the pronoun "We" rather than "I" as much as possible.

4—By our presentation, thus:

(a)—We make it not too strong, and we:

(b)—Go back if necessary; then we:

(c)—Show the purpose and the quality merit of our goods, and:

(d)—Tell why our customer should have it; but:

(e)—We don't emphasize the price yet if possible; but:

5—We try to arouse customer's Interest by:

(a)—A real appeal to emotions, that is: By showing how pleased and satisfied customer will be by securing the goods; or, if we know how to use tact:

(b)—In cases of outside wearing apparel or goods to be made up into dresses, etc., by suggesting how friends will congratulate customer's good taste. Then we:

(c)—Appeal to reason; That is why we feel assured the customer ought to buy at the price we then state and emphasize. This leads to:

6—Create a Desire to have the goods, by:

(a)—Our sincere, but not exaggerated enthusiasm, by:

(b)—Our concentrated interest, by:

(c)—Our sympathetic attitude. And if we follow these rules, we win the customer's:

Present Conditions Do Not Warrant Further Reductions

Secretary-treasurer H. Brimmell, of the Ontario Retail Clothiers' Association, has received the following communication from Tooke Bros., Ltd., of Montreal, in answer to the letter from the executive relative to collar prices:—

TOOKE BROS., LIMITED

Montreal, May 5th, 1921.

Mr. H. Brimmell,

c/o Dundas & Flavelles, Limited,

Lindsay, Ontario.

Dear Sir:—

We are in receipt of your favor of the 4th instant, relative to the executive meeting of the Retail Clothiers and Furnishers of Ontario, outlining the resolution of said meeting and asking us as manufacturers of collars to co-operate with you by reducing present wholesale price of starched collars, so that they can be profitably retailed at twenty-five cents (25c) each.

In reply beg to state that we, ourselves, are anxious to see collars sold at a lower price, so that they will earn sufficient profit for our customers, but conditions at the present time do not warrant any reduction, but just as soon as we can see our way clear to meet your wishes, we will gladly do so.

We wish you would draw the attention of your executive to the fact that to help meet conditions for our customers we have created a summer weight collar, which we are wholesaling at \$2.00 per dozen and nets our customer a good profit. These same light weight collars are being sold in the United States at \$2.10, so this will show you that our intentions are honest in an endeavor to get the collar business put on a profit-bearing basis for our customers.

We are,

Yours very truly,

Tooke Bros., Limited.

(Sgd.) W. H. Brophey,
Managing Director.

7—Conviction to buy the goods, and we close the sale, just as easily as I have fitted these four pans together. And I thank you sincerely for your deep attention."

The thanks and congratulations of the meeting were tendered to Vice-president J. Emile Richard for his interesting talk and clever illustration. It was announced that Trustee Archie Renaud would be the next lecturer shortly. Following the address, the rest of the evening was given to piano and vocal selections, dancing and card games.

Bert Inglis & Son, of Brantford, are giving up business in that city. A \$50,000 sacrifice sale is being held.

Walter Blue & Co., Ltd., of Sherbrooke, Quebec, have recently opened fine new stockrooms on the fourth floor of the Dubrule Building, Phillips Square, Montreal, where a complete assortment of men's and boys' clothing is being carried.

Amos Vipond, 419 King Street East, followed the Made-in-Hamilton week by a ten-day sale of Made-in-Hamilton and Made-in-Canada goods. Mr. Vipond held a sale last fall clearing out all his high-priced merchandise, and is now able to buy specials for short sales.

PLACE OF PUBLICITY

Continued from page 32

"Besides the usual demands for space upon concert programmes there are those persons who would deluge us with balloons, rulers, buttons, badges, and calendars or thermometers, and they assure us will be greatly appreciated by our customers if our name be printed thereon. I do not prefer to minimize the value of such types of advertising, which undoubtedly have value at times; I merely wish to point out widespread forms which are available as mediums through which to obtain publicity. Advertising may also be profitably done through moving pictures, out of door posters, street-car placards and by means of circulars distributed by aeroplane.

"The advertising department is a receipt of innumerable letters each day, soliciting space for some object or other, each of which must be answered with the same care as though the writer were called in person. This task, together with the regular work of editing the store's copy in a style best adapted to the store's clientele, means an additional amount of work besides all that has been mentioned.

Says Retailer is Conforming More With Replacement Value

Result of Analysis of *Financial Post* of Questionnaire to Bank Managers—Has Made Considerable Progress Since January—Result by Provinces.

It will be remembered that the *Financial Post* in one of its issues in the early part of the year analyzed a questionnaire submitted to bank managers all over Canada in which it was aimed that the retailer at that time had not taken his loss, having in view the replacement value of merchandise carried on his shelves. This was the opinion of bank managers all over the country at that time; and the inference was that the retailer was holding up deflation more or less.

A second questionnaire has been submitted to bank managers across Canada and the analysis appearing in the issue of the *Financial Post* of May 20th shows that a different conclusion has been arrived at by managers. They are of the opinion that the retailer has taken a long step toward marking his goods on replacement value basis and that, since January, he has made considerable progress in this direction.

What the Post Says

Here is what the *Financial Post* says in its general analysis of the questionnaire submitted to the bank managers: The *Financial Post* is in receipt of one hundred or more replies to a questionnaire submitted to bank managers across Canada. Several phases of the business situation are discussed, particularly applying to industry, to retail trade, to building and to agriculture. From a careful analysis of these replies it may be stated definitely that business throughout Canada is being conducted along restricted lines. The retailer is meeting altered conditions and is marking his goods down to conform more closely with replacement values. The extent of this reduction of course varies, but on the whole substantial progress has been made. One hopeful feature of the situation, as revealed through these replies is the fact that the retail trade has not suffered to the same extent as industrial lines of enterprise. The reports indicate that retail sales are continuing in practically as large a volume as for the corresponding period a year ago. In a number of instances a reduction is reported but when it is considered that the prices have been reduced since a year ago it is quite probable that the volume of goods actually handled is as large or larger. This conclusion removes from the consumer the burden of responsibility for the "buyers' strike." There is no strike among the consuming public although there is no doubt that the individual is buying more

carefully, and in smaller quantities, but he comes back to the market oftener. The retailers are however, adopting a conservative policy and are strictly limiting purchases to meet immediate needs only. Stocks in retailers' and wholesalers' hands must be cleaned up before manufacturers will again find anything like a normal demand.

Summary of Provinces

The article in the *Post* is a lengthy one, but such parts of it as deal with the retail trade are of considerable interest. Conditions, generally, in British Columbia are improving and there is a feeling that the worst is over. "In the smaller centres of British Columbia," says the *Financial Post*, "the retail dealers have been loath to cut prices, but the fact that a large number of consumers have been sending to the larger cities for their supplies has compelled action in this respect."

From the prairie provinces reports come that the crop outlook has improved during the last few weeks because of abundant rains. "Retail prices," it says, "are slowly declining and there is room for further movement yet. Sales on the whole are on a smaller scale than last year, one correspondent estimating the total for the first three months of the year at least 25 per cent. below the corresponding period of last year. Stocks in the hands of retailers are generally much lower than at this time last year and Western retailers are not entering the markets freely for goods."

A correspondent from Kamsack, Sask., writes to the *Financial Post* as follows:

Retailers are marking down their goods somewhat, but they have to mark them down a good deal yet before the public can be induced to see that they are getting real bargains. So far as I can see, retailers are buying very little, in fact, only enough to replace sold out lines. Payments of all kinds are very slow except among those merchants who have been conducting business on cash lines.

Ontario

The most hopeful phase of the situation in Ontario is the fact that the retail dealers are doing as large business as in the other provinces of the Dominion. At no time since the adverse turn in trade materialized last fall has the turnover of the retailer suffered any drastic decline. The turnover is without doubt above the average of the previous year. Profits have suffered, but in the fact that the dealer is able to sell his goods freely

lies the solution of the present situation. With the distributing agencies rapidly depleting their own stocks, they must come into the market more and more for new goods and this will in time be reflected upon the industrial field.

The replies without exception indicated that retail trade was at or near last year's level, and in some few cases distinctly above. There appears to be room for a still further adjustment of prices, but on the whole merchants have made progress in the movement toward normal price levels. At the moment, however, retail buying is proceeding cautiously, and there is a tendency to buy only for immediate requirements.

Quebec

Reports from a number of centres in the province of Quebec lead to the conclusion that retail trade has on the whole been very satisfactory. As yet no decided improvement can be traced, but there is a feeling of hopefulness for the future. Accounts appear to have been met in a satisfactory manner in this province. At Gaspé, however, a town which depends largely on the fishing industry, the report is distinctly unfavorable. Our correspondent writes that business is largely at a standstill in this district. The flat failure of the fisheries last Summer coupled with the collapse of the market has wiped out a large number of the smaller merchants. Those that survive are not in a position to grant credit for fitting out boats, etc. Many fishermen will not be able to equip themselves in consequence.

The Maritimes

With the balance of the Dominion the Maritime provinces are suffering from the curtailment of business operations. No definite trend can as yet be traced, although there has been some slight indications of improvement. Retail trade is being conducted along fairly normal lines, and merchants have made progress in marking down their goods and stocks appear to be fairly well reduced. Orders for new goods are restricted as much as possible however. Accounts on the whole are being paid fairly well, but not as freely as during the previous year.

From the city of Sydney Mines, N.S., it is reported that business during the month of April has been far ahead of the previous months of the year.

M. Davidsen & Company, Ottawa, manufacturing furriers, Rideau Street, are altering their premises but carrying on as usual during the time the workmen so doing are engaged. The factory and storage parts are not being touched.

M. D. Dedman, of Lindsay, is soon to occupy a fine new home, formerly occupied by Jacob Houzer, next the Post Office. The store is being entirely remodelled and new fixtures installed. Before going into the new home, Mr. Dedman plans to conduct a big sale.

Increasing Production in Garment Industry

How a Manufacturer Threw Much Light on a Dark Subject—The Connection Between House Rent and Hanging Sleeves—New Scheme is Working Out Very Satisfactorily on the Whole.

MANUFACTURER — How much rent are you paying now?
 Garment Worker—Forty-five dollars a month. It's too much. I used to get the same house for \$18 before the war.

M.—Why don't you buy a house?

G. W.—I haven't enough money.

M.—How much have you?

G. W.—Only about \$1,500, and I would need \$2,000 at least to buy the kind of house I need for my family; it would cost \$7,000.

M.—Before the war you could have bought that kind of house for much less. You could have bought the land and had the house built yourself for \$3,000 or \$3,500.

G. W.—That's right.

M.—Yet, as a matter of fact, building materials have not advanced in price such a great deal. Even the cost of labor is not so much greater as to make that difference, and certainly labor is not getting a higher wage than is necessary these days.

G. W.—Well, what makes the big difference?

M.—Simple enough. It's because men are not working like they did before the war. You go into a house that is being built and the painter is talking politics with the mason and the plasterer, instead of working. His wages are all right; it's his work that isn't. He does only about one-third or one-quarter as much work in a day as he used to do.

G. W.—I wonder if that's what makes shoes so expensive.

M.—I don't know, why?

G. W.—I have four kids—

M.—Yes, and I suppose you spend about \$100 a year in keeping them in shoes where you used to spend \$25.

G. W.—That's just about it.

M.—Well, the reason is the same. The men who are working on shoes aren't getting too much pay, but they're not working. These fellow-workmen of yours are making you pay more for your shoes than you should because they don't work as they used to.

G. W.—That's right; these fellows are profiteers.

Driving the Lesson Home

M.—Now, look here, I want to show you something. You have been with us for some years as a sleeve-hanger. You and other men in this factory and in this kind of work think we are trying to cut down your wages. We're not; you're not

THE PLAN

The dialogue reported in the accompanying article really centres around a plan for greater production amongst the garment workers in Toronto. This dialogue really happened and it was the way one diplomatic manufacturer brought home to a garment worker that his lack of production, together with the lack of production on the part of the bricklayer, the cobbler, etc., were also factors in the high cost of living.

The plan is worked out very simply. The assumption behind the plan was that garment workers were not working as efficiently as they could, although they claimed that they were. A time study was taken of their work. Ten per cent. was allowed for attendance on toilet, etc. And then a scale was fixed aiming at increased production. If, for instance, a worker were doing ten operations to-day he would be asked to do 11 in one week and 12 in two weeks, until he reached the top of the efficiency scale. With his increased production, his scale of wages also increased, though it is not piece work at all. This plan works throughout all the classes of operators.

On the whole, the plan is working favorably. There are instances where a pocket-maker a year ago was doing 16 pockets; he is now doing twenty-four. A presser-off was doing 9 or 10; now he is doing 12 to 14.

There is also a scale for the extra-efficient man or woman by which they are given a percentage increase if their work exceeds the objective; if it falls below this, they are "docked."

getting more than you need with the cost of living as it is at the present time. Get the idea out of your head that we want to cut your wages.

Your record shows that you used to hang 65 or 67 sleeves a day nicely. Now you only hang about 35. Because you don't work as you used to, you make other union men pay more for their clothes than they ought to; just the same as the shoe man makes you pay more for your shoes than you ought to and the bricklayer and painter make you pay more for that house than you ought to pay for it for a home for yourself and

your kiddies. It's more production than we want, just a good day's work.

G. W.—By Jove, I never thought of that way before.

Finale

This garment worker has increased his production by one-third since the conversation.

The Boys' Clothing Department of the A. A. Fournier Company, Limited, Bank Street, Ottawa, has been moved to the second floor and is specially arranged to give service to the boys for all their clothing needs. The store has recently added a third floor to accommodate the ever-increasing number of patrons and a regrouping of departments has been undertaken. The extra room now available for the men's wear will be useful, as the department was short of room until now available.



Narrow tie with new low collar. This is a long shape, cut on the bias, and is particularly appropriate with the new collar. Shown by Tooke Bros., Ltd.

*Glissades
Italians, Mohairs*

SPERO

ON SELVEDGE OUR GUARANTEE

Pocketings

"BEST IN THE WORLD"



COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

TWO OF A KIND Both Reliable

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:

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.



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

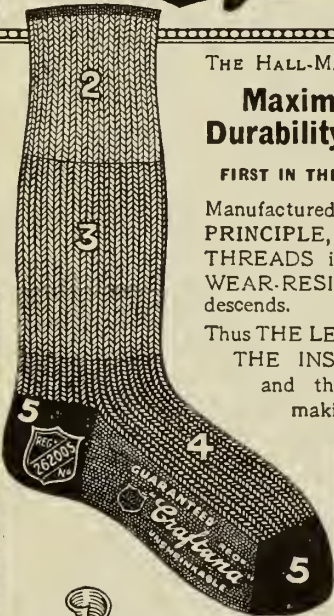
Stock Sphere Suspenders
it means extra business.



"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 House

ANNOUNCING the REMOVAL of Schwartzman Bros.

the only and exclusive Gabardine Coat
Manufacturers in Canada, from 1448 St.
Lawrence Blvd., to the ground floor

**Dubrulle Bldg., Phillips Place
MONTREAL**

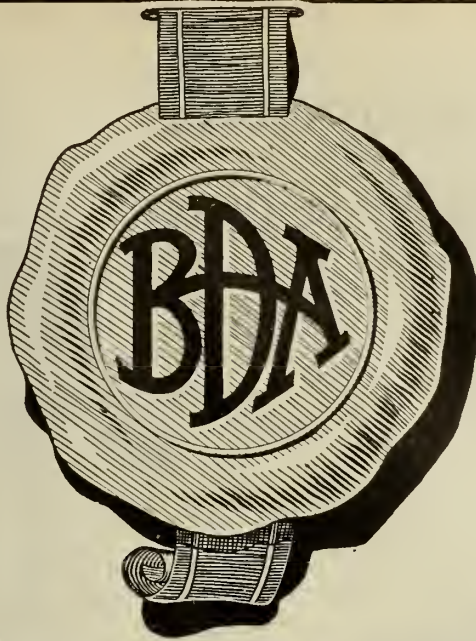
In these fine new premises we are showing
a wonderful array of new models for Fall.

This line of Men's, Women's and Boys'
Gabardine Coats is made from the best
English materials, every yard bearing the
stamp "Cravenette."

If our salesman has not called on you
write us direct.


Schwartzman Bros.


The
Hallmark
of Excellence
in the
Textile World



This Mark on
Fabrics is a
guarantee of the
utmost in Dyeing
and Finishing

COTTON LININGS that equal Silk

 "Marquise" is a finish for Cotton Venetians that makes these sturdy linings equal the finest Silk linings in appearance and durability, and are not affected by pressing or ironing. An exceptional lining for men's wear.

 "Sunbrite Marquise de Luxe" finish gives to Cotton Venetians a lustre and depth of shade second only to silk.

Write for samples to

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C2


(COPYRIGHT)

Men's Sweater Coats for immediate selling

A cozy, hand-finished sweater coat for all classes of men—for use in the fields, driving the car, on the golf course, around the house or camp, a real utility garment. In a good quality worsted yarn, in fawn, grey, brown, maroon and myrtle.

Ready for immediate shipment. Have us send you a quotation. The "Northland" line means quicker sales for you.



Northland Knitting Co. Limited
Winnipeg, Manitoba

Manufacturers of "Northland" Knit-on-Neck Sweaters, Gloves, Mitts, Moccasins.



*Illustrating
the popular
"Northland"
416*

"Prosperity" Brand



Are you ready for the Summer and Fall Biz?
We are

Our range of SHIRTS for Business wear, Sport and Leisure is especially varied and attractive to you, and a SHOW would compel sales. The prices are such that you are enabled to put on a Shirt Drive at any time.

Points to remember with PROSPERITY SHIRTS:—The sleeves are the proper lengths—the button holes properly tailored—the neck band fits properly and comfortably—the LENGTH is NOT SKIMPED.

An inspection is desired to fully appreciate the value we are offering the Merchants to increase their profits. Send us a line and let our traveller display samples and prices.

Prosperity Shirt Co.

12 Queen Street East :: Toronto

Manufacturers to the Trade of High Grade Shirts

You Can Beat Your Competition by Quality Goods

TOP-NOTCH VALUES AT BED-ROCK PRICES

The only way to make progress with Boys' Suits and Bloomers is to give Clothes THAT LAST, and resist the wear and tear of youthful energy.

An inspection will show you the re-inforced parts that are essential to Boys' Clothing and the QUALITY of material and FINISH is seen at a glance by the Boys and their Parents.

Write for Prices. You will find them exceedingly low for the VALUE of the garments. For STYLE and QUALITY they are unrivalled, and every endeavor has been made to produce.

Boy-proof Clothes

THE JACKSON MFG. CO., LTD. CLINTON, ONT.



Factories at: Clinton, Goderich, Exeter and Hensall

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

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.



Send for Samples

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 Street, Quebec

New Forms for New Styles



No. 2014A

Our Coat Forms are made to meet prevailing styles in "Men's Wear." Metal and Wood Fixtures of all descriptions and finish. High quality—Reasonable Prices. A post card will bring a catalogue.

DELFOSE & CO.
Cor. Craig and Hermine Sts., MONTREAL

Men's Wear Review's unique circulation as proven by the A.B.C. audit is due to years of honest effort to give the retail trade the best possible service.

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Prestige and Profits

WHEN 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.



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



Tooke
KUM-SEALD
Athletic Underwear



IN ALL SIZES.

READY FOR IMMEDIATE DELIVERY.

TOOKE BROS., Limited

MONTREAL
WINNIPEG

TORONTO
VANCOUVER

MEN'S WEAR REVIEW

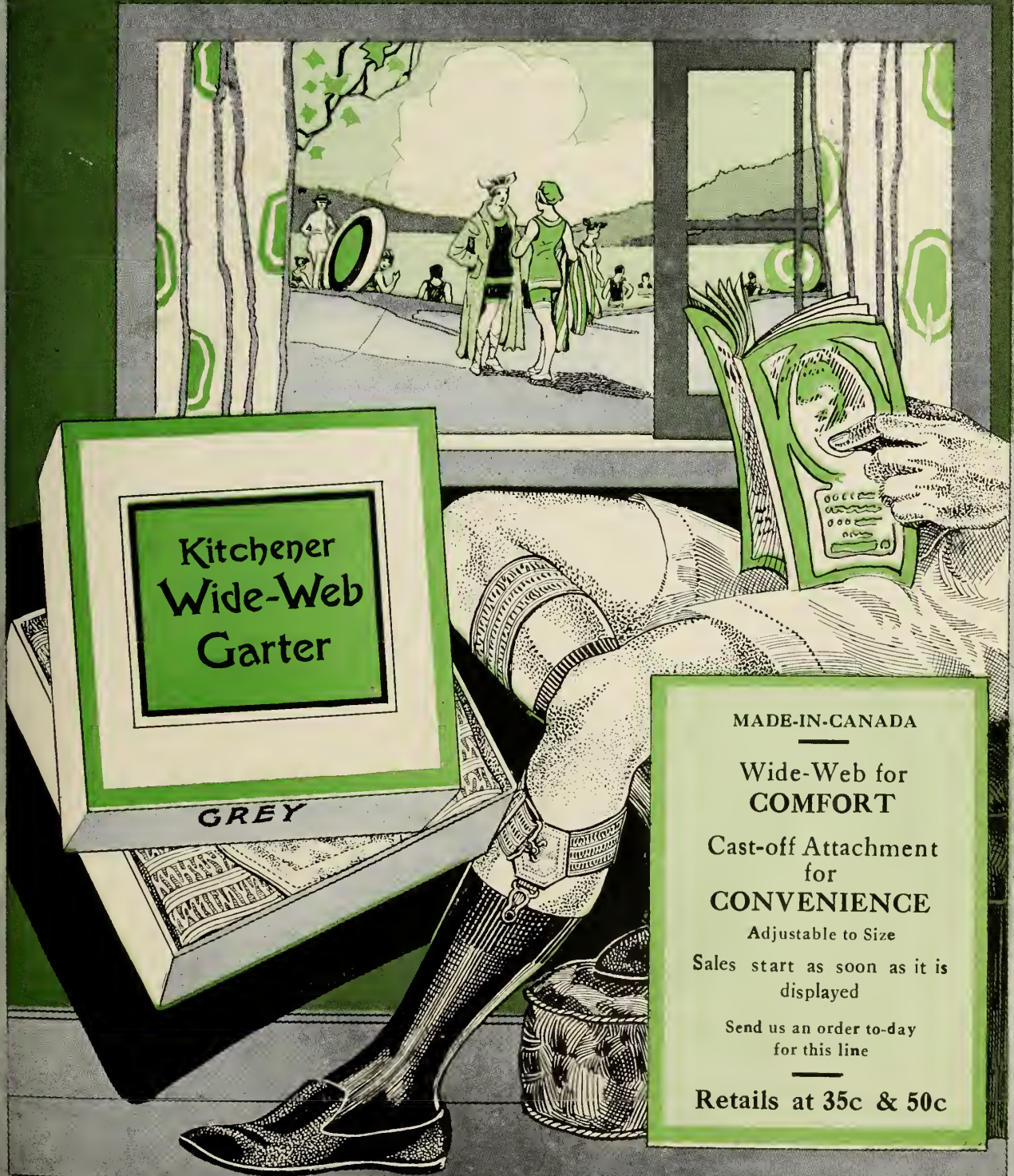
Volume XI

Toronto, Canada, July, 1921

Number 7

For Comfort Wear

Kitchener Wide-Web Garter



Kitchener
Wide-Web
Garter

GREY

MADE-IN-CANADA

Wide-Web for
COMFORT

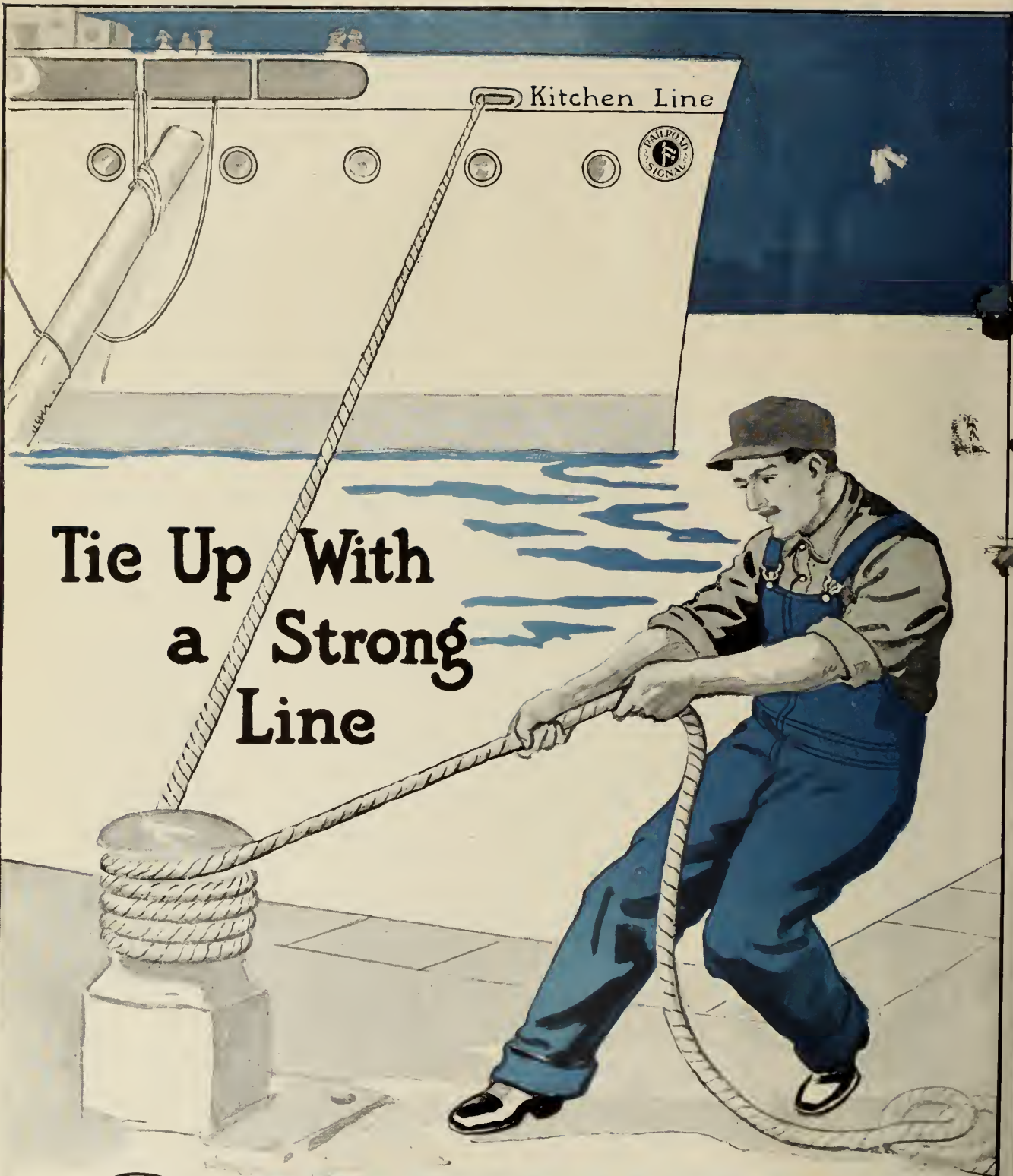
Cast-off Attachment
for
CONVENIENCE

Adjustable to Size

Sales start as soon as it is
displayed

Send us an order to-day
for this line

Retails at 35c & 50c



Tie Up With
a Strong
Line



The Kitchen
Overall and
Shirt Company
Limited
Brantford, Ontario

KITCHEN'S
"Railroad Signal"
OVERALLS

SOME ARROW HITS



METCALFE

Tips—2 $\frac{3}{8}$ in. Back—1 $\frac{3}{4}$ in.
 Sizes—12 to 17

Made in Six Patterns of Fancy
 Imported Pique

\$3.50 THE DOZEN



VARSITY

Tips—2 $\frac{1}{4}$ in. Back—1 $\frac{3}{8}$ in.
 Sizes—12 to 17

Made of Imported Pla'n Pique

\$3.50 THE DOZEN

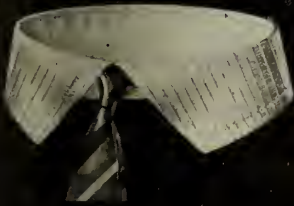


PELTON

Tips—1 $\frac{5}{8}$ in. Back—1 $\frac{1}{4}$ in.
 Sizes—12 to 17

Made of Imported Plain Pique

\$3.50 THE DOZEN



MANSFIELD

Tips—2 $\frac{1}{4}$ in. Back—1 $\frac{5}{8}$ in.
 Sizes—12 to 17

Made in Three Patterns of
 Fine Imported Pique

\$3.50 THE DOZEN



LEASIDE

Tips—2 $\frac{5}{8}$ in. Back—1 $\frac{5}{8}$ in.
 Sizes—12 to 17

Made of White Silk

\$3.50 THE DOZEN

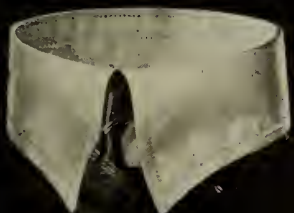


ARGO

Tips—2 $\frac{7}{8}$ in. Back—1 $\frac{3}{4}$ in.
 Sizes—12 to 18

Made of Tension Repp

\$2.40 THE DOZEN

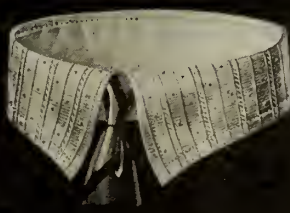


MCGILL

Tips—2 $\frac{7}{8}$ in. Back—1 $\frac{3}{4}$ in.
 Sizes—12 to 18

Made of Ivory Habutai Silk

\$3.50 THE DOZEN

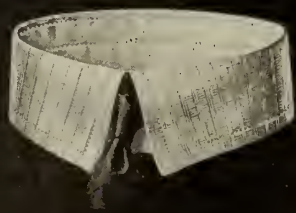


YORK

Tips—2 $\frac{1}{8}$ in. Back—1 $\frac{3}{8}$ in.
 Sizes—12 to 17

Made of Six Patterns of Fancy
 Imported Pique

\$3.50 THE DOZEN



MONMOUTH

Tips—1 $\frac{7}{8}$ in. Back—1 $\frac{1}{2}$ in.
 Sizes—13 to 17 $\frac{1}{2}$

Made of Imported Pique

\$4.00 THE DOZEN

If you follow the ARROW, you follow the style in Collars

CLUETT, PEABODY & Co. OF CANADA, LIMITED.

Place this handsome carton on your counter

Sell Canadian Handkerchiefs

(Made in Canada)

HOLDS SIXTY HANDKERCHIEFS—EACH IN ITS OWN GLASSINE BAG

It's free to you



Canadian handkerchiefs are shipped in quantities of five dozen in the carton as illustrated. They can be had in either singles, twos or threes to each bag, for either ladies or gentlemen.

The carton makes an efficient salesman and it costs you nothing.

The handkerchiefs are of the finest quality lawn.

If you order to the amount of \$25.00 we will include one each of the stock boxes shown below. They are extra quality, cloth bound and fitted with pull-ring.

ASK OUR TRAVELLERS

Canadian Handkerchiefs Limited

"Canada's Largest Handkerchief Manufacturers"

MONTREAL, QUE.

Gentlemen's Stock Box

← Ladies' Stock Box



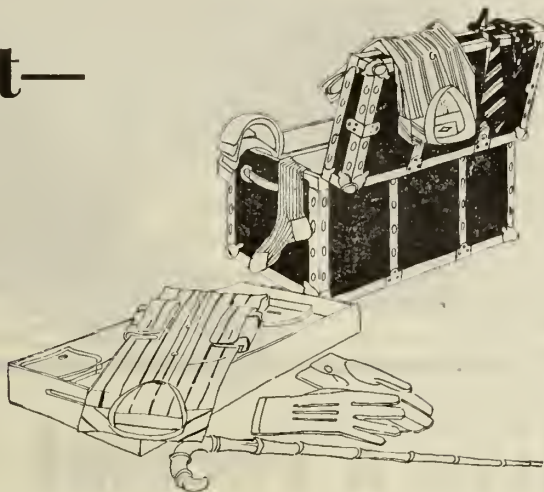
A \$25.00 order makes these boxes yours

Connect and Collect—

Will that be You ?

For many years Racine's has been the "Fountain head" of big values in Men's Wear.

Business this Fall will be fought for and won—by the merchant who is best equipped.



Our Fall Knit Goods, including Underwear, Sweaters and Socks, also our Outing and Fine Dress Shirts, Collars, Cravats, etc., are made according to Racine's uncommon standard of quality, but priced to attract good trade and make easy sales.

Given a chance, they will stir up new business, reanimate old business and infuse new life and vigor into the selling activities of the stores that sell them.

In the name of Better Times,
let us see what we can do together.

CONNECT--AND COLLECT--WITH

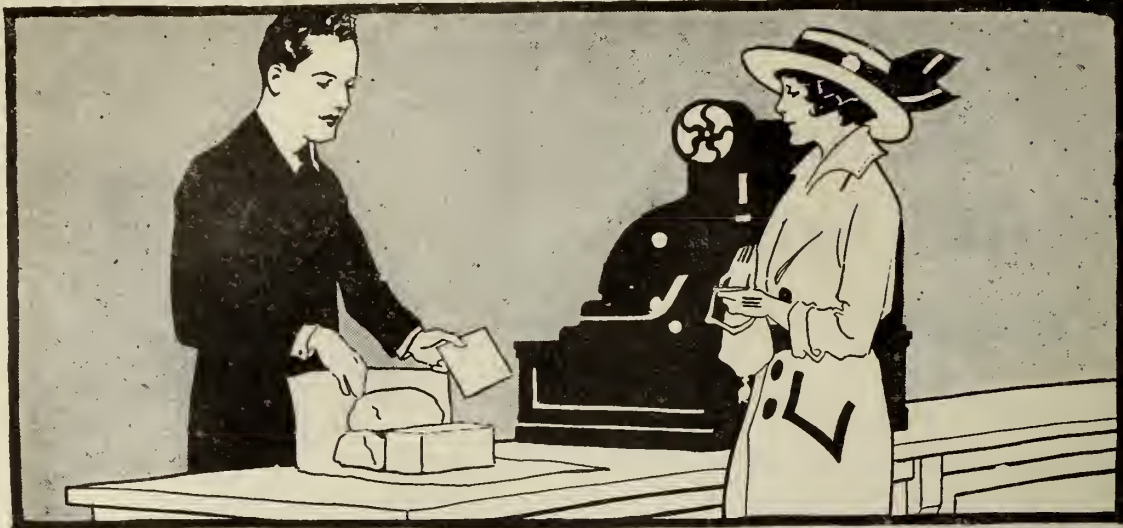
Alphonse Racine Limited

"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 Bldg. | 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. | | |



Give a receipt and get all your money

The right way to handle a sale

1. Collect the goods at the wrapping counter beside the register.
2. Tell the customer the price and get the money.
3. Register the sale.
4. Wrap the receipt in the parcel.
5. Give parcel and change to the customer.

The customer gets quick service.

The clerk gets credit for making the sale.

The merchant gets all of his profits.

We make cash registers for every line of business

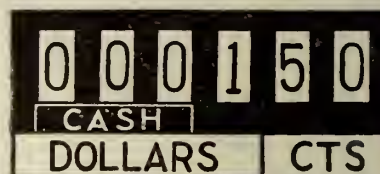
NATIONAL

CASH REGISTER CO.

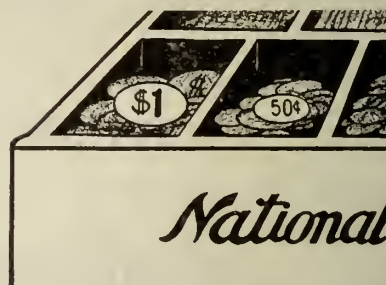
OF CANADA LIMITED



Wrap this receipt in the parcel



Get this receipt inside the register



And get all your money



There's Money in HICKOK Belts and Buckles

Sales of HICKOK Belts and Buckles are so frequent that dealers find the HICKOK Line an exceedingly profitable one to carry. HICKOK irresistible high quality sells itself.

The HICKOK Line is a popular one—a line of continuous surprises. HICKOK “up-to-the-minute” styles never fail to please, and are always in demand. And HICKOK prices are right—low—they suit every purse.

The HICKOK Holiday Line is full of new, popular sellers. And the HICKOK Christmas boxes for this year are more attractive than ever. If our salesmen do not get to see you, write us direct about your requirements.

Orders for HICKOK products are filled within 24 hours. Wire us for a trial assortment.

HICKOK Belts & Buckles

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

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles.

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

"Prosperity" Brand Shirts

New Styles, Patterns and New Prices

With the renewed business activity and the unquestionable demand for SMART SILK SHIRTS for SPORT and SUMMER wear our customers are advised to buy NOW a full assortment of all styles, designs and fabrics, and the enterprising merchant will not be disappointed with his results.

Our latest ranges have been carefully prepared to meet the public requirements and desires in the matter of proper sleeve lengths, 34-36; perfect fit around collar, lasting buttonholes, and expert finish. PROSPERITY SHIRTS are the proper length.

The Wearer Feels Prosperous in Our Shirts

Intending new customers are advised to send a Trial Order NOW and secure immediate deliveries.

(PONGEE SILK SHIRTS \$36.00 DOZ.)

Prosperity Shirt Company

12 Queen Street East, Toronto

THE FINESTONE CLOTHING COMPANY, Limited

Manufacturers of

**Men's, Young Men's, Boys'
and Juveniles' Clothing**

DUBRULE BLDG., MONTREAL

**Specializing
in various lines of Juvenile Clothing**

full of such remarkable values that shops handling them will be recognized as Boys' Clothing Headquarters.

Quick action is the thing nowadays. These lines of Juvenile Clothing will help you to get it.

Get in touch with us at once.

The Finestone Clothing Co., Ltd.



MODEL CX

OPPORTUNITY IS KNOCKING AT YOUR DOOR!!

In order to get down to replacement basis we have decided to offer our stock of MEN'S Raincoats to the trade at the following prices :

\$18⁵⁰

{ Exceptional values in Gabardine Coats of highest quality and up-to-the-minute styles. This line sold last Fall for \$27.50. The same quality can be obtained nowhere else for the price now asked.

\$9⁵⁰

{ We have also a wide range of Tweed Raincoats, the value of which will astonish you and your customers. We can't describe them—but they are literally being given away at this price, which is far below cost of production.

Navy Blue Rubberized Cotton Gabardine Coats

\$5⁰⁰

{ Especially adapted for summer—so cheap you could sell them as Automobile Dustcoats. Every seam cemented and sewn, reinforced with a silk strapping. Silk yolk lining. A finished garment in every respect. Last year we sold this same line at \$14.50.

Talk quickly on this lot as there are only 50 for disposal.

*Remember—The Proof of the Pudding is the
Eating—Send for Samples*

SAMPLES

Obviously, at these Prices, it is impossible for us to submit Samples with the risk of the curious returning same—the cost of express added to this price sacrifice would be business suicide. BUT, we are prepared to send a parcel of samples—not less than three coats—you choose your coats from this advertisement,

which we treat as an order, and by so doing you open an account. If you decide to stock—your samples will be shown on invoice as part delivery.

**We Stake Our Reputation on This Offer
It is Unprecedented and Without Parallel**

Write for our samples of Genuine Leather Coats, Ladies' and Men's Reversible.

“Buy Carefully, But Buy”

Address :

VICTORIA RUBBER COMPANY

437 ST. PAUL ST. WEST

MONTREAL, P.Q.



KANTKRACK



12 to 19

Trade Mark

Registered

12 to 18½

You have many customers in your store in a day. What percentage would buy a **KANTKRACK** as an emergency collar?

One Grade Only and that the Best

They are a convenience, a necessity, an economy and a Money-maker for the Merchants; the progressive one also uses our Lines as levers for his other sales. Such a Collar as **KANTKRACK** is essential to complete the wardrobe of any man or boy.

KANTKRACK COLLARS
LOOK LIKE LINEN WHILE WORN
as well as while being displayed in a store.

This is the reason for their popularity and the fast progress of our business, necessitating frequent enlargement of premises to cope with the volume of sales.

Show them the linen-like finish of **KANTKRACK** Collars, the Flexible Tab, etc. This influences the customer's decision.

Every Collar GUARANTEED through the Dealer

The Parsons *and* Parsons Canadian Company

MAKERS OF THE FAMOUS **KANTKRACK** COMPOSITION COLLAR
HAMILTON - - ONTARIO

EST. IN U.S.A. 1879
EST. IN CANADA 1907

THE

OXFORD

Clothing Co. Ltd.

makes easy your difficult problem of stimulating sales

HIGH-GRADE SUITS FOR YOUNG MEN AND BOYS are offered to you at figures that return a good margin of profit; the remarkable values are seen at a glance in the **QUALITY** of the fabrics and the expert tailoring in **EVERY SUIT**, whether **MADE-TO-MEASURE** or already tailored.

BOYS' SUITS—Special made to please the boy, his parents, and to secure his future custom. See them and be convinced that **OXFORD SUITS** have a reputation to keep up. Immediate attention to all your enquiries. Write us.

Oxford Clothing Co., Ltd.

King Street and Spadina Ave., TORONTO





EXPERIENCE

World-wide experience has proved that VALUE for money is only obtainable by securing the best. TUTT CLOTHING is the very highest standard. Write for our agency and co-operation plan.

“Clothes that always look new”

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES



WHOLESALE CUSTOM TAILORS

21 Dundas Street East
Toronto, Ontario



WILL-TIE CRAVATS

are not just "cravats," but the result of careful and intelligent study of style, quality and the needs of customers' requirements.

Stimulate buying in your neckwear department by displaying a variety of "Will-ties."

WILL-TIE CRAVAT CO.

Main Building

MONTREAL

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

We recognize that boys provide the clothier with powerful aids to progress, and our

"LION"
BRAND

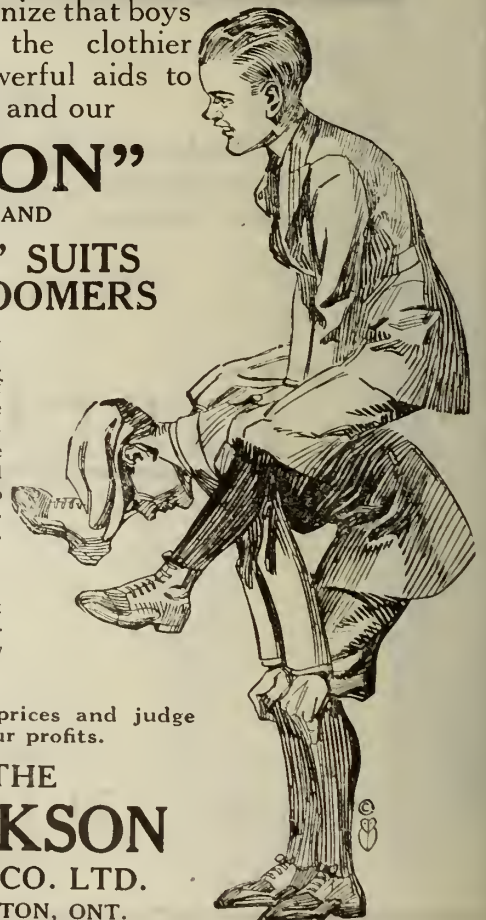
**BOYS' SUITS
& BLOOMERS**

are specially made with the object of securing the entire satisfaction of the parents and the boys, who become permanent customers.

You can beat price competition by quality goods.

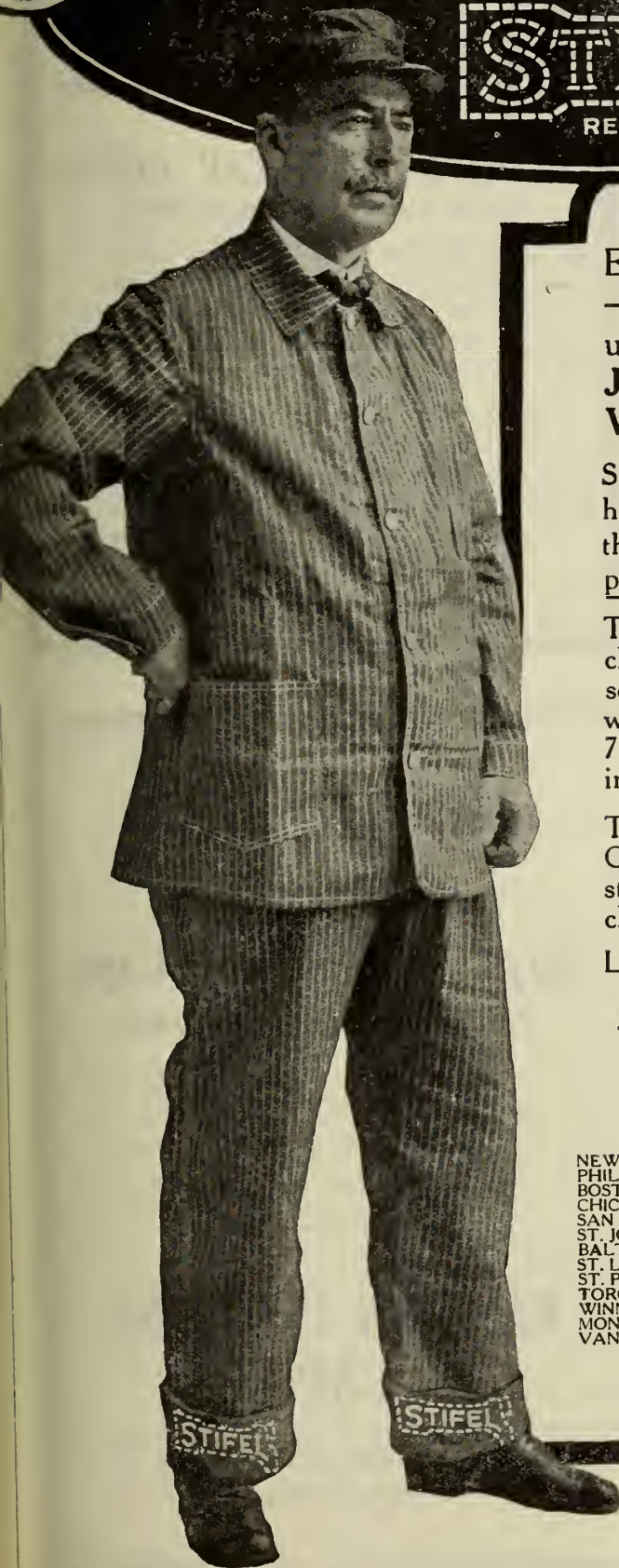
Write for prices and judge your profits.

THE
JACKSON
MFG. CO. LTD.
CLINTON, ONT.



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.



The Keener the Competition the
More Attractive Must be Your
Store and Display of Your Wares.



DALE'S Fittings and Fixtures are designed and manufactured for the purpose of increasing the volume of the Merchant's business—

AND THEY DO IT !

ARTISTIC DISPLAY Fittings are essential to every business. Send for our Latest Catalogue and see the vast stock of the very appliances you require.

**WAX FIGURES,
RACKS,
BUST FORMS,
COUNTER STANDS,
SHOW CASES.**

Made in wood and metal, ornamental design, dainty and workmanlike finish. Write NOW.

Lose no further trade, but send for Catalogue without delay.

Dale Wax Figure Co.
Limited

86 York St., Toronto

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Blk., Winnipeg.



Pin Your Faith
to

**"BOSTON
STRAWS"**

for Quick Turnover

The BOSTON CAP CO.

338 St. Urbain St., MONTREAL

are in the field stronger than ever with STRAW HATS of Latest Styles at prices so popular as to guarantee stocks moving with unusual speed.

Ask us to send you a rush order—we rush the hats to you, then you do the rushing.

ALL THE LATEST STYLES IN CAPS
AND CLOTH HATS ALSO



A NEW FIRM

Manufacturing

Boys' Clothing and Caps

Makes its Bow to the Trade

Snappy Styles

Popular Prices

**FASHION CLOTHING
& CAP CO.**

Notre Dame St. West
MONTREAL



Without prejudice, we affirm that there is nothing in Knitted Woolen Garments marketed to-day that is so deservedly popular as the

NORTHLAND

KNIT-ON-NECK SWEATER

Its popularity has been won entirely by its own silent appeal as a garment that is utterly unlike the rank and file of pull-over knitted goods. In the pronounced quality of the pure woolen yarn used all through the Northland Products; the perfect regularity and beauty of the stitch; the tasteful color combinations of **BLACK** and **GOLD**, **PURPLE** and **LEMON**, **PADDY** and **PURPLE**, there is no resisting it when placed on the sales counter.

The neck, as will be clearly seen in the illustration, is knitted on (not sewn with cotton) with same solid woolen yarn as body of garment, and this distinguishes the entire range down to lowest priced number.

Our prices and terms are most attractive and we back up every transaction with an unqualified guarantee that will reassure the most exacting dealer.

A Positive Guarantee

A positive guarantee against breaking under sudden pull or strain at the moment when minutes count. Strength with perfect elasticity is an assurance against loss of temper and consequent profanity.

No. 370

NORTHLAND KNITTING CO., LIMITED

WINNIPEG, MAN.

MANUFACTURERS OF NORTHLAND BRAND GLOVES, MITTS,
SWEATERS AND MOCCASINS

How the Printers' Strike Affects You

Apart perhaps from freight rates, there is no single factor which so universally affects the price of every commodity in use at the present day as the cost of printing. Every price list, catalogue, booklet, handbill, circular letter, price card, display card, costs money for printing, which cost has to be covered in the price charged for the various commodities you sell.

Any increase, therefore, in the cost of printing affects the cost of every one of the items above mentioned and must therefore ultimately raise the price of every article sold by the retail merchant. Any such increase at the present time is bound to have a restrictive tendency upon sales and is therefore detrimental to the merchant's interest. If he is forced to absorb the extra cost himself it affects his pocket still more directly.

You are therefore vitally interested in the outcome of the printers' strike for a forty-four-hour week and increased wages, amounting in all to an advance of about 40%. This would inevitably result in an increase both in your overhead expenses, in the prices you pay for goods, and thus it cannot fail to prejudicially affect your interests.

The forty-four-hour week will benefit no one. If a man is only willing to work forty-four hours he will earn less for himself and for his employers than if he worked forty-eight hours. The great need the world over is for elimination of waste and increase in production.

GABARDINE COATS

for Men, Women and Boys

FALL MODELS ARE NOW BEING SHOWN

The best English materials go into the making of these high-grade rainproof coats. Every yard bears the stamp "Cravenette," and buyers can be assured when they place orders with us they are getting the maximum value from their investment.

We stand back of every garment we turn out, and as we value our good name, we are careful to place on the market only such garments as will bring credit to ourselves and those discriminating merchants who handle our lines.

Our salesmen are now showing samples. Is your name on their calling list?

Schwartzman Bros.

Dubrule Bldg., Phillips Place

MONTREAL



The Perfect Soft Collar Tie

TWO-CLIP TIE for soft and starched collars

Indestructible; entirely different; easy to adjust; easy to take off; absolutely firm; costs no more than others; fast seller.

DIRECTIONS—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.

Note—Clips are Gold Plated.

\$4.25 with Discount. Send for Assorted Sample Dozen.

ASK YOUR JOBBER FOR THIS TIE

TWO - CLIP TIE CO.

1188 Queen Street West, TORONTO



Fashion Boys' Clothes Insure Boys' Business

because they're built with a thorough understanding of boys' requirements—well-tailored manly models, featuring a One-piece silk-lined cap to match each suit.

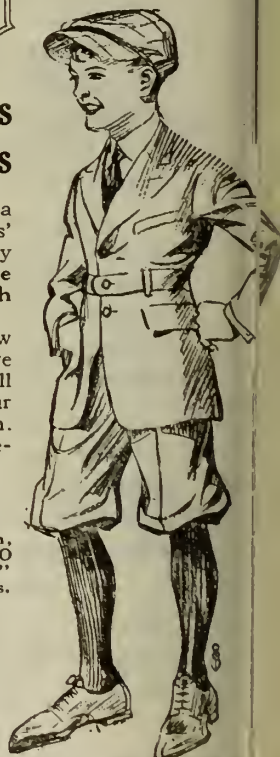
If you're looking for something new and original to stimulate sales, we have it. These popular suits will have but a short stay on your racks—quick turnover is certain. And your customer's only "come-back" will be for another suit.

Write for samples and quotations

We would suggest using the slogan, "ONE-PIECE SILK-LINED CAP TO MATCH FREE WITH EVERY SUIT," in your next drive for customers.

FASHION BOYS' CLOTHING CO.

149 Notre Dame St. W.
MONTREAL - - QUE.





FOUNTAIN BRAND

A Good Rule

to follow in winning the confidence of the worthwhile customers is to use only the best.

The BEST in Threads is
“FOUNTAIN BRAND”
 PURE IRISH LINEN

MANUFACTURED BY
 ISLAND SPINNING CO., LIMITED
 LISBURN, IRELAND

For evenness, strength and durability; for economy and satisfaction, they are all that the most critical could desire.

Ask our customers in the Clothing Manufacturing and Leather business why they use “FOUNTAIN BRAND” exclusively.

SOLE AGENTS FOR CANADA

Walter Williams & Co., Limited

MONTREAL 508 Read Building QUEBEC 533 St. Valier St. TORONTO 20 Wellington St. W. VANCOUVER 217 Crown Bldg.

THE Shuttleworth

STRAWHAT

Buy *Made-in-Canada* HATS

We take pleasure in offering to the trade

STRAWS FOR 1922

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The spirit of ambition and progress in every normal person is a factor in attracting customers into magnificent stores, and you are advised to survey your establishment in search of your needs of Artistic Improvements, both inside and out, as a means to increase the number of your customers. We will submit estimates suggesting new designs (without obligation to you) for complete store equipment, store fronts, and interior fixtures.

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Hamilton.

Send me suggestion for new store front. My present front is feet wide, feet high. It is understood that this places us under no obligation.

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(Firm Name)

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(Address)

Taylor-Brasco Limited

108 Merrick Street, Hamilton, Ont.

See our catalogue for Coat Hangers, Counter Stands, Racks, Show Cases, etc., and write us on Store Fronts and Interior Decorative Fittings

Uses "Stunts" as Business Getters

Some Novel Ideas Worked Out by Montreal Store—Cakes of Ice on the Sidewalk and Harvests of Straw Hats in the Windows—Avoiding the Serious Note in the Hot Weather.

ONE of the well-known men's stores of Montreal is that of David's, Ltd., which boasts two divisions, both located in the heart of the shopping section of St. Catherine Street West, and is popularly known as the "Store with a Conscience." This catchy little slogan has become familiar to thousands of readers of the daily papers through the medium of their own peculiarly individual and humorous advertising, and which might well be amplified truthfully to say, "the stores with a conscience and originality." The latter quality has come to the fore of late quite markedly, and although many of the original features have a strong resemblance to "stunts" pure and simple, yet they are one and all characterized by a saving humor which creates a feeling of "bonhomie" and good feeling between store and customer.

The inspiration of most of these novel ideas is accredited to the store's display manager, James Norman Soloman, to whom Men's Wear Review is indebted for a description of some of the most successful. According to Mr. Soloman, unusual methods win business, especially during the hot weather, when shopping is apt to be sluggish where the male sex is concerned. He, therefore, makes it his invariable practice to employ none but the most original and untried methods of publicity from the regular advertising copy to the window displays, and the very show cards themselves. "I try to have everything different," he explained, "and I usually adapt every good idea that has been successfully tried out in the States, in one or other of our stores, keeping the humorous note uppermost."

In explanation of his various methods might be cited the following, which have all recently been featured with great success. For instance, when the straw hat season drew nigh Mr. Soloman decided to create a summery atmosphere by arranging a window display representing a harvesting scene, complete with sheaves, farmer and wheelbarrow, the whole display effectively accentuating the fact that the crop was a bumper one of "straws." This window brought in splendid business throughout the week that it was featured.

A "Frigid" Display

As the weather got warmer in June, straw hats of course became the usual display in all the windows along St. Catherine Street, and so considerable ingenuity had to be employed to get away from the stereotyped ideas in display. Elsewhere is shown one novel plan which drew large crowds of curious spectators and incidentally much business in straw hats. A huge cake of ice was deposited right at the front door of one of the David stores, inside which a perfectly new senect straw was frozen. A neat show



How is this for unusual advertising? A massive block of artificial ice in which a man's straw hat was solidly frozen. This is one of the clever ideas by J. N. Soloman, of David's, Montreal.

In this clever harvesting display, the hats were arranged on straw-covered supports, while a wheelbarrow full was displayed on one side. Price tags were used on every hat. Arranged by J. N. Soloman, of David's, Montreal.

card set forth the statement, "Yours for Cool Straws—David's Limited." The huge ice chunk stayed on duty throughout a very hot Saturday and some of it was still visible on Sunday, although the straw hat was somewhat exposed. During its brief period of usefulness, however, it brought in a very considerable amount of business to the hat department. As will be noticed, an additional humorous touch was provided by the featuring of a gruesome skull and crossbones, in the right-hand window, with a card urging the "live ones" to "buy your straw hats now."

Refrigerator on Sidewalk

Carrying out the idea of coolness and com-

fort in the midst of sweltering heat, Mr. Soloman conceived the plan of introducing the unusual scheme of placing a household refrigerator upon the sidewalk in front of the store entrance, with the cover invitingly open. But, instead of the usual blocks of ice, piled neatly upon the upper shelf, surrounded by products of housewifely skill, passers-by were amused to observe a minute specimen of colored humanity ensconced upon the rack, in the shape of a five-year-old colored boy, who wore one of David's best straw hats upon his crinkly head and a broad grin of his own manufacture. "He's keeping cool in a David straw" was what the show-card stated. All afternoon he sat com-

(Continued on page 46)

Sask. R.M.A. Draws Record Crowd

Eighth Annual Meeting of the Association is Marked by Much Enthusiasm, and Timely, Interesting addresses—One Hundred Per Cent of the Merchants in Saskatchewan Have Weathered the Storm of Business Depression—The President's Address.

SASKATOON, June 20.—The eighth annual convention of the Saskatchewan Provincial Branch of the Retail Merchants' Association of Canada was called to order at 10 o'clock, Tuesday, June 14, in the Byers-Butler Hall, Saskatoon.

S. D. McMicken, Provincial President, was in the chair, and in excellent form. The delegates at the morning session exceeded in numbers any convention recorded to date, and they continued to roll in all day from the furthest corners of the great Province of Saskatchewan. Many more arrived for the trade section meetings, which occupied the whole of Wednesday, June 15th.

The Mayor's Welcome

His Worship the Mayor of Saskatoon, Dr. A. MacG. Young, tendered a most hearty welcome to the visitors, which was further amplified by Harley Henry, President of the Saskatoon Chamber of Commerce. G. Garfield Wray, boot and shoe merchant of Regina, replied to the kindly addresses of welcome.

In his address of welcome, Mayor Young showed a remarkable degree of familiarity with merchandising. He made an expert analysis of past and present market conditions, mentioning that the merchants were not alone when they faced a "buyer's" market, as the municipalities found they were in the identical position when they stepped out to sell their debentures.

"Considering the troublous time we have been through," said his worship, "Saskatchewan municipalities have made a surprisingly good showing, although in two or three instances municipalities had defaulted in their bonds. This merely should give a lesson to all merchants, many of whom are also municipal officers, to play the safe game in municipal finance as they did in their own business. And I urge you," said the doctor, "to accept such municipal office as the electors will give you. You owe a duty to the country to accept the highest responsibility of citizenship."

Sask. Merchants Weather Storm

Mr. Henry mentioned that in Saskatchewan almost 100 per cent. of the merchants had managed to weather the storm, and by the look of the crops there would be smooth water ahead for them. "The watch and wait policy has been played now as far as it pays to do it. The new watchword for you merchants and for us all is to 'go get 'em'."

The President's Remarks

The President's address was a modest one. Mr. McMicken stated that he knew that the

secretary had covered everything pertaining to Saskatchewan, and the Dominion President, J. A. Banfield, would report Dominion progress. Therefore, he contented himself with a few remarks from brief notes.

Mr. McMicken suffered a most severe loss by fire in Moose Jaw within recent weeks, and he has a gang of thirty workmen building him a new store, "and there's only one thing on earth that could have pried me away from superintending that work," said the President, "and that is the work of the R. M. A." Mr. McMicken mentioned that nine executive sessions had been held, two sessions with the Government, one with the wholesale grocers, and one with the Board of Commerce. He spoke most enthusiastically about the spirit of fairness with which the wholesale grocers joined the organized retailers towards settling various contentious points, also the increasing disposition on the part of the Government of Saskatchewan to lend a sympathetic and attentive ear to any suggestions from the Retail Merchants' Association. The President states that an effort is being made to bring the retailers in the four Western Provinces and the Wholesale Grocers' Guild covering the same territory into closer harmony. Great progress along these lines has been made.

Secretary's Report

The Secretary's report certainly proves that the past year was a history-maker in the annals of Saskatchewan Association work.

The Secretary, F. E. Raymond, received a most flattering ovation when he took the floor.

"In connection with the matter of making the work of the Association more widely known, it is my hope during the coming year to be able to arrange for meetings at different points throughout the province, to which merchants from the adjoining towns would be invited, these meetings to be addressed by different members of the executive, and such other speakers as we are able to provide for, from time to time," said the Secretary of the Saskatchewan R. M. A. in his report to the annual convention.

As is the case of the Luxury Tax, the provincial office has had a vast amount of work to do in furnishing information regarding the application of the Sales Tax and in acting as a third party in the settlement of disputes between our members and some supply houses, who through a misunderstanding of the regulations had assessed the tax in error, or had perhaps charged an excessive amount. We have also been the means of adjusting to the entire satisfaction of all concerned a number of disputes which

some of our members have had with the department at Ottawa, regarding the application of the Sales Tax.

Meetings of the Year

During the year eight provincial executive meetings have been held. On June 11th the day following the close of our convention, the executive proceeded to Regina for the purpose, among other things, of meeting the Government ministers.

Discontinue Branch Offices

Another important step taken at the meeting was the decision to discontinue the district branch movement and to close the offices at Assiniboia and Kerrobert.

This form of organization had been closely watched up to this time and everything possible was done to make it the success that we had hoped for, but we were doomed to disappointment.

Our gross loss in the operation of the Assiniboia branch was \$2,464.89.

In the case of Kerrobert, which branch was started in January, 1920, our gross loss was \$2,347.48. It was estimated that in the coming year the cost of carrying on the work would in the case of each branch amount to approximately \$4,500.00, which would mean 180 district members paying a fee of \$25. As we had been carrying on the Assiniboia district since June, 1919, and as our membership at the time the branch was closed was only 70, we could not have much hope of realizing the necessary amount. I feel convinced that if it had been possible to make this plan of organization a success, the two men we had employed would have done so.

Wholesalers Meet Retailers

Another meeting of very considerable importance to the grocery trade, not only in this province but of all three prairie provinces at least, was held in the Board of Trade Rooms, Regina, on April 12th. Upon this occasion a committee representing the retail grocers, together with the remaining members of the provincial executive, met the representatives of the wholesale grocery houses operating in Saskatchewan.

This meeting was important, both from the standpoint of results obtained and the fact that it was a step in the direction of closer co-operation between these two classes of business. A copy of the minutes of this meeting has been sent to the provincial secretaries for the Provinces of Manitoba and Alberta with a request that steps be taken to secure the endorsement of the wholesale

houses there, although this is presumed to have already been given effect by the fact that the resolutions passed at Regina were endorsed by a meeting of the Prairie Provinces Wholesale Grocers' Association held in Winnipeg a week or two later. Another meeting to which all wholesale grocers selling in Saskatchewan have been invited regardless as to whether or not they have a house located here, has been arranged for in connection with this convention.

New Fire Insurance Organization

One other important move made during the year was the arrangement entered into with the Northwestern Mutual Fire Association of Seattle, Washington, which company absorbed our own company, the Retail Merchants' Mutual Fire Insurance Company, on December 1st, 1920. Under this arrangement all policies in force with the Retail Merchants' Mutual Fire Insurance Company were re-insured in the Northwestern Mutual from that date. On this business, as well as upon all new business written since, the Northwestern, through the Retail Merchants' Underwriters Agency, a purely Canadian institution, have allowed a dividend for the first two months of 35 per cent. and since that time 40 per cent. of the earned premium.

Praise for Organizers

A large amount of credit is due to our two organizers, Mr. G. W. Anderson and Mr. W. L. McQuarrie, for the efficient manner in which they carried on their work, which resulted in an increased membership, in spite of depressed conditions and an increased fee. Our membership at the close of 1919 was 1944 and at the close of 1920 it stood at 2,157, an increase of 213 for the year. Meetings were held in a large number of towns throughout their respective territories with good results, and in a number of cases active local organizations have been formed which give promise of good results to the local merchant.

Visit Government Farm

Following the luncheon hour, the delegates were guests of the local merchants and the United Commercial Travellers' Association in a delightful motor drive around the "miracle city." The Dominion Government Forestry Farm was visited, where Mr. McLean, the officer in charge, explained the Government's plan of assisting in the reforestation of Saskatchewan and the beautifying of rural homes. Then the University of Saskatchewan was visited and an address was listened to in the new physics lecture room. The various departments of the University work were thrown on the screen

and the delegates were instructed on the methods by which they could assist the Government to conquer field and garden pests and increase the prosperity of their neighborhood. Next the party visited the great plant of the "Quaker Oats" and "Quaker Flour Mills." Every process and operation was explained by well-informed guides.

"A New Line of Endeavor"

Following the drive, an excellent address was given by Dean Rutherford, of the University of Saskatchewan, on "A New Line of Endeavor for the Retail Merchant." Briefly Prof. Rutherford's address followed the past periods of Saskatchewan history, when Mr. McKay, at the Indian Head Experimental Station many years ago first introduced the present prairie summer-fallow procedure to conserve moisture and ensure crops. As the grass roots and fibre of the soil were thus destroyed, the land was unbound and commenced to drift and blow. To-day the necessity is to grow binding crops of sweet clover, brome grass, and western rye, which further means stock, not wheat. He urged the retailers to help their customers to sense the new stage that this prairie is now entering and get down to sure and profitable mixed farming instead of continuing to gamble on wheat, with lean years, extended credits and failure.

"A Great Victory for the Retailer"

J. A. Banfield, Dominion President of R. M. A., in Addressing the Saskatchewan Branch at Its Annual Meeting, Says that the Government Is Now Beginning to Recognize the Retailer—Some Things the Association Has Yet to Do

SASKATOON, June 20.—J. A. Banfield, the Dominion President, in addressing the meeting, traced briefly the history of the R. M. A. to date. What it had accomplished, what it was still fighting for, and the need for greater membership and keener interest.

"All legislation is of vital interest to the retailer," said the President. "Not a bill is put through the house that does not indirectly, and most often directly, affect the retailer. No matter what the government does, it affects the consumer, and the retailer is the one immediately in contact with the public, so must bear the displeasure and suspicion, if any one must."

Recognizing the Retailer

At the same time Mr. Banfield pointed out that the Government is beginning to recognize the retailer as a factor to be reckoned with, and always one body that stands for anything fair and square. It is always in favor of anything that, as the President expressed it, "tectors," not all down on one end. The retailers are now called into conference by the Government on matters concerning them. "The last budget," said the speaker, "is the retailer's budget. It agrees with the recommendation

that we made to the Government. It is fair, equitable, and efficient. When the retailers were called into conference along with the wholesalers and manufacturers, we got the cold shoulder from the latter," said Mr. Banfield. "I met one manufacturer who, when I asked him if he was going to the conference, smiled and said, 'No.' 'Why,' said he, 'we got a circular a month ago outlining what the manufacturers had decided to do.' Notwithstanding which," smiled Mr. Banfield, "the retail counsel prevailed."

A Victory for the Association

"When the retailers said that the tax should be collected at the fountain head—and it was so decreed—that was a great victory for your Association," said Mr. Banfield, "and after it was all over Sir Henry Drayton thanked the Association for the help it had given."

He commended the Ottawa merchant most highly, saying, "Whenever it has been necessary to have a delegation of merchants go at short notice before any body at Ottawa, the Ottawa merchants have responded most magnificently. We could have all we needed on 15 minutes' notice. They never spare themselves when Association affairs can profit by their effort."

Mr. Banfield remarked that those white haired boys, those paragons of virtue whom the Board of Commerce had occasionally uncovered, those who sold for cost plus on the rising market, or who through inefficiency had never managed to make a profit, where are they now?—down and out—on Bradstreet's and Dun's bankrupt list. They perished "unwept, unhonored, and unsung." The President touched on the turnover tax, saying that the Government never had made provision for the retailer passing on the tax, as was the case with the wholesaler and manufacturer. "How would you collect a turnover tax on a Greek restaurant, where the proprietor's hip pocket is his bank?" demanded the President.

Things Yet to be Done

Among the things yet to be done Mr. Banfield mentioned an efficacious "fraudulent advertising act," one that would make the manager co-responsible with the proprietor for misrepresentation. The present act has been found weak in this respect. The trading-stamp act is also in need of extension to include guessing contests, certificates and rebates. "The latter are a continuous uncertain outstanding liability," said the speaker. "Gambling is rampant.

Three-card monte and the like should be repressible by law."

The onus of responsibility in the case of adulteration, as of maple products, should also be taken off the tradesman. All such produce as hay in bales, etc., should, where practicable, bear the name of the producer. A department for scientific research should be authorized and organized at once. The subject of foreign purchases was touched upon.

Mr. McMicken humorously cited a recent case he had observed where an attractive

card distributed by a manufacturer bearing the legend, "Buy in Canada," also bore the small note, "Printed in Albany."

Parcel post rates also came in for the attention of the Dominion President. "It is a disgrace that letters must bear a portion of the expense of carrying the packages of your mail-order competitor," said he. "Each department should stand on its own feet. It is unjust that any parcels should be carried in the post office at less than the actual cost of giving that service."

Pleads for Greater Membership

In pleading for greater membership the speaker said, "Don't under-estimate the value of the smallest dealer. You know that he who is not for you is against you. In petition, the man with only a peanut stand may cancel your vote—even though your business is in the hundreds of thousand. Get them all in with you. Every member get a member."

Swift Current Man Heads Sask. R.M.A.

Final Day's Session of the Sask. R. M. A. Convention is Marked by Interesting Discussion, Passing of Resolutions and the Election of New Officers—the New Bankruptcy Law is Explained by Professor Arthur Moxon.

THE final day's meetings of the convention were marked by addresses on the income tax, the bankruptcy act and a debate on merits of a cash business versus a credit business. A number of resolutions were passed, as well as new officers elected for the ensuing year. The convention will be held in Regina next year.

Income Tax Returns

Bert R. Masecar, official auditor of the Saskatchewan Board, stated that the questions in regard to the same mostly centered round the difficulty of writing stock in a falling market. Profits, it was explained, were only cash profits. Whatever they put through their books as their turnover, they had got to treat as their sales. Amusing illustrations of the ways of the income tax authorities were given by the President, who had waited a whole year for a reply to a letter and then was fined \$1,800 for not making his return, reduced to \$10, all because he had not the information he sought after.

New Bankruptcy Law

Professor Arthur Moxon gave an address on the bankruptcy law of Canada. The new act, he said, was "made in Winnipeg" and was probably one of the most admirably drawn pieces of legislation that had emanated from the Canadian parliament since Confederation. It was something lawyers tried to get for a number of years, and it was largely due to the intelligent efforts of wholesalers and traders of Western Canada they had now their excellent legislation on the statute books. It was honestly and fairly designed to give to the commercial community exactly what the community wanted, not what the lawyers, and if the statute was not satisfactory and did not do its work it was not because the lawyers interfered, but it was because the facts of business and the facts of human nature were too complicated to at once allow them to draft an act that would be humanly perfect.

Affects Status

The statute was going to be of very considerable importance to the wholesalers and retailers in the course of the next ten years, Prof. Moxon said. It was drawn fairly lucidly and carefully for a statute and would be in the hands of every intelligent merchant

in the community, so that when the necessity came for doing the simple things required of the act, making claims in the assets of other people, etc., would show him just what his rights were without any necessity of referring to a solicitor or going to a solicitor and proving his claim.

The Resolutions

Among the resolutions was one to instruct the Secretary to supply Ottawa with a copy of the convention deliberations, for filing in the archives, and publishing if they thought desirable.

An attempt to add the chairmen of the trade sections to the Provincial Board was opposed by Mr. Morton, President of the Regina section.

A resolution, fathered by the Drug Section, complimented the Government on the new narcotics act, stating that they realize that it is not aimed at the legitimate drug trades, but against pedlars, and pledges the drug trade to assist in every way to keep the spirit of the law and assist in its enforcement. (The Pharmaceutical Association in Saskatchewan has already obtained twenty-two convictions for infractions of the liquor act and are determined to maintain the high character of the profession.) A suggestion was attached to the resolution asking the Dominion Secretary to lend his assistance toward having the Government supply uniform forms for the entering of the data required by the act.

An effort was made to have piano salesmen excluded from the Hawkers' and Pedlars' Act, so that they would not be compelled to pay \$100 Provincial license fee to travel around selling pianos. One speaker in favor of the exemption stated that the cost of breaking in and experimenting with green salesmen would be prohibitive and the license is non-transferable. A speaker against any exemption said that the travelling piano salesman took business out of each district and brought nothing to the district, and that all reputable piano dealers already had local agents who contributed to the communities, etc. The resolution was defeated.

Officers Elected

The new officers are:

President, Jack Wood, men's furnishings,

Swift Current, Sask.; First Vice-President T. H. Masterson, Chevrolet dealer, Regina, Sask.; Second Vice-President, G. Garfield Wray, shoe merchant, Regina, Sask.; Treasurer, S. E. Fawcett, hardware and sporting goods dealer, Saskatoon; Honorary Secretary, Ralph Miller, men's furnishings, Prince Albert, Sask.; Permanent Secretary, F. E. Raymond, Saskatoon.

The whole convention was a tribute to the good work done by the Saskatchewan Board Staff, the trade section meetings entailed an enormous amount of work and organization ability. Mr. Raymond had at assistance from his assistant, H. J. Beveridge, H. T. Pizzev, secretary to the Implement and Auto Sections; F. L. Phillips, collection department; F. E. Bellow, accountant; M. E. Evans, insurance; R. B. Evans, publicist; Charles Woodman, traffic, and the genial organizers, W. L. McQuarrie, who serves the North, and George W. Anderson, who serves the merchants in the South of Saskatchewan.



JACK WOOD
of Swift Current, Saskatchewan, newly elected
president of the R.M.A. of that province

Is Your Management Board too Large?

The Principle May Be Right, but the Application of It Wrong—Large Retail Firm Tells Experience to MEN'S WEAR REVIEW—Eradicating the Department Spirit—The Three Superintendents and Their Work.

IN many of the larger retail stores in Canada, the affairs of the firm are conducted by a Board of Management. Problems that arise from day to day or from week to week are discussed by this Board of Management. If a more aggressive advertising campaign is advisable; if better methods with regard to the merchandising of some of the lines carried are required; if problems of salesmanship arise out of difficulties that have been met by members of the sales force; if more aggressive salesmanship can be developed in the store; if it is desirable to improve the working conditions of the staff; if new plans should be laid for greater turnover by this or that or all the departments—if these or a score of other problems arise, the Board of Management meets, discusses them and takes some action with regard to them. This Board is usually composed of the heads of departments where there are not too many departments to make such a Board unwieldy. The motive behind the organization of such a Board is that, by giving a more active interest in the management of the firm's business to department heads, better results will be obtained in the yearly statement of their affairs.

A Board that was Too Big

But there are, after all, Boards and Boards. The principle of a thing might be perfectly sound; the actual application of it may be very unsound. If you have a Board of Management in your store that is not working harmoniously and to the advantage of the business, it may be because the application of a perfectly sound principle is faulty. This is the experience which the general manager of a large retail firm gave to MEN'S WEAR REVIEW recently. They saw where the fault lay, and they have corrected it to the decided advantage of the whole business. Not only are they getting better business but they are developing a better store spirit, a thing which counts for a great deal in these days when salesmanship is, more than for some years back, the driving force behind turnover. The simple fact was that the Board was too big.

Consisted of Department Managers

The original constitution of this Board was of the various department managers throughout the store. There were seven or eight of them, and they held regular weekly meetings to discuss all questions pertaining to the welfare and advancement of the store's life and interests. But the general manager

noticed that he did most of the talking, most of the suggesting; in fact, most of everything in connection with these Board meetings. A certain matter would come up for discussion, he would ask for suggestions regarding it. Few suggestions were forthcoming. He would advise that the matter be left over till another meeting and that managers should give the matter more consideration so that they might come to some decision at the next meeting of the Board. But when the next meeting of the Board came there was very little more said or done by the members. Its activities became stagnant and the business was suffering thereby. The time came when a change had to be made and the interests of the whole business considered before personal feelings.

A Smaller Board

It was decided that a smaller membership should constitute the Board of Management and the idea of having it composed of department managers abandoned. The new Board was selected from men whose service with the company had exceeded ten years—three were selected—together with the advertising man, and a man from the office. The general manager was the chairman of the Board. It was felt that in this way all the store's interests were fairly and adequately represented. This Board encourages to the greatest extent all manner of suggestions from the members of the sales force, and these matters are duly considered by the Board at their weekly meetings. The clerks are made to feel, in this way, that they are a real spoke in the organization and that anything they have to suggest which they believe to be for the benefit of the business will receive careful attention.

Developing a Broader Spirit

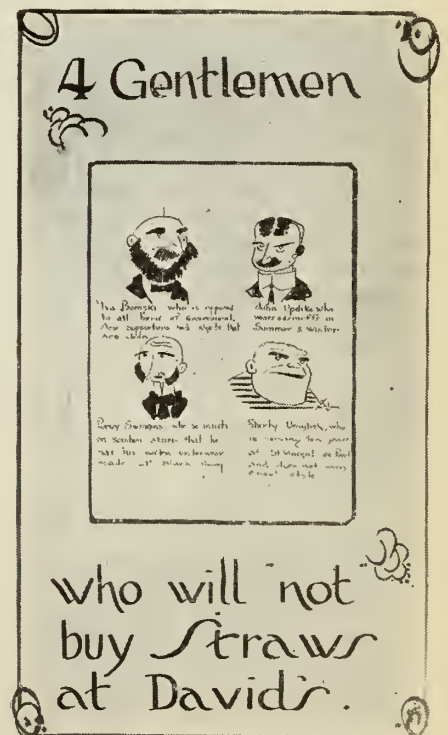
One of the difficulties under the old management—perhaps the outstanding difficulty—was that the department spirit was too strong. Managers were given a certain percentage on sales and, naturally, they did all the pulling they could for their respective departments, sometimes to the hurt of the store's business. If a customer came to one department and did not see there just what suited, but was inclined to go to another department, the clerk or the manager, as the case may be, was none too enthusiastic over the prospect. "Why," the manager would say to himself, "should I let one of my clerks go to another department to make a sale there to the benefit of that department and to the disadvantage of my own?" It

can easily be seen that the interests of the whole store were not served in this way to the very highest degree.

The Three Superintendents

Under the new arrangement of the Board these three men, selected from those who have seen many years of service in the company's employ, are now superintendents. They have a "store" spirit rather than a mere "department" spirit. They supervise everything and are active on the floors of the establishments all the time. They have eradicated the department spirit to a very considerable extent. Salesmen now go from one department to another with freedom, feeling that their own department is being served better when the customer is satisfied, no matter from which department she may be served. The three superintendents take the floor alternately, and thus get a better hold of the whole store's business and see where weaknesses are either in the organization of the business or in the sales force.

According to the general manager this new plan is working very satisfactorily, and he believes that the only trouble was that the Board was too large.



Original show cards designed by J. N. Soloman, of David's, Montreal.

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NO CAUSE FOR PESSIMISM

IN a current issue of MacLean's Magazine, Lt.-Col. John Bayne MacLean, the well-known financial writer, sees no occasion for pessimism, but cautions extreme care during the coming months. In part, he says:—

"At the outset, let me say that we can find nothing in the Canadian situation that should cause pessimism, but there is much reason for extreme care for the present, combined with good hope for the future. There is no strong reason in sight for the opinion, so freely expressed, that the worst is over and that we are now on the up-grade of business improvement. We have a long way to go in Canada in liquidation; that is, in a clearing out of high-priced merchandise, in lowering wages and costs of doing business, and procuring a larger output per unit or man, and particularly in getting lower transportation costs, before we bring Canadian selling prices to the basis on which the world can afford to buy for some time to come. Sam Gompers is clear on the lower wages question. In his recent pronouncement he demanded the continuance of the present standard of wages; not the present wages, which he knows cannot be maintained when other costs go down.

"Well established businesses, efficiently conducted, that have avoided over-expansion will come through the critical period all right and help Canada to hold domestic and to regain and develop foreign trade on which our future depends so much. They will pick up the business the weaker concerns are unable to serve. . . . But there are trying times ahead for badly conducted, under-capitalized concerns, and hardship and suffering for inefficient workers. They will not and cannot stand up under the keen competition for business and jobs."

MORNING SPECIALS

SOME of the aggressive business men are finding new profits in running specials for the morning hours. Their reason for so doing is twofold. In the first place, they are in search of every new plan that will increase turnover during the present year. Despite the fact that last year was one of the best, if not the best, in their history, they are out to beat it this year, and MEN'S WEAR REVIEW knows that some of the most aggressive firms are doing this. Morning specials, therefore, appeal to them as one means of increasing

turnover. In the second place, they figure out that people will come out in the afternoons in any case, and that it is not necessary to offer them specials for the latter half of the day. In some cases these morning specials are being offered on the morning of the half-holiday which obtains in so many towns and cities during the summer months.

POSTAL RATES AND BUSINESS PAPERS

THE British letter rate to Canada has been doubled, being now 4c. instead of 2c. There was a proposal to increase the postal rates on business and trade and technical newspapers sent to Canada, but the Government after looking into the matter decided not to do so, and when an announcement to that effect was made in the British House of Commons on June 9th it was, according to cables appearing in Canadian newspapers, greeted with tremendous applause. The Postmaster-General pointed out that even the leading daily newspapers in Great Britain opposed any increase of rates on technical and trade newspapers because it would hamper British spirit and enterprise overseas as compared with the United States and Germany, and would retard the recovery of British export trade.

Sir Geo. Foster said that the British Trade Commission, of which he was a member, had found, chiefly on the evidence submitted to them in Australia, that the reason German manufacturers had secured such a powerful and increasing hold on the Australian market was their persistency in salesmanship. Sir George did not get the whole story, or if he did he failed to apply it. That salesmanship was spoken and written. The way for German salesmen was prepared in advance. Their advertising in the business newspapers—printed in English sometimes—preceded their salesmen for two or three years and it came to the desks of their customers weekly or monthly to supplement the calls of their salesmen—to work for them while their salesmen were not there. Germans were much better and more persistent advertisers than British in the Canadian field before the war.

THE PROPORTION OF ONE IN SIX

Henry M. Stanley, in his autobiography, tells of the boys who were his fellow inmates in the work-house where he spent his youth. "The fat-witted majority," he says, "were just six times more numerous" than the boys with energy and initiative. "This proportion of one in six is very common in the world," he continues. "In ships that I have sailed in, among the military companions with whom I have campaigned, among the blacks and whites in my African expedition, in the House of Commons and in Congress, the leaven of one in six seemed to be required to keep things rightly going."

The saving one in six—the noble order of go-getters—the blessed little remnant of those who do not wait for things to straighten out but resolutely set themselves to straighten them out—how much more they are needed to-day than ever before! Business men grumble about this and that, but the members of the noble order of one in six are wasting no time in grumbling; they are busy getting men and machines in motion again.

J. M. O'Hara, traveller for the Empire Clothing Co., died on June 24th after a two-weeks illness.

The Great Western Garment Co. Ltd., of Edmonton, are offering a new issue of \$200,000, 8 per cent. cumulative, first preference shares at par.

Featuring Style in Boys' Clothing

Fall Designs will be Models of Up-to-Dateness—Novelties will Help Retail Sales—Hard-Wearing Tweeds, Serges and Worsteds in Navies, Browns and Greys.

"SPECIAL emphasis will be laid upon the matter of style in boys' clothes this fall and winter," remarked a leading Montreal manufacturer to Men's Wear Review this month. "We are working on the theory that it is up to the manufacturer to supply the retailer with as much sales stimulant as possible, and apart from the question of price, which is, of course, partly up to the retailer, style alone will provide a very satisfactory stimulant."

Novelties are always sought at all times, and their introduction keeps customers constantly in the market. However, customers buy with various wearing qualities in mind and manufacturers have recognized the fact in planning fall styles.

Fabrics and Designs

Hard-wearing tweeds, serges and worsteds in practical dark colorings in small inconspicuous patterns will undoubtedly be most in demand for school and Sunday suits. Navies, dark browns and greys seem to share honors equally, showing most originality in the cut and finish of the suits themselves. The tendency is to follow a mannish style, semi-fitted at the waist line with a belt in almost every case. Either square or pointed shoulder yokes are indicated as providing a smooth shoulder effect in conjunction with the vogue for inset pleats, copied from the sports clothes designed for men this season. Either single or double insets are featured on the backs of the coats and on the pockets,

so that the latter may have adequate reinforcement against undue strain. Detachable belts are a new feature of one line of fall suits, buttons being provided to each side, so that only the rear section of the belt is stitched on. If the boy prefers the front unbelted, it can be taken off entirely, giving another effect to the garment. Retailers report that the more pockets the suit has, the better it is liked by the youngster who is selecting his new outfit, and probably for this reason the makers are featuring an extra pocket this season, making four altogether on the outside. The vertically posed slashed pocket on either side of the chest is popular, as are also the large patch styles in military design.

Serge suits show straighter lines and strapped pockets, but belted as usual. Both breeches and bloomer styles are offered by the makers, with the preference shown for the latter. In little boys' suits, only straight trousers are shown, and the coats have rounded collars finished with self-colored silk tassels which tie in a becoming knot.

All the linings and pocketings, etc., which go into the manufacture of juvenile and boys' suits are of an improved quality this season, owing to the lowered cost of production.

Overcoats

Overcoats in the usual rough and smooth finished fabrics are shown in addition in heavy and lighter weights, the latest idea being the prominence of smartly cut and

durably finished raincoats for boys, designed exactly like those for men. Various shades of gabardine in a cravenette finish are employed, both wool and cotton textures. These are designed in military style with convertible collars, smart belts and raglan sleeves, and are half silk-lined in rich shot-silk effects. In boys' sizes, ranging from 6 years up to 15, these are selling to the trade from \$9 to \$15.

The makers of these new raincoats emphasize the fact that they are really designed as first-class utility coats for fall and spring wear, for all-round use, as they are entirely free of rubber and have no disagreeable smell when subjected to heat of any sort. The process of waterproofing the gabardine renders it practically untearable, another advantage where strenuous wearing qualities are taken into consideration.

Manufacturers of boys' clothing of all descriptions emphasize the point of correct display in retailing, and complain that in the majority of stores juvenile clothing is too generally shown in piles or hung carelessly on hangers or racks, methods which do not tend to increase sales of clothing. In the case of raincoats, one prominent manufacturer pointed out that to sell this class of garments with real success, they must be shown on forms, carefully arranged to show the smart cut and the swagger effect of collar and belt. A raincoat hanging limply from a wire hanger is a sorry-looking garment, even though made from the best of materials. "Show them in a life-like manner and every customer will want them," commented the maker.

Novel Window Displays

In the same way, the clothing manufacturers argue that window displays next season should be handled in various novel ways, particularly where school suits are concerned. "Interest mothers by emphasizing the various new style points in a suit," explained one maker to Men's Wear Review, "and selling will be much easier. The average mother only cares about the appearance of the suit anyway; she takes it for granted that it will wear well. I would advise the retailer to play up school suits early, arranging them in the windows with plenty of suitable accessories. The idea of using colored ribbons from the corners of the window leading to the collar or the pockets, or whatever is new about the suit, will immediately attract attention from passers-by, who would not recognize the improvements in style otherwise."

This practical hint will be of benefit towards the close of the holidays now beginning, when mothers will be considering the problem of school suits from every angle.

"The Huckleberry Finn"

The suit for every purpose, developed in all-wool, imported cloths, lined throughout with wear-proof twill and allowing for all kinds of strenuous movement by the addition of inverted pleats in the back and in the pockets. Four pockets are provided in the coat as well as a novel detachable belt, permitting different effects. Bloomers with governor fasteners or breeches, together with a smart, silk-lined one-piece cap are supplied to complete this outfit.

Shown by the Fashion Boys' Clothing Co., Montreal. Photo by Photo-Kraft Studio, Montreal.



Getting Mailing List of 5,000 Boys

Successful Contest Run by Scovil Brothers of St. John, N.B.—Importance of Launching It—
Hints About the Contest—Christmas For the Boys—Believe That Spring is Best
Time for Contests.

THE accompanying photograph shows the result of a hotly disputed boys' guessing contest, as recently conducted by the firm of Scovil Brothers, of St. John, N.B. The bicycle, as may be seen, was the coveted trophy, and is shown with its proud owner before the King Street entrance of the store amid a throng of envious playmates.

According to A. N. MacLean, secretary of the firm, this contest was decidedly worth while, and the firm is now running another, along precisely the same lines. "The idea is quite simple," stated Mr. MacLean to a staff member of Men's Wear Review, "but it was altogether amazing how productive it was of results. We have always maintained a birthday book in our boys' department wherein the names, addresses, ages and birthdates of our young customers are entered. A neat birthday card is mailed to any boy whose name figures on this list, conveying Birthday Greetings from 'The Boys' Shop, Oak Hall, St. John, N.B.'"

Adding to the List.

"Occasionally it becomes necessary to freshen up this list and infuse new life into it, and a free-for-all contest such as this is about the best method of doing so.

"We started this one right after Easter," continued Mr. MacLean, "by advertising in all the local papers the fact that a dandy new bicycle would be awarded to the boy who guessed nearest how many pennies were in a large glass jar, sealed up, in our window. Each dollar spent in the store entitled the purchaser to one ballot, and special inducements were held out to purchase a suit at \$15, which would entitle the boy to fifteen guesses.

Between 4000 and 5000 Guesses

"The boys evidently appreciated the idea exceedingly, as between four and five thousand guesses were registered altogether. This meant \$4000 extra business, besides supplying us with a brand new mailing list and further names for our birthday book.

"The contest ran about three weeks, and each contestant submitted anywhere from one to thirty guesses. We made quite a formal occasion of it at the outset, and had the pennies sealed up by the Mayor of the city. We observed also that the response on the part of the parents was quite remarkable and, incidentally, many mothers mentioned that they appreciated our having sent birthday cards to their sons, adding 'you certainly look after the boys splendidly,' which is high praise to any store.



Here is a picture showing the winner of the boys' contest conducted by Scovil Brothers, of St. John, N. B. The proud possessor is ten years old.

How the Ballot Was Arranged.

"Each ballot was duly filled out with the necessary particulars and dated with a rubber stamp by us, in order to prevent any difficulty, should two contestants have entered the same guess. In case such a thing occurred, we announced that the first entry would win. The advertising was carefully adapted to appeal to the boy through his parents, as we realized that few, if any, boys read the papers. Our window was, therefore, carefully dressed during the contest with a well chosen assortment of boys' suits and furnishings so that parents or boys might receive suggestions as to the prevailing styles, and this idea resulted in a good volume of business. The bicycle and the jar of cents occupied the centre of the window until the contest closed, and then the youthful winner was invited to come and stand in the window for a while at an hour when most of his less successful competitors could assemble to see him claim his prize. His ballot was also posted up for comparison. A regular presentation ceremony was gone through and the winner received his bicycle from the hands of Civic Commissioner Jones amid much applause. He then posed for the photograph on the bicycle, which we have used in our advertising.

Hints Regarding Contest.

"There are one or two points to be borne in mind by anyone who runs a similar competition," added Mr. MacLean. "If coppers are used, they should be both small and large sizes well mixed, or it would be a comparatively easy matter for anyone to fill up a similar jar with cents and arrive at a close result. This has been done often in the case of bean jars or barley grains, where the sizes are more or less alike, and I have known of several cases where the winner has admitted to having experimented with the beans or barley grains at home until he was almost positive of the correct number. All the fun of the thing is lost when such methods are resorted to.

Spring the Best Time.

"Spring is the best time of year for running competitions, although we did very well last year in presenting hockey sticks to all boys leaving their names and addresses. This stunt cost over \$500, however, and lacked the element of excitement that a contest always entails."

Christmas For the Boys.

Every Christmas Scovil Brothers hold a regular fete for their boy friends, when Santa Claus makes a special trip to their store and a reception is held. Just prior to school closing a personal

(Continued on page 26)

Some Hints on Hat Salesmanship

Methods Followed by Scovil Brothers of St. John, N.B.—Showing a Thousand Hats a Minute—Smaller Sizes Being Worn—"Why Don't the Ladies Stay Home."

SELLING hats is robbed of half its problems when an up-to-the-minute equipment, like the one shown in the accompanying photograph, is installed in the man's store. This particular method was recently inaugurated by the progressive maritime firm of Scovil Brothers in their St. John store, and enables a salesman to display over a thousand hats in less than a minute.

Some months ago the western end of the store was altered, owing to the establishment of a bank next door and in consequence, Oak Hall, as Scovil Brothers' store is named, was able to add many thousand feet of floor space to its already spacious area. The main floor section recently added is very handsomely appointed, being finished in buff with solid oak fixtures. Rich panellings enhance the dignified character of the interior and, since the addition of several large display windows and a western entrance, the effect is unusually striking from any angle. Mirrors are plentifully distributed about the headwear department, arranged in single, double and triple style at various angles to ensure different lighting effects. To the left and rear of this section are several fixtures of the same handsome design, in which many rows of drawers contain quantities of caps for men of all types and ages. At the extreme rear is the baggage section, divided into separate compartments according to the size of the various types of trunks.

Hat Arrangement.

But to return to the hats. Each hat, whether felt or straw, is placed upon its own hook and bears a small tag, stating size, color, stock number and price. All the hats of one size are assembled together on their own individual row and at the mere touch of a spring the whole rack moves forward and turns around if required so that the customer can see the entire display at one time. Customers appreciate this sort of service, explained the sales manager, and often ask to be allowed to pick their own hat from the rack, instead of submitting to suggestions from the sales staff. To the average man hat buying is a nuisance and he usually needs a good deal of assurance that any particular model really becomes him. Perhaps it is to make assurance doubly sure that men are so often accompanied by their wives when a hat is being sought. And when these occasions occur, there is considerable difficulty experienced on both sides. "Why don't the ladies stay home instead of coming with their men folks for a hat?" demanded one exasperated young salesman of Men's Wear Review. "We men don't go to millinery shops with

Novel Display of Hats

A leading St. John hatter featured an attractive straw hat window around the holiday time which was centred by an orange colored display card lettered in black, stating: "Time to put away your old felt hat or straw," and exemplified the idea by reproducing a clock dial with the mouths used instead of numerals, the hands pointing to May and September. This card caught the eye of many passers-by and resulted in considerable business.

The summer of 1920 was an exceptionally good hat season with all dealers, hardly a hat being carried over to this year. The custom of cutting prices early does not figure as prominently in Maritime haberdashery stores as it does in Upper Canada, and July is usually well advanced before any reductions are made.

them, so why should we allow women in a men's store? They never like anything and they sit there and criticize and pass remarks until the man doesn't know what to take. Selling is easy when the man is alone, but it is 'some job' to sell a hat when his wife is along too. I'm in favor of having a waiting room for the ladies where they can pass the time while their husbands try on hats," he concluded, with a laugh.

Changing Sizes.

Most men, it was explained, are experiencing some difficulty in having hats fitted this season, owing to the fact that sizes are running smaller than usual. Where the average size used to be around 6½, the call now is for 6¼ and up to 6½. This is not a sign that men's heads are growing smaller, but because American hatters especially are featuring the snugger fit, which necessitates the purchaser's careful attention in trying on new models this spring. One well known American make is especially affected in this manner, and it is as well for hatters to be on the look-out for complaints from customers who insist upon their usual regular size.

Rough straw sailors were selling rapidly for Victoria Day wear, although the straw hat season does not open in New Brunswick until June first.

Consumer Preferences.

Customers show a marked aversion to paying more than a moderate price for hats, it was stated, the average price this spring for felts being between \$5 and \$7, and for straws about \$4 apiece. An interesting side-light on hat selling was mentioned in regard to the choice of colors manifested by customers. It is a distinct error to allow a man to select such shades as lizard green or slate gray if he has a pronounced tan complexion or is pale and lacking in robust coloring. Such colors may appear alright inside the store, but outside, under strong sunlight, such tones lend a greenish tint to the wearer's face,

or further accentuate his tendency to pallor. The new pearl gray soft hats owe much of their popularity, it was explained, to the fact that they "go" with everything and suit most average types and complexions.

Selling Hats in the Maritimes

Maritime province dwellers are not especially extreme in their headwear tastes and consequently salesmen often have to exercise more tact and intuition when a sale is under way than they do in almost any other variety of furnishings. One expert in the hat business in St. John told Men's Wear Review that a salesman "must never tell a customer bluntly that he has not a certain type of hat. He must rather ask the purchaser to look round at the stock himself and see if there is something which appeals to him personally. At first the sight of hundreds of hats will bewilder him, but after he has tried on a few, he will quickly recognize the good and bad features so that when it comes to a final choice, he will entirely forget the fact that he came in to the store demanding something 'just like my old one.' In selling hats successfully, it must be remembered that this particular item of masculine apparel is the one which impresses the wearer's personality upon his friends most definitely. If he is wearing an old fashioned, shabby hat or an unbecoming shape or color, nine times out of ten, a salesclerk could make a friend for life out of him by introducing the subject of hats tactfully while other shopping is being transacted. "If your customer is a young man," explained the hat expert, "show him a novelty if you are positive that it is his style, and where older men are concerned, be watchful about color and shape."

Ex-Army Men and Hats

The antipathy displayed by ex-army men to using umbrellas at present, on rainy days, is curiously proving profit-

(Continued next page)



Interior view of the new hat section recently opened in Oak Hall by Scovil Bros., of St. John, N. B. A re-blocking and cleaning department is also a feature of the hat section of this store.

able to the hat trade, as few felts will stand many thorough soakings without looking somewhat the worse. Dyes, however, are much improved this season, and several lines are guaranteed fast color..

American hats are practically off the market, it was stated, and the majority of customers seem to incline to the opinion that Canadian-made headwear was "as good as the best."

Getting Mailing List

(Continued from page 24)

letter is mailed to all the boys on their list, inviting them to be present at the Depot and accompany Santa to the store where a free distribution of candy is made. The excitement on these occasions, according to Mr. MacLean, is intense, as from three to four thousand youngsters and parents turn out to honor the saint, and the reception is necessarily carried on at the rear of the store on the mezzanine floor, in order to prevent damage to the store front from the pressure of the eager throng. Altogether some \$150 worth of chocolates, in individual packages, were given away last Christmas on the one day when Santa appeared, and in many cases the sales staff were told by customers that they had come many miles to town to let their children enjoy the fun. Rural trade is especially attracted by such stunts as this, from the very lack of excitement in the average family's life. Scovil Brothers even go so far as to include

toys in their children's department at the Christmas season, and find that they are distinctly appreciated. A "Kiddies' Haircutting Shop" is also maintained in connection with the juvenile clothing section and is modelled after the latest improved ideas in large metropolitan centres. A capable barber is always in attendance and a few toys are generally left lying around with which youngsters can amuse themselves while the shears are clipping off unruly curls.

Another Contest at St. Stephen.

Speaking of contests, Mr. MacLean explained that their St. Stephen branch was at present running a similar guessing competition for a Ford touring car, which was proving decidedly attractive to the local and rural trade of that town. A large jar of mixed beans figures in this case, and the automobile is parked right in the centre of the main floor of the store, where customers can climb in and feel how the wheel turns. This contest will run six weeks altogether and it is open to everyone, big and small, who purchases merchandise worth one dollar or more.

Schoolboys' Composition

Winnipeg Firm Gives Valuable Prize List

Chevrier's, the Blue Store, of Winnipeg, have just closed an interesting and novel campaign in which the literary skill of youths was brought to the fore.

This contest was free to all school boys and had no strings attached to it. There were three subjects given on any one of which the contestants might write their composition. These were "My Mother," "My Home," or "My Classroom." The contest was brought to a conclusion on May 28th. An inducement was offered for the composition of "My Mother" and a special prize of an electric Singer sewing machine given. The list of the prizes given was as follows:

- Boys up to 9 years—
- First prize—A juvenile automobile.
- Second prize—\$10 in cash.
- Third prize—\$5 in cash.
- Fourth prize—\$4 in cash.
- Fifth prize—\$3 in cash.
- And ten other dandy prizes.
- Boys of 10, 11 and 12—
- First prize—a juvenile automobile.
- Second prize—\$10 in cash.
- Third prize—\$5 in cash.
- Fourth prize—\$4 in cash.
- Fifth prize—\$3 in cash.
- And ten other dandy prizes.
- Boys of 13 years and over—
- First prize—A bicycle.
- Second prize—A bicycle.
- Third prize—\$10 in cash.
- Fourth prize—\$5 in cash.
- Fifth prize—\$4 in cash.
- And ten other superb surprises.

Irvine & Anderson have opened up a new store in Red Deer, Alberta. It is in the west Smith & Gaetz block.

Suggestions for Show-Cards for Seasonable Merchandise

“A Window Without a Show-Card
is Like a Book Without a Title”

SOME REMARKABLE SUMMER SHIRT VALUES.

STYLE OF THE VERY LATEST AND TAILORING
OF THE MOST DURABLE.

HOT WEATHER CLOTHES IN THE
LATEST MODELS.

THE STORE THAT IS AWAKE TO YOUR
REQUIREMENTS.

OUTING ACCESSORIES FOR THE BEACH.

QUALITY FABRICS—PROMPT DELIVERY—LOW
PRICES.

STYLES THAT ARE THE BAROMETER OF
FASHION'S DECREES.

OUTING SHIRTS IN COOL STYLES AND FABRICS.

THE GROWING FEATURE OF THE SUMMER
OUTFIT—A PANAMA.

FANCY STRIPES IN THE LATEST NECKWEAR.

COMFORTABLE UNDERWEAR FOR THE
ATHLETE.

THE STORE OF CLOTHES FOR YOUNG MEN AND
THEIR ELDERS.

WE DON'T KEEP THESE SHIRTS—WE SELL
THEM.

MERCHANDISE THAT RENDERS SERVICE IN
QUALITY AND FABRIC.

IF YOU ARE LOOKING FOR NEW NECKWEAR,
LOOK HERE.

THE ONLY THING CHEAP IS THE PRICE.

OUR MERCHANDISE HAS THE GUARANTEE OF
OUR NAME.

HIGHER QUALITY AND BETTER WORKMANSHIP
CANNOT BE OBTAINED AT A MORE
REASONABLE PRICE.

A SPECIAL IN OUTING TROUSERS FOR THE
SUMMER MONTHS.

SUMMER SHIRTS AND ATHLETIC UNDERWEAR
AT POPULAR PRICES.

PURE SILK HOSIERY IN THE NEWEST SHADES.

A COMFORTABLE SOFT COLLAR IN THE LATEST
DESIGN.

DISTINCTIVE DESIGNS IN SEASONABLE
NECKWEAR.

THE NEWEST MODELS IN STRAW HATS.

DISTINCTIVE DESIGNS THAT MEET THE DE-
MANDS OF FASTIDIOUS DRESSERS.

SOFT COLLARS IN LOW, POPULAR SHAPES.

PALM BEACH SUITS—COOL AND COMFORTABLE.

EXCLUSIVE PATTERNS IN SUMMER NECKWEAR.

COOL SHIRTING FABRICS FOR THE OUTING
SEASON.

THE SUMMER CLOTHES YOU REALLY WANT.

CLOTHES WITH THE DOUBLE GUARANTEE OF
STYLE AND QUALITY.

Prospects Bright for Fall Trade

St. John Merchant Believes That Next Season Trade Will Open Out Well—Finds Workingmen's Business Profitable—Educating the Public on Price Tendencies—Departmentalizes His Store.

THINGS are pretty difficult just now according to Donaldson Hunt, a leading clothier of St. John, N.B. "I am looking for improvement by next Fall," said Mr. Hunt, to Men's Wear Review. "Every three years there is sure to occur one that is better than the other two; they go in cycles of threes, and I believe Fall 1921 is going to usher in the good year."

Store Arrangement.

The store itself is a model of systematic arrangement, and is large and well planned. In area it is about 100 feet by 40, with a large office on the mezzanine balcony leading off the main floor. All down the left-hand side of the store, as one enters, is one continuous clothing rack, upon which long rows of carefully hung coats are ranged in methodical precision, each coat hanging exactly over the accompanying trousers which are carefully folded on the floor of the wall case. Rows of drawers protect the stock from dust, and each is labelled with its size, price and stock number and grouped according to price so that customers can select their model at a glance without disarranging a number of other suits in the course of their search. On top of this long case is displayed an unusually effective showing of luggage of the better sorts, which shows up well against the white walls and oak woodwork of the fixtures. At the rear of the ground floor the entire back wall is encased in wardrobes with mirrored fronts which contain a sliding clothes rack in each compartment. There are some fourteen sections, each stocked with clothing of a certain color, all the blues, greys, browns and mixtures having a distinct division for each individual shade.

Store Departmentalized.

The store is managed on departmentalized methods, since it includes everything for men from headwear to footwear, and has even a separate and attractive section for workingmen's apparel.

The usual accessories, gloves, hosiery, neckwear, etc., are each stocked and displayed in suitable and well arranged fixtures, and everything which can possibly convey the Hunt name is stamped with this individual mark. "They tell us we have got a most original trademark," said Mr. Hunt to Men's Wear Review, as he exhibited the artistic scarlet shield and script lettering embroidered on a black silk label and stitched on every garment in the store. This trademark, by the way, is most effectively employed as a decorative finish to

Paid for Advertising in Three Days On Plan Outlined in Men's Wear Review

John A. McDonald, men's wear merchant in St. Catherines, pays his tribute to Men's Wear Review by stating that he got a good deal of business by utilizing an idea to which we gave publication some time ago regarding the sending of a cheque to a prospective customer and allowing the customer the amount on the face of the cheque on a suit of clothes or an overcoat, as the case may be. Mr. McDonald, in trying out this scheme, stated that it worked so well that the cost of the advertising was paid for in the first three days of the event.

Mr. McDonald to a representative of Men's Wear Review told an amusing incident in connection with one of the fac-simile cheques. One of the cheques was sent to an old customer who had moved away but the postal authorities had forwarded it to him and he finally received it in Cornwall. He apparently thought that someone had made him a present of five dollars so he presented it to his butcher in payment of a bill. The butcher sent the cheque to his banker and had it credited to his account and the cheque was finally forwarded to the clearing house in Toronto to be charged against Mr. McDonald's account. When it was presented at St. Catherines the mistake was discovered and Mr. McDonald was asked if he would stand good for the account. He refused.

gift boxes at Christmas time, the shield being reproduced in the seasonable shade of scarlet and the lettering in black. Gifts thus boxed are decidedly good-looking and possess more dignity than in the conventional style of boxing.

Merchandising Methods.

Mr. Hunt's merchandising methods are based on the most successful ideas tried out in larger centres, carefully adapted to the needs or peculiarities of his fellowtownspeople. "St. John men enjoy the reputation of being behind the times in clothing matters, but this is not so," he explained. "Our young men are as particular as any, when it comes to style points, while our older men think more of value and suitability in their clothes. Extreme models sell plentifully to young men, perhaps because we are so close to the border of the great republic south of us, and new styles catch on here quicker. Whenever I find it necessary to run a sale, I usually feature a discount on one line of merchandise only, say raincoats, for example, and nothing else is included in the sale. The advantage of such a plan is that you attract your customer to the store by means of one line advertised, and in practically every case you will sell him several other items of merchandise from regular stock. St. John merchants generally have found the special sale of one line of merchandise to be the most successful method, however I sometimes run a "stock reduction" sale when everything is included. Week-end sales usually are most successful, and

many out of town customers appreciate them, especially as we are open till 10 p.m. on Saturday nights."

Workingmen's Trade.

Window and interior unit displays are a hobby with Mr. Hunt, although he gives the credit for the effective grouping of the merchandise to his son. Small groups of finer quality goods, artistically placed up, are always interesting to customers, even in a medium class trade, such as constitutes the greater bulk of the buying public. The workingman's merchandise is also displayed along these lines, all together, at the rear of the store so that the man in search of overall or workshirts is not necessarily embarrassed by close proximity to the purchaser of full evening dress or silk hosiery.

"Is the workingman's trade profitable?" was the query put to Mr. Hunt, to which he replied that it undoubtedly was, and required just as close study as any other line. "There are so many branches to consider, and it is absurd to say that all laborers wear the same type of clothing," said Mr. Hunt. "In gloves, alone, there is a wide choice to select from, carefully adapted to every possible occupation where the maximum protection is essential. And later in the summer, when the tourists arrive, we will adapt these special displays to appeal to them. The average American is anxious to stock up on Canadian-made merchandise and in the early fall months we do a large overcoat trade with visitors to our city."

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The Markets at a Glance

Business Between Retailer and Consumer Better than Between Retailer and Wholesaler and Manufacturer—Usual Seasonable Activity in Summer Lines—Big Straw Hat Season—Imported Lines in Hats Active.

REPORTS from wholesale and manufacturing houses are to the effect that business between retailer and consumer is or appears to be better than between the retailer and the wholesaler or manufacturer. In other words, the retailer is still selling more than he is buying, and that means that his stocks are not down to rock bottom as yet. His business seems to be fairly brisk. Men's Wear Review stated some time ago that the period of keen competition was upon us. Men's wear dealers who fully realize this are out after business in a very aggressive way and our information is to the effect that they are getting it. They have their stocks in such shape that they can buy on a plentiful market such things as they can turn over quickly and realize some profit on. Generally speaking, business in the last six weeks has been very good. April business was not so good; but we have talked with a number of merchants who have done better business, month for month, this year than in 1920, splendid year though that was.

There is little change in any of the markets to report. The warm weather has given a fillip to trade, and the retailer has been getting rid of some palm beach suits and many straw hats. Otherwise, the clothing situation is comparatively quiet. The retailer's placing for fall has been light in comparison with a year ago and leaves the manufacturer in more or less of a speculative mood. All eyes are turned to the western wheat fields now and there is a feeling that, if the crop is bountiful, fall trade will be better than appears from the orders already placed. There are indications that manufacturers' stocks are getting low, for some of their buyers have recently gone to England to select materials to go ahead with for the next season.

While some of the travellers have been out on the road with fall shirting, the commitments up to date have not been large, they say. Lines are being shown for fall as low as \$12.00 a dozen, but the retailer is not buying very heavily of the very cheap lines, but is looking rather to the moderately priced ones. The range of \$15.00 and \$18.00 is a large one. In the finer silks and flannels prices go as high as \$84.00. Many shirt sales have been featured throughout the country and the reports we receive are to the effect that they have been signally successful. If the consumer is as low in other lines of his wardrobe as he appears to have been in shirts, there must be a good boom coming one of these days.

Some of the fleece-lined underwear lines have recently dropped a little in price, ranging from 15c. to \$1.00 a dozen. Fall placings continue on a conservative basis.

English houses with Canadian representatives have fixed prices on hats till the end of the year. Importers state that they have done a very good fall business on their English lines; the new tariff regulations do not seem to have adversely affected business. The fall blockings on Canadian felts have been encouraging, though there is a marked conservativeness in this as in all other fall commitments. It has been a very good straw hat season, and there are not a great many straws to be had to-day. One house is entirely out of them, and had to refuse a good deal of business on this account. The belief amongst hat men is that next year's straw hat prices will be somewhat easier than this year.

There is a general quietness in the neckwear trade, and little has happened to be a guide for the fall business. There is a contention among some of the manufacturers that business is being held up by a number of retailers who are trying to get former prices on lines that they can now purchase at greatly reduced prices. As a matter of fact, we have heard this from manufacturers and wholesalers in other lines. But so far as neckwear is concerned, there are some retail stores that have recently made good profits on quick turnovers of seasonable neckwear that they were able to purchase at a good price and sold at a close margin. Generally speaking, the merchants who are going ahead this year are the men who have taken their loss long since and are in a position to run "spccials" in many lines that are procurable to-day from many sources.

It is not improbable that German competition may soon become a factor in the hosiery markets of this continent. Men's Wear of Chicago states that German full-fashioned hose is being wholesaled by at least a dozen firms that are actively seeking business, and their prices have been revised downward to a point where it would seem that Germany will be a real competitor for that business. On lines of children's hose, on which Germany once did a big business on this continent, it is said that the American mills have made rapid strides, and that the German article will not play so prominent a part in this business. A hosiery buyer for a large retail establishment, recently returned from Germany, stated that as soon as the financial condition permits them to get yarns they will seek business aggressively on a price basis.

Prospects Bright

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Educating the Consumer.

Regarding the present situation in business, Mr. Hunt referred to the fact that a retailer can do much good in a general way, in educating customers who are inclined to be critical of value, by clipping out articles from the daily press or the trade journals and showing them said Mr. Hunt, "but when I show him the latest report on conditions as they

affect that particular commodity, be it cotton, woollens, or anything else, he generally admits he was not familiar argues away that prices are too high," whenever they bear upon a certain point under discussion. "Many a man with the real facts." This careful study of current conditions is one of the reasons for Mr. Hunt's success in business. He has always kept his ear on the ground, so to speak, regarding possible changes, and so is not caught unpre-

pared when such events materialize.

"I do not think anybody is wise in buying much now," said Mr. Hunt, in speaking of the coming season. "I am decidedly in favor of frequent orders in limited quantities, and I personally shall not do any buying to speak of before September next; I shall merely fill any requirements as I need them. I believe clothing will sell for about 25% less next season, and I think it will be a good year after all."

Long-Profit Specialties Should Occupy Prominent Position in Proper Store Layout

Address at Saskatchewan R. M. A. Stresses Important Points in Store Arrangement—Staple Merchandise in Less Prominent Place—The Value of Equipment—Discussion on Advertising

AFTER an enthusiastic joint session with all the other trade sections on June 14th, the men's clothiers and shoe merchants attending the 8th annual convention of the Saskatchewan Retail Merchants' Association meeting at Saskatoon, called a special session of their own to discuss their own problems. The first speaker was T. L. Arnett, of Souris, Manitoba, who gave an address on "Store Arrangement." His address was as follows:—

When you want heat you build a fire. If you want to make money in your business, create the fire of service to your community and the warmth of profits will be your reward. Profit follows service as day follows night. The man who accepts his business as a sacred trust and discharges his responsibilities justly will receive honor and riches in abundance.

Proper store arrangement or layout is essential to efficient public service. The customer should be enabled to purchase requirements with the least effort and in the shortest length of time. People know what necessities of life they require, so less prominent position in the store can be allotted to such goods. Prominent positions and display should be given to merchandise for recreation, adornment or luxury. These are the things which lift us above the common level. All who can afford them should buy them.

If a customer comes into your store, it should not be necessary for him to have to ask you whether or not you stock the line of merchandise which he wishes to buy. If a customer leaves your store with money in his pockets and walks into another store and completes his purchases or sends to the Mail-Order House for the balance of his requirements, you have failed to create the fire of service and you have missed the warmth of profits as your reward.

Arranging Merchandise

The arrangement of the merchandise in the store is called the layout of the store. It determines the placing of your shelving, counters, show cases and other equipment. There are certain definite laws, certain underlying principles which must be observed in the layout of a store. Men, guns and munitions do not make a victorious army, neither does a building and equipment and merchandise make a successful store. In laying out a store we must consider the principles to be observed in order that the store layout may contribute its share to the attainment and maintenance of your service and profit. The principles underlying the layout of a store are inherent in the nature of the merchandise, the customer and the working force. I will state these principles without much comment, and will leave them for your discussion.

1. Place long profit specialties in prominent display;

2. Place men's goods near the entrance, the specialties most prominent;

3. Place staple lines departments in less prominent positions, in such a way that in order to reach them men will have to pass through the men's departments, and the women will pass through the long profit specialties department.

These principles are governed by the very nature of merchandising; they will apply equally to the smallest village store or the largest departmental store on the continent.

Purpose of Equipment

Along with the discussion of the layout of a store, the nature of the equipment must be discussed. Appearance as well as use must be taken into consideration. The merchandise should be featured, fixtures should be unobtrusive. If the dirt of your store and fixtures, or the uncalled-for elegance of your fixtures attracts the attention of your

customers, their mind is centered in the wrong place. It should be upon the merchandise.

The purpose of store equipment is the fold:

1. Care of stock: The first care in designing fixtures should be to have a place for every item of the stock. This assists in giving a definite knowledge of the stock and tends to keep the stock well assorted.

2. The second purpose of fixtures is to reduce labor costs, by a proper arrangement of stock and display. The quantity of labor required per thousand dollars of turnover can be reduced.

3. The third purpose of store equipment is to increase sales. Proper store equipment will increase your sales by helping you render a bigger service to your community. If you can feed your community with the right kind of food, dress them in the right kind of clothes, furnish their home in good taste you will soon forget your competition. You will have none.

Proper store equipment will help you to do these things. It will add to the prestige of your store, it will enable you to keep your goods in perfect condition. Proper equipment will so display your stock that you will have satisfied customers and your financial account will show you that you have made \$2.00 grow where there was only \$1.00 before.

Importance of Retailer

The Retail Merchant is an important link in the economic chain of distribution. Capital and labor would not avail rich were it not for the retailer who distributes the manufactured goods to the ultimate consumer. Goods piled in the factory warehouses are useless. The consuming public alone gives them value. The people of this world and country would soon sink to primitive conditions of barter unless the factor

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Bird's-eye view of the store of "The Great Clothiers of the Great West," MacLeod Bros., of Calgary.

Amherst Firm Does Lively Advertising

Makes Up Made-in-Canada Question in Editorial

On Friday, April 22nd, Martin's, Ltd., Amherst, N.S., ran a three column advertising with the arresting heading: "Clearing Out U. S. Goods." In explanation of their decision in this matter, Martin's said:

"As the United States has legislated against Canada with the aim of prohibiting our products from their markets and requesting our good Canadian goods for their products it is about time for Canada to wake up and defend her best interests by refusing to buy their goods accepting such lines that Canada does not produce and we believe we require.

"Therefore we (Martin's Limited) will clear out the following U. S. Mdse. to be replaced with Canadian products produced by Canadian labor, thereby keeping our wealth at home and making Canada more prosperous. We should have done more of it long ago."

Building Canada

In the same issue of the local paper editorial appeared over the signature of C. L. Martin, of Martin's Limited, in which the whole matter of righting the change situation between Canada and the United States was more fully considered and reference made to the Fordy Bill which was aimed at Canadian agricultural products. The following points were emphasized:

1. To improve Canada commercially, economically and otherwise, as true patriots should.
2. By requesting on every occasion when making a purchase that it be a Canadian product if conditions will permit of its production. If not, are there substitutes? If not, why not?
3. That we give a strong preference to our products, either raised or made in Canada.
4. That we seek to improve any article that we believe can be improved in any way, by writing our suggestions or recommendations to the producers of said article or articles.
5. That we study our country's imports and exports, and strive in every way to decrease the imports of manufactured goods and increase the export of our manufactured goods, and other products that can be advantageously exported.
6. That we instruct our children concerning the aims of our object.
7. That we discuss the same ideas freely with our friends, where and when conducive to do so.

Of Educational Value

The educational value of this class of advertising is to be commended. It is an appeal, however, that should be accompanied by a stock of merchandise, carried by the retailer, that meets the demands of the consumer in both quality and assortment. At the same time as the retailer is urging the consumer to buy Made-in-Canada goods, he should provide goods that compare favorably with any manufactured products in the world. The Canadian Manufacturers Association is anxious to bring the standard of Canadian products to an equality with those of other countries. The retailer, in his buying, should always obtain the best he can for the money, having in view an adequate service to his customer. He should insist, therefore, that the Canadian standard be up to the mark. In doing so, he will serve best his own interests, the Canadian manufacturers, and Canada's.

Long Profit Specialties

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products were easily available. The retail merchant is responsible for bringing the results of labor and capital to the ultimate consumer, to the advantage of both the manufacturer and consumer. With the retail merchant lies the responsibility of caring for the wants of his community. If his work is well done, food, raiment, shelter and the luxuries of life are freely distributed, making for community content and happiness.

So Shall Your Profits Be

Merchandising is a study more interesting and profitable than any other subject to the man who is prepared to concentrate on it. We cannot reach perfection in it, but we can strive for an ideal. The successful man is one who has tried, not cried; who has worked, not shirked; who has shouldered responsibility, not evaded it; who has gotten under the burden, not merely stood off looking on, giving advice and philosophizing on the situation.

This is going to be a good year for thinkers and workers, and remember the law: according as you serve your community so shall your profits be!

Advertising

The editor of the Saskatoon Star, Mr. McTavish, was scheduled to speak on "Advertising," but his time was devoted more to a general discussion on the subject rather than to remarks by Mr. McTavish. "Besides the purpose of making sales," said the speaker, "there is a great purpose that should never be overlooked—that of building good-will. The character and service of a store should always be promoted. Never cry 'Wolf! wolf!' Never say 'cut price' and sell at 'regular.' Never mislead. Advertising will bring people into the store, but if you mislead them you do yourself inestimable harm; you waste your money."

The opinion was expressed that of all the media for advertising, the country weekly was one of the most profitable. One men's wear merchant said that in his town there

was a good weekly of 800 circulation in which he used a full page. In the neighboring town was another good weekly in which the local merchants did not advertise. This man stated that he also used a half page in this weekly and obtained very good results from it.

Mr. McTavish spoke of the advantage to be gained in linking up with the national advertisers. This linking up with the big concerns gave prestige to the local merchant.

Typography

The subject of typography came up for discussion, and it was pointed out that the choice of type was a most important factor in the layout of an advertisement. The suggestion was thrown out that the advertiser should consult with the printer as to the best types for use. A few general rules were mentioned in the course of the discussion. It was pointed out that the eye naturally travels from the center to the right side of the page, and thus the statement at the right-hand side of the page would, everything else being equal, get the most attention. Heavy titles and captions can either make use of this tendency or can overcome it. A heavy type line at the bottom of the page is in danger of rushing the reader's attention through the preceding copy. Speaking of advertising, Mr. McTavish recommended the setting aside of an appropriation and sticking to it. He mentioned the so-called advertisements that should be more properly called donations; he advised that price should always be put in advertisements.

Some one asked if the farmer would not continue to trade where he had always traded despite the advertising, but it was claimed by the speaker that a direct appeal to the farmer, among others, would eventually create an interest that would ultimately win at least a share of the farmer's trade.

Reaching Foreign Trade

One merchant who is located in a district where there is a large foreign element opened a discussion on how to reach the foreigner who is ignorant of the English language.

Many interesting solutions were suggested, but the best seemed to be the statement of one merchant who said that in the foreign schools of the west Eaton's catalogue was a text-book. It was so easy to point at a picture of a saucepan, for instance, and get the child to connect it with the correct English word. The idea was that the local merchants should prepare a special sheet with pictures and text-book phrases describing a few of the lines handled by merchants. A small advertisement at the back of the sheet should keep and help to make sales.

Mr. Reis remarked that the standing advertisement was worthless except that it advertised that the merchant using it was a "near-dead one."

T. L. Arnett closed the discussion with the plea that in advertising the merchant should be ultra-conservative. "Better under-state the case than to be found guilty of exaggeration," was his advice.

Retailing in an Opera House

H. N. DeMille, of St. John, N.B., Has Found Theatre Goers Good Patrons—Using Store Space as a Meeting Place of Friends—Disapproves of Tendency to Give Credit in Retailing.

IT is remarkable how many men's furnishing stores one will find in the vicinity of a theatre, no matter what town one may visit; and it seems incredible that they should all do a progressive and profitable business when they fairly rub elbows with one another. Such is the case with the particular street in St. John, N.B., upon which the Opera House is located, and one may easily lose count of all the shops, big and little, which lay claim to be purveyors of masculine needs. Union Street is the thoroughfare in question and within the selfsame block with the aforesaid house of entertainment, are included half a dozen or so clothing, furnishing and tailoring establishments, all catering to the same class of trade.

Store Part of Opera House.

If location be the all-important factor in the achievement of success, then may H. N. De Mille be said to have secured the choicest point of vantage in this crowded business section. His large store is part of the Opera House itself and his righthand windows form one side of the theatre lobby. The unusual thing about the De Mille store, however, is that instead of filling up this particular window with the usual conglomeration of neckwear, shirts, suspenders, etc., arranged with a due regard to attracting the theatre-goer, Mr. De Mille does some thing quite different with this valuable space. He has placed several potted palms here and there about the entrance and window side, and there are two or three inviting-looking chairs there also, extending a silent invitation to the early arrival to "come inside and wait there." The large plate glass window affords a splendid view of the theatre lobby so that appointments can easily be made to meet there without the annoyance of standing outside in a crowd or in disagreeable weather.

Advantages of the Spot.

"The many advantages accruing from this apparently simple courtesy are," explained the proprietor to a staff member of Men's Wear Review, "the fact that such a district as this is not a residential one, and would rarely be visited by shoppers unless on pleasure bent. Few people are inclined to stop at night, naturally; but given five or ten minutes to put in waiting for an unpunctual friend, it is surprising how much business can be done just in these few moments. Even vaudeville artists are not always blessed with perfect memories and are frequently glad to run in and pick up a new tie or some studs, etc."



In this clever harvesting display the hats were arranged on straw-covered supports while wheelbarrow full was displayed on one side. Price tags were used on every hat. Arranged by J. N. Soloman, of David's, Montreal.

The two large front windows are changed constantly so that four changes a week are regularly carried out. As few buildings in St. John are designed on really modern lines, the average merchant has to make the best of the window space he has, and consequently Mr. De Mille's displays are arranged with a view to avoiding too spread-out an appearance, due to extensive width of proportion. Unit displays, comprising some three or four different articles are successfully employed by the De Mille store on one side, while the other window is given up to a full display of one type of merchandise, cleverly grouped or draped to avoid monotony of appearance.

Division of Work.

There are three brothers in the business, each of whom has his own particular line and all combine successfully to prove that the old proverb about "two is company, three's a crowd," is all wrong. Three in this case is an ideal number, and each member of the DeMille trio makes a special point of being friendly and courteous to customers, so much so that they are famous all over town for their service and salesmanship. The store directs its efforts towards maintaining a popular priced trade and caters especially to the middle class, not neglecting the working man.

Disapproves of Credit.

Unemployment, however, has wreaked great havoc in business, according to the

proprietor, who views with disfavor the growing tendency towards a credit basis in merchandising. "I insist upon cash sales," he explained, "as I desire always to give the lowest prices and they cannot possibly be maintained when goods are purchased on the instalment plan. This season with us has been rather extraordinary and the public is unfortunately bent on securing cut prices on everything. We New Brunswick merchants are going to have a stiff time of it, but we will win out I am sure."

Regarding the sale of clothing, Mr. De Mille favors the idea of going into the market oftener, but placing orders in smaller quantities. The unusual amount of unemployment in the various mills and factories of the city has seriously affected the purchase of clothing, he said, so that no one could be expected to place orders on a normal scale this season. The tourist trade will undoubtedly improve matters in the summer months, as St. John is a well known beauty spot and attracts many hundreds of strangers from June to October.

The Boys' Trade.

Mr. De Mille caters to boys from the age of seven upwards, and also to all types of men, not omitting the fact that women comprise a good 50 per cent. of the customers in addition. An interesting branch of his business is the demand for baggage of all sorts which he serves

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\$5.00 Started Successful Business

W. A. Wetmore, of St. John, N.B., Has Unique Record—Bought \$400 Worth of Merchandise on \$95 Borrowed Money—Difficulties That Have Been Met—Salesmanship Hints.

STARTING a successful business upon a five-dollar bill is the record of W. A. Wetmore, a prominent haberdasher of St. John, N.B., whose story possesses more than a latent amount of inspiration and encouragement to other retailers. In his own words, the manner in which he achieved the apparently impossible feat is briefly as follows:

"When I was just a boy I started my business career in a dry goods business in this city, and as I learned the details of the trade I gradually found myself preferring the men's furnishing end of it above all the rest. After a few years' experience, another young fellow, who was in the same store, and myself, decided to try a little business of our own. It didn't worry us at all that we had no money. We had plenty of enthusiasm and confidence in ourselves, and somehow we managed to convey it to others. The day we decided that we would open a shop I had \$5 to my name and my partner had nothing, but we had each of us youth, strength and experience and perfect mutual trust one in the other.

How It Was Done

"This is how we did it. I borrowed \$45 from my father and he borrowed \$50 from his, which made \$100, with my precious \$5 bill, and we took the money to a local wholesale house and after some conversation with one of the heads, he decided to allow us \$400 worth of merchandise on credit, together with the amount which we were able to pay for. So we went to work like beavers and set up a tiny shop in the same district where I am now located and everything went swimmingly for about two years. About that time I decided to start a second establishment on my own account, not a store, mind you, but a home, complete with furniture, wife and all the usual things, and so I took this important step, after due consideration. My partner then followed suit, and he, too, became a benedict just two months after did.

Complications.

"Then things became complicated. Our business, which was ample for two, would not stand the drain entailed by the necessary withdrawal of so much money to support two families. We ran into debt and things looked pretty ominous for both of us. Finally, my partner decided to go back to work in the dry goods store and I resolved to shoulder the debt and begin again alone. It meant years of hard, discouraging work but, somehow, it is pleasant to look back upon, and I am not a bit sorry that

I followed the course I did. My brother is with me now and we have had two moves since the business first started, but we have found that this location suited us best during the twenty-eight years that I have been in business here.

Store Site Expropriated.

"An unexpected event has recently occurred which is something that few retailers have to face among their numerous problems," he continued, "and that is due to the fact that the government has recently expropriated all the land hereabouts for the site of the new million dollar station. As a result, neither I nor my neighbors know from month to month what our fate is, and furthermore as empty stores are impossible to find in St. John, there is nowhere to move to. It's a difficult predicament to be in, for one can neither buy nor place orders for fear of having nowhere to put the merchandise.

"We certainly need a station," he laughed, "but it's hard to have to leave this locality where trade is so plentiful and all my lifelong associations are centered. Still I have come through far worse difficulties than this one, and I believe that there is always room for a good store, anywhere in a city."

Hints On Salesmanship.

Mr. Wetmore does not mention the word "service" when speaking of his methods of selling. That much overworked word is taken for granted in his business, much as yeast is in bread; it's the thing that imparts the character to the whole. Take the case of collar selling, for example, how many retailers take the trouble to analyze their customers individually, as they come in, and to suggest in just such a manner as will appeal to each one that a certain collar would improve him materially? Mr. Wetmore believes in taking a customer over to a convenient mirror and then trying on various models just to show a man that he (the proprietor) is personally interested in their good appearance. Mr. Wetmore never lets it appear evident that he considers it too much trouble to please a customer, in fact, he consistently refutes the idea by such courtesies as these. Collars, especially, he says, are not as a rule popular articles with most haberdashers, since of latte they yield little direct profit and customers are often hard to please. Mr. Wetmore seeks the collar business deliberately by suggesting a trial of some of the newer models. Such merchandise is not urged upon the customer, it is merely suggested, and as often as not the customer

remains unconvinced and the collars are consequently unfit for sale after these trials. But even with the expense of re-laundering the collars, Mr. Wetmore feels that the mere fact of his evident interest appeals strongly to the customer, and such outlay is more than covered by future sales on other occasions.

Ensuring Satisfaction.

W. A. Wetmore takes time to ensure satisfaction, whether it be with regard to the choice of shirts, ties, hats, or small-wears. He modestly confesses to a love of harmony in colors and designs and believes that taste in selecting such important style points is a retail furnisher's greatest asset. He is known as the owner of the "Young Man's Store," perhaps, because he always seems to have just those new, snappy lines that instinctively attract young men, and because he invariably wears what he sells. Mr. Wetmore, himself, is a walking example of what is what in new ideas.

Window Wisdom.

"My windows are my best advertisers," he says, "and twice a week a new display goes in, so that passers by who constantly use that street to and fro to their daily occupations, are never wearied by monotony of arrangement or lack of variety. In general," says W. A. Wetmore, "a haberdasher should always show his best goods first, but nowadays here in this city, we have much unemployment to deal with, and it is wiser to play safe and show your popular priced goods."

Next summer is bound to be a quiet one for New Brunswick retailers, he thinks, and few men will do much buying for the next few months if conditions do not brighten up. Mr. Wetmore does not run sales, but he sponsors the use of the price ticket in window displays and inside the store at all times.

Retailing in an Opera House

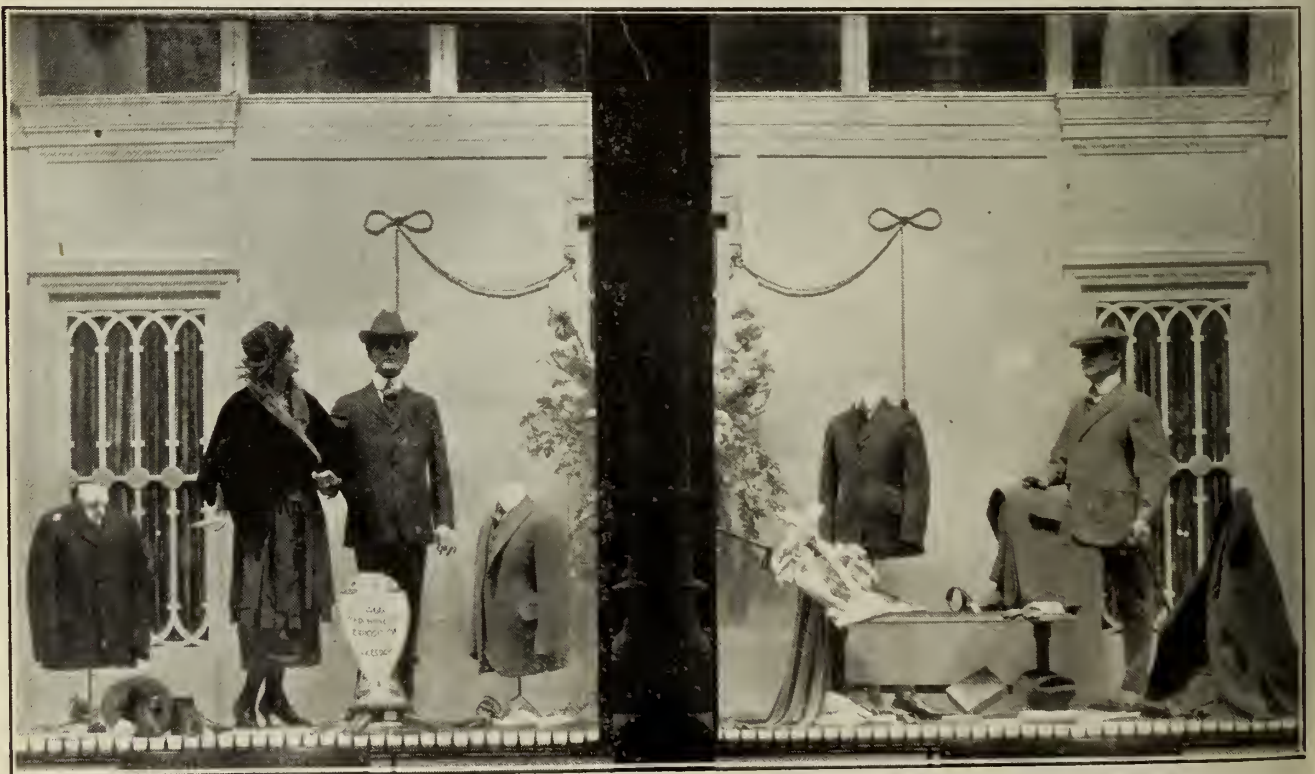
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is continuous throughout the year, and which appeals strongly to the out-of-town customer who finds himself or herself overburdened with packages after a day's shopping. Good quality wicker or fibre suit cases are splendid sellers as they are light in weight and reasonable in price, and once a customer buys one they nearly always see something else they need but hesitated to buy before. Pushing the trade of baggage is Mr. De Mille's hobby and he disposes his stock very effectively all about the store instead of keeping it distinct by itself.



"Think as we will, 'tis a woman rules us still." The display manager of Almy's, of Montreal, carries the old adage into his window trimming, for he believes that there is nothing that attracts the eye of the man like the fairer sex. And so, when he wants to dress a particularly attractive window with men's clothes or furnishings he uses the figure of the woman as well as that of the man. Being mere man, of course, the passerby first concentrates his attention on the woman in the case; but he can hardly see the woman without observing the man, what he wears, how he wears it and what it looks like on him. Thus is man ensnared by Almy's window display man to study the male fashions.

And the other side of the story is similar to this. Woman, too, loves to observe the stalwart form of her master (? ? ?). He, therefore, is used in windows where the dainty creations for the fairer sex are shown.



Attracting Auto Tourists' Trade

ONE of the quickest ways to win prestige for the men's furnishing department in the average store is to feature something out of the ordinary, yet which is of interest to the great majority of customers. The fault with too many men's stores, even in large cities, is that they lack the zest of the unexpected from the viewpoint of the customer. In the words of an expert on merchandising matters, "The men's wear dealer is the only merchant who makes no attempt to increase the needs of his customer," which, being interpreted, means that there is altogether too much sameness in the majority of such shops and their windows, so that customers do not feel urged to purchase anything but vital necessities. How to acquire the individual touch is the problem confronting every store and department that lays claim to being progressive.

Merchandise of Appeal to Both Sexes

Every manager of the men's furnishing department in large stores knows how difficult it is to encourage both women and men to shop in one and the same atmosphere, the latter being particularly difficult to cultivate. The feminine element be too noticeable, to be able to boast a "fifty-fifty" average of the better class trade of men and women is a distinct achievement, and is rarely arrived at without some resort to methods other than the ordinary and more or less conventional variety. There are not many lines of merchandise which have an equal appeal to both men and women when it concerns their own personal needs, but study of the few that do exist will bring in results to the men's section, which must necessarily cater to both sexes.

In the men's section of the Manchester Robertson Allison stores, of St. John, New

Brunswick, much success may be traced to the adoption of this idea. Take, for instance, the fad of motoring, which includes both men and women among its devotees. This maritime store specializes in all sorts of motoring kit, not only as regards wearing apparel but in the more unusual accessories, such as fitted luncheon hampers, food jars, thermos bottles, drinking cups, baggage too, including the newest enamelled touring trunks to be attached to the running board of the motor and containing two or three suitcases which can be removed separately or altogether as the traveler desires. All-wool Scotch rugs, linen dusters, caps, etc., are only a few of the conveniences which motorists appreciate.

Motorists Cultivated

Manager Hatfield of this department explained to Men's Wear Review that he found it advisable to keep himself posted upon the progress of the motoring cult in the province. Car owners this year in New Brunswick have increased by 2,000 over the 1920 figures, and a very large proportion of these are fairly frequent visitors to the city of St. John. What more natural than that they should gravitate to a store which is noted for its thoroughness in catering to the needs of motorists? "Motor comforts are really most appreciated by the medium class rather than by the wealthy," explained Mr. Hatfield, "because the latter invariably put up at hotels and patronize restaurants instead of having a picnic meal by the side of the road while en route. The average car owner uses it in summer time for the purpose of giving his family the air, and hence the rapid increase in the demand for those items which mean added comfort and convenience. These things hardly come within the province

of a leather goods store, nor in the hardware or fancy goods departments. To centralize them along with the other necessities for motoring, means increased sales all round."

Holiday window displays in connection with the men's department of this store invariably include a full showing of all these items, arranged to show the clever space-saving ideas which characterize the larger articles.

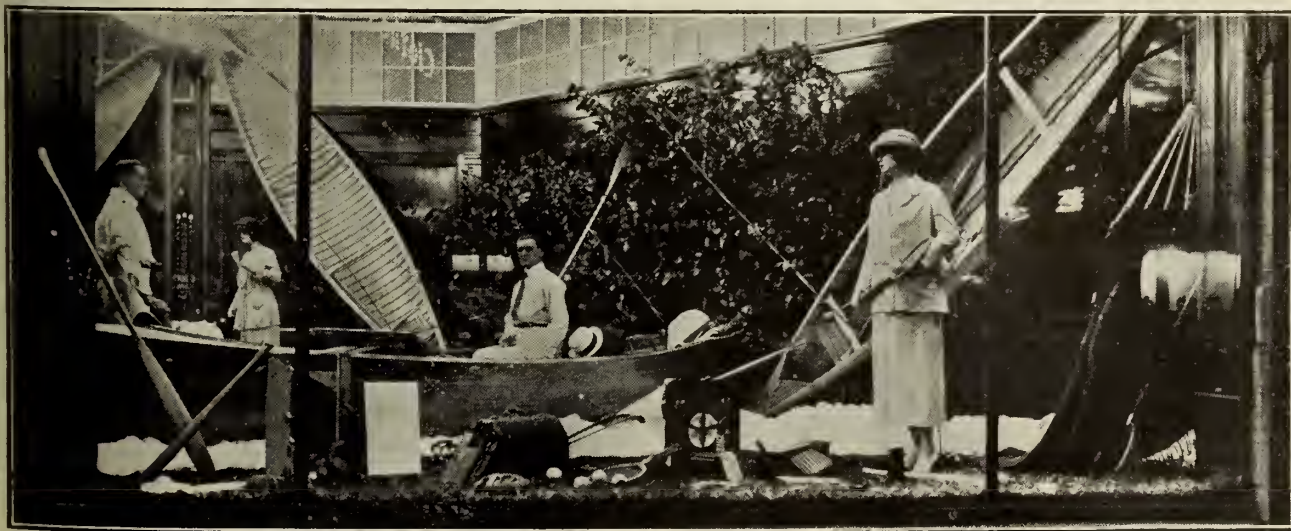
Toilet Goods Prominent

Besides these attractions, this department boasts other interesting features such as a large double central glass fixture, entirely filled with toilet articles and accessories of interest to men. Here, displayed upon glittering glass shelves is a remarkably comprehensive display of shaving creams, razors, soaps, powders—everything that a man could possibly use, be his shaving ablutions ever so punctilious and complex. All the finer leather goods accessories, too, are shown here, such as cases for collars, brushes or studs and combs, etc. This display is in charge of a girl sales clerk, an innovation in merchandising which undoubtedly suits the customers as unquestionably as it ensures efficient salesmanship.

The Tourist an Asset

The department is also famous with tourists for its comprehensive range of high-class British and other imported merchandise, especially woollens and linens, and so greatly is the demand increasing that it has caused the store to become known as specializing in all the unusual things in sweaters, socks, rugs, coats or searves, etc., and annually attracts its quota of admirers of things British in addition to the regular clientele.

(Continued on page 36)



A summery sporting goods display featured by Almy's, of Montreal, in honor of Victoria Day. It was arranged by G. R. McGregor, Display Manager.

Tom Campbell's "Smile" Hats are Popular in Sunny Alberta

Live Advertising that Opened a New Store in Edmonton—"Wear a Tom Campbell Hat, You Will Smile"—Linking Up With Various Sports

THE above slogan has been so well drilled into the good citizens of Alberta that Tom Campbell's Hat Stores in Calgary and Edmonton are taxed at times to fit them; for you must know that from the Saskatchewan border to the foothills of the Rockies, a "SMILE" is a Tom Campbell hat. AND THE BEST PEOPLE ARE WEARING 'EM.

Tom Campbell has built the business in Calgary that now requires 5 Campbell-trained salesmen. The hills around Calgary bear great boardings hundreds of feet long and thirty feet high testifying to the fact that "IF YOU WEAR A TOM CAMPBELL HAT YOU WILL SMILE." Personality, courtesy, tact, service have contributed to the big business now done by the Tom Campbell "Smile" shop in Calgary.

The next logical step was to give a little service to the hundreds of Edmonton "dressers" who, when opportunity offered, bought a hat from Tom in Calgary and went back home wearing the much-advertised "smile."

Two years ago, therefore, Tom Campbell went into executive session with H. C. Cunningham, and two years ago a "SMILE" shop was opened in Edmonton with Mr. Cunningham in charge. Just hats, as usual.

When the store was ready to open a four-page smash appeared in the Edmonton papers that made those Northern Albertans

sit up. They never knew the importance of a hat till they read those "SMILE" advertisements.

What hats were stylish. Where Panama hats are made, and how. The origin of hats, and the story of headgear from the year 5000 B. C. till the year of grace 1919. Column articles reprinted from trade papers and the hat companies' literature told the story of felt hats from the time the fur was running around in various parts of the globe in the pursuit of eats and happiness, right through the various stages of felting, dyeing, shrinking and blocking, until the finished "SMILE" was tastefully displayed for the kind readers' inspection at the Tom Campbell "Smile" shop.

The advertisement was a huge success, measured from every angle. It sold hats, it got folks acquainted, and it put the Tom Campbell shop as well on the Edmonton map as if it had been there ten years. Mr. Cunningham keeps up the advertising and the business grows by leaps and bounds.

How does Tom Campbell contrive to make his shops and his hats so popular? you ask. Well, the writer asked the same thing, and Mr. Cunningham stated, "We have given hats as prizes at picnics, bonspiels, to the batter making the longest hit of the season, to the winning hockey team, and other prominent people. I guess the hats wear pretty well, for it all helps the business."

Attracting Auto

(Continued from page 35)

Asked how he had brought his department up to such a high degree of efficiency, Mr. Hatfield replied, "I train each member of my staff to know the stock thoroughly and

to have confidence in themselves that they may convey it to their customers. I impress on them the importance of answering questions quickly and taking a genuine interest in each sale made. Whenever a sales clerk seems not to be making as great a success as he or she should, I take them aside

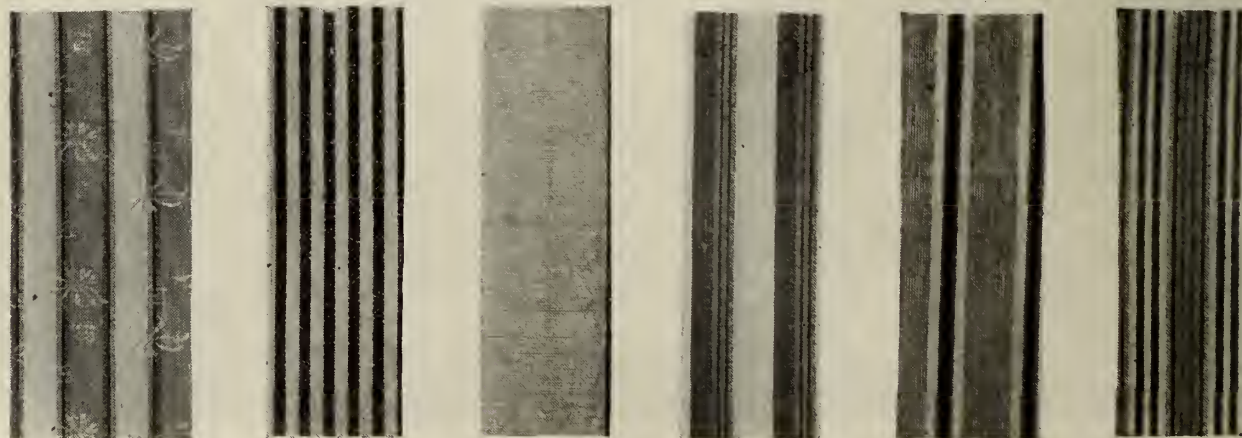
for a personal talk on the subject of selling, and try to find out just what their individual difficulty is. In every case I find that their particular problem is easily solved by this simple method, which I much prefer to discussing matters with the whole staff at once. The private talk will accomplish everything where the conference will only skim the surface."

Clothing Section a Splendid Feature

The location of this progressive department is ideal, occupying an entirely separate division, connected by two archways with the main floor of the store. Upon the second floor is located the clothing section of the department which is admittedly one of the finest of its sort in Eastern Canada, in point of equipment and service. In area about forty feet by one hundred, this section is finished throughout in a rich fumed oak, with every possible modern convenience for the benefit of serving customers that system has devised. Glass wall cases entirely line the sides, so devised that the clothing racks swing outward at a touch of a spring, or again slide back noiselessly into place. Stock display tables are ranged down the centre of the department and triple fitting mirrors, illuminated by powerful lights overhead, likewise are ranged on either side. Three fitting rooms are provided in addition, completing a whole which is representative of the last word in the art of modern equipment.

Having been only lately installed, the clothing section is easily the pride of the entire store, and due to the thoroughness with which the equipment was planned, not a single foot of space is lost. On the contrary, the fittings were devised with their own individual purposes in view, and thus combine a handsome and ornamental effect with truly utilitarian service of the sort appealing to discriminating customers.

J. Clark of Stayner has moved from his old quarters into the building recently occupied by W. J. Mathers



New Jacquard silks for fall shown by John Forsyth, Ltd., of Kitchener.

How Credit Accounts are Handled

Experience of May Company of Cleveland—Points to be Considered in Giving Credit—
Co-operating with the Credit Association—How Accounts are
Taken Care of—Cutting Down Credit.

CREDIT accounts have, in the past, proved so disastrous to many merchants in Canada that they have been almost abandoned in the last few years. Even the largest department stores, with a few exceptions, do business on a cash basis. In the United States, on the other hand, good houses are adding credit departments every day. This increase is due to the business principle that "Money means as much to a reliable house in thirty days as it does now." If credit accounts are carefully handled, a firm is always certain of steady, substantial business with a fairly accurate means of determining the amount of cash to its credit every month.

Men's Wear Review was fortunate in obtaining the opinion on the question of credit accounts of a man who, because of his judgment and experience, is considered one of the best fitted to discuss the subject in the United States. This was G. C. Driver, Credit Manager of the May Company, Cleveland, Ohio. The May Company is a member of the Retail Credit Men's National Association. Most of the credit houses are members of this Association, because of the great protection it gives them, and the fact that the very nature of the credit business needs a united policy on the part of retail stores.

Opening an Account

The most important thing to remember about a credit business is that the merchant must know when to open an account and when not to do so. Eighty per cent. of the failures in the past were due to the fact that poor judgment was used in the selection of credit customers. In the May Company, clerks are carefully trained before being allowed to enter the department. A pleasing personality is a very desirable asset of the man who receives an application for an account. Comfortable surroundings are considered by the May Company very necessary, for if a customer is at ease, much of the difficulty which comes of asking questions is overcome. A suite of private offices is therefore provided, into one of which each applicant for an account is ushered, thus making all transactions strictly private.

An effort is always made to gain the confidence of the prospective customer so that much of the necessary information is given voluntarily. Questions are asked in a straightforward, businesslike manner, which impresses the applicant with the fact that the firm is not interested in the finding out of personal matters, but only in knowing what is really necessary.

Essential Points

There are certain points which are absolutely essential to the opening of a credit account, and none of these is ever omitted

from the form provided for the purpose. They are:

1. Name. This must be taken in full. S. Smith, for example, is not sufficient, but Samuel F. Smith is specific enough to identify the account and to assist in enforcing the collection of a past due account. The matter of obtaining a full name is simply a question of determination and training.

2. Residence address. This is always very definite. The length of time the customer has lived at the address given is often a guide as to whether an account is desirable.

3. Business and business address. The character of the position the applicant holds is obtained very specifically. If employed in a large corporation, the department is required and the name of the immediate superior.

4. References. The customer is asked to submit the names of other stores where a credit account is run. The names of two relatives or two close friends are also obtained, not so much for the purpose of arriving at a basis of credit but to trace customers who have changed their addresses.

5. Bank. This is not as important an agent as some firms think. A savings account as a reference is of little value, because a bank can only affirm or deny that a customer has such an account; but in the handling of large amounts where the credit manager interviews the bank personally, information of vital importance is sometimes gained.

6. Whether property owner or renter. If the home is owned by the customer with sufficient equity, the risk generally becomes legitimate, unless there is an amount of undesirable credit information. There is, on the other hand, no reason to consider that a man who rents his home is not entitled to credit.

7. Salary or income. Nowadays when salaries and wages have at any rate the appearance of opulence, people are not so reluctant about giving this information, particularly when they are made to understand, not so much by words as by manner, that such is strictly confidential. The nature of the work in which the applicant or, as is usually the case, the husband of the applicant, is engaged, does not matter materially. A laboring man who has steady work is very often as good a customer as one who is farther up the scale.

Details which may alter matters should also be considered by the credit clerk. These are such as: whether the applicant is married, whether a minor or divorced, and if there is any domestic difficulty.

Mr. Driver also impressed two more points

in connection with opening credit accounts. It is always most essential that the actual signature of the applicant be obtained. It serves as a check on real estate ownership, is necessary to compare signatures on sales checks, particularly on fraud purchases, and in identifying bank cheques. It also obviates the possibility of a misunderstanding later in case Mr. or Mrs. deny having made the application. The other necessary point is that a guarantee be obtained. It is very rarely required to collect from the guarantor, but when a firm holds a guarantee the debtor makes good.

Where the Credit Association Plays Its Part

As the May Company is a member of the Retail Credit Men's National Association, it clears the name of every applicant through this body, unless, of course, the prospective customer has never opened a credit account with any other firm. The Association holds a card for every person who has an account with one of its members. This shows the standing held with each firm. When the credit of that person is accepted by the May Company, a card is made out for the new customer with a number which shows that the Association has given its stamp.

How the Accounts are Taken Care of

The applicant for credit service is rarely given to understand immediately that such will be given. It takes a week or ten days before either the Association has been communicated with or personal references obtained. Sometimes it is necessary to write the prospective customer for more information before a name is placed on the list. Clerks are taught that they must not follow the line of least resistance by giving credit in doubtful cases. Extreme care must always be exercised before a customer is accepted. A new name is first of all placed on the Rand index, a card is given the customer and the company keeps another. The last is very useful as a cross-check as well as serving its own purpose—that of giving detailed information. Every purchase is checked against the Rand index before being allowed to leave the store.

When the credit of a customer has reached what is considered a safe limit, a mark to that effect is placed on the Rand and a colored envelope handed unostentatiously or mailed to the customer. This asks the purchaser to call at the credit office, where it is explained that a further guarantee or payment will be required before goods are sent. This is a very good safeguard against the "floater" type of customer, who wanders from one store to another as fast as credit expires.

Conducting a "Buy-at-Home" Campaign ; Meeting Competition from Catalogue House

Linking Up the "Buy-at-Home" Idea With Industrial Life of the Community—What Ingersoll is Doing and What Hamilton Did Not Do — A Co-operative Effort and a Co-operative Catalogue.

A NUMBER of merchants in the town of Ingersoll have banded together to promote a buy-at-home campaign. Once a week they take a full page in one of the local papers on which is run some pointed editorial matter about buying at home and helping to maintain and develop the industrial life of the community. They emphasize the fact that money kept in circulation within the boundaries of the town helps to make it a better town and that if all the money made by manufacturers, retailers themselves, clerks and workmen were spent in Ingersoll, its development would surpass all expectations. In addition to this editorial matter, the merchants who are associated with the campaign insert advertisements which, in character, vary from the usual advertisements to the small one-inch card insertion. In their regular advertising space, a number of the merchants refer to the object which the campaign has in view and seek to appeal to civic loyalty and so further the buy-at-home spirit.

A Greater Effort

The object which the campaign has in view is a most laudable one, but it appears to us that it might be carried on with considerably more vigor than it is being at the present time. Unfortunately, not all of the merchants of the town are taking part in the campaign; that, in itself, constitutes a weak link in the chain. Originally, the campaign was inaugurated by the newspaper that is handling the advertising. This is an enterprising venture on the part of the newspaper, but it seems to us that both the newspaper and the merchants themselves would reap more benefit out of it if it were taken up by the merchants themselves. A co-operative effort to be successful to the merchants should be shared in by all and the utmost vigor should be infused into it from the very beginning.

Linking It With Industrial Life

One other way in which such a campaign can be made to be of great benefit to the merchants is by linking it up with a campaign showing the industrial life of the town. Any town or city having numerous industries, such as Ingersoll has, can create considerable civic pride if it is gone about in the right way and a way in which there is a real cash value. The city of Hamilton recently advertised a Made-in-Hamilton week. Hamilton is

an industrial centre of considerable importance in the Dominion; yet the effort was not entered into heartily by the merchants of that city. It was an opportunity missed in many respects because there was lack of understanding and co-operation on the part of the merchants themselves. In talking with a number of the merchants about this very week, regret was expressed in a number of cases that more was not made of it and that the merchants had not combined to a greater extent in the effort.

Big Chance For Window Display

Aside from the newspaper advertising which can be made one of the big features of such a campaign, it is a rare opportunity for the window display men of the town or the city, as the case may be. Take the Hamilton week, for instance. There were a bare half-dozen windows which promoted the idea through their windows at all. If the window display men had got together and arranged amongst themselves to show Hamilton products in their windows, it would have created the necessary curiosity on the part of the buying public to come down town to see these displays. The advertising manager could announce to the readers of the newspaper that their firm had such and such a display in their window. This could be supplemented by the campaign advertising in which a full list of the window displays could be given and the nature of such display. Had there been two dozen windows showing Hamilton products in original settings, it would have been a great incentive to the people to come out to see them. And the passer-by, be it remembered, is always a prospective customer.

Referring again to Ingersoll for a similar illustration, some time ago a new factory was started in Ingersoll. One of the merchants undertook to show the products of this factory in his windows. He was surprised at the sensation caused by his simple display and the hundreds of people who stopped to see it or even came down town to see it. The same idea worked out in the case of a couple of dozen windows would do just that much more good to the retailers in any town or city.

Co-operating Against Mail Order Competition

One of the disheartening features of the retail business in the smaller centres of population is the money that goes out of town immediately after it is circulated with the large mail order house

catalogue. This, in fact, constitutes one of the gravest problems of the retailer in the small towns and cities. But the big mail order house is simply the growth of several little stores and their final merging into one. It is a big co-operative effort. And the way to meet this problem is by a similar co-operative effort on the part of retail merchants all over the country in their respective communities. The big mail order house is a monument to the lack of co-operation on the part of retail merchants in their home towns. Year in and year out, one can do just as well by shopping at home

(Continued on page 46)



New fall neckwear novelty. Club tie developed in silver silk crepe with slanting triple black stripe. Note the pleated effect at the knot. Neck is fitted with slip-easy band lining. Shown by courtesy of Will-tie Cravat Co., of Montreal.

"Everyman's Store" in St. John

New Brunswick Young Man Opened New Store Last Year in Face of Long Established Opposition—Believe the Worst is Over—Endorses Four Season Plan.

IT CERTAINLY requires a good deal of courage to open up a business right beside a number of well-established old firms that are celebrating their fiftieth or seventieth anniversaries. But such are the laudable and quite successful aspirations of the young proprietor of "Everyman's Shop" on Charlotte St., St. John, N. B. It would not be a particularly noteworthy achievement to break into business under similar conditions in most other cities, but to anyone at all familiar with the peculiar characteristics of the dwellers by the Bay of Fundy, the establishment of a furnishing store in the year 1920, against the odds mentioned (not to omit reference to the Luxury tax and most unseasonable weather conditions) conveys a considerable amount of significance.

A full knowledge of local conditions was part of the stock in trade of Mr. Armstrong, the young proprietor of "Everyman's Store," and furthermore, like all ambitious young men, he understood that one may gradually accustom people to anything. Hence the location of his shop, which he purposely selected away from the exclusive atmosphere of King street, or the already too-well-populated Union street (the mecca of half the furnishing shops of the city) yet situated on the line of march from one busy section to the other. All around the block are dotted numerous garages, motor show rooms and repair shops, which naturally result in a very fair volume of trade. There is a popular theatre not a block away, and a much frequented dance hall too, so that insofar as customers are concerned, pretty nearly all types are frequent visitors, and hence the derivation of the store's name.

Store Atmosphere

"We have men drop in who never bought anything 'uptown' before, and as we are heartily in sympathy with the average customer's desire for low prices, we take especial pains to please each one so that he will drop in again. Our store is small, but we try to keep everything within access to customers, so that they can look around all they like. Down here it is not good policy to go after sales too quickly. I believe in letting people look around as long as they like, and creating a friendly atmosphere for them. Even if they do not purchase the first time, they generally do on the way home. St. John is the market town for a large rural population who come in once a week or so to buy for the whole family. Most peo-

ple are looking for an article at a price and it would be quite useless to tell them that a certain shirt is all the rage in New York. They would probably reply that such a garment was too dear or too dressy for them. On Saturdays, especially, the country trade is exceptionally large, as the City Market is located not far away. These people just now are holding on to their cash, and are not asking for luxuries. The workingman, moreover, no longer asks for silk shirts and other high priced furnishings. That sort of thing is gone forever, I believe, and a saner demand for plain, staple merchandise has come in its stead."

Endorses Four-Season Plan

With regard to present conditions, Mr. Armstrong remarked that he believed the 'four season buying plan' would correct the present tendency to buy from hand to mouth, which most Maritime retailers are obliged to adopt. He looked for more satisfactory conditions by next fall, and thinks the men's wear trade is "over the worst."

With only one display window with which to make his appeal, Mr. Armstrong gets wonderful results. He uses one or two articles of a kind, and about half a dozen altogether, grouping them in a unit plan about a central plate glass shelf suspended by a steel support. A little group of straw hats is well offset by the same in felt, and belts, collars and ties are likewise carefully adjusted to preserve balance. Price tags are often used, although not regularly, their use depending solely upon the artistic effect.

"Price tags are probably best" said Mr. Armstrong "because when a man is somewhat doubtful about a certain purchase, if he sees the article he is looking for marked reasonably he is sold on the street. But if no price is marked, the chances are he will let the matter slide and so the sale is lost. Women too, appreciate the price tags when buying for men as they are always a little suspicious of values in masculine attire".

Evening buying is a feature of the "Everyman" store, and after super, about seven or seven thirty, is the busiest hour of the day. No sales are ever held in the Everyman's shop as Mr. Armstrong disapproves of them entirely as being "quite out of place in the small store".

When it comes to advertising, Mr. Armstrong says introducing goods to customers is one of the best methods he has tried out. Nowadays there are

CREPE SILKS—POLKA DOTS POPULAR IN BOW TIES

The vogue for crepe silks has penetrated the neckwear trade this season and promises to become as popular with men as it has with women during the past few years. 'Club' ties of various crepe weaves are undoubtedly the newest note in neckwear, especially when striped diagonally in either wide or composite stripe effects. Silvery greys are especially good in this material, the finish of the surface lending a delightfully cool and inconspicuous note, very desirable for summer wear. These crepe ties are finished inside with "slip-easy" bands of satin, as the crepe itself has not sufficient smoothness to permit quick adjustment. Swiss armures are likewise among the novelties for early fall selling, and come in various colors in quiet tints. These ties are selling as low as \$6.50 a dozen, an indication of the rapid reduction which the manufacturers have effected.

Polka dots of all sorts and sizes are by all odds the most popular sellers just now in neckwear of the bow-tie and flowing end types. Navy blue foulards adorn almost every haberdasher's window from St. James Street to St. Catherine Street's eastern end.

A leading manufacturer of men's ties of the better sort informed Men's Wear Review that in order to achieve the neatly wrinkled effect just below the knot in club ties, this season, it is necessary to take a needle and thread and make a tight gathering in the silk just below where the knot usually comes. This is hidden under the knot after tying, and makes the wider end ripple smoothly in minute pleats. The knot can then be pulled perfectly tight to be adjusted to the new low collars, and will not bulge out as ordinary ties are apt to do.

The Boys' Clothing Department of the A. A. Fournier Company, Limited, Bank St., Ottawa, has been moved to the second floor and is specially arranged to give service to the boys for all their clothing needs. The store has recently added a third floor to accommodate the ever-increasing number of patrons and a regrouping of departments has been undertaken. The extra room now available for the men's wear will be useful, as the department was short of room that is now available.

few men who have an oversupply of wearing apparel and if a retailer has been able to secure certain price concessions on good merchandise, he can make numberless friends by the simple method of suggesting an additional purchase or two. Headwear is the specialty of the store and Mr. Armstrong takes a legitimate pride in the volume of business he has built up in hats and caps.

Clothing Outlook in the Maritimes

Unsettled Condition of Lumber and Textile Industries Affects Fall Prospects—Retailers Heartily Endorse the Four-Season Buying Plan—Feeling That Prices Will Come Down to Still Lower Levels.

THE fall clothing outlook for the coming season is viewed by retailers in Eastern Canada with mixed feelings. The general opinion expressed by the majority of clothiers to a staff member of Men's Wear Review was that the coming season does not promise a rosy prospect. Hard times have befallen the maritime provinces along with the rest of the country, and the coming months of summer are going to see a grim struggle against heavy odds, over which retailers have no possible control. In New Brunswick, perhaps, as heavily as elsewhere, the scourge of unemployment has fallen heavily, especially as regards the lumbering industry which has been practically suspended in the Province for several months, with a consequent financial loss in money circulated amounting to many millions of dollars. New Brunswick is especially affected by any fluctuation in such stable commodities as lumber, and with the recent decline in value of this all-important product, the consequent withdrawal of so much ready money has had an unexpected effect upon the clothing and furnishing trades.

Not Yet On Normal Basis

In discussing the fall outlook with representative retailers the opinion was freely expressed to Men's Wear Review that not until all staple commodities have reached a uniform level can clothing be expected to remain on a normal basis. It was pointed out that such items as steel, oil and coal stood out above leather, cotton and other staples, and are only now beginning to show an appreciable decline. Coal still holds out on the high level and no return to "normalcy" can be reasonably looked for until all fall to one basis. The period of prosperity so eagerly anticipated by clothiers cannot return until all forces combine to remain upon a stable foundation and until wages, rents, food prices, etc., decline to a normal point. "Clothiers in Canada have taken 90 per cent. of their loss, according to the statement made by A. Neil McLean, secretary-treasurer of Oak Hall, St. John, "and clothing is down to as stable a basis as any other commodity".

Too Many Sales

The next two months are expected to be fairly difficult ones to merchandise in for many reasons. Chief of these may be cited the fact that in New Brunswick as elsewhere the buying public has become rather too well accustomed

to sales, and is consequently still indifferent to values, as such, and cares mainly about price. Another point is that the majority here are facing the new season with an over supply of left-over merchandise which may not prove profitable during the fall season. This feature of the situation has caused most clothiers to look into the four season buying idea with particular interest.

Four out of five clothiers interviewed stated that they were absolutely in favour of this plan, and during the past two seasons had so placed their orders. "We are buying more often and in less quantity," explained another St. John clothier, "and are of the opinion that it is better to place orders twice each season, ordering 50 per cent of our requirements and making another 50 per cent reservation where suits are concerned. In regard to overcoats, we place the entire order at once as the season for selling is little more than two months. We have already done our fall ordering on this basis as we believe that it is extremely unwise to tie up spare capital in clothing now. Most manufacturers claim that prices are down to rock-bottom levels, but we do not believe that this is so, and we even look for lower prices for next spring. Our policy is, therefore, to base our purchases upon a closely estimated turnover and then to go into the market only for 50 per cent. of the total amount we expect to sell. In this way we leave ourselves open to accept attractive offers from the manufacturers when sorting trips are being made by the travelers."

Another Viewpoint

A second prominent clothier stated that he was in favor of a somewhat heavier initial outlay in purchasing each season, as in his opinion, climatic conditions were more favorable to retailers of men's wear in New Brunswick than in upper Canada. "The temperature seldom varies enough along the Atlantic Coast to make it imperative for men to purchase winter and summer outfits for general wear," he said, "and I believe that a clothier can safely order 70 per cent. of his season's requirements in advance, and retain the 30 per cent. reservation for a sorting order of ultra-smart, even extreme models, which usually are more popular when the season is well under way. The average native of the Maritime Provinces, moreover, is a very conservative dresser, and if one's trade be done mainly with older men, a very large

proportion of one's order will be composed of greys and blues, designed along quiet, conservative lines. Merchant tailoring appeals very strongly to a certain class of men here, to whom durability and service mean more than style alone, and, consequently, most clothiers in New Brunswick find it necessary to maintain their cutters in addition to stocking a full range of reliable clothing."

Frequent Buying Advisable.

The conclusion reached by most retailers after careful consideration of the four season idea, is that neither retailers nor manufacturers want to carry heavy stocks at present, and the four season idea could very advantageously be tried out for the time being, at least, until conditions become such that no uncertainty besets the retailer when about to estimate the coming season's requirements. Most firms would be willing to send their own buyers to market, as many times as necessary if such a request were made to them. Maritime retailers further emphasize the fact that hand-to-mouth buying will be universally adopted by them in any case, should no definite mutual agreement between the manufacturers and themselves be effected.

Lower Mark-up This Season.

President MacNeill, of the clothiers' branch of the R. M. A., stated to Men's Wear Review, that local conditions will undoubtedly improve in the men's clothing and furnishing line, when once the lumbering and cotton mill industries resume activity. Buying next winter must naturally be restricted by both the consumer and the retailer, since the greater number of the population are directly dependent upon wages derived from these sources. The maritimes are not behindhand as regards appreciation of values and merchandise, but they do not ask for luxuries when it is a question of husbanding their resources against a rainy day. It is a question whether the introduction of radically new ideas would make any appreciable difference to maritime business. Young men are the only ones who are actuated by the desire for something different, but even with them price is a first consideration.

Retailers are of the opinion that next fall's prices will average lower than this year's. Thirty-five to forty-five dollars is the favorite average for a suit of good quality.

News of the Clothing Trade

The most popular boy in Welland is going to win a pony, which is the first prize in a voting contest being held there. The contest is being put on by a local motion-picture theatre and one merchant in each line of business. Each boy or girl making a purchase of 25 cents or over in any of the stores in the contest is given an equal number of coupons. On the coupons is written the name of the one for whom the votes are to be cast, and they are placed in the ballot box in the movie theatre. The contest started on April 25th, and is to run for a period of ten weeks.

* * * *

The Regal Clothing Co., Port Colborne, recently ran a novel sale in which they gave away sugar as a premium. This sale brought them much additional business, and they are following it up by a similar one, in which they are giving away staple lines of groceries.

* * * *

H. Robbins has recently opened a store at 119 Main Street, Niagara Falls, carrying a full line of men's wear and custom-made clothes. Mr. Robbins was formerly in business in Toronto.

* * * *

Scovil Bros., of St. John, N. B., recently gave away a second bicycle to the winner of a guessing contest in which the number of pennies in a jar was to be estimated. The winner of the prize was a thirteen-year-old boy, who guessed the exact number of pennies that is, 2,321. There were about 5,000 guesses in all recorded for the prize contest.

* * * *

David Blumer, of 352 St. Lawrence Boulevard, Montreal, was recently robbed of some \$12,000 worth of merchandise. Mr. Blumer stated that the quantity of goods stolen was so large that it must have taken a wagon or automobile to have carried it away.

* * * *

D. Hazel, Managing Director of Hazel & Co., Ltd., of Leeds, England, woolen and worsted manufacturers, spent a few days in England in June on the way to the western coast.

* * * *

Rod Weir, of Fashion-Craft, Montreal, spent a few days in Saskatoon on his way to the coast. While in Saskatoon Mr. Weir addressed the clothing section of the Retail Merchants' Association meeting in that city.

* * * *

The Capital Tailors, Ltd., is the name of the newest store for men opened at 168 Sparks Street. It opened on Saturday, June 4th, with the slogan, "Suits and overcoats made to measure at \$23.00." On the opening Saturday and Monday a gold-plated watch to each of the first 1,000 customers was given.

R. J. Taggart, of Red Deer, has purchased a men's furnishing business in Carbon, Alberta.

* * * *

The T. H. Smith Co., of New Westminster, B. C., recently held their 20th anniversary sale. This is the first sale of the kind they ever held.

* * * *

The Prince of Wales has recently given an impetus to the felt-hat industry in Australia by wearing a certain felt hat that became him very well during his trip through that country. It was a soft, smooth felt of light gray with a black band and a light-colored stitched edge round the brim. The crown was rather higher than the ordinary felt hat, but the full roll rather neutralized the high crown. The Prince recently purchased a certain type of straw hat in England, and straw-hat manufacturers, whose season has not been a good one, believe it will give a fillip to the trade.

* * * *

Murdock McLeod, of Cranbrook, has moved into new premises in the Worden Building on Baker Street.

* * * *

Oak Hall, Toronto, were recently successful in an appeal case before the Court of Revision, in which their business assessment was fixed at a 25 per cent. rate, the same as other retail stores.

* * * *

The American Woolen Co. are now operating at 90 per cent. of their capacity. It recently made many reductions to the trade.

* * * *

H. A. Sabine, of London, recently died at his summer residence at Springbank, following a long illness. He was the founder of the firm of H. A. Sabine & Co., and before that was a member of the firm of Spittal, Sabine & Co.

* * * *

The death occurred on June 12th of Christian W. Watson, aged 91 years. Mr. Watson came to Toronto over forty years ago and, up to the time of his death, was a member of the firm of E. & S. Currie Ltd., of Toronto.

* * * *

Burton McLean, of Winnipeg, has recently given up a portion of his premises, due to the fact that they have been sublet to the Service Tobacco Shops.

* * * *

The White Tailoring Co., of 1090 St. Clair Ave., Toronto, were recently robbed of \$115 in cash and \$800 worth of cloth.

* * * *

The Walthausen Hat Co., of Brockville, have recently commenced operations on full time. Officers of the company stated that this will continue for at least four months.

Charles Honsberger, of Tillsonburg, suffered considerable loss by fire late in May.

* * * *

John Lee, of Revelstoke, B. C., has moved into new quarters on Second Street.

* * * *

Creswell's, of Regina, recently opened their 19th anniversary sale.

* * * *

Alex. Sandison was elected president of the Merchant Tailors' section of the Retail Merchants' Association at annual meeting in Winnipeg. Other officers elected were: Hon. President, J. S. Stephenson; 1st Vice-President, C. H. Nilson; 2nd Vice-President, Israel Tessler; Treasurer, R. W. Anderson; Secretary, W. Cameron. An advisory committee to the executive was appointed as follows: J. S. Loughton, Brandon; N. R. Dissett, Pilot Mound; Geo. Hand, Virden; J. Gardiner, Dauphin; A. Archer, Reston.

During the evening an address was given by R. B. Vaughan, director of vocational training, on the subject of "Part Time Education." Following a discussion on the address a resolution was passed to the effect that recommendation be made to the school board of Winnipeg "to introduce part time education, for the training of boys for the merchant tailoring trade."

The Two Clip Tie Co., of Toronto, have just put on the market a new tie clip that promises to give very satisfactory results. The clip fastens on both sides of the collar and is governed by such a strong spring that it is practically impossible for it to work loose or drop off. This clip will hold on either the soft or the stiff collar, whether a close or wide-open front.



New early fall cap, pleated back, fancy pointed band with special stitching. Cap also has special unbreakable peak. Shown by the Boston Cap Co., Montreal.

Business is Active in Accessories

St. John Merchants Anxious for Some Lower Prices.

In departments other than clothing, devoted to men's wear, Maritime retailers report excellent business, although the majority of customers are inclined to haggle over price. The prevalence of sales during the spring brought to light the fact that women are the chief purchasers on these occasions, the male element preferring to leave the selection of their wearing apparel to them, rather than frequent the sale counter. Consequently, methods of salesmanship have had to be adjusted to meet this new condition, in most stores catering to men.

Views on Prices.

Underwear is one line which the consumer is especially anxious to see reduced, according to one merchant, and the entire demand is for the one-piece combination in place of the two-piece garment. There are only two seasons in underwear-selling, summer and winter, in the Maritimes, as the spring or fall underwear is scarcely the right weight to be comfortable during the long cold spring which heralds the all too short summer months.

Neckwear.

In neckwear, the extremely narrow tie is not popular, the preference for wide shapes being very pronounced. The thin starched collar also has not "caught on," due, it is thought, to the conservative character of the average business man, who still clings to a regular weight starched collar or to a negligee soft style for informal occasions. The new idea in thinner textures is regarded as not sufficiently immune from injury to its appearance through perspiration in warm weather. Still another tendency noted is the refusal of the maritimer to accept the new colored shirts with stiff collars of self material, which are enjoying a vogue in Upper Canada. One merchant showed Men's Wear Review a large quantity of such collars which he had been obliged to discard entirely, and substitute white collars upon the shirts in question. As a rule, however, the average man asked for something new and up-to-date, and prided himself upon appearing well groomed, if inconspicuously, at all times.

Display Goods On Counters.

Owing to the diffidence displayed by men purchasers about attending sales, most men's wear stores have found it best to display goods right out on counters in groups, tagged with prices, as this method is preferred by feminine shoppers. Many more sales are made in this way, it is said, when women can handle and examine the merchandise without having to ask for it to be brought out from the show cases.

A cessation of mark-down sales is

Well-Known Maritime Firm Expands:

F. S. Thomas, of St. John, Branches Out

Adds Clothing to His Hats and Furs—Specializing on Working-men's Clothes—Marks Down Merchandise But Does Not Advertise the Fact—Opposed to Sales

LINKING up a men's furnishing store with an already flourishing business in hats and furs is the successful achievement of F. S. Thomas, of St. John, N. B. Having made his name and reputation for value-giving widely known, the opening of a branch store next door to his original building was easily accomplished, and is now a most popular "rendezvous" with all types of men who daily pass up or down Main Street, the busiest artery of the maritime city. Mr. Thomas finds the addition of men's furnishings to be a very satisfactory idea, and just as logical a complement to the fur or hat section as would be a line of women's ready-to-wear, which is so frequently tried out by the retailers of men's clothing.

The new store is most attractive, especially as regards the frontage and display windows, which are neatly finished in light oak with gray background overlaid by wood panelling. The latter addition now gives the Thomas store a display of four large windows, two of which are devoted alternately to furs or headwear for boys and men, and the rest to furnishings and apparel.

Department for Workmen's Clothes

"If I had the room," declared Mr. Thomas to a staff member of Men's Wear Review, "I would have a corner exclusively devoted to laborers' or working-men's needs, for I consider this line needs to have especial attention paid to it, and to handle it successfully it should be given space entirely to itself. Working men should be able to purchase their work clothes independently of their off-duty apparel, and I think both are more successfully handled as separate lines.

"Women are large purchasers of working clothes for men," he continued, "and they are good judges of what affords the best value for the money. We can't put anything over them!" Good quality overalls, work-shirts and gloves are the leading features of the working man's display in the Thomas store, and much space is also given this month to a large showing of outing clothing in khaki, etc., for the summer camper or the fisherman. In connection with this line, Mr. Thomas pointed out that the popularity of motor boating has, to a great extent, altered the demand for holiday or warm-weather

shortly anticipated in New Brunswick by stores that do business in the regular way, and in most instances the opinion is expressed that by keeping prices down to a popular level business will gradually regain its old volume.

clothes, since to-day the great demand is necessarily for overalls or other protective garments to don over regular clothing to avoid harm from grease or oil.

Motor boat enthusiasts care little about their appearance, so long as they can mess about with lubricants and other "unclean things" most vital to the welfare of the engine, and have little resemblance to the yachtsman of 15 years ago or more, whose pride it was to appear immaculate in spotless white ducks, navy serge jacket and white-topped cap—a perfect picture of correctness in every detail. The sailing boat for pleasure has practically disappeared along the Bay of Fundy and the picturesque St. John River, and in its stead the motor boat, like the automobile, has come, imparting its stamp of prosaic practicality, to the lasting regret of maritime clothiers.

Avoids Sales

Mr. Thomas is averse to the holding sales at any time, and says, "there is on one end to the man who cuts prices to catch trade. I have reduced prices right along but have said nothing about it, and my customers are often heard to remark that merchandise is just as good value. So-and-so's advertised at a sale."

After more than 30 years' experience in hat-selling, Mr. Thomas was able to throw some light on the reason why the straw hat season is so short along the Atlantic coast. "It isn't temperature at all, as so many people think," he remarked, "for our winter days often arrive in May just as they do in Upper Canada, but the fact that our winter winds come from the southwest and almost always bring fog is our great handicap here. No straw hat will stand up long under warm, wet drizzle, and so we see far more furs worn here all summer long, as well as caps."

The visitor to the Thomas store cannot fail to be struck by its location at the base of an historic and picturesque hill, named Fort Howe, which commands a fine view of the harbor. The store, like many others in St. John, is, therefore, forced to accommodate itself to the exigencies of nature, and is shallow in depth but rises to the height of a large residence of several stories. Somehow, ultra modern equipment and the usual elaboration of display commonly noticed in metropolitan centres would be out of place in this rugged but splendid setting, and the Thomas store preserves an indefinite atmosphere of dignity and old-world charm very seldom met with outside of maritime cities, where undue haste and noisy commotion are altogether unknown.

SPERO POCKETINGS



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:

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.



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.

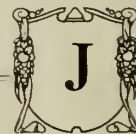
Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

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.



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

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



“Cravenette” REGD

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 shower-proof 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



Uses Stunts

(Continued from page 17)

fortably in the refrigerator, modestly refusing to have anything to do with the crowd of people who collected about him. Despite all efforts to distract him from the serious job of advertising David's straws, the tiny Ethiopian stayed on the job with great success until the time was up, and his salary, \$2.00, was earned. It took considerable faith in one's straw hats to display them in so unusual a setting as a plain and unadorned refrigerator or a cake of ice, but according to Mr. Solomon such faith was well justified.

Avoid Serious Note in Summer

"Don't be too everlastingly serious," warns Mr. Solomon with regard to display work in general. "In the dog-days people's minds need to be distracted, and interest in buying has to be artificially stimulated. Get people into the habit of associating your store with everything that is new, original, different and artistic, and they will drop in just to see what you are up to."



"The Tom Sawyer"

A smartly designed suit for the "regular boy," developed in pure wool fabrics, featuring a number of novel style points for fall, 1921. The coat is semi-fitted with inverted pleat in the back to ensure freedom of movement, and is belted all round and fastened with a natty buckle. The vertical top pockets are especially attractive to boys. Either bloomers or knee breeches can be supplied, and a becoming one-piece cap in material to match the suit accompanies the outfit. These suits come in sizes 25 to 35 only.

Shown by courtesy of the Fashion Boys' Clothing Co., Montreal.

Conducting "Buy-at-Home"

(Continued from page 38)

as by going out of town or sending out of town.

Why not meet the mail order house catalogue with a catalogue that is the result of a co-operative effort on the part of the retailers? Not only should such a catalogue be circulated within the limits of the corporation, but throughout the rural section contiguous to the town or city itself. The moment is opportune for such a co-operative effort. Aggressive firms are after business as never before. Price counts with the buying public as it has not counted for years. It is the right time to bring home to the buying public the "price message." It is possible to stem the tide of the mail order competition if it is gone at in a thoroughly vigorous manner. Too many retailers, perhaps, have accepted this competition as people in the olden days used to accept a scourge without taking any precautions against its recurrence. This thing can be done and the realization that it can be done is the beginning of a co-operative campaign that will bring untold benefits to retail interests.

Popular-Priced Men's and Boys' Clothing

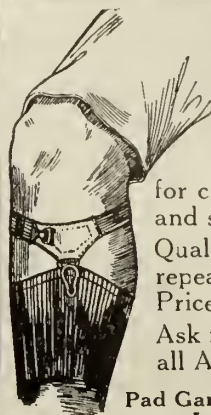
Well made from up-to-date, salable materials, and at a price which will meet present-day competition

IT WILL PAY YOU

to get our quotations before placing orders

The Gardner Clothing Manufacturing Co.

Wholesale Clothing Manufacturers
645 St. Valier St., Quebec.



Arrow Pad Garters

for customer comfort and satisfaction.

Quality that makes repeat sales and Prices that please

Ask for quotations on all Arrow brands.

Pad Garters Arm Bands
Leather Belts
Elastic Belts

Arrow Garter Mfg. Co.
489 St. Paul St. W. -- MONTREAL.

YOUNG MAN calling on Men's Wear Trade in Ontario wishes good side lines on commission. Reply to Box 764, Men's Wear Review, 143 University Ave., Toronto.

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.

Great Business Opportunity

A well-established and profitable Clothing and Men's Furnishing business in one of the larger towns of Western Ontario (carrying with it the "FASHION - CRAFT" agency) is now for sale. Great opportunity for a live merchant desiring to improve his condition, or a young man experienced in the line wishing to start on his own account. A few thousand dollars are required of course, but we will finance the right party for the balance necessary for him to make a success of the undertaking.

Write, giving full particulars, to
PROMOTION DEPT.

Fashion-Craft Mfrs., Limited
566 St. Lawrence Blvd., Montreal

New Forms for New Styles



No. 2014 A

Our Coat Forms are made to meet prevailing styles in "Men's Wear."
Metal and Wood Fixtures of all descriptions and finish. High quality—Reasonable Prices. A post card will bring a catalogue.

DELFOSE & CO.
Cor. Craig & Hermine Sts., MONTREAL

"For a Rainy Day"

The man who consistently invests a few hundreds each year never has to worry about the future—the rainy day or his old age has no financial terrors for him.

Whether you have already sufficient invested or whether you are still looking out for probable "buys," for the sake of your own future *you must take every precaution for safety.*

THE FINANCIAL POST specializes in an Inquiry Service noted for its accurate and sound replies regarding investments. This service is free at all times to subscribers.

Write now for a copy of THE FINANCIAL POST. The subscription price—\$5.00 a year of fifty-two issues—is really **insurance on your invested money.**

THE FINANCIAL POST

143-153 University Ave.,
TORONTO



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.

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Sells Steadily

FROM the backs of hardy Maritime sheep comes the soft wool yarn with which Atlantic Underwear is knitted into garments of perfect finish.

Every time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The **UNDERWEAR**
that Overwears

ATLANTIC UNDERWEAR
LIMITED

MONCTON - - N.E. 31

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Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces



Tooke
KUM-SEALD
Athletic Underwear



IN ALL SIZES. ∴ READY FOR IMMEDIATE DELIVERY.

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MONTREAL
WINNIPEG

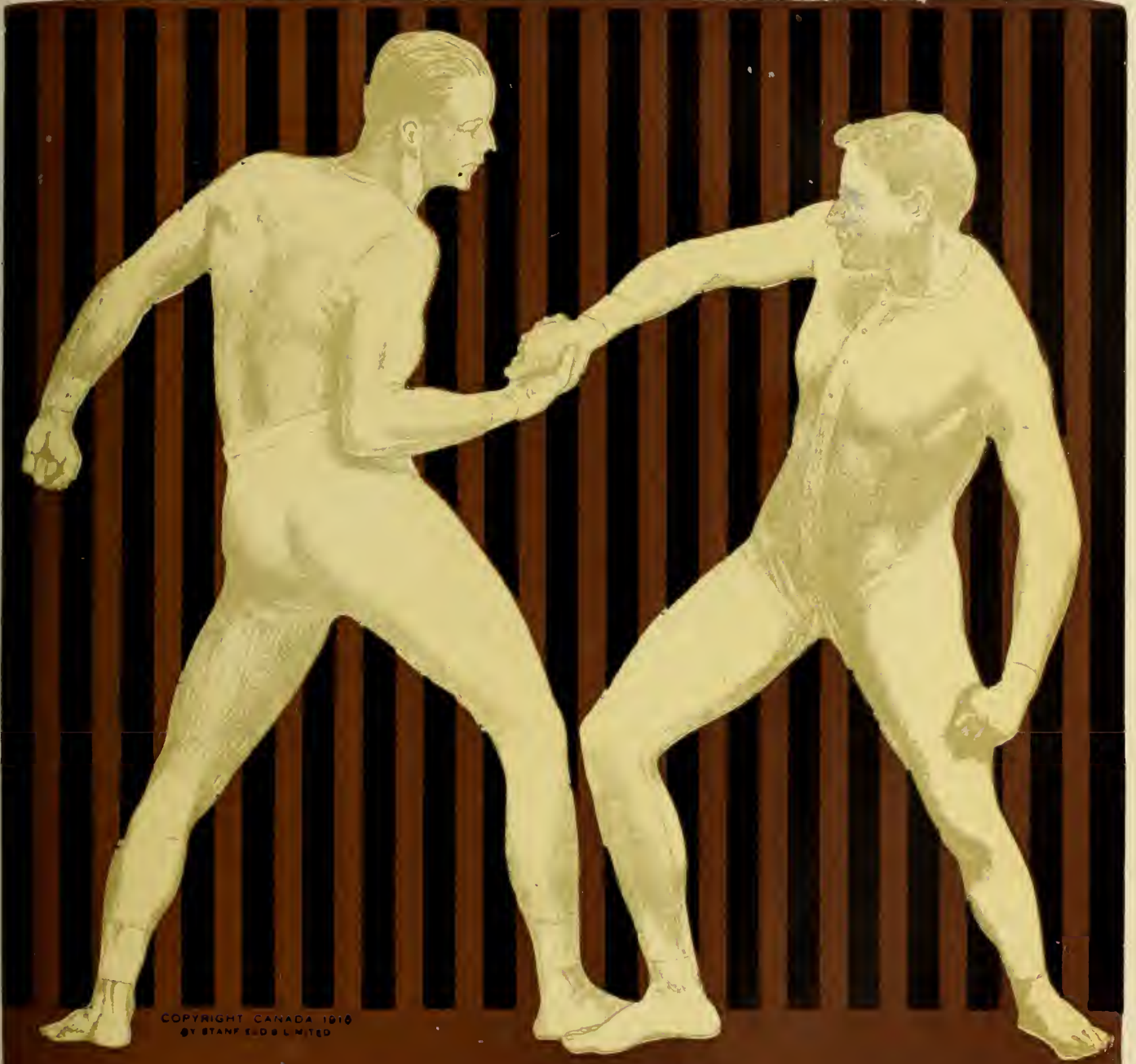
TORONTO
VANCOUVER

MEN'S WEAR REVIEW

Volume XI

Toronto, Canada, August, 1921

Number 8



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BY STANFIELD LIMITED

STANFIELD'S
Unshrinkable
UNDERWEAR

**"Stands
Strenuous
Wear"**



Market Business

Thousands of Canada's Dry Goods Merchants Visit Montreal

Twice, Three, Four, up to Twelve Times a Year to Keep in Touch with Market Conditions — For Latest Prices and Styles.

MONTREAL

Canada's Gateway — A Seaport — One Thousand Miles from the Open Sea

Importing, Exporting, Manufacturing, Competitive Montreal
The Wholesale Market City of Canada

RACINES'---the Mecca of Up-to-Date Merchants

Whether you come as an old customer, a new customer, or a merchant visitor, we would like you to give us just one half-hour of your time

To Inspect

besides our Factory Departments and newly added Merchandise Departments, the Order Department, the Statistical Department, the Traffic Department.

Alphonse Racine Limited

Manufacturers and Wholesale Distributors of Everything in Men's Furnishings

60-98 ST. PAUL ST. WEST, MONTREAL, QUEBEC

FACTORIES:—Beaubien St., Montreal, - St. Denis, Que. - St. Hyacinthe, Que.

PERMANENT SALES OFFICES

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Toronto,
123 Bay St.

Haileybury
Metabanick Hotel

Sydney, N.S.,
269 Charlotte St.

Charlottetown, P.E.I.,
Queen & Sydney Sts.

Sudbury,
Nickle Range Hotel

St. John, N.B.,
85 Germain St.

MONTREAL

Her History, Art, Education, Industry; Some Interesting Facts Concerning the Ancient City

Population Now Well Over 800,000—Has Over 2,500 Factories—Industrial Output in 1920 Was \$551,814,605—Center of Two Important Educational Institutions and Many Commercial—Its Buildings.

THE commanding geographical position of Montreal accounts in a large measure for its present-day importance as a manufacturing and distributing center. Montreal is the approximate geographical center of 75% of the country's population, a fact that means much to her manufacturers in the efficient distribution of their products. Located at the head of ocean navigation on the St. Lawrence River and at the point where the immense water traffic of the Great Lakes is transferred to ocean steamers, Montreal has developed into one of the largest seaports of the world, the second largest on the North American continent. Situated upon an island some thirty miles in length, the city proper embraces an area of 50 square miles, and has a population of well over 800,000.

The growth of the city is the pride of its inhabitants, for Montreal has never passed through a period of stagnation, nor has it experienced a "mushroom growth." From the point of view of export shipping facilities, Montreal is unsurpassed, possessing as it does 32 miles of waterfront, with deep-water dockage for 100 ocean steamers. The St. Lawrence River carries over one-third of Canada's national trade to and from the Port of Montreal each year, and in point of volume of foreign trade Montreal is only exceeded on this continent by New York. Twelve of the greatest shipping lines of the world include Montreal as their terminus, and, in addition, the city is also the headquarters for the railways, leading banks, insurance companies, financial and commercial houses, and telephone and telegraph companies of the Dominion.

2,500 Factories

Probably no Canadian center possesses the wide range of manufacturing activity within its limits that the Montreal district enjoys. Its factories number to-day about 2,500 and are greatly diversified as to their output, ranging from steel ingots, gigantic freight locomotives, steel ships, all sorts of cars—freight and passenger, textiles, knitted products, rubber goods, cement, sugar, clothing and whitewear, linoleums and oil-cloth, leather goods, flour, petroleum products, chemicals, machinery, etc. In the latest government statistics regarding representative Canadian industrial centers, Montreal is rated in proportion to all Canada as producing to the extent of \$551,814,605 in the year 1920, a figure far beyond that quoted for any other city in the Dominion.



Panorama of Montreal and St. Lawrence River from Mt. Royal

For picturesqueness of location Montreal is unique. Back of the commercial and business district and in the center of the city is the famous Mount Royal—a mountain of some 800 feet above river level. This beautiful elevation, rugged and picturesque, is set apart as a city park.

In addition to being the principal manufacturing, distributing and financial center in Canada, Montreal is famed for its exceptional educational advantages, and two of the best known institutions for higher education on this continent, McGill University and the University of Montreal, are situated in the city. Here are also many theological colleges, public schools, technical and private institutions.

Historical

Aside from its position industrially, Montreal offers much of interest in a historical way. In 1535 Jacques Cartier, sailing up the mighty St. Lawrence River, came upon a large fortified Indian village between the river and the base of a mountain, on an island between the Ottawa River and the St. Lawrence. This Indian village marks the site of a part of present-day Montreal, named after its mountain by Cartier. Champlain, in 1611, established a trading post here, and in 1642, Paul de Chomedy, of France, founded the city proper, which remained under French rule until 1763, when Canada became an English possession under the Treaty of Paris. About 75% of the population of Montreal are of French-Canadian

origin, and both languages are officially used, the inhabitants speaking both with equal facility.

Montreal contains numerous historical buildings and is especially rich in magnificent churches and other ecclesiastical structures, and on this account has been named the Rome of the New World. Among the leading buildings and points of interest should be noted the following:

Its Buildings

The new Art Gallery and Civic Library, —both of Grecian inspiration architecturally; the Chateau de Ramezay, now used as a museum; Notre Dame and St. James Cathedrals, both Roman Catholic churches; Christ Church and St. James Methodist Cathedrals; the Bank of Montreal and the City Hall, both examples of fine architecture; the Bonsecours market, a veritable scene from old France on market days, and the imposing Lookout from Mount Royal, from which a superb view of the river is obtained. Besides these, the many hotels, colleges and handsome residences are equally deserving of mention, the last named, particularly, being of stone for the most part, planned on majestic lines. Sherbrooke Street, the most fashionable boulevard of the residential district, is lined with such mansions for many miles, glimpses of which may be obtained through the trees which border either side.

Taxation

The system of taxation in Montreal is

simple and very favorable towards manufacturers especially. The 1920 tax rate was 2.084% on the value of real estate and buildings, while the business tax was 8½% on the assessed annual rental value of the premises. Montreal imposes no personal income tax upon her residents, as is generally in vogue in other cities.

The constant steady growth of new industries in Montreal district is solely due to the fact that manufacturing costs are lower there than in other sections of Canada, and that Montreal's central location to 75% of Canada's population assures cheaper delivery of manufactured goods.

The early traditions of the Montreal clothing industry are bound up closely with the history of the early nineteenth century, when the city first became notable commercially. Its possibilities as a clothing center were recognized very early, both by those who were called upon to provide ready-made clothing at a moment's notice for sea-faring men who called at the port, as well as by the army tailors who entered civil life and who found custom tailoring an extremely profitable enterprise owing to the complete lack of manufacturing facilities. In the outlying districts of the country surrounding Montreal, the male population owed what sartorial style it could boast to the skill and ingenuity of its womenfolk, to whom the difficult task of contriving masculine attire became almost as easy as ordinary household tasks.

Pioneers of the Trade

About the year 1860 and subsequent to the close of the American civil war, clothing of all sorts was purchased in Canada in large quantities by the United States to supply the urgent need existing there, and at the same time a distinct reaction against the homemade homespun suit was experienced on the part of the younger generation who could not afford the services of gentlemen's tailors. Thus, with a distinct need prevailing all over Canada, it was not long before several ambitious pioneers opened up factories in which clothing might be made in a wholesale way from improved cloths and with finer workmanship and finish than was possible in the old way. Among those early pioneers of the Montreal clothing trade were such names as S. H. & J. Moss, James O'Brien, J. W. Mackenzie & Co., Muir Ewan & Co., Walter MacFarlane & Baird, Foulles & MacCubbin, Evans & Co., and H. Shorey & Co.

Contract System Employed

The majority of these men operated their business by means of the contract system, the actual work of finishing the garments being performed by French-Canadian women living in the outlying villages of Montreal. This class of labor was dependable, skilful, industrious and steady and under this regime the industry received an impetus which was the forerunner of its present significant success.



The Approach to McGill University, Montreal

Many of the early clothing makers of Montreal were in the habit of giving out large numbers of garments to women, who in turn employed no inconsiderable number of country people, and thus very large contracts could be filled promptly.

H. Shorey & Co. Among First

The firm of H. Shorey was among the first of the earlier clothing makers to conceive the idea of improving gentlemen's apparel by means of better facilities for workmanship. Hitherto, the better grades of suits and coats had been imported from Leeds and Ipswich in England, and the idea of turning out similar garments in Montreal appeared at that time to be decidedly ambitious. Shorey & Co., however, were most successful, and by their efforts encouraged a number of other firms to go in for the manufacture of high-grade clothing on a large scale. Clothing, at that time, was manufactured all the year round, and large stocks were piled up, a ready market for which was at all times available. Prices also were amusingly low in contrast to what is asked in this year of our Lord 1921, ranging all the way between \$3.50 to \$20, while styles as portrayed by the fashion journals of that day appear unique to our eyes. From 1847 to the latter decade of the nineteenth century the creased trouser was an unheard of thing in finer grade merchandise, and this is but one of the many important changes introduced season by season into masculine apparel.

Canada's Largest Clothing Plant

Between the years 1880 and 1890, two of Montreal's most important clothing factories made their initial bow to the industry, namely, the John W. Peck Co., Ltd., and the E. A. Small Co., Ltd., both of which are now among the leading firms in the Canadian clothing trade. To the E. A. Small Company, better known as "Fit Reform," may be ascribed the uplifting of the clothing trade by the introduction of the "wardrobe system,"

which permitted merchants to keep the stocks in better shape. This was the origin of modern store equipment as now featured by all up-to-date firms.

Among the older firms who came into existence about this time should be mentioned the Semi-Ready Clothing Co., H. Vineberg & Co., Ltd., H. Kellert & Sons, the Christy Clothing Company, etc., who gradually replaced the earlier pioneers. Some of the latter became absorbed or merged in the newer companies, but their traditions and policies have been carried on with ever-increasing success. The Semi-Ready Company was the first to institute the idea of opening its own retail stores throughout the Dominion, and is consequently a household word in every locality.

Still later, the Montreal clothing industry became noted as the home of such well-known firms as the Freedman Company, B. Gardner Company; S. Levinson & Co. Fashion-Craft Mfrs., Ltd.; Society Brand College Brand; Style Clothes; Campbell Clothing; Rubenstein Brothers; etc., etc. The local center of operations has expanded from a comparatively small district in the Notre Dame Street neighborhood all over the city of Montreal, so that to-day no one locality can lay claim to being the "heart of the garment industry," as is the case in certain other cities.

Facts About Montreal

At the present time in the Montreal market, according to figures obtained from the local branch of the Clothing Manufacturers' Association, there are approximately twenty-five leading clothing factories, employing in the vicinity of 6,000 employees in busy seasons, approximately half of which are male and half female. The annual turnover is estimated at \$25,000,000.

Collective Bargaining First Tried Out

The plan of collective bargaining as applied to the clothing industry was first introduced

in Canada in the Montreal field, with a consequent lessening of labor troubles. This method entails the maintenance of (1) "impartial machinery" for the adjudication of all differences, (2) equal distribution of work in slack periods, (3) wage scales arrived at twice a year, and (4) standards of production indicating the amount of work required for the scale and based upon the average production of a skilled worker.

Long History

The Montreal clothing industry looks back upon nearly three-quarters of a century of uninterrupted growth untroubled by serious setbacks or industrial difficulties. Drawing as it does upon a widely differing variety of races for its workers, including French, Jewish, Italian and English, factories find it possible to employ the type of workers which have proved most satisfactory to them. In so far as improved methods of manufacture are concerned, the Montreal industry may be said to rank among the leaders on this continent, few innovations of any moment failing to find a place in its leading garment houses. To name only one feature which has considerably revolutionized the industry, the method of "dry steam pressing" is but one of the many labor-saving ideas which are gradually placing ready-made clothing upon a plane hitherto undreamed of. And as new uses are found for electricity and machinery continues to improve in efficiency, so surely will the Montreal trade continue to forge its way ahead to meet the demands of a discriminating Canadian public.

Montreal not only leads in the field of men's clothing production in the Dominion, but it also may boast of being the leading center of various furnishing lines, the manufacture of which has made the city well known in other countries as well. All lines of shirts, collars, neckwear, handkerchiefs and underwear are turned out by leading factories, among which the name of Tooke Brothers has ranked almost as a household word for the past fifty years. Many other firms are noted as manufacturing more than one line of men's furnishings, such as the Acme Glove Co., which puts out shirts and gloves as well as knitted goods, sweaters, etc.; the Canadian Converters Co., Ltd., which is equally well known for its shirts and collars as for its large output of feminine apparel; and in the domain of waterproof coats, the National Rubber Co., S. Rubin, H. E. Davis & Co., Schwartzman Bros., and many others have placed Montreal in the lead of other localities as a producing center of high-grade merchandise.

extent reflected in the report, a reduction of profits bringing this company in line with most other industrial institutions now operating. In presenting the report, the President, W. A. Tooke, pointed out that while the past year had been a trying one in many ways, the company's shipments were the highest on record. Allowances made to customers, cancellations and returned goods had resulted in an increase in inventory, but that prices had been taken at a fair market value as of this date. After providing for income tax and writing off a liberal amount from profits as a reserve against depreciation on inventories, the net profits for the year amounted to \$93,524, which the directors consider satisfactory.

He further stated that while orders for future delivery were not as large as a year ago, sorting business was satisfactory, and would, no doubt, continue so for some time to come.

The profit and loss account showed operating profits of \$93,524, as against \$238,030 for the previous year, and \$152,410 for 1919. After taking off preferred dividends, the surplus amounted to \$24,574, as against \$119,805 last year and \$51,122 in 1919. The amount set aside for preferred dividends was \$68,950; to be carried at credit of profit and loss is \$344,880, as against \$320,306 in 1920 and \$200,501 in 1919.

Total assets show a gain for the year of \$189,469.

Operating Profit Shows a Decline

General Business Conditions Reflected in Tooke Bros.' Annual Report.

Montreal—The Tooke Bros., Ltd., annual statement was presented to the shareholders at the annual meeting, July 14th. General business conditions are to some

Here is the unique way in which Cummings, of Montreal, announced the opening of a store under the guidance of the two men referred to. There were others used besides these, but the one in the center was the last one to appear. It is a novel form of advertising, and brought good results.

Lou Rosenberg. Pat Heffernan.

May Thirtieth, Montreal.

Nineteen Twenty-one.

Lou Rosenberg. Pat Heffernan.

Montreal, June First, Nineteen Twenty-One.

DEAR FOLKS:

The man on the left is "Lou" Rosenberg. A lot of folks know him for he's lived in Montreal all his life. He's particularly known for his outstanding ability as a "merchandise" man who knows all the angles of "right buying," a keen judge of values and one who has a well developed sense of regard for the Public interest. Few men in Canada are better known in the clothing world—none better thought of.

And "Pat" Heffernan—well everybody knows him for the conscientious, square-dealer he is. Nothing satisfies him that does not satisfy his customers. SERVICE is his IDEAL, making friends his greatest art. Another "native son"—whose thousands vouch for

So the shop that is to be founded under the guidance of "Lou" and "Pat" is going to be dedicated to service. Everywhere there will be an air of HAPPINESS, an entire absence of grind. YOU'LL note a happy, care-free atmosphere that plainly tells it is a pleasure to have you come and a privilege to serve you.

There will be an entire absence of hurry, you will feel like wanting to stay longer. You'll realize that here at LAST is a shop where PUBLIC interest is first—just as though they had a direct guiding hand in its management.

And then there will come over you a sense of SATISFACTION that HERE at last is the shop of IDEALS—the kind you thought always ought to exist but which never seemed to come.

Yours until tomorrow
CUMMINGS.

LOU AND PAT MADE GOOD IN A DAY!

SATISFY. MY HOW THEY DID SATISFY. The story wasn't too good to be true. Cummings Clothes Shop was different—it was unusual—a Shop of HEARTS and IDEALS where the promise was made to be fulfilled and everything squared with the Golden Rule, where HONESTY and FAIRNESS dictated Canada's greatest clothing values.

AN APOLOGY AND AN INVITATION

From dawn to dusk the SHOP OF IDEALS was crowded. It was so great that will mark the turning of a new page in clothing history. LOU and PAT are going the way and setting the pace to a new standard in PUBLIC service. They are establishing the gold standard of clothing value and the human standard of service. They are blazing a new trail in the business world—one over which the PUBLIC may travel to before-unheard-of values.

The Public was not slow to respond. It took work and faith to bring this SHOP into being—this HEART shop founded by LOU and PAT—there was worth it all. "We have never seen such values"—"I paid \$35 more for this shirt quality built elsewhere"—"This \$6 pair better"—"I've paid 1 came—three and countless others were the individual verdicts rendered upon opening day. Together opening awarded a well-earned and just victory to LOU and PAT.

DEAR FOLKS:

The Pelican is a queer old bird, for its bill holds more than its "bellican." Its heart is bigger than its bill and it's the only bird that shares its food with other fowl. So the queer old Pelican looms up big in the eyes of "Lou" and "Pat", for to them beauty is more than skin deep.

"Lou" and "Pat" are going to loom up much better through personal contact than through any amount of letters I could write to you, for their mission and ideals are bound to win you.

Their shop is to be located at 471 St. Catherine Street, corner Metcalfe (Up-Stairs), and is to be dedicated to SERVICE, to HONOR merchandise that will be new and fresh, as the day that will dawn upon the opening of their HOUSE OF IDEALS. Clothes that find a home there will have to stand a rigid test as to their worth—the doors will be barred to unworthy merchandise.

You will rub your eyes and wonder at the unusualness of this SHOP after the stock-in-trade methods so much in vogue, but boiling the whole thing down—the HEART OF IDEALS of "LOU" and "PAT" are only a liberal interpretation of the GOLDEN RULE—the only road to sincere happiness—a road—so many business houses find it hard to travel.

Tomorrow I want to tell you something about "business black magic." It'll interest you, I'm sure.

Yours until tomorrow,
CUMMINGS.

*How many of the thinking few,
Think of the thoughtless things they do?*

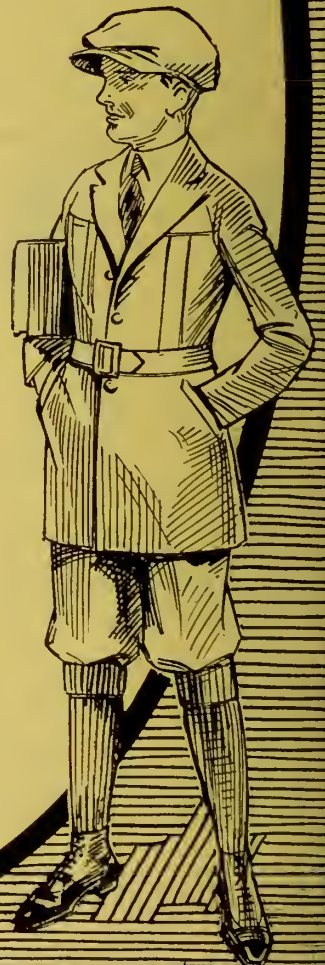
**IF
YOU WANT
AN EXPLANATION
ASK
"THE LITTLE GENTLEMEN"**
Clothes for Boys

*Turn to your Right
Not to get "Left"*

The
Hart-Brown
Company, Limited.

124 St. Antoine Street
Montreal - - - Canada.

*A Full Assortment of the
Right-hand-side Model
in Stock, ready for
delivery.*



ARMOUR CLAD



ARMOUR CLAD

CLOTHES
FOR
BOYS

HAVE YOUR LAD
ARMOUR CLAD

CLOTHES FOR BOYS



PROTECTED
AT THE
WEAR SPOTS:

ELBOWS, SEAT,
AND KNEES
DOUBLED

POCKETS
REINFORCED

SEAMS
RIP-PROOF



HAVE YOUR LAD - ARMOUR CLAD

The slogan that
will build up trade

Manufactured by

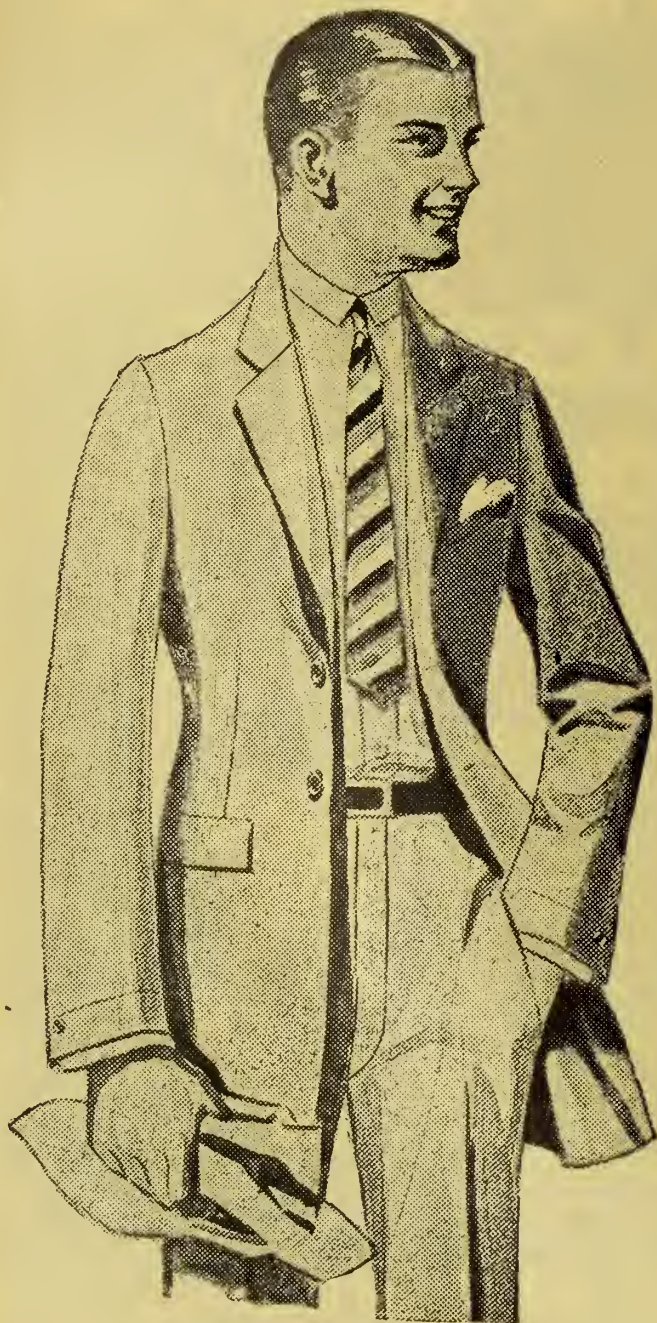
The FREEDMAN COMPANY

MONTREAL

ELK BRAND



Clothes for Young Men and Their Elders



Mr. Merchant

Possibly you are one of the careful buyers, who have put off buying their Fall Clothing till prices reached bottom.

This is your chance to save money.

See our line which we have to offer for Men's, Young Men's and Boys'

Prices that will bring the trade to your store

Prepare For School Days

Are you ready for the big rush of business that is sure to come your way next month, when Mothers are preparing their Boys for School ?

If you are not ready, get busy and plan to obtain more than your share of the business.

ELK BRAND BOYS' SUITS in your stock will do as much as anything to insure your store the support of the Mother and her Boy.

Ready for Immediate Delivery.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West

Montreal.



**SHEEP-LINED
COATS
SOCKS
BOOTS**

**Prompt Shipment
of Sorting Orders**

**MACKINAW
COATS
PANTS
SHIRTS**

**Also
Fine Shirts
Work Shirts**



Acme Glove Works Ltd., Montreal

Peck's



CLOTHING THAT ADDS PRESTIGE TO THE STORE

In every town there is a clothing merchant who is pre-eminently the leader. He does the cream as well as the volume of the trade of the community.

Throughout Canada Peck's Clothes will be found in such stores.

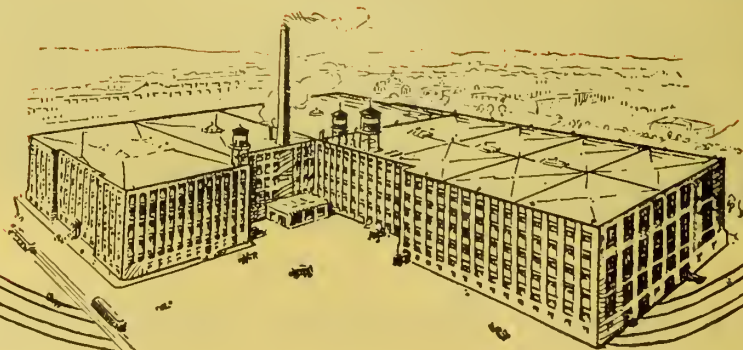
The Style, Fit and Quality of Peck Clothing make it as attractive to the shrewd merchant as it is to the discriminating consumer.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL

WINNIPEG

VANCOUVER



Peck's

DOES YOUR BOYS' CLOTHING REPEAT?

Repeat sales in the Boys' Department are a positive indication that you have the right merchandise.

Peck's Clothing for boys is specially made to stand the wear where the wear comes. Yet smartness and comfort are not sacrificed.

Countless merchants date the profitable development of their Boys' Clothing Department from the day they began featuring Peck's.

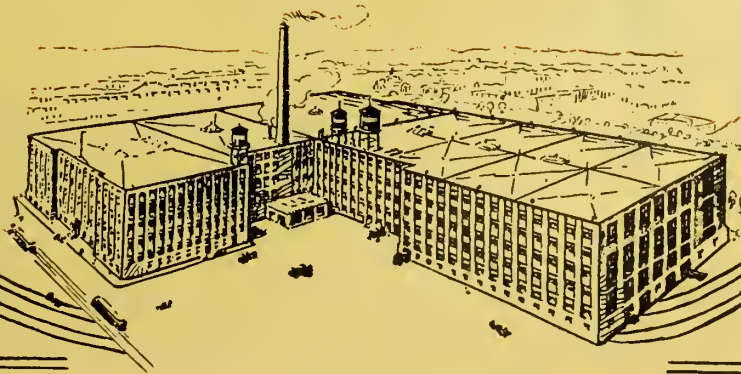


JOHN W. PECK & COMPANY, LIMITED

MONTREAL

WINNIPEG

VANCOUVER



"FOUNTAIN" BRAND THREAD

MANUFACTURED BY
ISLAND SPINNING CO., LIMITED
LISBURN, IRELAND

"Fountain" Brand—A Thread to Rely on—Pure Irish Linen



Our reputation for manufacturing the BEST is firmly established and in no danger of being diminished through lowering our standard of Quality, its Strength or Evenness, or in any delay in filling your orders.

Manufacturers of textiles and leather goods are invited to request samples and prices and test the merits of "Fountain" Brand.

They are adapted to meet every requirement necessitating the use of threads. Write now.

Ask for Samples and Prices and get a prompt reply.

It is always advisable to inspect and analyze any product. Have you done so to OURS?

The wise manufacturers will investigate NOW.

SOLE AGENTS FOR CANADA

WALTER WILLIAMS CO. LTD.

508 Read Building, MONTREAL

MONTREAL
508 Read Building

QUEBEC
533 St. Valier St.

TORONTO
20 Wellington St. W.

VANCOUVER
217 Crown Bldg.



BOYS' SUITS

With Silk Lined Cap to Match

With this irresistible attraction Mothers will be making your store the STYLE CENTRE of your town. The Ladies are critical buyers and it is SUITS that LAST that they seek, and find them in the Fashion Boys' Clothing. EVERY ONE OF OURS IS UP TO THE SAMPLES SUBMITTED.

With such Values as we offer you can set people talking and buying and DRESS ALL the Boys of your Town in Style. Ambition and Progress start with Clothes.

Your Ideas and Views on a Campaign would be Appreciated. There's Money in it.

Fashion Boys' Clothing Co.

149 Notre Dame St. West, MONTREAL





To Our Enterprising Customers

You are doubtless planning a FALL CAMPAIGN proving the Financial and Social advantages in being smartly dressed. No wardrobe is complete without a waterproof.

By sending us a line requesting our Traveller to call with patterns and prices, you can make a better judgment of the opportunities we offer for your expansion.

Special

300 Tweed Raincoats, the latest styles, are to be sacrificed at 50% below cost of manufacture.



Made in Canada

and Prospective New Ones

Genuine Leather Reversible Coat, Tweed or Gabardine Lined, adaptable and quickly reversed. Tailored by experts. Materials the best obtainable. That's ours, the "Victory" Brand Waterproof.

Just the very garment for MOTORISTS.

Sought after by the PIONEER.

Essential to the BUSINESS MAN, TRAVELLER, CAMPER and DRIVER.

Leather, cloth and trimmings the best tailoring.

We will Co-operate with You

in your endeavors to secure a larger volume of business in "Victory" Brand Coats.

When the larger firms relax their efforts, smaller ones seize their opportunity."

Buy NOW for immediate and fall sales while we are in a position to offer exceptional values. Write Now

VICTORIA RUBBER CO.

437 St. Paul Street West, MONTREAL

Manufacturers of Waterproof Clothing, Leather Coats, etc.

Gabardine Coats for Men, Ladies and Boys

Order NOW for your FALL Trade and take advantage of the exceedingly low figures we can offer just now. Write for a traveller to call with samples and prices of

MEN'S GABARDINE COATS

Our lines in Boys' Wear offer you a remarkable chance of doing a very active business. See our leaders in

**Boys' Gabardine Coats
with Caps to Match**

Seize on this idea and exploit it.

Schwartzman Bros.
Dubrule Bldg., Phillips Place
MONTREAL



English Quality
Every yard stamped
"CRAVENETTE"
Canadian Styles

Order Now
and get the
Schoolboy Trade

We've Got
the garments at
your prices

Investigate

Put Profit In Your Pocket!

Use
**DELFOSSÉ
DISPLAY
FORMS
and
FIXTURES**

Superior in workmanship and finish; correct in design; they focus the attention—the secret of quick and easy sales.

If you have not got any of our Forms, send a sample order and be convinced.



No. 2011

The only right form for actual style clothing.

DELFOSSÉ & CO.
Cor. Craig and Hermine Sts., MONTREAL



SHOW CASES

FOR ALL LINES OF MERCHANDISE

NEW-WAY WARDROBES AND INTERCHANGEABLE UNITS

READY FOR IMMEDIATE SHIPMENT

The only interchangeable equipment
manufactured in Canada.
By craftsmen who know how

JONES BROS.

AND COMPANY LIMITED

29-31 Adelaide St. W., TORONTO

Our Travellers are ready to show you

1922 Styles for Spring

IN

Woodrow HATS

As Supplied to His Majesty, The King

**Plenty of British Hats
at Favorable
Prices**

Last season, because of labor troubles in manufacturing and transportation, it was impossible to obtain enough good English hats to compete with foreign brands.

(We could have sold ten times as many Woodrow Hats as we did sell had we been able to obtain them.)

As a result, Canada was over-run with Italian hats. Dealers stocked them because they could not get anything better. Every dealer had what every other dealer had—the same old styles and colors. There was no novelty—no distinction—no exclusiveness.

For next spring, conditions will be very, very different. Canadians don't want to spend their money for Italian, American or other foreign hats, when they can get good, honest, British-made goods—the finest in the world. They are heartily in favor of buying within the Empire and believe that every man who lives and makes his living in Canada should give the preference to British-made goods.

Woodrow Hats for spring are worthy of the great British house of Woodrow & Sons, Hat Manufacturers to His Majesty, King George, the Fifth.

They have the workmanship that only British makers can put in hats. The fur felt, trimmings and dyes leave nothing to be desired.

The styles are exclusive and distinctive, with that air of refinement and elegance that speaks the hat of quality.

Our travelers will show you the

**New Tans
Champagnes
Browns**

with contrasting bands.

Beautiful light and dark **Grays**
Rich Greens
and **Blues**

A post card will insure our traveler calling on you

BOULTER, WAUGH, LIMITED

Exclusive Distributors in Canada for Woodrow Hats

MONTREAL and WINNIPEG



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



Firm Built Suits For Boys

All boys will start school with a firm built mind. They feel they are going to higher class, and want to express it.

FIRM BUILT SUITS
Just the thing for Boys
WITH CAPS TO MATCH

Is a wonderful inducement to parents and the boys will be "dippy" about it. Build your business on a FIRM BUILT PLAN and order FIRM BUILT SUITS with caps to match and secure these customers.

The most popular line with snappy styles at the right price.

O-R-D-E-R N-O-W

for the

Exceptional Advantages

that we, as a New Firm, are able to offer

Let us co-operate with you
to secure bigger business
on the **NEW FIRM**
BUILT PLAN

Wriet Us NOW—Let's Make a Clean-up

FASHION CLOTHING & CAP COMPANY

390 Notre Dame St. W., MONTREAL

1921
1878

43 Years of Honest Service

has made this mark your guide when
buying Men's Heavy Woolen Socks



Make sure of early delivery by
placing your order immediately

Geo. E. Hanson
Hull, P. Q.

Announcement to the Trade

Clothiers and Others,

We present ourselves and our merchandise, offering you
New Goods, New Ideas, New Energies and Enthusiasm,
with Improved Business Methods, our co-operation in
Your business expansion, and our sincere friendship.

All our previous experience and that of others has been
put in the manufacture and design of our lines in the
endeavour to produce the Public Requirements and your
interests have been fully considered. We offer

**THE NEWEST AND MOST DEPENDABLE
SUSPENDERS, GARTERS,
ARM BANDS, BELTS, ETC.**
Several of these lines are now being patented

Our Aim:—

To ALWAYS give VALUE and more, in order that you in
your turn can give the same to your customer.

Sort up your stocks and send along an order or an enquiry
for prices and other information you may desire.

National Suspender Co.
York Street, Toronto

Come in and make our personal acquaintance when visiting Toronto Exhibition.

Our Policy:
Value every
time

We request the
pleasure of your



Clothes
that Always
Look New

acquaintance when
visiting the Exhibition

THE WELL-DRESSED MAN

ASSOCIATE YOUR BUSINESS WITH OURS AND OFFER YOUR CLIENTS TUTT
TAILORED - TO - MEASURE
GARMENTS

Business Suits, Golf, Tennis, Yachting, Motoring and
Evening Clothes

TUTT CLOTHING CO

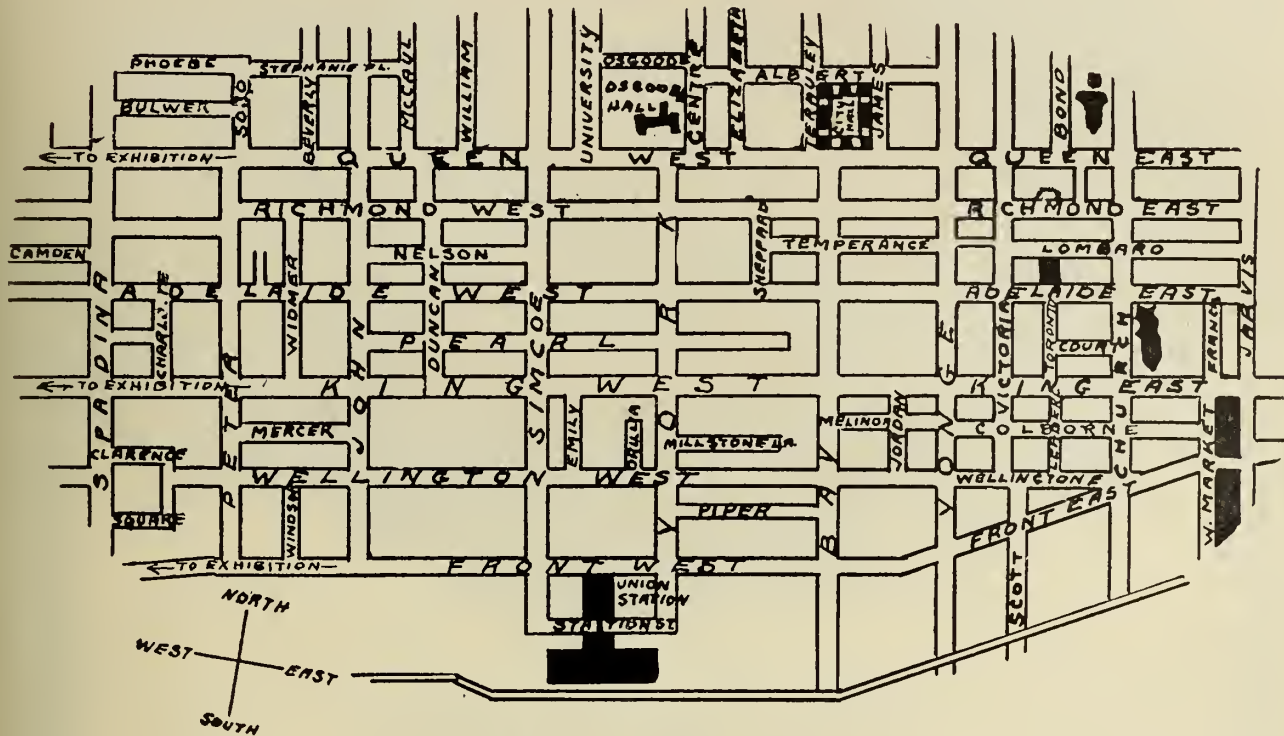
MAKERS OF FINE CLOTHES



21 Dundas St. E.

TORONTO, Ont.

HANDY MAP FOR VISITORS TO TORONTO



Tear out this page and use it as a convenient guide when making calls in Toronto at Exhibition time. The firms listed below cordially invite you to visit them when you are in Toronto for the Exhibition. Read their advertisements in this issue.

- Clatworthy & Son, Limited, 161 King St. West, between York and Simcoe Sts.
- Dale Wax Figure Co., Ltd., 86 York St., opposite Prince George Hotel.
- Wm. Hollins & Co., Limited, 60 Front Street W., between Bay and Yonge Sts.
- Hudson-Parker, Limited, 96 Spadina Ave. Take Belt Line car.
- Jones Bros. & Co., Limited, 31 Adelaide St. West, between Bay and Yonge Sts.
- Wm. H. Leishman & Co., Limited, 192 Spadina Ave. Take Belt Line car.
- Miller Men's Wear, Limited, 48 York St., between Front and Wellington Streets.
- A. W. Moyer & Co., 124 King St. West, between York and Bay Sts.
- National Cash Register Co. of Canada, Limited. Sales Office, 40 Adelaide St. West.
- Oxford Clothing Co., Limited, King and Spadina. Take King car going west.
- A. E. Richardson & Co., 172 Simcoe St., near Queen St. West.
- Tutt Clothing Company, 21 Dundas St. East, near Yonge St. Take Yonge St. car.
- Two-Clip Tie Co., 1188 Queen St. West. Take Queen car going west.



Our Contribution to Your Christmas Profits

For Christmas Gifts, HICKOK BELTS and BUCKLES appeal to givers in all walks of life. Their rare, rich quality, unique designs, and attractive gift boxes—all combine to make them ideal Christmas Gifts for men and boys.

Neither time, effort nor money has been spared to make HICKOK BELTS and BUCKLES world leaders.

Our salesmen will soon show you *NEW, PROFIT-GETTING IDEAS* for your Christmas trade. Place your HICKOK order early. Christmas orders will be heavy; and we want every HICKOK retailer to have the best in the line.



HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.
Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles
ROCHESTER, N. Y., U. S. A.



HICKOK Prices Are RIGHT

There's a HICKOK BELT and BUCKLE to suit every purse. That's one reason for the tremendous sales which HICKOK retailers enjoy.

The extensive scale upon which HICKOK BELTS and BUCKLES are manufactured enables us to build into them unusual value at low cost, and to provide a worth while margin of profit for retailers.

HICKOK dealers never have "left-over" stocks of HICKOK BELTS and BUCKLES. The HICKOK Line *moves fast*. It never stays in the store long enough to depreciate in value.

HICKOK salesmen will explain our new Holiday proposition. You will be amazed at its possibilities.



HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.
Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles

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

Over \$200,000.00
MEN'S FURNISHINGS

will be sold at our warehouse
during the exhibition
August 27th to September 10th

AT AMAZING REDUCTIONS

UNDERWEAR
SHIRTS GLOVES
HOSIERY
NECKWEAR
SEPARATE PANTS

ALL SEASONABLE

NEW STOCK

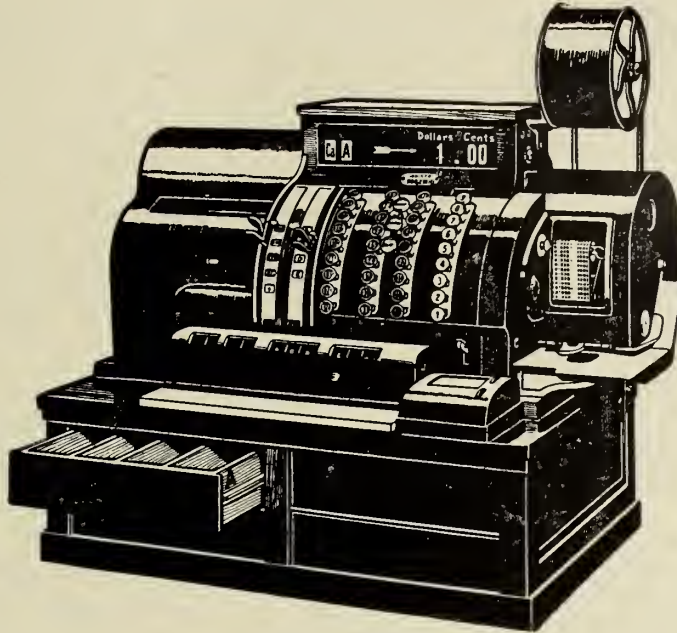
FOR FALL AND WINTER TRADE

*You can easily clear your Exhibition expenses
by attending this sale*

Miller Men's Wear Limited
48 York Street - - Toronto

See us when you get off the train—we are only three doors north of Front Street

Merchants need National Cash Registers now more than ever before



- (1) They stop mistakes.
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We make cash registers for every line of business.

Price \$110 and up.

Easy payments. Liberal allowances for old registers.
Old registers bought, sold, repaired, and exchanged.

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NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED

THE Shuttleworth

STRAW HAT



Correct Styles for 1922

Men's Sennet, Fancy and Split Boaters made on the egg-shaped oval, light weight with moderately wide bands and attractive trimmings.

We are also showing Children's Hats in Jack Tars and Rah-Rahs, and Panamas, Penits and Mexican Hats.

OUR HATS ARE BEING SHOWN BY

H. W. Lind, 11 Cosgrave Bldg., Toronto
D. Fred Morgan, Mappin Bldg., Montreal.
H. P. Davey, Vancouver, B.C.
315 Bower Bldg.

R. H. Turnbull, Paris, Ont.
J. W. Zink, Moncton, N.B.
and at the Factory.
H. P. Davey, Winnipeg, Man.
228 Curry Block

J. R. SHUTTLEWORTH & SONS, LTD.
Manufacturers to the Retail Trade LONDON, CANADA

VIGOR, VITALITY,
VIM and PUNCH
—that's "PEP!"

And where will you find more "pep" than in the active, growing boy? It's a healthy sign, but also a costly one for parents. Energy expended means clothes to be mended! LION BRAND Boys' Suits and Bloomers have the hearty approval of parents everywhere because they are built to withstand strenuous wear and tear, and designed with "pep" in every line. Nobody wants to see their boy awkward on account of ill-fitting clothes—nothing could be more uncomfortable to look at. Snappy, swagger suits and bloomers for boys—and above all substantial—THAT'S THE LION BRAND standard and every suit and bloomer lives up to it.



"You can beat price competition with quality goods."

The Jackson Manufacturing Co. Ltd.

Makers of the "Lion Brand" Boys' Clothing
CLINTON, ONTARIO

Factories at
Clinton, Goderich,
Exeter and Hensall



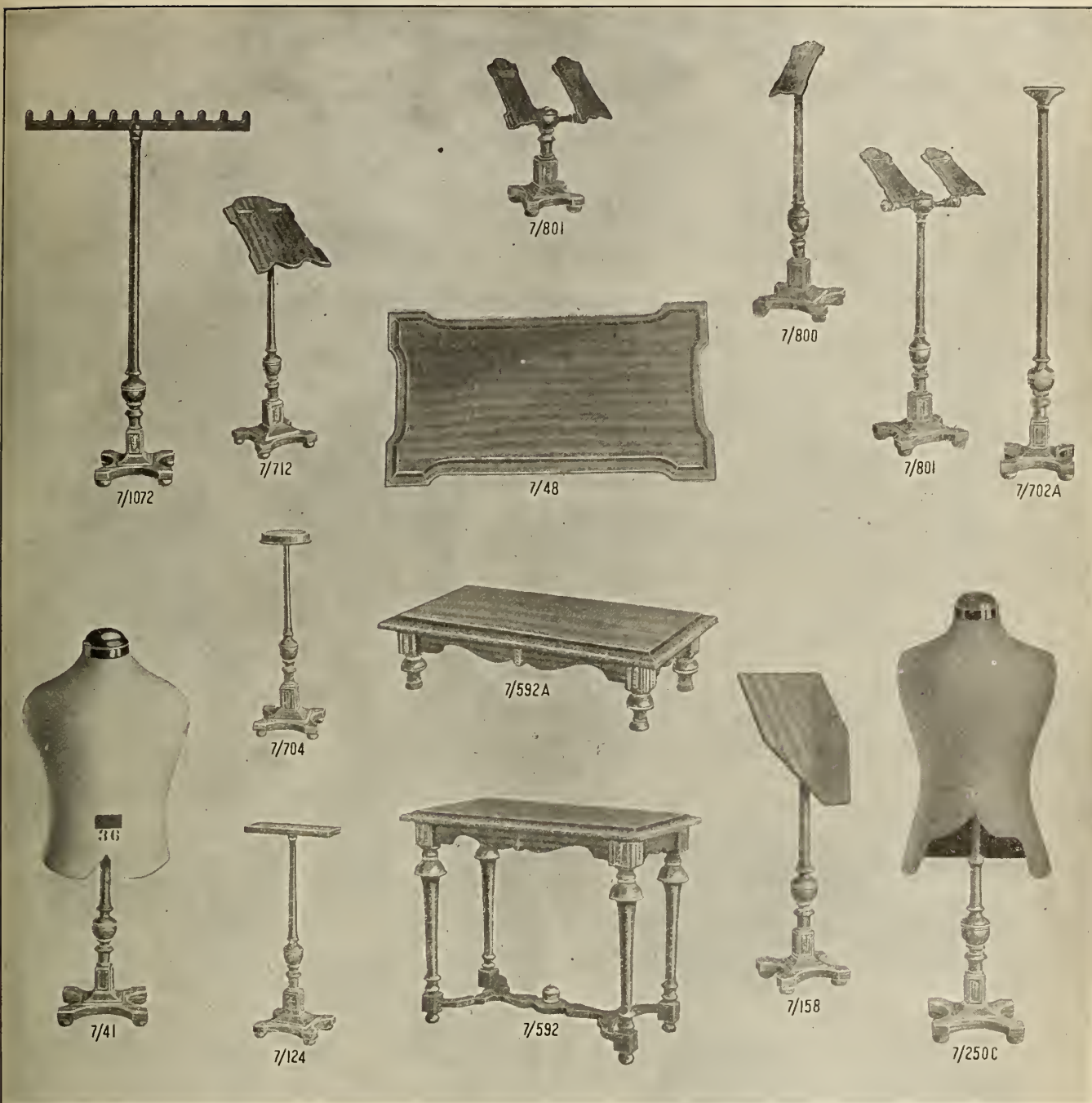
Deacon Shirts

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



William and Mary Design

HISTORICALLY CORRECT

**Instal Artistic
Display Fittings**

These Fixtures are made in Solid Walnut, Mahogany and Old Ivory, Artistically and Expertly finished. They are the correct style of the period.

Get your Store Decorations and Fittings in a proper classic style; this attracts more business, as it proves that you are up-to-date and a progressive merchant.

Send for our NEW ILLUSTRATED CATALOGUE, and obtain new ideas and perhaps new methods.

**The New Style
of
Store Decorations**

CLATWORTHY & SON, LIMITED

TORONTO

AGENTS:—Vancouver, B.C., M. E. Hatt & Co., Mercantile Bldg.
Montreal, Que., E. O. Barette & Co., 301 St. James St.

Winnipeg, S. J. Barley, General Delivery
Halifax, N.S., D. A. Gorrie, Box 273

OXFORD BRAND

HIGH - GRADE SUITS
for YOUNG MEN AND BOYS
(READY-TAILORED)

Your interests fully considered

You desire to offer your customers such garments as you feel sure and know cannot be excelled at the price. Style and quality of cloth are always apparent, but the FINISH is frequently absent from a suit. WITH OURS, the fronts stay in shape, the buttons also stay on, the seams do not come unstitched after a little strain. Oxford Brand suits do not look old after a few months, but wear well and preserve their freshness throughout the life of the garments.

SUCH VALUES inspire curiosity and merit your inspection. If you are one of our valued clients YOU know that we work in your interests; if not, write to-day for all the information you require and secure a supporter.

Run a "Prosperity Campaign" and let us help.

Visit us at Exhibition time. See this journal's map.

Oxford Clothing Co., Ltd.
King Street and Spadina Ave., - Toronto



THE TWO CLIP TIE

FOR SOFT AND STARCHED COLLARS
Directions:—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.

We've Hit Upon a Wonder
A Most Rapid Seller. Ask your Jobber or Manufacturer for it or Order Direct.

Price \$4.25 with discount Gold plated Large variety of patterns
EASY TO ADJUST and is INDESTRUCTIBLE
WHEN AT THE EXHIBITION CALL AND SEE US

THE TWO CLIP TIE CO.
1188 QUEEN ST. WEST, TORONTO

Note the many special features of the NU-WAY SUSPENDER, it is unrivalled for long wear and comfort.

NU-WAY goods sell easily and quickly when properly displayed. WRITE TO - DAY for DISPLAY RACK and Suspender assortment.

The Phosphor Bronze Springs do the trick

A Year's Wear or a New Pair

THE STRETCH IS IN THE SPRINGS

Sell our Garters and Hose Supporters? Send a trial order—there are good profits for you, and they are quick sellers.

NU-WAY STRECH SUSPENDER CO.

Manufacturers - ST. THOMAS, ONT.



**APPEARANCE
AND
CONVENIENCE**



Are you getting the fullest amount of business from these VALUABLE ASSISTANTS?

You have studied them and know that it is only human nature to be seen in the most palace-like store, but are you making efforts to increase your returns by using these human elements? Our DISPLAY FITTINGS are ARTISTICALLY DESIGNED and BEAUTIFULLY FINISHED; they are assets and money-makers for you. They compel attention to the goods displayed and without doubt give them the appearance of greater value.

Another feature:—Convenience. You have observed that greater attention than ever is being given to this means of inducing purchases. DALE'S STORE FITTINGS help you to conserve your space, besides giving greater prominence to your merchandise, and permits allowing greater space for the COMFORTS of your customers. We can supply these also in Chairs, Tables, Etc., an appreciated convenience that MAKES BUSINESS.

Send for Catalogue, and if desired WE WILL ORIGINATE FOR YOU. Write NOW.

When in Toronto for the Exhibition call in our Show Rooms and become better acquainted with our goods and ourselves.



Dale Wax Figure Co., Ltd.

86 YORK STREET, TORONTO, ONT.

Agents:—P. R. Munro, 259 Bleury St., Montreal.
E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver.
O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Wholesale
Custom
Tailoring

Cut, Make and
Trim

In order that
you may get your full
share of this Fall's increased
business, it will be necessary to handle

**The Very Best Tailoring You Can Buy
AT THE LEAST MONEY**

SO FOR FULL PARTICULARS, WRITE

A. E. Richardson & Co.

172 Simcoe Street - - - Toronto

Makers of
High-Grade Clothing for Men

A limited number of Special Order
Outfits will be ready about
August 15th

Featuring
BLUES and
GREYS

Specialists in
YOUNG MEN'S
STYLES

Make Your Headquarters Here

During the EXHIBITION.

KANTKRACK Collars

Trade Mark

Registered

for all Seasons
and all Temperatures

If not already doing so **Exploit the Present Condition** It is going to last longer than usual.

Are you selling our Special Lines in Low Collars for Summer and Fall?

Every Collar
Guaranteed
through the
Dealer



11 to 19

The heat wave is causing a great deal of inconvenience and expense, and will be remembered for those two factors for a long time—save your customer further expense and inconvenience. Both linen and soft collars have been an expense to the well-dressed man—yet they must not lose prestige, so we put on the market a **SPECIAL LINE OF LOW COLLARS** for these occasions. They are **COOL**, and preserve the wearer's **DIGNITY** as well as an economy. **KANTKRACK** is the collar with the **LINEN-LIKE FINISH**.

One Grade
Only, and
that the
Best



11½ to 19

The Parsons & Parsons Canadian Co.
HAMILTON, CANADA

EST. IN U.S.A. 1879

EST. IN CANADA 1907

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



This Announcement is Particularly Addressed to Prospective Customers. Our old friends will appreciate the rapid profits from Hudson-Parker Athletic, Sport, Washable and Service Clothing.

Clothiers:—

If not already selling Athletic Clothing, your observations and deductions have decided you to instal a SPORT DEPARTMENT. Do not waste further time in THINKING, but write us NOW for any information desired. Our prices afford you a generous profit.

Run a Sport Dept—We will HELP You

Rugby Suits

Hockey Pants

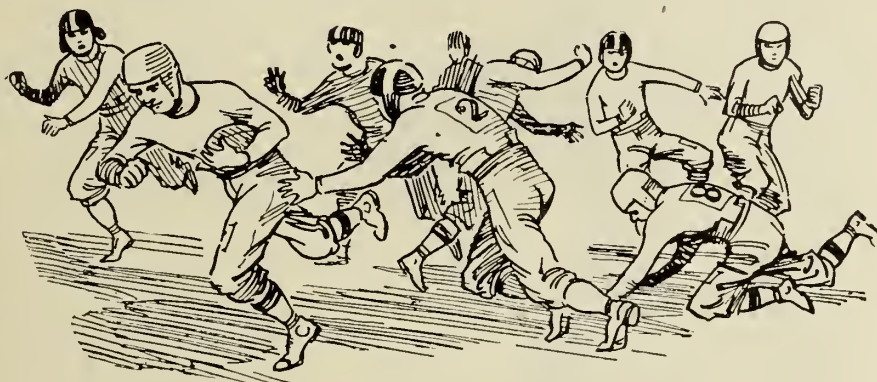
Soccer Pants

Gym. Pants

Baseball Suits

White Duck Pants

Khaki Pants



Cotton Clothing

Cotton Uniforms

Abattoir Clothing

Barbers' Coats

Hospital Clothing

Operating Gowns

Nurses' Aprons

Dentists' Coats

Office Coats

HUDSON-PARKER

Limited

"The Washable Apparel People."

The Darling Building

96 Spadina Ave., Toronto

Prepare for Early Fall Rush

Excellent crops and conditions generally point decidedly to an early demand for fall and winter merchandise to such an extent that manufacturers and wholesalers are anticipating not being able to supply the demand.

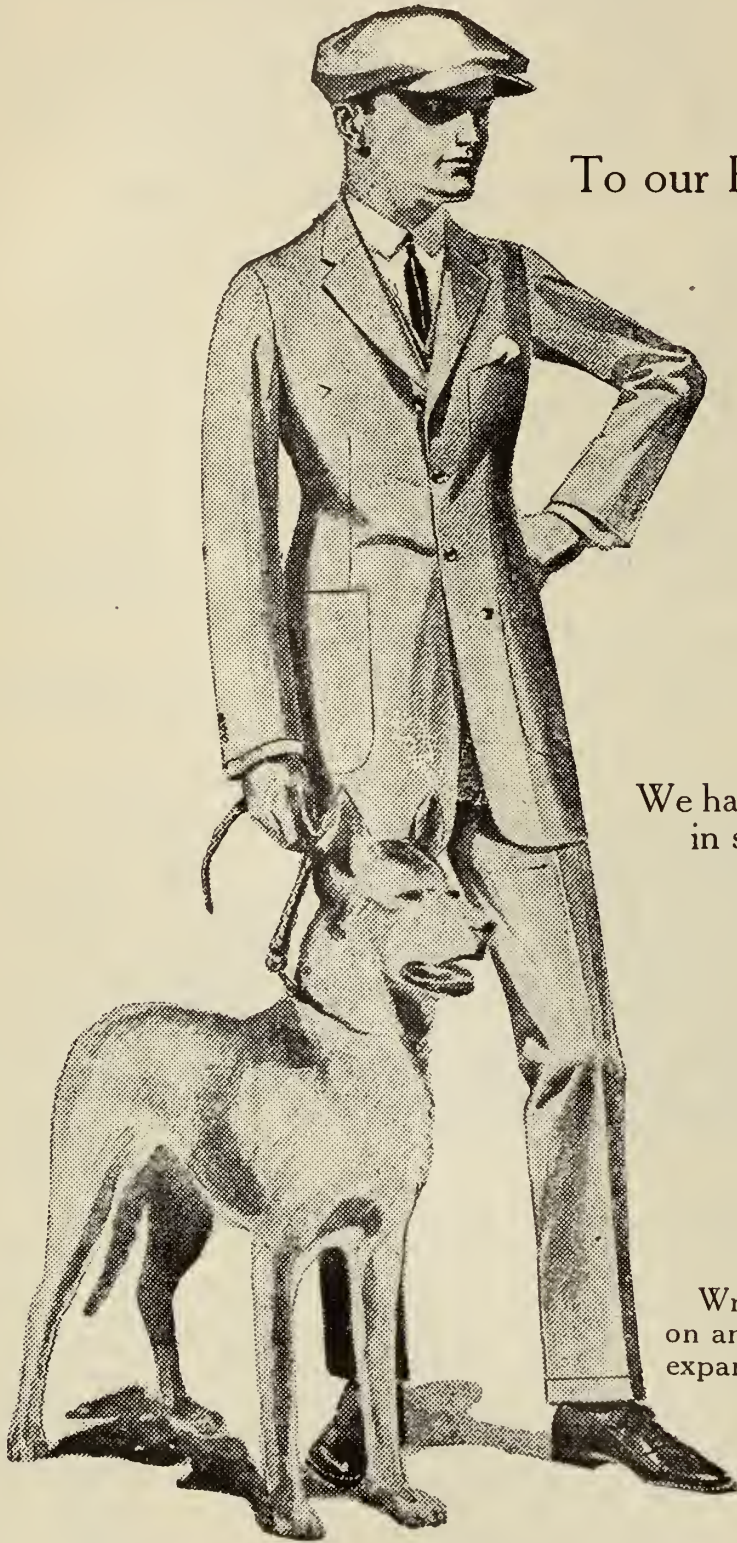
Our stock of men's and boys' caps is complete—fancy tweeds and mixtures, as well as plain colors. Both fall and winter styles made up in our Fit-U adjustable cap, as well as regular size models.

All Ready for Return-Express Shipments

PRICES: Boys' \$7.50, \$9.00, \$10.50, \$12.00
Men's \$9.00 to \$21.00

Write or wire your requirements—satisfaction guaranteed.

Tip-Top Cap Co. Greene-Swift Limited London, Ont.



To our FRIENDS, the Clothiers:

For your immediate and FALL TRADE we have arranged an appropriate selection of suitings, and in your interests you are requested to write now for these SPECIAL ORDER SAMPLES. Prompt attention is given to all enquiries.

You are urged to take advantage of the renewed business activity, and particularly to connect your business with Sporting, Social and Leisure Functions. YOU HAVE OBSERVED THE VOLUME of business that is now being centered around these happy events, and

We have not the slightest hesitation in stating

that by making the EFFORT in this direction our progressive friends will increase their clientele and expand their business, as LEISHMAN'S TAILORED-TO-MEASURE GARMENTS are, without question, the best investment for both Merchant and Customer.

THE QUALITY, STYLE and WORKMANSHIP are UNEQUALLED. Garments that endure.

Write us TO-DAY for information on any point. Our desire is for your expansion.

We cordially invite you to call and become better acquainted when visiting Toronto Exhibition.

Wm. H. Leishman & Co., Limited
 192 Spadina Avenue :: Toronto, Ontario
Makers of the Best Tailored Garments for Men

Toronto, the Exhibition City

Some Facts Concerning the National Exhibition Center—Visit to Annual Show Affords Numerous Opportunities to Retail Dealers—Toronto, Industrially, Among Dominion Leaders.

Toronto invites the men's wear dealers of Canada to visit the Canadian National Exhibition, which is to be held here from August 27th to September 10th, inclusive. And while in Toronto, manufacturers and wholesalers of men's wear lines extend a cordial invitation to visit them, either to buy or for inspection. The commitments for fall on many lines have not been as heavy as ordinarily; for this reason, manufacturers and wholesalers are making extra preparations to receive exhibition visitors and buyers during the two weeks of the national show.

The Exhibition itself affords a thousand opportunities of education. Gathered together from the remotest parts of this fair Dominion are the products of Canada's most progressive manufacturers. "National Progress" has been chosen as the slogan of the 1921; a particularly apt slogan during a year when too many pessimists herald a temporary business depression as the forerunner of indefinite hard times. A visit to this Exhibition cannot help but convince the most casual that this country's progress is rapid and permanent, that the history of that progress as told in the

exhibits can only lend encouragement and inspiration to every Canadian business man.

Visiting Retail Stores.

While in Toronto, merchants should not lose an opportunity to visit some of the leading retail establishments of this city. The methods of merchandising followed in some of these have been worked out by close students of the retail trade and are the result of valuable experience. Moreover, some of these institutions come into competition with merchants the country over, and one can always learn from one's competitor if one be wise. Visits of this nature cannot help but be valuable and can be turned to good account when the merchant returns to his own place of business.

Toronto

Toronto stands out pre-eminently as one of the leading centers of industry and commerce in the overseas dominions. Geographically, the city of Toronto is situated on the northern shore of Lake Ontario, nearly due north from the mouth of the Niagara River; it lies on a plateau, gradually ascending from the lake shore to an altitude of 220 feet, and covers an area (not including

land covered by water) of about 32 square miles. It is generally level, with slight depressions at points where watercourses formerly existed. The harbor in front of the city (a square mile in area) is formed by an island lying to the south of it.

Leads Industrially

Industrially, Toronto leads among the other centers of the Dominion. There are over 2,200 factories within the city limits, representing an investment of over \$260,000,000, with an annual output of over \$290,000,000 worth of goods.

Place of Meeting

The name "Toronto" is the Indian interpretation of "Place of Meeting." The site of Toronto was the termination of many Indian trails which supplied the shortest route and also the most convenient way between Lake Huron and Lake Ontario. It was through this road that the Six Nation Indians passed during the middle of the 17th century to the present county of Simcoe, and in a series of bloody conflicts almost exterminated the Huron tribe of Indians.

Fort Rouille, named after the Colonial Minister of France, then in power, was the



Crowds at the National Exhibition Seeking a Cool Spot near the Fountain



Crowds eager to get through the main entrance to the Canadian National Exhibition

first name given to the Queen City. This fort was established in 1759, being a French trading post, and it was burned during the same year by the French, who withdrew from the town after being conquered by the British. Toward the close of the 18th century, Toronto was selected as the capital of the Province of Upper Canada, and the name Toronto changed to that of York. In 1834, the population having reached 9,254, the municipality was incorporated as a city and renamed Toronto, with William Lyon Mackenzie as its first Mayor.

Since that time Toronto has doubled its population every fifteen years. The present population is well over 500,000.

Marked Increase in Assessment

One of the outstanding examples of the growth of this city is the marked increase in the local assessment. At the time of incorporation, the first total assessment made for the five wards amounted to \$2,545,205. In 1885 it had reached \$69,000,000; in 1895, \$146,000,000; in 1906, \$167,000,000; in 1913, \$436,000,000; in 1916, \$581,951,013; in 1917, \$588,420,313; in 1918, \$602,777,559; in 1919, \$624,207,889; and in 1920, \$642,816,690.

English Styles Are Improving

Theodore Morgan on Conditions in England

"The British tailor has not yet learned to cut clothes, but there are signs which show that an improvement is taking place," according to Theodore Morgan, of Henry

Morgan & Co. Ltd., of Montreal. Mr. Morgan has just returned from England, where he went in company with a large party of Canadian and American dry goods men, returning a visit paid to this continent last year by the Drapers' Chamber of Commerce of Great Britain.

Supplementing his remark, Mr. Morgan explained that clothing was only one of many lines in which the British manufacturer has been equally famous for the splendid quality of his materials and the poor style and finish of the manufactured article. The war, however, brought into the British market many products of foreign countries which the British public had never seen before, and in many lines the smart cut and distinctive finish of the foreign article proved an eye-opener to the British consumer.

The result is now being felt, in that although the public welcomes the return of the substantial British materials they knew of yore, they are calling more and more for an all-round improvement in style and finish, to live up to the finer taste to which the imported article has educated them. The feeling is, in fact, that it is a pity to combine such excellent materials with inferior workmanship.

According to Mr. Morgan, the textile industry in Great Britain was not working more than fifty per cent. capacity. Any further attempt at reducing the cost of production of the finished article had been killed by the coal strike, at least for this year. There could now be no hope of any further drop in the price of English textiles till next spring.

Another influence which militated against reduced prices in textiles was the lack of ex-

port trade. Cheap prices depended on quantity production, and only when orders were pouring into the English mills from all over the world, as they used to do in the past, would there be any hope of coming down to bed-rock prices. Referring to the coal strike, Mr. Morgan felt that a battle was being fought there for all the industries of the world. All over the world the same distrust and friction between labor and capital exists. The manufacturer, realizing that production must cost less if business is to get back to normal, has cut down everything, including profits, which contributes to the cost of production, but labor was shy at accepting any reduction in wages, fearing that if they did so the workers would be sacrificing some of the privileges they had acquired by organization.

It was necessary that the matter should be fought out somewhere, and that the struggle should be allowed to go to the limit, in order that both workers and employers might be forced to realize that a certain point may be reached in every labor dispute beyond which the interests of labor and capital alike fade into insignificance, and the need of the community at large becomes the predominant factor. This is happening in England, where the strikers have entirely lost the support and the sympathy of the public.

One of the most important results of the strike was the remarkable development of the use of oil as fuel for industrial purposes. Mr. Morgan concluded. The advance that has been made in that direction would not have been made in 25 years under normal circumstances. Never again will Britain be as dependent upon coal as was the case in the past.

MacLeod Bros., of Calgary, Alberta

The Romance of a Flourishing Business—Some of the Fundamentals on Which He Built Success—Spending \$7,000 in Advertising a Sale—Giving Clerks a Share in the Profits.

A LITTLE cluster of one-storey buildings, separated by a strip of raw prairie, nestled near the foothills of the Rockies. This one and only street was three inches deep in dust in the summer-time; that is, when the dust settled; and three inches deep in mud when the spring and fall rains seriously got down to business.

Down this street passed a motly throng. There were "Stony" Indians, "Blackfeet" Indians, and other tribes; there were cow-punchers, gay in all the colors and fanciful garbs that their fertile imaginations could invent; there were Englishmen out to learn "ravinging," and Americans out to teach them, "for a consideration"; there were laborers from every corner of Europe, and gamblers from the mining camps; silent men who never "reminded," and Easterners who volubly chattered about their "family."

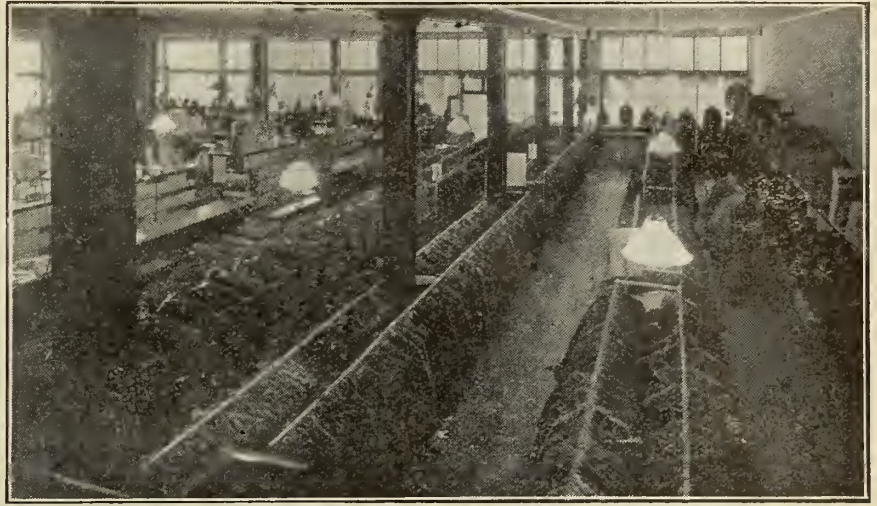
Action and color, day and night, with an occasional flurry when a new party of cow-punchers dashed down the street at a gallop, and probably rode their cow ponies right into the saloons and drank from the saddle. That the boys did not get too hilarious was due to the odd red coat that indicated the presence of the Royal Northwest Mounted.

Such is a picture of Calgary in 1904, when a slight young Prince Edward Islander stepped off the C. P. R. train one day. D. A. MacLeod, who had been employed by Bear Bros., of Charlottetown, P. E. I., had crossed to Europe 15 times on buying trips for his firm, so knew his business, but to step off into this Western cow town with less than \$2,000 seemed, and was, a vastly different proposition.

Buying a Profession

"I am thoroughly convinced," says Mr. MacLeod, in relating early experiences, "that buying is a profession. The best stock-in-trade for any merchant is knowledge of his merchandise, and the connection he has built up. I bought everything I needed from the people who made it. I bought all my Old Country lines direct from the British firms with whom I had done business; that is, when I required such lines. At first, I was most concerned in finding a suitable location for the modest shop that I could open. I finally got the use of a corner of a shop and part of a window. I made my counter and shelves myself, and, indeed, for many months I conducted the business, which grew rapidly, all by myself."

Those were interesting days. Bright silk handkerchiefs, gaudy-colored shirts, great Stetson hats and all such lines as the cow-boys and Indians, and those frontier town sports demanded, I stocked and displayed. When a puncher would come in and buy a suit, he would put it on and chuck the old



This is one section of the Men's Clothing Dept. of MacLeod Bros., Calgary

one out the back door. The Indians used to make a practice of hanging around the rear of my store, and would promptly don the garments thus provided. Calgary experienced remarkable growth, and my business kept pace with it. In those days I could not afford to carry much stock, but I wanted a full range, so I continually ordered by mail odd sizes that sold, and kept my range complete, and with the minimum stock."

Opens Lethbridge Store

In 1910 it was decided to open a store in Lethbridge. The store was rushed toward completion, and full pages were taken in the Lethbridge newspaper. The store was not quite completed on the opening day, but the stock was in and the doors were opened. The rush was absolutely beyond expectation, and, to take care of the customers, the painters, carpenters and plasterers were impressed into service, and on the Saturday afternoon, the bank manager and the bank clerks lent a hand as well. This Lethbridge business is now separate from the Calgary one, and is in charge of a brother, George E. MacLeod.

In 1913 fire destroyed the MacLeod store and the building that now houses the MacLeod Brothers store was built then. The present business is said to be the largest men's furnishing business in Western Canada. The little one-man outfit has grown to the size of a thirty-man institution, while the business has necessitated the addition of another store in Calgary, which also employs six salesmen.

Fundamentals of Success

"My business has been built principally on two things," said D. A. MacLeod. "The ability to buy, and the determination to tell

the people what I have by the use of the printed page. When I first started my little two-by-four store in 1904, I put an advertisement in the newspaper, and I have consistently advertised ever since. If I slacken my advertising effort I can see my sales decrease, and if I increase the advertising pressure I can see the business leap. During July I shall run an Anniversary Sale. My seventeenth anniversary, and I will use twenty full pages at one time in the Calgary newspaper to celebrate the fact. The history of the business will be told, and also the messages of those manufacturers who have co-operated with me to build the business I have to-day.

Running a Sale

"During the war I ran a 'Clean-Sweep Sale' here in Calgary. Every street ear was decorated with brooms, and full-length cotton streamers advertising the sale. The newspapers carried full-page announcements of the sale. One thousand new brooms, and the same number of whisks, also decorated the store, and I don't know how many hundred yards of cotton were used. The advertising in advance of that sale cost \$7,000. The first day's receipts were \$12,800, and in the two weeks we liquidated \$150,000 worth of stock. I believe that more merchants lose by being fearful than in being overbold. If a merchant decides on a line of action, he will be well advised to HIT IT HARD or leave it alone."

Asked for his opinion on running a retail business, Mr. MacLeod laid down a few truths.

"Sell for cash only. Don't let any payroll lead you into the credit evil."

"Where an adjustment has to be made, do it like a good scout."

(Continued on next page)

Possibility in Rain-Proof Coat

Good Profits in This Line for City and Town Retailer—Reaching the Ex-Army Man—
Appealing Styles for Men Who Wore Them at the Front—Methods of Displaying
Coats Suggested.

TO the retailer who has both the foresight and the confidence, there exists an unusual opportunity in merchandising the rain-proof coat this fall, both in town and in the smaller centers. For a long time past, the raincoat or cravenetted cloth coat has been handled by the majority of retailers in a half-hearted fashion, the entire line of stock being regarded in the light of a "white elephant," more or less, which nobody wants to buy willingly except in rare cases when it is really a necessity. The rain-proof coat, no matter of what class, is in reality a line of merchandise which requires closer analysis as to its sales possibilities than does almost any other line, coming as it does under the head of things which the average man could do without as well as being as essential as pyjamas or headwear. In the latter case, of course, the demand will exist naturally and require little effort on the part of the retailer to merchandise successfully, but even under such conditions there is no business which cannot be made still better, nor any locality in which the rain-proof coat cannot be pushed with success. It all depends upon the retailer.

Most men will admit, when questioned as to why the rain coat occupies so little space in their store, that the consumer does not like it, that it is not really practical, that there is no money in it, and so on. Generally speaking, that may be true, but it shows that the retailer is not keeping abreast of the times. It is perfectly true that the rubberized tweed or other rubber-coated fabric coat is dull in most localities, and, furthermore, many retailers have quite a stock of such coats on their hands, bought at high prices a few seasons ago. In this article such coats are not considered, the modern development of the raincoat, namely, the cravenetted gabardine top-coat, being the only logical garment to interest the consumer to-day.

The Ex-Army Man

There are several reasons to account for the vogue of this type of coat in large cities where style and practical use go hand in hand. First, until recently the consumer did not feel inclined to invest in clothing that he could possibly get along without, and when it came to the choice of a spring or fall coat, he was very apt to hunt around for something which would withstand a good shower without being due for a trip to the presser. Ex-army men, of course, found that their khaki-colored belters, as worn overseas, were ideally waterproof and light in weight, and so they continued to wear them long after they had donned "civies" once more. Most of these military coats, however, became soiled and shabby after such

constant service, and their owners naturally endeavored to secure a substitute as near as possible to the satisfactory original. Manufacturers were quick to seize the opportunity and immediately put out several varied lines of rain-proof gabardine coats made of British cloth, either of wool or cotton, and tailored after military models, in raglan and belted effects as well as plainer styles to suit every taste. Prices on these coats were considerably less than would be charged for a regular top-coat, suitable for fine weather only, and hence a very profitable demand was instantly created in some localities for these all-round utility garments. Retailers who went in for these coats did not wait for a rainy period in order to commence featuring them, but began prior to Easter with well-planned advertising, aimed to educate the consumer as to why he should select one of these new rain-proof coats. It was shown that they were exactly identical with the splendid fabrics used in English coats, that they were perfectly rain-proof, that they could be obtained in either light weights of cotton or in heavy wool gabardine in a variety of interesting shades, ranging from olives and dark greys to the regulation tan or khaki color.

The Question of Style

Then, again, the question of style was emphasized, the smart military cut, or the semi-dressy unbelted models, the silk linings and the convertible collars, leather buttons and cemented seams. Actual photographs were featured in some of these advertisements, and in one or two cases a copyright name was given to the leading model of the season. One store which named its best seller the "Pelter" found that men came in to ask for it by name; and in connection with the advertising run especially about it, the talking point was used that "You should worry if the sun comes out after all, the 'Pelter' cannot be beaten as a smart top-coat for any weather." This point is one that is constantly used by men as their main objection to wearing a raincoat, their embarrassment if the day turns out fine overrides their need should the opposite prove the case. With the rain-proofed coat which bears no visible evidence that it has rain-resisting qualities, and as far as the eye can perceive is a usual type of overcoat, this embarrassment is absent. In cases where extra warmth is demanded of the coat for chilly fall days, there are admirable waterproofed woollen coats on the market, which are, for all the world, nothing but ordinary cheviots or tweeds.

Meeting a Local Demand

Of course, every store should feature a line of rubber-surfaced coats such as are vital necessities to men who work out-of-

doors, and to whom a coat as a style proposition would have no appeal whatever. The store which is located in a more exclusive district or in a down-town business section, where men pass frequently, may also do an extensive trade in the oiled-silk coats which can be rolled up into a few inches of space for traveling or motoring. Golfers especially are interested in these convenient coats, as they can be donned in a heavy rain by dauntless devotees of the links, for they allow plenty of freedom of arm movement. However, this class of raincoat and the heavy rubber styles are not the "bread and butter" lines of merchandise.

Methods of Display

For the average retailer, there is a great opportunity to create a position for rain-proofed fabric coats which are the best all-round proposition for the man who is in and out of doors, the office man, the salesman and the city business man. The wise retailer who adopts such a line as this will do well to keep it individual and distinctive, apart, as it were, from ordinary raincoats. He will name it himself, if it is not a standard line already well known by a copyright title, and if possible, he will demonstrate in his window, to convince skeptics, the water-shedding qualities of such a coat. A display featuring a sprinkler turned on over a rain-proofed coat will attract many interested spectators, and a goodly display of umbrellas and other suitable accessories incidental to rainy-day attire would complete an unusual and arresting effect.

The main idea in merchandising raincoats successfully is to emphasize the fact that your line possesses distinctive qualities. There is undoubtedly a great opportunity for the retailer who will devise his own trade mark and through advertising and personal letters drive home the fact to his community that no one can afford to do without a rain-proof overcoat any longer.

MacLEOD BROS.

(Continued from preceding page)

"Make a good fellow out of yourself. Don't spoil it by growling."

"Hire the best help. There's no cheap help."

"Give your employees a share in the profits. Give them a monetary interest in the success of the business."

"Give your personal taste full sweep—WHEN YOU ARE BUYING FOR YOUR OWN WEAR ONLY. Otherwise, let your customers' taste be your guide."

"Most important of all, STUDY THE SCIENCE OF BUYING, then when you are ready to hit the buying public, HIT HARD."

Planning for the Schoolboys' Trade

Now is the Time to Get After it—Promise Good for Fall Business—Advisable to Have Complete Range—Two-Pant Suits—Advertising and Display—Don't Forget Accessories.

ALTHOUGH the demand for boys' school clothing and furnishings automatically recurs each year from August to February, and requires little stimulation on the part of the retailer to reach a goodly volume, yet the question of improving and reaching out after yet greater business is one that may well be considered early in the season. Taking the boys' trade as a whole, it has been stated by retailers who do a large turnover in this line that every other year is generally good and its predecessor poor as regards sales, and vice versa. Last year was one of the poor years, probably because of the universal economy wave which spread over the continent, and it is not unlikely that the coming fall season will witness a healthy reaction towards better conditions.

The average parent, of course, realizes that the schoolboy will require an outfit towards the end of the vacation, and the demand during the last two weeks of August is usually extremely heavy. There is no reason whatever why the retailer should not swell the volume of these sales to a still greater proportion, by planning in advance a campaign whereby he will interest not only the parents but the boys themselves, and by beginning early he should secure most of the local business.

Have Complete Ranges

From the retailer's own point of view there are many things to be considered in starting a special campaign for business of this description. The stock of clothing and furnishings must be in readiness early and must include the very widest possible range of styles, fabrics, colors and prices. The reason given by a leading Montreal boys' store for emphasizing a comprehensive range was that it has been conclusively proved that mothers are decidedly more interested in value for the money than in quality of merchandise. One store keeps a very full range of boys' school suits varying from \$6.50 up to \$15, and included in this range there are seventeen different prices featured, representing merely a half-dollar's difference between each one. The advantage of maintaining such a wide assortment of clothing is plain, because practically no mother can fail to secure something at the price she wants to pay. Therefore, in anticipation of the fall school opening, the retailer should be prepared with a goodly number of very complete lines and sizes of good practical clothing. Merchandising on a half-way basis will result in failure in so far as future business is concerned.

Early Displays

After the stock is selected and in readiness, the retailer should give considerable thought

to its display. In large stores it has been found most satisfactory to keep the suits ranged in neat piles out on tables, according to size, a good assortment of each in a variety of colors, fabrics and styles. One successful retailer follows the policy of having only one suit exposed to view, the remainder being neatly folded in paper envelopes bearing the store's name, in readiness to be taken away by the purchasers. Certain it is that by this method the suits are always fresh and less likely to become mussy or dusty. Price cards large enough to be read some distance away are advisable over each table, and there should be a regular sequence observed between each such display, so that mothers are gradually led from the cheapest grades onwards, tempted naturally to make careful comparisons of the values on each succeeding table. Such demonstration of merchandise frequently results in selling higher grade clothes than would have been the case had the sales clerk been obliged to bring out each suit in turn at a price named by the customer.

It goes without saying that the displays of clothing thus arranged must be continually kept in the most perfect order, since nothing cheapens and lowers the appearance of garments more thoroughly than untidy and haphazard display. Although quantity and variety must prevail, each suit should be treated by the sales staff as though it were an individual model, so that each point of individual distinctiveness is carefully emphasized.

Two-Pant Suits

"The great bulk of our boys' business is now done on suits with two pairs of pants," remarked a Montreal merchant to Men's Wear Review. "It is the only style of suit that has an appeal to mothers, and we find that they will always select such a suit in preference to an ordinary kind. We do not try to push the two pairs of pants unless she expressly desires them, but we do emphasize the idea that the coat will outlast the pants every time. It is a good idea to recommend two different styles of pants instead of both the same, as boys like something different about their clothing as well as anybody."

Cap to Match

In smaller stores where no regular cap department exists, the new plan of selling suits with caps to match will find favor with the public. In most cases these sets are sold so reasonably that there would be no object in making any reduction on suits without caps. In all stores, however, there is one line of furnishings which should

be carried all the year round, whether or not furnishings are included in the boys' department, and that is golf hose. This is a decidedly popular line at present and should be exceedingly so at the school season.

Advertising

After carefully considering the stock, the retailer should next plan his displays and advertising so as to attract both adults and boys alike. If he is in the habit of carrying a display of boys' clothing all the year round in his windows, it would be a good idea to get away from the usual style and show something really novel. A competition of some sort run during the early part of July and August, in which boys can participate for some prize, is usually tried out with success, the various announcements connected with it being displayed both in the windows and in the advertising. The prize, of course, should occupy a place of honor in the window. The kind of competition to run depends more or less upon the locality. Guessing, essay-writing or ad-writing contests, etc., are continually being used by live retailers all over Canada to interest boys in their stores, while the even simpler method of giving away souvenirs before school opening often results in as advantageous business as the contest. A leading Montreal store recently distributed thousands of sets of garden tools and scooters to its juvenile clientele and plans to carry out the same idea in August with school sets of pencils, pens, erasers, etc. The nucleus of a mailing list is, of course, the main result from this form of advertising, as many hundreds of names can be readily obtained. Personal letters can be sent out to the boys themselves from time to time, as well as before school opens; this little courtesy usually flatters the young recipient and causes him to react favorably towards the store. His parents are incidentally interested through this method of publicity.

Accessories

In preparing for a successful trade this fall, the retailer should not overlook the small articles which every boy requires after a strenuous holiday. Handkerchiefs are one of the items which are sure to be needed, for no small boy is ever known to have a full supply. Tie clips and collar pins, as well as the other little jewellery novelties, are usually appreciated by the average boy who has acquired a new suit, together with a nice leather belt, necktie or raincoat. All of these lines should be introduced when the sale of a suit is effected, because much of a boy's feeling of confidence during the trying first day back at school comes from the knowledge that he looks as well as any other boy in the room.

Changes Windows Every 24 Hours

Part of the Publicity Plan That Characterizes "The Live Store for Men" in Moncton, N. B.—
Opening the New Branch—Music Every Saturday Afternoon.

TO operate a successful store for men in the busy little city of Moncton, New Brunswick, is something more of an achievement than the mere statement of fact would indicate. Briefly, the obstacles in the way of success are numerous, including the restrictions of small population divided sharply into different classes, keen competition, and a disinclination on the part of the populace to show interest in exclusive merchandise. Out of a total population of about 15,000, a large proportion of which is employed in connection with the numerous railways which concentrate at Moncton, there is naturally not a great deal of encouragement for the half dozen or more high-class men's stores who cater more especially to the professional man. The result of this state of affairs is that most of the local stores carry two distinct lines of merchandise and advertise to attract both the workingman and his professional fellow worker, the doctor or the banker, etc.

The latest comer to the ranks of the local merchants to achieve a unique success in this regard, is E. L. Morris. The new store is known as Scovil's Limited, and is a branch of the long-established business known under the same name in St. John, N. B. But the offshoot of the parent store is run quite independently of its senior, and consequently its success is due to the personal enterprise of its own manager.

"The Live Store for Men"

"We gave the new store a great opening," said Mr. Morris, in speaking of the reasons for the instant success of the new concern. "As the store itself was absolutely new, and modern in every respect, we decided to hold a reception to introduce it to the people of Moncton. We had an orchestra which played throughout the event, and we invited everybody to come in and make friends. We began by using plenty of newspaper advertising to make ourselves known, and we have kept it up ever since, and I think we have fairly earned our right to be named the "live store for men." The music, by the way, is continued on Saturday afternoons, as people like it very much."

Publicity is Mr. Morris' trump card. He believes in keeping the store constantly before the public in every way possible. Even though a great proportion of wage-earners in Moncton cannot read or write, he reaches them just the same by means of an original method devised by himself. He has thousands of neat cards printed, announcing special sales of clothing, and these he places in the hands of boys who are paid to deliver them to the workmen at the railway shops and other large plants, as they are coming out after working hours. Mr. Morris argues that no man will admit that he cannot read,



A straw-hat display by Scovil's Oak Hall Store in Moncton, N.B.

and curiosity will prompt him to take the card home and get some member of the family to tell him what is printed on it. Such an announcement as the fact that \$38 suits are now \$26, appeals to their idea of value, and they decide to drop in to the new store and look over these wonderful suits. Handbills are also used by the store in the same way with good effect.

Windows Constantly Changed

The store is located only a block or so from the railway station, around which the life of Moncton revolves, and most of the population have to pass its doors during the day. Small wonder then, that its windows are constantly changed and always decorated as though for special occasions. Mr. Morris says that the new store cannot be too careful about its windows, and must dress them with unusual care every 24 hours. In the small town, outside of the movies, there is little to distract people during their leisure hours, and thus the "live store" can cash in on human failings such as curiosity, pride in appearance, and even the mere desire to have something to do.

Low Prices Prevail

Week-end sales are a popular feature of the store, at which all slow-moving stock is quickly disposed of. Prices, however, have

ever been marked in accordance with replacement values right from the first, and in November of last year an all-round cut of 20% was made in everything, so that although the store has the appearance of an exclusive and high-priced establishment, yet it can compete with all comers in the matter of real values and lowest prices.

Mr. Morris is justly proud of the appearance of his store, and takes an even greater pride in keeping it always as though it had just opened for business. Although of a somewhat elongated type, being only seventeen feet wide and one hundred feet long, yet it presents an unusually spacious appearance due to the clever utilization of full-length mirrors and much plate glass. Almost everything in the store is encased in glass, only a few show cards and samples being displayed outside. Mr. Morris and his staff prefer to keep the counters free for displaying goods and as everything is visible it is perfectly easy for the customer to pick what appeal to him without any need of handling the goods himself. Very little stock gets shopworn on this account.

Golden oak is used throughout for the fixtures and woodwork, and the unit system of equipment is employed entirely. A silent salesman, which is continuously lighted runs the length of the store overhead. It

Meeting of the Clothing Executive

Many Important Matters Dealt With at the June Meeting at Guelph—Collar Prices Down Following Executive Letters—To Take up Matter of Clothing Manufacturers with Retail Counters—Underwear Prices.

THE June meeting of the Executive of the Ontario Clothing Section of the Retail Merchants' Association was held in Guelph. President R. F. Fitzpatrick occupied the chair, and members present were J. C. Begg, of Hamilton; George Gray, of Chatham; W. Hern, of Stratford; R. S. Cull, of Guelph, and W. C. Miller, Toronto, Provincial Secretary; L. J. Pecord, of Lindsay. The members of the Executive were given a very hearty reception, not only by Mr. Cull, who had charge of the local end of the meeting, and who had many Guelph retail merchants associated with him in the entertainment of the out-of-town guests, but by the municipality itself. The Mayor of Guelph met the Executive at the city hall and extended a very cordial welcome to them on behalf of the municipality, and extended to them the freedom of the city during their stay in Guelph. The President responded to this welcome in very graceful terms.

The Executive and Collar Prices

One of the first items of business brought up at the meeting was the price of collars. It will be remembered that at the former meeting of the Executive a letter was drafted by members and addressed to the collar manufacturers, asking them if it would be possible to bring the price of collars down so that a fair profit could be had on these lines. The co-operation of the collar manufacturers was asked in this respect. To this letter, replies were received from Cluett-Peabody Co., and from Tooke Bros. Both companies stated that while it was impossible at the time to lower the price on collars, they would be glad to do so at the earliest possible moment, as it was their desire that the retail merchants should not be obliged to handle their lines without making a fair margin of profit.

These letters were followed by a reduction in collar prices about the first of June from \$2.40 to \$2.10, which is the same as the American prices. Members of the Executive expressed their gratification at this step on the part of collar manufacturers, and passed a resolution instructing the Secretary to express the thanks of the Executive for the action they had taken in lowering collar prices.

Manufacturers With Retail Counters

For some time back there has been a thorn in the flesh of the Executive and the clothing trade generally, due to the practice of some clothing manufacturers having a retail counter in connection with their business. This matter was taken up and was thoroughly discussed by the members of the Executive at their June meeting. This matter was discussed at the convention in February, and

at that time it was pointed out that certain firms (among the smaller ones) were violating this principle. It was pointed out that the firms referred to were affecting only local retail trade. The matter, however, was taken up by the Executive, and a letter was read at the meeting in Guelph from one of the firms that had been guilty of this practice, in which it was stated by the head of the firm that they had discontinued their retail counter and, in future, would sell only to the trade.

There are still some instances, however, where manufacturers are conducting a retail counter, according to the members of the Executive. It was stated by several of the members at the Guelph meeting that in the cases yet remaining where such retail counters are being held, that it enters into competition with retail trade in many sections of the country. It is the intention of the Executive to take this matter up to see what can be done for the protection of the trade in this respect.

A Guarantee for Underwear Prices

The dissatisfaction of many retail merchants throughout the country over the mid-seasonal reductions in a number of underwear lines last year found expression at this meeting of the Ontario Executive. It was stated that many retailers were caught last year just after they had secured their winter stocks of underwear. No sooner had they secured their full stocks than substantial reductions were given by some of the underwear firms. There were many complaints at the time because retailers, in operating on the replacement value basis, were obliged to take the full loss of this reduction. There has been a good deal of correspondence with one of the underwear firms by the Executive over this matter, with the result that a little clearer light has been thrown upon the whole question.

The result of the Executive's deliberation on this question is that requests will be made of the underwear firms to guarantee their prices till the first of January. It is felt that this will give the retailer a fair chance to get rid of a good proportion of his winter stock of underwear before he may be obliged to cut the price to meet lower prices that may be handed out by the manufacturers.

The Four-Season Buying Plan

The Four-Season Buying Plan came in for some discussion, but it was the opinion of the members of the Executive that the agitation that had gone on in its favor had done more good, for the time being at least, than the actual official adoption of the plan would do. Members of the Executive held that placing at the present time was being done on a very conservative basis, and that

it was hardly necessary to urge the adoption of this plan by the official body of the clothiers. At the same time, it was felt that the matter should not be allowed to drop, and it was left to President Fitzpatrick to bring this matter to the attention of the Ontario clothiers in some other way that would obtain, for the time being, the same results.

The Executive were entertained at the Guelph Country Club by the retail merchants of Guelph. During their visit there they were taken over the Prison Farm, the O. A. C. grounds, and other points of local interest. The thanks of the Executive was expressed to Mr. Cull and the local merchants for their kindness by President Fitzpatrick.

CHANGES WINDOWS

(Continued from previous page)

which only the choicest of novelties and high-class furnishings are displayed. This unusually handsome display case is the pride of the store, and much care is lavished upon the interior arrangement.

Fitting rooms are, of course, included in the equipment, as Mr. Morris believes firmly in "getting the customer to try it on." Once a man tries on a suit or coat and it fits perfectly, it is very exceptional that a sale is not made in the Oak Hall store.

Customers Prefer High-Class Store

The policy of the manager is, therefore, to educate his customers to appreciate exclusive surroundings, and service which is equivalent to that rendered by metropolitan stores. Even workmen appreciate this, and need little persuasion to drop into the cool, immaculately kept atmosphere, which forms so pleasing a contrast to the dirt and noise in which they have been working through the day. Overalls and work shirts look all the better in such a setting, and are not in the least out of place, and the sales-staff realize that the working man is generally the best spender, and can be counted upon to purchase something for his leisure hours as well when he drops in on the way home from work.

A guessing contest was in full swing when a staff member of Men's Wear Review visited the Oak Hall store, the prize offered being a fine boys' bicycle. The contest hinged on guessing the correct number of cents in a large jar, and was being eagerly participated in by the youthful element of Moneton.

"A well-kept store is a retailer's best asset," concluded Mr. Morris, as he chased some imaginary dust from the top of a show case.

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THE RETAILER'S FALL OUTLOOK

There is no gainsaying the fact that the majority of retailers are looking for difficult sailing during the fall and winter months. But while this is the case, the aggressive among them are by no means dumfounded, nor are their plans disorganized by the clouds that hang in the ever-changing sky. There are appeals that can be made this fall that will be new and should be effective. Prices are down considerably from a year ago. That is a good point from which to start, because the consumer to-day is particularly susceptible to the price-reduction argument. This is even more noticeable when quality is combined with it, and there is an abundance of first-class quality merchandise in all lines on the market for fall. The retailer will do well to study how he can bring home to his clientele the indisputable fact that merchandise can be bought for fall away below what it was a year ago, and that it is the very best that can be given to-day with the costs of production what they are.

So far as the retailer is concerned, the assortment of fall lines and the deliveries are sure to be all that could be desired. There will be little difficulty in keeping up with the consumer demand; manufacturers and wholesalers are in a position and are desirous of giving the very best possible service so that mutual difficulties may be brushed aside and business conditions improved generally.

It is well for the retailer to guard against the danger of carrying too small a stock to that extent where sales will be lost. It is not a time to lose sales, but to make them. It will require and should receive the undivided attention of merchants to have a sufficiently large stock that sales may not be lost; at the same time, he should avoid an overstocking of lines that will make sacrifice sales necessary, with the resultant wiping out of a large proportion of the profit made during the season.

If the fall and inter-season does present difficulties to the retailer, it also promises a rich reward for the fighters.

THE STANDING OF BUSINESS PAPERS

One of the first steps taken by Secretary Herbert Hoover, of the Commerce Department in the United States, after he was installed in office, was to call together the heads of the leading business and technical papers of that country to discuss with them those various problems with which his department deals. "My view of the matter is," he said to the sixty-two representatives of leading business papers who accepted his invitation, "that we may well consider the trade publications of the country as the mouthpieces of the Department of Commerce—the contact point by which the business world is to know what we are doing, and how we are doing it, and also to carry to our industry this message of co-operation which it is my hope to place before every manufacturer in every industry in this country." As an outcome of this conference a monthly meeting has been arranged. Mr. Hoover has recognized the value of the trade papers and realizes that through their close-

up view of business in its various branches he can get a bigger and more dependable grasp of the whole business situation.

Coming as it does in close touch with the manufacturing, wholesale and retail business of the country, the trade paper can be made of inestimable value not only to the constant reader but to the Government as well.

TO WORK! TO WORK!

To business men who realize that a period of intense competition, combined with a temporary business depression, is upon us, that requires and demands every ounce of concentrated energy and every fibre of nerve to face and surmount it—to those who are putting every grain of intelligence and every bit of valuable experience they have had into the successfully merchandising of their goods—to such as are determined to enter upon this fall season convinced that their volume of business will not fall away if they give their undivided attention to it and leave no stone unturned to legitimately increase it—to those who believe that unflinching service from the sales staff, combined with the quality of merchandise that bears the guarantee of that which is most sacred to you—your name—are keynotes to better business for the fall and winter season of 1921-22—to all who look upon difficulties as stepping stones to success—to all such the coming of fall is but a challenge that will be accepted and an inspiration that will lead to achievement.

THE IDEA CARRIED OUT

In the June issue of Men's Wear Review, we suggested on this page that retailers use their windows in the early fall to show the consumer how prices had dropped since last fall. We believe that the consumer will be amenable to the price argument this fall more than ever, and the wise retailer can cash in on this very effectively. We suggested in that editorial that a retailer might show a suit of clothes in one window, or in a section of the window, and in the other to show what can be bought this fall for the same money as was paid for the suit last fall.

Men's Wear of Chicago shows a window, in a recent issue, illustrating how this idea has been actually carried out by a Fort Wayne (Ind.) firm—Wolf & Dessauer. To the left of this window is a suit of clothes resting on a chair. In front of it is a large show-card reading, "Last year this Palm Beach suit cost you \$22.50." Then there is another large show-card in the center of the window with the single word on it, "BUT." Then to the right of the window are a number of articles with the show-card in front of them reading, "\$22.50 to-day will buy the same Palm Beach suit for \$14.95; pongee shirt, \$1.95; tie, \$2.95; union suit, \$1.50; war tax, 10 cents; 1 pr. hose, 75 cents; total, \$22.20; and you still have 30 cents change."

This is an effective argument and can be used this fall with splendid results by retailers all over the country.

SASK. R. M. A. PASSES RESOLUTION ON IMPORTANT MATTER

The most important request made by the dealers in boots and shoes at the Boot and Shoe Trade section meeting at the Saskatchewan R. M. A. Convention was:

That manufacturers of boots and shoes make arrangements to show their samples FOUR times a year instead of twice, as at present.

Your representative said, "But will that not raise the cost of doing business to the manufacturer of shoes if he has to double his selling expense?"

G. Garfield Wray, shoe dealer in Regina, answered that. "At the present time," said Mr. Wray, "we find time after time that the styles have changed in footwear since we placed our orders and before we received our shipments. Believe me, we are losing money under the present system, and we would rather pay slightly more for our shoes and order less at a time, and have them SALABLE rather than as at present. Our losses on smart, new-season shoes of brief vogue are very real, and the suggestion that we be able to see samples and buy more frequently is a reasonable suggestion. A motion to this effect was approved by the general convention.

Good Profits in Handling Exclusive Women's Lines—Links up Local Events with Window Displays

W. D. Charters, of Moncton, N. B., Makes Strong Appeal to Discriminating Women—Displaying Samples for Made-to-Measure Clothing—Making Careful Study of Rural Trade.

LINKING up local events with his window displays is a favorite hobby with W. D. Charters, clothier and haberdasher, of Moncton, N. B. Not only does he gladly give prominence to any and every announcement relative to productions arranged by local enterprise, but he even allows them to predominate in his window displays, his own merchandise being adapted to form part of the accessories needful for the completion of the artistic effect.

Happening to pass the store on evening, after dark, a staff member of Men's Wear Review encountered a crowd gathered around the right-hand window, which was brilliantly lighted. The window, in fact, blazed with colored lights, in red, blue and yellow, which were studded along the outer edge of a large triangle made up of these three shades.

This triangle was placed upon a large white circle, and enclosed within its three sides were the letters "F. C. B." To the initiated in the mysteries of the rites of Knights of Pythian procedure, these letters were quite intelligible, but the majority of pedestrians were overpowered with curiosity to learn what they meant. In the foreground of the window a very cleverly designed poster, lettered and illustrated in Japanese effect, announced that amateur talent would produce "The Mikado" under the auspices of the Knights of Pythias, while all around the window were placed men's straw hats on low stands, each one ticketed with the name of a leading character in that ever-popular comedy of Gilvert and Sullivan, such as "Nanki-Poo," "Poo-Bah," etc. Outspread fans in dainty oriental colorings lent an added touch of realism to the window.

This window, it was said, brought in splendid results, especially from those customers who merely dropped in to purchase tickets for the event, but who generally noticed something which attracted their interest, as well.

Appeals to Discriminating Women

One of the most unusual features of the Charters' store is the fact that it caters to women of exclusive tastes in the matter of high-class silk hosiery and silk plush hats of the finest quality. "Women like to purchase certain things in a man's store," explained Mr. Charters to Men's Wear Review, "and by selecting merchandise that is unusual in character, we do a really substantial business with the ladies of Moncton. It would never do to carry goods of the same sort that is obtainable at other stores; the men's store must be different, as far as possible, where women's trade is concerned. We also take

great pains with our glove sales, and are known as being willing to guarantee all our gloves or refund the money if not satisfactory. Careful fitting is the secret of our success, and very few dissatisfied customers ever return."

Made-to-Measure Clothes Popular

All the usual lines of men's furnishings are carried, as well as a full range of clothing. A rather unusual feature is observed close to the front entrance, where a table is placed, upon which are laid out framed samples of new fabrics, from which suits can be ordered through the store. This method of display catches the customer's eye immediately upon entering, and the attractive method of showing the samples is tempting to all classes of shoppers.

Prices on produce to a great extent determine prices upon other commodities, according to Mr. Charters, who explained that there is a large and prosperous farming community scattered about Moncton and its environs, who depend upon their produce entirely for their income. Prices have fallen considerably on certain items of farm products, causing some uneasiness to the country people, who cannot understand why some things should remain high while their wool,

eggs and bacon only bring in half the usual price.

Studies Rural Trade

The merchant in the small town, therefore, has to be exceedingly careful to carry such lines as will be best adapted to the rural trade at the present time, and must endeavor to study their needs, and to be ready with strong arguments to convince them why woolen garments are necessarily high in price although the cost of raw wool is next to nothing. It is a critical time for the small-town merchant, for if he fails to meet the trend of declining prices and keep his mark-up down to the prevailing level, his customers will resort to the alluring offers of the mail-order houses which are perpetually issuing bulletins of readjusted prices in order to maintain their customary volume of business.

Mr. Charters explained that his store was selling at a loss, and had never sold goods at top prices. He considers that stocks should be kept moving constantly, and just as constantly replenished in sufficient quantities to meet immediate needs. "When things are going slowly," he added, "I put price tags on them, and that always seems to quicken things up, but ordinarily I depend upon the merchandise itself to sell."



Clever double window display of men's furnishings featured this month by the Goodman store, 669 St. Lawrence Boulevard, Montreal. A striking black and white checkered background was effectively used to show up a display of new shirts and neckties on the left side, and this exhibit was awarded a prize by the Forsyth Shirt Co. last month. On the right a breezy window of straw hats caught the eye of the passer-by, who could scarcely realize that the realistic banded straws upon the window pane were merely dummies created of soda straws and glued to the glass. In the center of the display was placed an owl, whose unblinking stare brought many passers-by to attention. Clever use was also made of two Teddy bears seated inside rings, in the shirt window. According to Mr. Goodman, the more original the decorative features of a window, the better the chances of attracting crowds. "A window has got to be different nowadays to stop traffic," he explained.

Maintaining Volume of a Business

Frank Stockdale, Recognized Expert On Merchandising, Tells Toronto Retailers How To Face Present Day Conditions — Tips On Buying, Selling, Advertising And Display Featured — "Let Goods Be Stolen and Sold" He Said.

MANY POINTS of interest to the retail merchant, no matter in what line of business he may be engaged, were brought out by Frank Stockdale, conductor of the Retail Merchants' Institute, Chicago, and formerly chief of the Lecture Bureau of the Associated Advertising Clubs of the World, in addressing the druggists of Ontario in convention in Toronto, but the greatest enthusiasm, perhaps, was occasioned when the speaker dwelt for some time on the advantages of display. A catchphrase that caught the popular fancy was his admonition to "buy in cold blood and sell with enthusiasm." Some retailers, added Mr. Stockdale, got their wires crossed at times. They bought with enthusiasm and sold in cold blood. This policy, he pointed out, could not fail to be disastrous. Mr. Stockdale discussed in detail the subject, "Meeting Present-Day Conditions in Merchandising," his address, which should be read and studied by every man in business today, being in part as follows:

Avoid Jealous Competition

"There is so much legislation being proposed and passed nowadays that it is timely to refer to it in passing. We all know that the man in good health does not appreciate his health. So the merchant does not appreciate his freedom from legislative annoyances until he feels the sting of adverse legislation. In this connection, too, I might say that the most unfortunate thing that can happen to a merchant is for him to get into jealous competition with his opposition. Bitterness in business should not be allowed to exist. Get acquainted with the other fellow and you'll find he's not such a bad fellow, after all. He will also find that you are not such a bad fellow, after all. Think well of the other fellow and let him see it, and there's no doubt but that he'll think well of you. In these times the retailer is losing a good deal of business to department stores. The chain store, too, is taking quite a bit of trade. The chain-store man gets along O. K. and because he is winning out his methods are all wrong. If he were losing out, he and his methods would be all right.

Day of Organized Effort

"This is assuredly the day of organized effort. The man who does not work along organized lines has small chance to succeed. Half the failures in the retail business today would be wiped out if retailers would get into their minds that a surplus in the bank is the



FRANK STOCKDALE

Head of the Retail Merchants' Institute of Chicago, who, in an address before merchants of Ontario in annual convention in Toronto, discussed merchandising problems of the hour. Mr. Stockdale's address, which can stand close study by every man in business, was that of an expert in close touch with business conditions.

greatest bulwark a merchant can have. The same thing applies to the association with a surplus. One idea is sometimes of more value than all the efforts of all men for centuries. Hustle, it must be remembered, is in the head and not in the feet. The man who really out-thinks his competitor is the one who is winning out. But organization is needed as a backing. The idea market is the one to go to now when a man is staying in business on his merits. During the war a man stayed in business because he happened to be there. At the present time he is in business because he is a good merchant. Supposing, for a moment, you have merchandise and I have a dollar. I go to you and hand over my dollar for some of your goods. You are glad to hand over some of your goods for my dollar. In the end you have the dollar, but not the goods, while I have the goods, but not the dollar. But supposing you have an idea and I have an idea. We meet. You give me your idea and I give

you mine. We each have two ideas where each of us had but one.

"Now, for a brief analysis of the retailer's position: Three things are to be taken into consideration. They are:

- "1. Buying.
- "2. Selling.
- "3. Control.

"The second of these I would subdivide as follows:

- "1. Display.
- "2. Advertising.
- "3. Personal Selling.

"The third I would also put into three classes:

- "1. Cash.
- "2. Help.
- "3. Stock.

Art of Buying And Selling

"Now, it depends on how you do these things how many customers come in and come back. John Wanamaker and Marshall Field still hang on because they have mastered the policy of giving satisfaction. As a rule, customers are not interested in details. You are really compelled to find out what your customer's idea of satisfaction is and then find out how to give this. The average retail merchant is where he is in his business today more because of the bigness of the job, than because of the littleness of the man. It is true that we lack organization in our stores, in our towns, in our provinces, in the Dominion. We must start with organization in the store.

"Now I am almost prepared to wager that many men here today are much better buyers than they are sellers. It is true that some are better sellers than buyers, but very few of us combine these two in a high degree. There are not very many of us who can both buy well and sell well. The average retailer carries just about twice as much stock as he should, to take care of the business he is doing. When he does this he cripples himself, puts shackles on his feet and a load on his shoulders. My advice would be to always buy in cold blood and sell with enthusiasm. Quite often the retailer gets his wires crossed and buys with enthusiasm and sells in cold blood. What the merchant should do is analyze and plan in cold blood. Train yourself to lay out your plans and you will always do it in a cold, calculating manner. Your successful competitors are doing this. The best thing a travelling salesman can do is to get a man buying on a right basis. Such a man will sell the institution behind him.

Cost of Doing Business

"Again, the man who conducts a small store on a big store basis is bucking a game he cannot successfully meet. As for the small man who buys direct, I may say that he will in the end pay the manufacturer a good deal more than he does the wholesaler. Remember, also, that the big money is not made on the things you buy for fifty cents and sell for a dollar. The money is made on the goods you buy for fifty cents and sell for seventy-five cents. The jeweller gets the largest margin of any man in business, but long margins do not necessarily mean long net profits. Now, with regard to the tendency of price decline, it is evident that some have to step backward or step to one side. When wages drop twenty per cent. a man can pay only 80 cents where before he paid a dollar. This is a point to be remembered.

"You are now faced with holding up the volume of your business. What happens when you do not succeed? Suppose \$10,000 is the volume of a business. Say the average cost of doing business is 27.6 per cent. If this is the cost of doing business it costs me in dollars \$2,760. Divide the cost of doing business by the volume and you get your percentage cost of doing business. Now, this brings the volume of business down to \$8,000. How about reducing expenses? There is just one way in which you can cut down on your rent. That is to take your stock to one side and rent the other half of the store to a florist or some other dealer of this kind. But such a plan is not practical for a red-blooded man. Here, too, the question of price enters. Today the customer asks about the price of a thing. It shows we are getting back to normal. Can we reduce selling expenses? We might cut wages like the other fellow, but it is hard to do this in a small organization where personality counts. Cut out your advertising, then. If you do this, though, your volume dwindles because advertising brought some of it. How about getting along with fewer clerks? This is hardly feasible, as people wait just so long in a store and then go away. This would cut in again on the volume. In the face of all this, it looks as though it is quite a man-sized job to cut down that \$2,760 without hurting the \$8,000. But unless you do something your cost of business is liable to rise to 34.50 per cent. This means that something has to be done.

Perpetual Inventory Proposed

"In the first place, most of us aim for a certain margin and then never check up to see how close we come to it. How many of you do not know at the end of the month just how much money you have made or have not made?"

Here there was what appeared to be a unanimous showing of hands, and J.

Live Retailer Now A Close Reader of Trade Publication

"How many of you read a trade publication regularly?" asked Mr. Stockdale, and like a flash, all hands shot skywards.

"That's good," said the speaker. "You will get in your trade publication a lot of things you cannot get anywhere else. If followed carefully, a good trade publication should be a decided asset. I want to congratulate you on being such good readers of trade publications."

E. W. Lescours, of Montreal, asked: "How can you know this monthly without taking inventory?"

"The only way," replied Mr. Stockdale, "is to keep perpetual inventory. It is one of the simplest pieces of machinery that can be devised in book-keeping."

"Is it practical?" asked F. J. Hoag, of Kingston.

"Absolutely and easily attended to," replied Mr. Stockdale, going on to say:

"Those who have a perpetual inventory know just what they have in stock, should there be a fire or anything like that, while the others only guess. A perpetual inventory is as good as an insurance policy. The only thing to watch in keeping records is that you do not pay more for a record than it is worth. Sometimes we find a retailer who is a real bug on system, and he will invariably pay out too much for what he gets.

"I have in mind a retailer who would not handle anything at less than fifty cents. Later on he put in five and ten-cent stuff and he speedily doubled his business. In this connection let me point out that there is a great opportunity for increasing volume in the handling of hair nets. There are numerous other lines, too, which might be pushed to advantage.

"Gimme" Store Described

"Perhaps some of you have heard of the 'Gimme' store. Men who conduct this class of business will stock anything about which people come in and say 'Gimme.' There are some cases where the 'gimme' is so strong and so insistent that the retailer cannot buck it, but he should do all in his power to prevent himself from falling under its spell. One of the first essentials in real selling is assortment. Some small dealers keep stationery hidden away in a case for the man who comes in and says, 'Gimme a box of stationery.' He does not try to sell this line, but he keeps it hidden away with his money tied up in it until such time as he is asked for it.

"The man whose turnover is increased two and a half times or more reduces his cost of doing business to 25 per cent. The slower the turnover the larger the cost of doing business. The man who doubles his turnover brings his cost of doing business down to 30 per cent. It must always be remembered that things done by halves are never done right. Go back, then, to your stores and figure out what you are doing by halves.

Fool-Hardy Competition

"There are places where such and such an article is not to be found in the town. One merchant thinks he can create a demand and he stocks this line. His opposition follows suit, and, perhaps, in a short time three men are trying to do business on something in which there is not enough for even one. Now, for the question of display, if you want to learn something about this, go to the Greeks. They pile the stuff so high on the counters that it is hard for them to get at their goods. However, there is a lesson for you in their methods. Arrange your store for the customer. The five and ten-cent stores have shown just what there is in this. Put your goods out. They may get stolen, but they also get sold. Supposing I put my goods out and some one takes five out of every hundred I put out. If I increase my sales a hundred per cent., who is better off? Am I or is the man who does not do this? Put it down that you are going to lose one or one and a half per cent. But don't worry about your losses through stealing. Let your profits be as high as your losses in your mind. If the stuff is stolen you will know that you are displaying the right goods. If the goods stay there until they get soiled, get rid of them at any price, and don't put them out again.

Put Goods Up High

"There are some retailers who do not advertise enough. Printed matter rolled around parcels helps to tell customers about the goods in stock, but advertising and display first help to sell the goods. So in placing goods in the window don't put them where people have to crane their necks to look. Get the goods up. The depth of the window does not cut much ice. The height does. A window trimmed from top to bottom sells goods. And don't forget that goods eat up rent whether they sell or not. The lower you get goods in the window or case the less effect. The upper shelves of a floor case, if well lighted, will sell goods. But they must always be up where they can be seen.

"With regard to nationally-advertised goods we all know that some advertisers take advantage of the retailer. There are some advertised lines I would unhesitatingly put in the 'gimme' class. But in choosing between nationally-advertised and non-advertised lines I should take care to first analyze both carefully."

Will Prices Go Back to 1914 Levels?

Will the Law of Supply and Demand That Wrought Peak Prices Also Operate to Bring Down Labor Costs to Pre-War Figures?—Labor Costs Are the Crux of the Situation—Is a Bushel of Wheat a Criterion for a Daily Wage?

WILL prices get back to 1914 levels? There is no more interesting or vital question confronting the retail trade to-day than the question of prices. Since the decline started over a year ago each decline has been referred to by the seller as the last one, by the buyer with a mental question mark, "When will the next one come?" Prices have come down much faster than they went up, and the whole attitude of the retailer, as expressed in his buying policy, is that the end is not yet. Otherwise, he would be buying in more liberal quantities than he is; as it is, he is buying from hand to mouth, and most wholesalers and manufacturers are agreed that this is the wisest policy under the circumstances. Some of them claim that the retailer is losing sales because he is not keeping a sufficient stock for his requirements; if such is the case, it is an unwise policy. There are not a few who claim that there are still retailers who have not taken their losses, that they are buying at new prices and selling at old ones. While there are cases of this kind, no doubt, we believe that the vast majority of the more aggressive retailers have long since taken their losses, and are in good position to face the future. And the future of prices is an interesting topic.

Labor the Crux

Men's Wear Review has talked this matter over with many manufacturers, wholesalers and retailers. The crux of the situation with regard to the future of prices, they say, is labor. It has become so large an element of the manufactured article that the whole future of prices hinges upon the future of labor costs. So far as the raw material is now concerned, it is agreed that it is about, if not altogether, at rock bottom. Felt, leather, rubber, and many other raw materials are as low to-day as they were in 1914.

Declining Labor Costs

Labor costs are declining; there is no doubt of that, but they are still considerably above the 1914 level. Will they ever go back to 1914? There are two distinct opinions on this question as presented by men with whom we have talked. Some say yes; more say no. Those who say yes refer to the inexorable law of supply and demand as one of the arguments favoring their view that costs will go down to 1914 levels. Peak prices, they say, were reached through the operation of the law of supply and demand. That does not refer alone to the peak price of the finished article; it equally applies to peak prices in labor. At the same time

as we were paying peak prices for the finished article, the laboring man was receiving his highest wage. There were three jobs and only two men to fill them. Labor dictated its own wage.

Now the situation is changed. It looks more like two jobs with three to fill them. Will the same inexorable law of supply and demand operate to the extent that the laboring man will be forced, of necessity, to work for the same wage he received in 1914? There are those who believe it is not beyond the bounds of possibility that such will be the case. The decline in labor costs has been on for some time. It is still on. The recent action of the Chicago Board in reducing wages of railway employees on 104 United States lines may be considered to be the forerunner of similar action in this country. President Harding recently issued a statement saying that freight rates must come down; another forerunner of similar action in Canada, no doubt. Freight rates are important in the ultimate cost of the finished article placed upon the shelves of the retailer. Unquestionably, labor unions are stronger to-day than in 1914, and they will have to be reckoned with in the decline of wages. They have already shown that they will fight against minor, to say nothing of radical, cuts in wages.

Commodity Prices and Labor

"It is not impossible that prices will get back to the 1914 levels," said one prominent wholesaler to Men's Wear Review, "though I would not venture to predict how soon. There is an old theory, you know, that the price of the bushel of wheat is a good criterion of the daily wage of the working man, and the price of the bushel of wheat to-day is nearly down to the basis of the 1914 wage level. I believe that all farm produce to-day, with the exception of hay, is almost down to the 1914 level, and I think it may be taken for granted that this is the forerunner of labor costs coming down. It is my own personal opinion that prices are coming down still further, though I must admit that facts that have recently come to my attention are against this contention. At the time of the recent drop in cotton prices, I was told by the mill owners that this was the last drop. I just signed orders for many thousands of dollars' worth of goods. I asked for a guarantee of price, I was told that I would be guaranteed against drops in prices, but that I must be prepared to pay higher prices at time of delivery if I preferred to leave the cost open till that time. I took the chance and signed the orders. The only thing that is standing in the way of lower costs to-day is labor, and I do not regard it as an impossibility that labor costs will come down to where they were in 1914."

Another View

"I do not believe that prices will ever come down to the 1914 level," said another wholesaler who has a wide grasp of world as well as Canadian affairs. "Recent conversations I have had with woolen and cotton men in England are to the effect that price have about if not altogether hit the bottom. It must be pointed out, however, that it is usually the opinion of the seller that prices are at the bottom, and of the buyer that they have not yet reached the bottom.

"Manufacturers and large business interests in England are congratulating themselves that they have come through the crisis to the present time without a revolution. Certainly not in England would labor wages go down to the 1914 level without a revolution on the part of labor. The Government plan over there is working out very satisfactorily. The Government issue a monthly statement as to living costs, and manufacturers either increase or lower wages automatically. Just how far labor will be satisfied that this arrangement should go remains to be seen. Not in our day or generation will you see prices down to the 1914 level," he said emphatically.

Would Reduce Purchasing Power

"We do not want to see prices go back to the 1914 level," said another man to Men's Wear Review, who is both a manufacturer and wholesaler, "because that would mean wages back to this level, and we do not want to see that. It would reduce the purchasing power of the ordinary man, and that would not be in the best interests of business. The cost of the raw materials will, undoubtedly, go back to the 1914 level in many cases, but wherever labor enters in, it will be impossible for the old levels to obtain."

Clothing Manufacturer's View.

"The question is largely an economic speculation," said a clothing manufacturer "History repeats itself, and it may be that prices will get back to the 1914 levels. It is largely a matter of labor, however, and my own view is that labor wages will never get back to the level where 1914 prices will be possible. We, in the clothing business at all events, hope that labor costs will never go back to the 1914 level. And even if we did, the garment workers' union is a very strong one, and would put up a hard fight before they would accept the 1914 wage."

A second clothing manufacturer supplemented this information. He recognized that the law of supply and demand might work unbelievable things, and would not scout the idea that prices might come back to pre-war days. But so far as wages in the industry are concerned at the present time, he says they are a long way from 1914.

Views of Prominent Business Men

Majority Believe That Pre-War Prices Are Gone Because Pre-War Wages Will Never Again Obtain—Others Say That Law of Supply and Demand May Easily Work to This End—Effect on Purchasing Power Unhealthy for Business.

Wages are still between forty and fifty per cent. higher than in 1914. He is assured that a further reduction in wages in the Toronto field will be met with a strike. In Montreal, he says, the garment workers have refused to even discuss with the manufacturers a lower wage for the next season. In Toronto, he says, the majority of the clothing manufacturers do not favor a cut greater than 15 per cent. at the outside, more likely 10 per cent. A fifteen per cent. reduction would leave wages about thirty per cent. higher than in pre-war days.

Manufacturer of Ladies' Wear

The principal reason given by a manufacturer of ladies' wear why prices would not get back to the 1914 level is that employers of labor in this industry have agreed amongst themselves that the standard of living in the industry should not go back to the pre-war basis. The minimum wage is already fixed, and it is considerably above the wage paid in 1914. While believing that prices will drop some more, he thinks the reduction will be a slight one, and that it will certainly never reach the 1914 basis. Manufacturers, he says, have been shortsighted about profits because of the keen competition that has existed; they have been ready to take any price for their garments, with the result that there have been a number of failures amongst them.

A wholesaler threw an interesting side-light on the question when he referred to the extravagance that had become a part of the ordinary person's life during the prosperous days. In 1914, he points out, the ordinary business girl would not pay a certain price for a pair of shoes because it would be considered an extravagance. Now, however, the extravagant idea does not enter her head at all; she wants them and gets them despite the fact that her wages are lower this spring than last.

Blames Retail Trade

One wholesaler who has to do with the sale merchandise in which there is a quantity of wool believes that still further reductions are likely, but he does not think they will reach 1914 levels. He blames the retail trade to a considerable extent for slack times. He says many retailers are buying at new low prices but are selling at 1920 prices, believing that the extra is good profit, but forgetting that extra turnover would not only give them the same amount of profit but would result in a larger circulation of goods, with the consequent improvement to manufacturing interests, which, in turn, would mean more employment.

1914 Prices by 1922?

A representative of an English firm is strongly of the opinion that prices will get back to the 1914 levels, and he makes the definite statement that this will come about

by March of 1922. His reason is a simple one, namely, that there is not enough work in the country for laborers and that, therefore, they will be forced to take low wages to stave off starvation. The capitalists, he says, will ultimately win out. He believes that labor conditions for some time will be unfavorable, but that things will come out all right in the end, and as a proof states that his firm is making new contracts in Canada.

What a Revival Would Mean

The opinion of still another manufacturer was that the slightest revival in business would put all end to the talk of reduction in labor costs and lower prices. He holds the opinion that this revival will come before very long because retailer's stocks are low, as shown by his buying policy, and that the consumer will begin to buy again when the harvest outlook for the current years is assured.

These are the views that have been presented to Men's Wear Review from many sources, and from men who are qualified to know something about the tendencies of prices. The majority of them believe that 1914 prices will never again obtain, because of the rapid strides of labor and because of a general improvement in the humanitarian outlook. Labor achieved a new consciousness during the war when the success of the allied cause was so dependent upon its efforts. Whether new conditions will alter this class consciousness to the extent that labor will realize that, in the adjustment, wages can drop to 1914 levels without impairing its standards of living, or whether, indeed, this is possible, is only for time to tell.

Business Men Should Travel Extensively

Regina Merchant Says They Can Save Their Expenses This Way

"I think that too few of the merchants appreciate the help that it is to travel to the Eastern cities to study the clothing business at the various fashion centers." So states H. S. Pollock, and Mr. Pollock has been in every department of the clothing business from the factory and the road to the attractive retail store he conducts on Scarth Street, Regina.

"Any merchant doing any sized business at all can save enough on his buying to pay the expenses of his trip. And even if he couldn't, he could so improve his selling methods as to more than justify the expense.

There are new styles, new fabrics, new store arrangements, and new display wrinkles that an up-to-the-minute merchant must have. Last time I came back off a trip to the Eastern centers I could have sold enough suits of clothes the day after I got back to almost pay for my trip. The boys knew that I had been down seeing the latest, and they came in and wanted to get what was latest. I had to ask them if they thought I had brought a stock of the new stuff back in my club bag. I eventually got their business when my purchases came in. And my showings were well in advance of what they could have been had I waited for travellers. Take one of the new collars out. I don't like it, personally, but I brought back a little order of them, and had them all sold three weeks before the first advertisement of them came out in the Saturday Evening Post."

In the Pollock store the wall cases are not used as usual; the shirts are displayed more in an individual manner, being displayed against the back of the wall cases instead of being stacked on shelves. As one enters the store, two little display tables are encountered. Each is covered with a velvet drape in the shade best calculated to display the shirt, or combination, or suit of pyjamas shown thereon.

Herb. Pollock is a member of most of the societies in Regina, and as he says, "You don't have to talk shop to get business; just be among those present and you get close to your customers."

Extensive decorating will be under way in the Pollock store shortly. Herb had the windows all remodelled some time ago, and now, apparently, the landlord is going to "have a heart."

CHANGES OF INTEREST IN MANUFACTURE OF CELLULOID COLLARS

The Parsons & Parsons Co., Cleveland, Ohio, have purchased the Cleanable Collar business of The Celluloid Co., of New York. Their lines were known to the trade as Launder-no, Ultima, National, Lithoid, Interlined, Paragon, Victor and Eclipse.

The Celluloid Co. was one of the oldest manufacturers of Cleanable Composition Collars in America. The sale of collars formerly made by The Celluloid Co. will be handled in Canada by The Parsons & Parsons Canadian Co.

Some time ago The Parsons & Parsons Co. took over the composition-collar business of The Fibroid Corporation in the United States.

The Parsons & Parsons Canadian Co., of Hamilton, Canada, is closely allied with the Parsons & Parsons Co., of Cleveland, Ohio, mentioned above.

Profit in Both Suspenders and Belts

Campaign Inaugurated in the United States Not Being Followed Here—Manufacturers State That Their Business Has Not Been Hurt by the Wearing of Belts—Sales About Even, Says Wholesaler.

WHILE it is true that the manufacturers of suspenders in the United States have inaugurated a campaign (the slogan of which is "Suspenders Are Coming Back") because of the severe falling off of suspender sales during the past year or two, Canadian manufacturers have not yet felt the necessity for such a step. Conditions across the line had gone to a considerable length before the formation of the Suspender Manufacturers' Advertising Committee was thought advisable. The wearing of a belt to the exclusion of the suspenders, perhaps, had its origin in hot weather, when the suspenders felt cumbersome and hot over the shoulders. The invisible suspenders were introduced, but the wearing of belts gained in favor and then became a real fashion, not only for the summer weather but during the winter as well. So popular did belt-wearing become that large manufacturers of clothes began to leave off buttons from the trousers altogether. A part of the work of the Advertising Committee is to appeal to clothing manufacturers to put buttons on, in the hope that if they are there the young men may be inclined to use suspenders if it is brought to their attention that the wearing of them has a certain advantage to the well-dressed man. It is the intention of this Advertising Committee to do a vast amount of advertising in trade papers in the United States and, later on, to use the daily newspapers to a considerable extent. **Conditions Differ Here.**

Men's Wear Review, in talking over this matter with a number of Canadian manufacturers, was informed that conditions here differ materially from those across the line. While it was admitted that the belt trade was bound to affect the sale of suspenders to a certain extent, yet it is felt here that the wearing of the belt is not yet a fashion, but rather a concession, first, to hot weather and, second, to style. It has, by no means, gone to the length where clothing manufacturers are omitting the buttons from the trousers. Moreover, with the climate that comes with a country that is farther north, it is believed by suspender manufacturers that there will never be the same cause for the year-round use of the belt that has developed to a more or less extent in the United States. The sale of belts in Canada during the summer months has grown considerably during the last few years, but the fact remains that thousands of young men wear both the belt and suspenders—sometimes invisible and sometimes not. In other words, the style feature of the belt probably appeals to most young men as much as the greater comfort that the sponsors of the belt claim for it during the hot months.

What Manufacturers Say

"I have not found that the wearing of belts has hurt our business as yet," said



A Display of Holiday Accessories by Scovil's Oak Hall store in Moncton, N. B.

one manufacturer to Men's Wear Review. "There has been a falling off in our business this spring and summer, but it is due to the general business depression rather than to the greater use of the belt. The Canadian dresser is, perhaps, more conservative than the American type, and I do not think there is the same likelihood of the wearing of belts developing into a fashion here as it has across the line. Belt manufacturers tell me that they have had a falling-off in business in about the same proportion as we have. Looking back over the past two years, our business has kept pace with prosperous times and has fallen when times were not so good. The invisible suspender has been a big seller with us, and when men come to know just how they should be worn, they will sell even better than they have."

"Last year our suspender trade was better than it had been for some years," said another manufacturer. "This was due to the cool summer we had. This shows that the wearing of the belt in Canada is due to its appearance, perhaps, as much as to the greater comfort which is claimed for it. Besides, there are many men who say that a belt does not give them comfort, especially when they bend over. There is no give to it as there is to the suspenders, and for that reason they prefer to wear the suspenders. Our sales during the fall and winter months have kept up well, have even increased, and go to show us that the majority of Canadian young men still stick to the suspenders for the fall and winter. Moreover, I don't believe our Canadian climate is such that the wearing of belts will ever be more than for during the extremely hot weather, when light-weight trousers are worn." Asked as to business conditions at the present time, this manufacturer stated that there was an improvement during the

last two weeks in the sale of suspenders and that merchants were placing orders for fall.

Another manufacturer, who went out of the suspender manufacturing business some years ago and is resuming it now, stated that he was getting nice orders for suspenders at the present time. He had just received word from his western travellers, that while orders were not large from there, they were fairly numerous.

A wholesaler with whom Men's Wear Review discussed the matter stated that the sale of belts last year had fallen off, leaving them with considerable high-priced stock on their hands. The sale of these this year, he said, had improved during the very hot weather; but he also stated that the sale of the invisible suspenders had shown a proportionate increase. His opinion was that the wearing of belts had not hurt the suspender business, but, rather, that it had opened out a new line of profitable business on which the retailer could make good profit along with the sale of suspenders.

Good Trade for Both

A chat with retailers convinces the writer that there is a good sale for both the suspender and the belt in Canada. For instance, in connection with the campaign that has been in progress and is still in progress in the United States several tests have been made. Suspender windows have been put in with surprising results to merchants who have tried them out. The sales have been good. With Canadian young men both the belt and the suspender have their place, and good profit can be made out of the sale of both. There is always a danger, both to the retailer and the manufacturer, that their lines will fall behind in sales if they do not keep them constantly before the public either in window displays or in advertising.

Showing Customers How to Dress

Will J. Whelan, of Quebec City, Would Rather Lose Sale Than Send Customer Away Poorly Dressed—A Sales Staff of Experts—Individuality in Letters—Correct Dress Headquarters.

WILL J. WHELAN, of St. John St., Quebec City, is the proprietor of one of the very few English stores in that historic locality, and furthermore, he has the distinction of being recognized as a real style mentor in men's attire, by the élite of Quebec society, a prestige of which he is deservedly proud. His store is ideally located midway between the business section and the famous Esplanade, renowned as a popular promenade for pleasure-seekers, and known to many people outside of Quebec, and even to the southern States, wherever tourists come from.

Just what precise "cliché" of smartness the title "British made" imparts is difficult to ascertain, but certain it is that everyone who patronizes the Whelan shop asks, "Is it British?" and, of course, it always is! In these days when economy seems to be the universal slogan, imported furnishings at fairly high prices would appear to be pretty dangerous merchandise to carry in stock, but Will J. Whelan knows how to sell this type of furnishings, and keep his customers constantly on the jump for more.

Sales Staff Are Experts

Finest merino underwear and camel's hair sweaters, at prices well beyond what ordinary humans expect to pay, present no problems of salesmanship, for the simple reason that in the Whelan shop the staff are trained to sell just the exact article that a customer needs, and furthermore, it is never too much trouble to please a customer, no matter what he may want, nor how unreasonable he may appear.

At the Whelan shop, it is held as a policy that if the customer can be made appreciative of the niceties of dress, he becomes a better customer, and consequently the staff do not hesitate to recommend any little changes of attire which they feel sure will improve the appearance. So much hangs upon the proper adjustment of a necktie or the exact blending of colors in a cravat, yet in innumerable cases the subtleties of selection and adjustment are a sealed book to those who most require assistance. It is no unusual event in the Whelan shop to receive telephone calls from customers in the city asking for advice on what to wear to a certain dinner or ball, etc. Mr. Whelan gladly imparts the desired information, and even tells customers who are struggling with the vagaries of a dress shirt or tie, just how to adjust them so that the inevitable bulge or mussy look will disappear like magic. Who would not trust himself with perfect confidence to such a man? And it is an indisputable fact, according to Mr. Whelan, that the man who attends formal social functions but rarely, is usually better dressed

and with more distinction, than he who frequents such entertainments regularly every night of his life. The latter gets so accustomed to evening dress and other formal attire that he tends to become careless about the little niceties in dress. It pays to take a keen interest in the less habitual customer for this reason, as he can always be depended upon to rely upon the store for the final pronouncement as to what is "de rigueur," and will buy only the best.

A Policy That Guarantees Results

"We would rather lose a sale than sell a customer something which is not correct," stated Mr. Whelan, "because in our store, it is the smartness and the individuality of our merchandise which customers purchase, quite as much as the intrinsic value of the goods. If we cannot feel positive ourselves that the article selected is going to fulfil every expectation of the customers, then we say so openly, with no thought of suggesting substitutes or make-shifts. We often point out to our customers that it really pays in the end to purchase one of those expensive camel's hair golf coats, for example, because nothing else has ever been invented like them for good appearance, perfect freedom of movement and comfort on the links. Many of our customers admit that we were right, later on, and are willing to invest in other lines of similar worth as a result."

Novel Feature in Equipment

In the centre of the Whelan shop are placed some invitingly comfortable leather upholstered arm chairs at nice angles conducive to conversation and a cigar. In answer to a query as to just why they were "among those present," the proprietor explained that elderly gentlemen appreciated them exceedingly whenever they dropped in and happened to meet another crony bent on a similar shopping expedition. The purchase of furnishings became more like a social affair than a mere commercial transaction, and the inducement to "meet me at Whelan's" was all the more likely to meet with a ready acquiescence.

Individuality in Personal Letters

In the matter of publicity, the same degree of care is exercised by Mr. Whelan. His personal letters, for example, are perfect in their correctness and appearance. When the golfing season opened this summer, Mr. Whelan sent out letters to all the men golfers in Quebec, written upon paper of extreme individuality. Featuring a wide tinted border of olive shade and a most artistic reproduction of a water-color sketch, the stationery

could not fail to arrest the recipient's attention at once. The message was typed with the utmost neatness of alignment, the effect of which could scarcely have been improved.

At Christmas time, an elaborate and artistic booklet of gift suggestions is issued to customers, wherein are the requisite spaces for writing the names of the recipients of gifts. This is, of course, much appreciated by women customers, who gladly depend upon Mr. Whelan's judgment in regard to a selection for their men relatives.

Cosmopolitan Atmosphere Predominates

The merchandise in the store is displayed in the conventional manner with the utmost simplicity. No attempt whatever is made to go in for extreme luxury of appointments or faddy equipment. The shelves are laden with boxes of merchandise in which they arrived from their native shores, and half of the distinctive atmosphere of the place is derived from the labels and manufacturers' trade-marks. Like the labels on a globe-trotter's baggage, they designate to all who enter, that the four corners of the earth have been assembled within the store, and that only the best of the world's markets are represented.

His First Dollar

In the office, at the rear of the store, an interesting souvenir is framed and hung upon the wall. It is the first dollar bill ever taken in across the counter by Mr. Whelan, when he started in business in 1900. "There is no money so precious as one's first dollar," laughed Mr. Whelan, and possibly there are few souvenirs as precious as this one, which opened the business career of this successful retailer.

OPENED CANADIAN OFFICE.

In line with the general tendency among Old Country manufacturers to cultivate the Canadian market even more intensively than in the past comes the announcement that Hogg & Mitchell, of Londonderry, Ireland, have extended their direct agency in Canada. Grosart & Sinton, Ltd., are displaying their extensive line of shirts, pyjamas and collars at their two offices, in Montreal and Vancouver.

E. F. G. Sinton is in charge of the Montreal office at 55 St. Francois Xavier, which has been established three years, and Mr. J. McD. Grosart has opened the Vancouver office at 318 Homer Street. Mr. Grosart spent the month of July calling on the principal centers between Vancouver and Winnipeg.

Suggestions for Show-Cards for Seasonable Merchandise

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

WIDE-WEB GARTERS—THEIR COMFORT MAKES
THEIR FRIENDS.

WE DON'T NEED A SALE TO MOVE THESE
SUMMER COLLARS.

QUALITY STORE PLUS QUALITY MERCHANDISE.

SHIRTS THAT WILL SATISFY THE TASTE OF A
GENTLEMAN.

KEEP COOL IN A SUIT OF SUMMER UNDERWEAR.

HOLIDAY PYJAMAS AND SHIRTS
IN GORGEOUS VARIETIES

BATHING SUITS FOR THE BEACH OR
THE SEASHORE.

IT IS NOT TOO LATE FOR A COOL PALM
BEACH SUIT.

IT'S PLAIN THAT THESE ARE UNUSUAL VALUES
IN FANCY SHIRTS.

YOU COULD MAKE A GREAT DRIVE WITH THESE
GOLF HOSE.

PRICES OF THESE WHITE TROUSERS HAVE
SHRUNK, BUT THE DUCK WON'T.

DE LUXE STRAWS FOR THE ROLLS-ROYCE.

QUALITY WITHOUT EXTRAVAGANCE IN
THIS MERCHANDISE.

NEW FALL FELTS IN STYLE, SMARTNESS AND
SNAP.

STANDARD QUALITY AT STANDARD PRICES.

FASHION'S DECREE FOR FALL IN
STYLISH MODELS.

OUTING SHIRTS IN COOL DESIGNS.

IT IS ALWAYS OUR ENDEAVOR TO PLEASE.

PRICES IN KEEPING WITH PRESENT-DAY
MARKETS.

SUMMER STILL HAS A KICK IN HER—GET OUT
OF THE SUN UNDER ONE OF THESE.

A WONDERFUL CLEARANCE OF SEASONABLE
MERCHANDISE AT HOT-WEATHER PRICES.

OUR AUGUST SALE IS ON—AND WITH IT THE
BIGGEST VALUES WE HAVE EVER GIVEN.

BLUE SERGES THAT DEFY THE RAYS OF THE
SUN.

SERVICE WITH US MEANS INTELLIGENT
ATTENTION AND SATISFACTION
GUARANTEED.

WASHABLE NECKWEAR FOR YOUR VACATION.

THE FINAL WORD IN STYLE IS SHOWN
HERE FIRST.

GET IN ON THESE SNAPS WHILE THEY LAST.

SUPERFINE SILK SHIRTS FOR
DISCRIMINATING TASTES.

AUGUST IS OUR SALE MONTH—AND YOUR
OPPORTUNITY TO SAVE.

COOL HOSIERY FOR HOT PAVEMENTS.

AN ADVANCE SHOWING ON STYLISH
FALL MODELS.

PEOPLE WHO WANT SERVICE FIND THEIR WAY
TO OUR DOORS.

The Markets at a Glance

Some Buyers Decide to Place Fifty Per Cent. of Their Requirements—Good Business in High-Class and Specialty Houses—A Grey Season for Spring, 1922—Better Feeling in the Neckwear Trade—Hats and Caps.

A FEW weeks ago a dinner was held in the King Edward Hotel, in Toronto, to which some of the buyers of big retail stores sat down. There were a couple of dozen of them present. They discussed the market conditions, fore and aft, in many lines of men's and women's wear. They came to the conclusion that, with productive costs as they are at present, prices had practically hit the bottom and that it was time for them to go into the markets to place at least fifty per cent. of their requirements for fall.

This little incident is worth considering. It would be as foolish to overbuy now as some merchants may find it is foolish to underbuy later on. It is only normal buying that will revive normal times. If merchants are holding off placing their normal requirements they are helping to disorganize manufacturing staffs and are making it more difficult for themselves later on to get the deliveries they think they can get immediately. In a number of lines of men's wear manufacturers' stocks or mill stocks are well down and they will not be able to meet quick demands as easily as is expected in some quarters.

Sale of Summer Goods

The prolonged hot-weather spell had its good results for the men's wear dealers. Bathing suits, nainsook underwear, palm beach and other light summer suits—in fact, everything that promised relief from the oppressiveness of the hot weather found a ready sale. Some of the bathing beaches in Toronto were a riot of color that rivaled Joseph's coat of old, and a variety of fit that would have lent inspiration to Charlie Chaplin. All colors and sizes were sold, regardless of how they pleased the eye or adorned the person. Dealers report clean-out sales of their palm beach suits; the demand for the lightest summer underwear could hardly be met. It afforded two to three weeks' lively trade in all summer goods for men's wear dealers.

Clothing

Manufacturers of high-class clothing and specialty houses report very good business. It is their opinion that quality merchandise is going to have the best chance, and with the quality they are offering goes a very inviting price. One manufacturer stated to Men's Wear Review that they had 75 per cent. of their normal fall business already booked; another stated that their fall booking ran from 60 to 70 per cent. of the normal. One specialty house stated that during the last five months their business had shown a steady increase every week during that time. Generally speaking, manufacturers are looking for a good sorting business from the trade.

Manufacturers are beginning to figure on costs for the spring of 1922. "Consumers under distress sale conditions," said one manufacturer, "are getting clothing cheaper to-day than they will get them in 1922 unless there is a drop in labor costs." That is, providing the clothing manufacturer is to get a legitimate profit as well as the dealer. There is a possibility that prices for spring may show a slight increase over what are expected now. Manufacturers who are figuring on spring costs are doing so, having in view that labor costs may be down a bit by then. If they are not, their prices will have to be higher because distress goods will be off the market and new goods will be higher than the prices that have been paid for distress goods.

Buyers have recently returned from England, where they sought out some spring, 1922, materials. One stated that it would be a grey season. Glen checks and herringbones, he said, were particularly strong; but everything new is some shade of grey. Another buyer stated that merchandise could be bought in some quarters at one-third the price paid for the same goods six months ago. Worsteds, so say buyers, are hard to get at popular prices.

Neckwear

Some neckwear men say there has been a decided change for the better during the last few weeks in their line. Big buyers, it is

stated, are coming into the market again after being out of it for some months. They have placed substantial orders. On the other hand, manufacturers who go direct to the trade state that their business has kept up at a good level, though it is not as good as a year ago. One manufacturer stated that it was not to be expected that the trade of the last few years would keep up, and tie men should get used to the idea that it would not. The last few years, he said, were abnormal years, and he felt that it might take some years to establish a real normal trade.

Some of the new lines for fall are in medium sizes. They are a little wider than the tie for the very low collar, but not so wide as the full flowing-end, by any means. The patterns vary a great deal and, as a matter of fact, there will be an equally great variety of shapes. One manufacturer stated that the popular consumer price for fall would be \$1, but that there would be many lines for \$1.50.

Hats and Caps

Generally speaking, the placing for English and foreign hats has shown a greater proportion of normal requirements than the Canadian placings. This is largely due, wholesalers say, to the fact that dealers know they can get Canadian hats for almost immediate delivery, whereas this is impossible with the foreign makes. On the whole, commitments for fall have shown a marked conservative tendency on the part of the dealers, even though they feel that there will be a good business in the fall. It was stated to Men's Wear Review in one quarter that harm had been done the Canadian hat trade generally by mid-seasonal cuts in prices, though this does not apply to all Canadian makers. It has, said one wholesaler, created a feeling of uncertainty in the minds of dealers.

Aside from the sale of some novelty caps for sports and automobile wear, there is not a great deal of activity in the cap trade. One traveller, just returned from the west, stated that stocks in the west were down and that, with good harvests, there would undoubtedly be a good trade this fall.

Shirts and Collars

There has been little change in the shirt and collar situation recently, as compared with the past few months.

The tendency is for merchants and buyers to confine their purchases to cover immediate requirements, and there is nothing to indicate that there will be any change in this policy for some time to come.

The warm weather has made the demand for collars quite active. Orders for fancy shirts are being placed for short periods only, the tendency being for lower priced qualities, although a fair percentage of orders are for better qualities, which indicates that consumers are not all looking for low-quality goods.

There may be a further slight reduction in prices for spring, 1922, but in some qualities there may be small advances, if they are to be sold at a profit.

The mills have quoted prices on some qualities for spring, 1922, deliveries, which fairly well establishes the prices of shirts for shipment at that time.

Under present manufacturing and selling conditions it is difficult to forecast the trend of styles, and these will depend upon the demand as is created from time to time during the next few months.

Naturally every merchant wishes to purchase at as low prices as possible, and the best source of supply will secure the business. It is wise that purchases should continue to be on a basis which will cover wants for short periods.

Frequent buying and quick turnover will be big factors in bringing back sound, profitable merchandising conditions, and the merchants who operate under such conditions will be those who will be best prepared to pass safely through the next few months, which will be the most trying and extreme of the adjustment period.

Conducts Training Classes in Salesmanship

C. H. Smith Co., Ltd., of Windsor, Infuse Spirit of Specialization—Efficiency of Sales Staff a Big Factor of Success and Service—Improving Selling Ability.

NINETEEN hundred and twenty-one is to be a test of efficiency and service. Salesmanship is reaching up to new standard; the days of the order-taker are gone. The period in which we live is one of specialization; everywhere one hears "He is a specialist in this, he is a specialist in that, or the other thing." It is the specialist who is climbing to the top of his profession, no matter what that profession may be. Be he doctor, lawyer, dentist or what not, the specialist is the man who counts and who paves the road to his own doorway. These professions, these specialists, devote years of study and active practice to climb to a position of pre-eminence in their own particular sphere of life. They believe it is worth it, that the dignity of the profession and the honor that goes with achievement are worth the labor of years. They are not wrong. The world admires the man who reaches the top of his profession.

Spirit Invades Trade

This same spirit of specialization has crept into the trade. There are men who believe that salesmanship, the management of a store, departmental or otherwise, is a profession, worth years of careful study. In service, they believe that the merchant who serves the consumer conscientiously, faithfully and well has achieved a name and a reputation not less deserving of commendation than the doctor or the lawyer who reaches the top of his profession because of his distinguished service to humanity. To such men, the days of the old-fashioned storekeeper are gone. It takes system, studious management, daily analysis of conditions, local and dominion, an appreciation of the rights of others in his employ, a keen grasp of market conditions to be a highly successful merchant. As a store grows up and its many ramifications get beyond the power of one man, other specialists are gathered around him, and the whole organization becomes infused with the spirit of specialization.

The Value of Training

The value of training to the success of the modern store, departmental or otherwise, cannot be over-emphasized. It leads to specialization. Salesmanship is not a profession for the inefficient; it will become less and less so as the years go on. The store giving the best service is the store with trained salesmen and saleswomen. That is the belief of C. H. Smith, of C. H. Smith Company, Limited, of Windsor. And suiting his belief to practice, he conducts classes in salesmanship amongst the members of his staff. Heads of departments get together and talk salesmanship, and then the heads of the department talk salesmanship to the salespersons in their respective departments. Here is one of the lectures given:



The furnishing department of Scovil's Oak Hall store in Moncton, N.B.

How Clerks May Increase Their Selling Ability

Create a favorable first impression, by being prompt in approaching every customer. Attend to your stock with your mind on the aisle—customers first; then merchandise. When the customer approaches discontinue any work you may be doing and go forward immediately.

Meet your customers more than half way, without seeming to hurry.

Be courteous—bow recognition. Look interested. Smile. Show that you are glad to see the customer.

Appear to be energetic. No one likes to be waited upon by a salesman who finds it necessary to lean against the shelves.

Offer your services immediately. A slight inclination of the body or raising of the eyebrows in an inquiring manner may be sufficient. If not, use some form of greeting that stands for service, instead of selling.

Never ask, "What price do you want to pay?" Possibly the customer doesn't know. The statement that she wants to pay a certain amount will make it difficult to sell something more expensive.

Begin showing goods as quickly as possible. Do not ask too many questions regarding price, size, color, etc. You should be able to judge about what will suit, and by doing so you will please the customer.

Your first words about the goods should give the best reason why the particular customer you are serving should want them. If the price is the most vital selling point, use it at the beginning of the sale. If not, create a desire for the article and the price will

often seem low by comparison with the advantages of the purchase.

Adapt your selling talk to the customer's words and actions. If she looks away while you are talking, pushes the goods from her or picks up other merchandise, you may be sure that she is not interested in what you are saying. In this case, you will immediately attack her mind from another angle.

Be positive in all statements regarding your merchandise. Don't "think or guess or believe." You should know all about the lines you are handling, where they come from, how they are made, what they are made of, how they compare with similar lines, what may be expected in service. Nothing will inspire confidence more than demonstrating the fact that you know your goods.

Talk as if you believed what you said. *Make statements as if they were well known facts.* Get the customer to agree that what you say is true, and she will have no reason for refusing to purchase.

Show enough goods to demonstrate that you are willing to work hard to please the customer, but eliminate as rapidly as possible those not vitally interested, so as to avoid confusion and assist in arriving at a decision.

NEW SHIRT-CUTTING ROOM

Tooke Bros., Ltd., of Montreal, have recently installed a new shirt-cutting room which is said to be one of the largest exclusive shirt-cutting rooms in America. The space occupied by this room is 300 feet by 80 feet for one half and 120 feet wide for the other half.

The Outlay of Dunn's, Saskatoon

Displays the Correct Styles in an Inviting Manner—Makes the Best Use of the Space at His Disposal—The Arrangement of the Store—Dressing the Windows.

IN the men's furnishing store of Dunn's Ltd., on 2nd Avenue, Saskatoon, there are many innovations that might be well considered in other stores, both catering to men's trade, and to others.

The first impression from the outside is that here is a store that is likely to have what the careful dresser requires. It displays the "correct" thing in a manner that commands attention.

When inside, one finds that the store, while having great depth, is quite narrow, probably not twenty-five feet, but one glance at the neat hardwood cabinets, show easels and fixtures assures the purchaser that ample variety will be found to satisfy his every need. On the right, near the entrance, ties in a wide range of shades and fabrics are shown in the first all-glass display case. (There are five of these easels, end to end.) More ties are displayed on revolving racks on top of the cases. The next two easels give good display to shirts, and the fourth and fifth display underwear and pajamas.

The Top Coats and Hats

On the left, starting from the door, we find cabinets hung with top coats of every description—the ones near the door being in various popular styles and shades, and then running to rain and weather proof coats. Above these top-coat cabinets, the hardwood fixtures extend to accommodate metal shelves where tweed and soft felt hats are shown. The hardwood, open cabinet in the centre of the store displays the season's latest straws for men, with mirrors conveniently located on the cabinet for the trying on of these.

Back of the straw-hat rack there stands a revolving fixture for the display of tweed caps. Four compartments complete the drum of this fixture, the caps being nested one on top of the other in each compartment. A hardwood top protects the caps from dust, but the various shades and textures are shown to splendid advantage in this fixture.

A Neat Store in the West

For a small store, that of W. S. Gilpin, of Edmonton, has a remarkably neat way of storing and displaying a large and varied stock of men's furnishings. Wall cases, glass-fronted, with nicked metal shelves, take care of the shirt displays. A high-class fronted section permits of splendid displays of fancy cravats and shirts for dress wear. Below these latter display sections, a series of drawers—all alike in oak—permit of speedy location of the dozens of odd sundries. All the fixtures were made locally under instructions from Mr. Gilpin.

The clothing section is also cabineted in oak, and accommodates a much larger range of styles and fabrics than the size of the store would appear to permit.

Clothing Department

Back of the sundries section, the space is devoted to the ready-to-wear clothing. Modern cabinets permit of maximum display with minimum space. Over this section a large skylight, screened with muslin, admits splendid natural light, and allows all colors to be shown to true advantage.

The clothing cabinets are no different to most, in that they stand about seven feet high. Above these cabinets many merchants stand cut-outs, and advertising material, but at the best the tops of such fixtures offer an annoying surface for the accumulation of dust and dirt. Harold W. Parr solved this problem to the great satisfaction of Mr. Dunn. From light wood and beaver-board panels and doors were constructed, colored in harmony with the ceiling decoration, and slightly ornamented. The doors come flush with the fronts of the clothing cabinets, and in each door is framed a picture of a great historical figure like Kitchener, French, Lloyd George, etc. The doors may be opened and much stock stored inside, where it will be free from dust. The clothing cabinets occupy the length of one wall to within four feet of the end of the room. This four feet three-sides space is fitted with full-length

mirrors at proper angles, and is much appreciated by those choosing suits.

Soft Collars

The wrapping counter, which is lower than the show easels, and made of hardwood, also shows an original idea. A heavy sheet of plate glass is set on top of the hardwood counter, and under the glass are displayed some forty styles of soft collars, each labelled as to name and price. While paying at the register and waiting for the parcel to be wrapped, one cannot help but inspect the assortment of soft collars, and as almost every one can do with an extra soft collar or two, most gratifying results are reported.

Having made his purchases, the departing customer finds, on reaching the door, that racks have been set into the back of the show windows in such a way as to give enticing display to an attractive range of fancy knitted ties.

Mr. Parr, to whom Mr. Dunn gives unstinting credit for many of the innovations in the store, dresses the windows, and writes the cards. Mr. Parr took the Forsyth window-dressing prize for three years in succession, and has also had recognition from other manufacturers, whose merchandise he has displayed.

Into New Quarters

Hoffman Ducoffe & Company, makers of "University Clothes" for men and young men, have recently taken possession of much more modern premises in the new Dubrule Building, Phillips Square, Montreal, where the various branches of their business have been concentrated under one roof, including factory, warehouse, sample rooms and offices. The lighting and sanitary facilities of the entire plant are such as to ensure manufacturing under most favorable conditions.

A. Fred Bennett, 478 Bank Street, has reopened his Gents' Tailoring establishment.

E. V. Pye Company, 244 Bank Street, have begun a Custom Tailoring business at 244 Bank Street, under the direct personal management of E. V. Pye, well known as a cutter of repute, who guarantees perfect fit and satisfaction.

Macdonald's Men's Wear, Ltd., Bank and Queen Streets, advertise a 10% discount off all accounts paid within a certain time. A ten-day half-price sale has been another means of raising ready money.

Prices down, thermometer up, has been the means of adding up sales for the men's

wear stores of Ottawa during the very trying days of June and July. Straw hats and clothing of all kinds are advertised at half-price and less, so that buyers cannot afford to wait longer when values will hardly be better than at the moment. One thing is certain, the retailers who have been overstocked with summer wear will have no one but themselves to blame if stocks do not get lower immediately. It would appear from a visit to the leading stores that they are all taking the best known methods of merchandising, and results are proving a tonic to jaded vitality. The Saturday half-holiday has been the means of allowing many clerks to keep going these trying days that tax civility and alessmanship to the limit.



By the use of a handsome background and a few flowers, this unit display of hats becomes very artistic and attractive. It was arranged by C. Faunt, of the Regina Trading Co., Regina.



An aisle in the store of Donaldson Hunt, of St. John, N. B., showing the haberdashery section. Note the coat of arms of the store featured on hand-painted cards all down the walls. The clothing and fitting rooms are in the background.

Specialized Salesmanship—Variety

Two Factors in the Business Success of N. E. Papillon, of Quebec City—Does Not Think That "Repeat Orders" Are "Just as Good"—A Hat-Fitting Machine—Forms of Publicity.

GLITTERING with quantities of shining glass fixtures and gleaming with the richness of polished hardwood, the handsomely appointed store of N. E. Papillon, of Quebec City, is ideal in every particular. It is not so much the expense lavished upon the equipment of the establishment, however, which impresses the visitor most of all, but rather a sense of the perfect fitness that characterizes every display unit, indicating the understanding of such values as color harmony, restraint in display, and artistic arrangement in every detail even remotely connected with the merchandising of men's furnishings and clothing.

Neither is the striking appearance of the shop but a mere superficial display, behind which there is little enduring merit, but rather the opposite. The store and its equipment is simply the expression of the ideals and the hopes of a man who thoroughly understood his business, and who, throughout thirty years of unremitting work, has reached the point where he sees his vision crystallized into concrete form, representative of all that most stores aspire to become.

Biographical references are very much the fashion just now where successful men are concerned, especially in regard to what is termed the "human interest" aspect, which can always be counted upon to arouse the reader's sympathy and attention; so that it does not seem out of place to take a bird's-eye view over the past thirty years, and seek the explanation of Mr. Papillon's unique success. Briefly, it was the old story of the plucky struggle of a youngster to assist his mother to bring up a family of fourteen children after the father and breadwinner had died. Hard work and constant study were the lad's sole preoccupations for many years, until he was able to open a store of his own in partnership with a friend, wherein hats and furs were the chief stock-in-trade. Gradually, the business was set upon such a stable footing that it was possible to eliminate the lines exclusively feminine, and to concentrate upon establishing a men's store. After the withdrawal of the partner, Mr. Papillon, together with his two sons, continued to climb higher and higher up the road to success, until, to make the story short, he achieved an enviable position in the merchandising world.

Specialized Salesmanship

"What are some of the features that make your store so individual in character, and whom do you cater to most especially?" was the query put to the proprietor by a staff member of Men's Wear Review. "Our trade is almost exclusively French," was the reply, "but we have a little of all kinds, in so far as demand for high-grade furnishings is concerned, and motorists are an important factor in summer time. In regard to our mer-

chandising methods, we believe first and foremost in system, specialized salesmanship and perfect service to our customers as far as we can ensure it."

"In this store," continued Mr. Papillon, "each clerk is trained to be as efficient as the manager, and can take hold as though he were personally responsible for everything. This means that we can guarantee satisfaction in pretty nearly every particular."

Variety the Spice of Merchandising

"We believe in changing everything around from time to time in the shop, so that no tiresome monotony ever prevails week after week. Where the ties are hung one week, will be found hoisery during the following one, and so on. This tends to keep the interest of the sales staff more alert, as well as to keep customers guessing as to what we intend to show next. In addition to regular salaries we pay the staff commissions on extra sales; and in regard to certain lines, such as headwear, for example, we offer a bonus where odd lines are concerned, that we desire to clear quickly."

Hats, by the way, are one of the specialties of the Papillon store, and the arrangement alone merits a special word. They are ranged upon glass enclosed shelves, following a definite plan, the odd or single hats remaining from regular lines being placed nearest at hand, and the regular stock itself higher up. In selling hats, the salesman tries to give preference to the odd hats first, if satisfaction can be assured, and it generally works out that little unsold stock accumulates at the close of a season. Each model is, of course, ticketed with its size, etc., for quick service, and furthermore, each salesman is an expert at "sizing up" his customer, as to height, coloring and type, so that he rarely fails to produce just the right thing at the first attempt. Hat-selling reaches a high degree of excellence here, for another reason as well. If the customer is found to possess certain abnormalities, or even the usual number of bumps and cavities which phrenologists declare to be the signs of intellect, the Papillon store can alter the shape of any hat to fit the exact contour of any head by means of a wonderful little machine which measures the outline accurately, so that it can be transferred to the hat in the form of an exact replica. The hat is finally pressed with a wooden iron to restore its stiffness. This machine is greatly prized by the store, and is responsible for much of the success in headwear selling which the store may boast to its credit.

The business is carried on upon a strictly cash basis, and every article of merchandise sold is entered upon the records, so that every Saturday Mr. Papillon can tell at a glance the amount each individual clerk has sold, and the exact nature of the merchandise.

This unique record reaches back to the year 1890, and its pages demonstrate in a remarkable manner the trend of masculine trade throughout a third of a century.

No Repeat Orders

Before the season's buying is undertaken, Mr. Papillon consults another record, which is based upon the results attained by the different lines of goods, but instead of following the plan generally adopted by the trade, of repeating orders on lines which have sold out quickly and with the least effort, he endeavors to discover something just a little different. "We do not believe in repeats, they tend to get stale. If we have much success with a certain window display of merchandise, we take it out quickly so that people will not get tired of it and the goods lose their attraction," explained Mr. Papillon.

Another of his maxims runs to the effect that "merchandise alone is the basis of successful retailing." That is to say, there must be value in every item of merchandise sold, and to enhance this value, care must be taken to display it to the best advantage, to advertise it correctly and truthfully, and to sell it with enthusiasm and thorough knowledge of its every feature. While the store makes it a policy always to carry what is newest and smartest, yet the use of slangy English is carefully avoided, in the show cards or advertising. In the case of the type of clothing for young men, popularly known this season as "Jazz," the Papillon store prefers to feature these styles under the caption, "New York Models," instead, and has found that customers like this method best. This, perhaps, is due to the fact that Frenchmen of Quebec instinctively shun commonplace forms of speech, and cling to the dignified and old-world courtliness of language, in which the slang of today has no place.

Various Forms of Publicity

In regard to advertising methods, the Papillon store favors window displays above all others, but uses the newspaper and the movie screen, as well as the theatrical programmes each week. Brightly-illuminated board signs along the chief motoring routes near Quebec are still other good business-getters.

The present business depression brought no attendant difficulties to this successful store, for according to its owner, retailers in Quebec are all doing good business. "We believed in cutting prices sharply," he pointed out, "and in our own case we reassorted our stock very early in cheaper merchandise, and in February last, after stocktaking, we wrote off about \$3,000. I may say now that the volume of sales is greater than ever, and we have no cause to complain."

Educational Work of May Bros.

How Training Has Improved the Sales Force and Cut Down Waste of Cleveland Firm—
Employees Actually Shown What Mistakes Cost—Profit-Sharing Scheme in
Effect—Suggestions for Smaller Stores.

WELFARE work is now recognized to such an extent by progressive institutions in Canada and the United States, that a plea for it is no longer necessary. Men's Wear Review finds that this work is being done by an increasing number of department stores in this country every day. The May Company, of Cleveland, has developed one of the best departments of the kind in the United States. Men's Wear Review was informed that the success they have attained is, in great part, due to the name they have given their work. It is known as the Educational Department, which has less of the idea of patronage than any other term. Its purpose is educational rather than anything else, and its method is based on a preventive rather than a corrective system.

A representative from Men's Wear Review interviewed Mrs. Stebbins, who is in charge of the work. She is a woman of experience and tact. Her assistants are two young ladies who have made a special study of department-store methods. A recent report made by the Trouble Department shows that with twice the number of sales made in May this year, as compared with the same month in 1920, there were two thousand less complaints.

The Work Itself

Every man or woman who is registered as an employee of the company is given one week's instruction, with salary, before being placed at work. The mornings are devoted to actual lessons given by Mrs. Stebbins or her assistants, and the afternoons to practical work under the supervision of the head man or woman with whom the new employee is to work.

Instruction is given under three branches: System, Hygiene, and the particular line which the student is to take up. This may be Salesmanship, Parcel Wrapping, Elevator Operating, Bookkeeping, or Parcel Delivery—anything that is done in the store is taught the new member of the staff in a scientific way. When necessary, instruction is also given in Reading, Writing and Arithmetic. These last subjects require individual teaching.

There is a hospital with a doctor and a trained nurse in attendance. Those who are ill are visited by the nurse at their homes free of charge. Supervision, which is never allowed to develop into a spy system, is made over the employees' dining-room, which adjoins the Educational Department.

Monday a Holiday

During the months of July and August, Monday in the May store is a whole holiday. This enables employees to take week-end

trips, and does not interfere with the convenience of Saturday shoppers. The Educational Department has also shown the firm how some of its methods can be improved upon. Late closing hours before Christmas have been abolished, and it is asserted that the store has not lost anything by closing at the regular hour in the last few years.

This is Also the Blunder Department

The staff is taught to regard the Educational Department as a friend. When mistakes are made, it is not so much a case of reports being made by managers to Mrs. Stebbins, as of clerks coming to her with their troubles. They feel that if their intentions are honest, sympathy and assistance will be given here. In the same way they ask for advice on matters about which they are not certain, and new work which they are undertaking.

What it Means to Employees

In this store employees are paid on a profit-sharing basis; a system which helps them to help themselves means a great deal to them. It does not take new members long to appreciate the value of the Educational Department if they co-operate with it. Those who are ambitious find that they get a fair return for their efforts. It also lessens the dangers of dismissal, which so many firms have to resort to because they have no training staff.

What it Means to the Firm

The fact that each employee is made a thinking unit instead of an automaton, means that the firm has probably one thousand forces instead of the dozen that comprise the executive staff. There are just that many more chances for improvement in the store system, because no new idea worthy of consideration is ever allowed to go to waste. Then in the matter of blunders; the fact that a clerk who makes a serious error is taken to the offices where such matters are adjusted and shown exactly the amount that the blunder has cost the firm in time, money and reputation, has a very lasting effect. Dismissals, too, which every firm knows are costly because of the energy wasted in training both the old and the new clerk, are reduced to a minimum.

How the Small Store Can Do This Work

Mrs. Stebbins is of the opinion that every store in even the very small towns can carry out a method of store education on a small scale. In many such stores to-day clerks are given no idea of what the selling profession really means. Those with brains and ingenuity sell well, and those without it do

not. As a result, both they and their employers suffer. If a man is not allowed to be a shoemaker without serving an apprenticeship, why should sales-people be permitted to sell commodities to the public without training? The principal thing to remember in forming a department of this kind, is that a man or woman should be selected as its head who is specially adapted to it. One with education, experience, training in the essentials of social service and in store systems should be appointed. Tact and sympathy are also essential. It was suggested that several stores in the same town could go together in this training work, or that three or four towns in the same district could appoint a person whose time would be divided among them. If this is out of the question in some cases, there is always a man or woman in every store who is capable of taking over such work along with other duties.

Statistics Show \$500,078 in Clothing Trade

The making of men's clothing for Manitoba for 1919 was \$500,078, figures just received from the Dominion bureau of statistics show, according to officials of the prairie division, Canadian Manufacturers' Association.

Salaries and wages were \$399,552, the cost of material \$504,810, and the value of the products \$1,217,867. The investment was divided as follows: Land, buildings and fixtures, \$44,940; machinery and tools, \$23,967; materials and stocks in process of manufacture, \$277,640; cash trading and operating accounts, \$133,631; total, \$500,078.

Manitoba, the report for 1919 says, has two factory-made clothing establishments and 89 merchant tailors' establishments. Compared with Saskatchewan and Alberta, there were no factory-made clothing establishments in either province; 47 merchant tailors, in Saskatchewan and 41 in Alberta.

The total capital invested in Saskatchewan for the year was \$154,460, and in Alberta, \$199,060.

The total amount paid in the Dominion for men's clothing in salaries and wages in factory-made clothing was \$11,222,681, male employees numbered 5,700, female 7,196; and for custom-made clothing, salaries and wages were \$6,178,723; male employees, 4,094; and female, 3,255.

SPERO POCKETINGS



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.

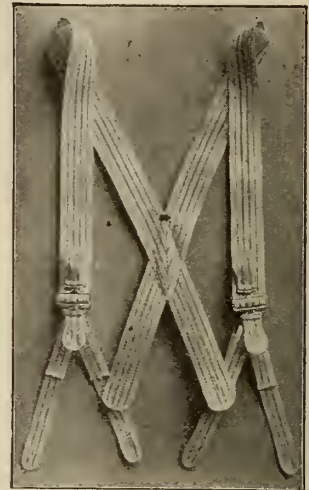
"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

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.

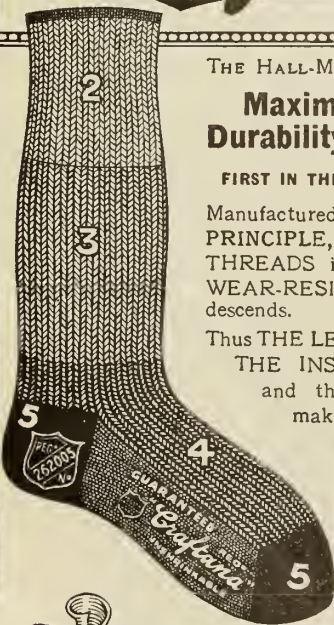
FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

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.
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"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.

A Twenty-Thousand-Dollar Financial Expert

There are few men who could afford to have a personal financial expert to assist them in making the right kind of investments—the safe, sound investments that can be passed on as a profitable legacy.

And still fewer could afford to employ an expert who demanded a fee of \$20,000 a year. But this is exactly what you have at your disposal, almost at your elbow, in the Investors' Enquiry Service of The Financial Post.

Readers of the Financial Post, through this service, can have the securities they are considering thoroughly investigated before spending a single cent. Men skilled in getting at the hidden factors behind investments dig for the bed-rock facts that determine the value of stocks and bonds. Often securities many think are valuable are found to be unpromising, sometimes mere scraps of paper when certain underlying information is uncovered.

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Readers of Financial Post are saved all this guesswork—this investing in the dark.

Whether you invest thousands or hundreds, it will pay you to use this splendid service—free to all subscribers who must use it.

The Financial Post comes to you for one year—fifty-two issues—on receipt of \$5.00. Just attach a Cheque to this advertisement.

THE FINANCIAL POST

143-153 University Ave.
TORONTO, CANADA

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



“Cravenette” REGD.
 REGD. TRADE MARK
 Cravenette
 PROOFED BY
 THE CRAVENETTE CO. L^{TD}

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 shower-proof Cloth, Linings and other fabrics carry these signs of reliability.



THE
BRADFORD DYERS' ASSOCIATION, LTD

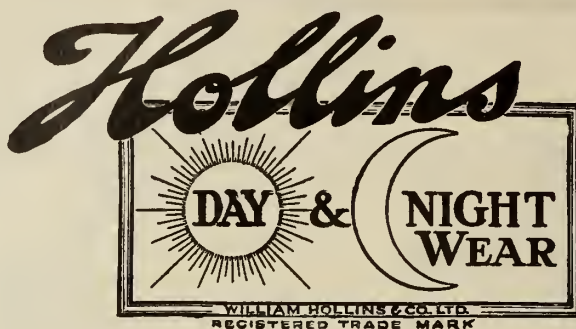
MANCHESTER
 6 OXFORD ST.
 ST PETERS SQ.

BRADFORD
 DEPT. 43
 39 WELL ST.

LONDON
 128 & 129
 CHEAPSIDE, E.C.2



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The Mark of Fine Merchandise

“Viyella”

[Reg'd]

“Aza”

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“Clydella”

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Unshrinkable Flannels

—are sold by better-class stores in every corner of the English-speaking world. The registered trade-mark of the originators and manufacturers of Viyella and its sister fabrics is accepted by discriminating purchasers everywhere as **THE ABSOLUTE GUARANTEE** of quality, dependability and lasting value. Are you amply provided to meet the Fall demand for these fabrics?

Patterns and Price List available on request.

WM. HOLLINS & CO., LTD.
(of England)

62 Front Street W., Toronto
45 E. 17th Street, New York.

THE ANNUAL FALL NUMBER
NEXT ISSUE
(SEPTEMBER)

BIGGER AND BETTER
THAN EVER

LOOK FOR IT IN SEPTEMBER

A Few of the Features:

There are features about the **Annual Fall Number of Men's Wear Review** which will be particularly helpful to retailers as they face their fall and winter merchandising season. Some of the problems that have to be faced are dealt with. What appeal is going to meet with the greatest response? What are some of the considerations that will make for more efficient and effective salesmanship? How is it possible to cut down overhead expenses without impairing the strength of the sales organization? These are some of the problems dealt with.

In addition there is interesting news of conventions in some of the sister provinces of the Dominion.

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WINDOW TRIMMER AND SALESMAN WANTS POSITION IN LIVE men's wear store. Best references furnished. Write to Box 99, Men's Wear Review, 153 University Ave., Toronto.

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.

Canada's New Governor-General
LORD BYNG

WILL INSPECT THE BOY SCOUTS AT THE CANADIAN NATIONAL EXHIBITION



This is the big event of the year for the Scouts, for not only will there be a Grand Review, but picked troops will be billeted right on the grounds.

It goes without saying, of course, that every mother will be just as anxious to have her boy look his best in a smart, new uniform as the Scout himself—'nuf sed. Mr. Dealer, make sure that you will get a large part of this business by ordering NOW and having the Uniforms on hand when the big rush starts.

Moyer Boy Scout Uniforms give the maximum worth at the minimum cost.

Samples and quotations promptly sent on request.

“Gob” Hats —Absolutely the newest thing in summer headgear. Fashioned after the American Navy (Gob) Hats—in White Duck and Khaki—they have made a great hit with good dressers for wear about summer resorts, the camp and general knockabout wear. Give “Gob” hats a good display in your store. They make a profitable and fast-selling line.

Rugby Uniforms—Give 'em a real outfit this year. Those local boys of yours will want an outfit that can stand strenuous wear. Get after this business early and let us know your requirements. We produce a garment that will prove a real money-maker for you.

A. W. MOYER & CO.

MANUFACTURERS (to the Trade only)

124 King St. West

TORONTO

BOYS' and MEN'S ATHLETIC CLOTHING and WHITE DUCK GARMENTS. Coats, Aprons, Gowns, Uniforms, etc.

WHEN VISITING THE EXHIBITION CALL AND GET BETTER ACQUAINTED



The Rolltex

An addition to our featherweight Starched
Collar Division

Low in Shape — Slight Roll effect

Band 1 Inch — Top 2 Inches

A proven favorite that should be on your shelves

Immediate Delivery Priced \$2.00 the Dozen

TOOKE BROS., LIMITED

Shirts, Collars and Neckwear

MONTREAL

WINNIPEG

TORONTO

VANCOUVER

MEN'S WEAR REVIEW

Volume XI

THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA, SEPTEMBER, 1921

Number 9



S P U R

ONE OF THE GOOD LOW

ARROW
COLLARS

FOR IMMEDIATE TRADE

REQUIREMENTS ~

CLUETT, PEABODY & Co. OF CANADA. LIMITED.

KITCHEN'S KHAKI OUTING SHIRTS

FOR COMFORT
AND
DURABILITY

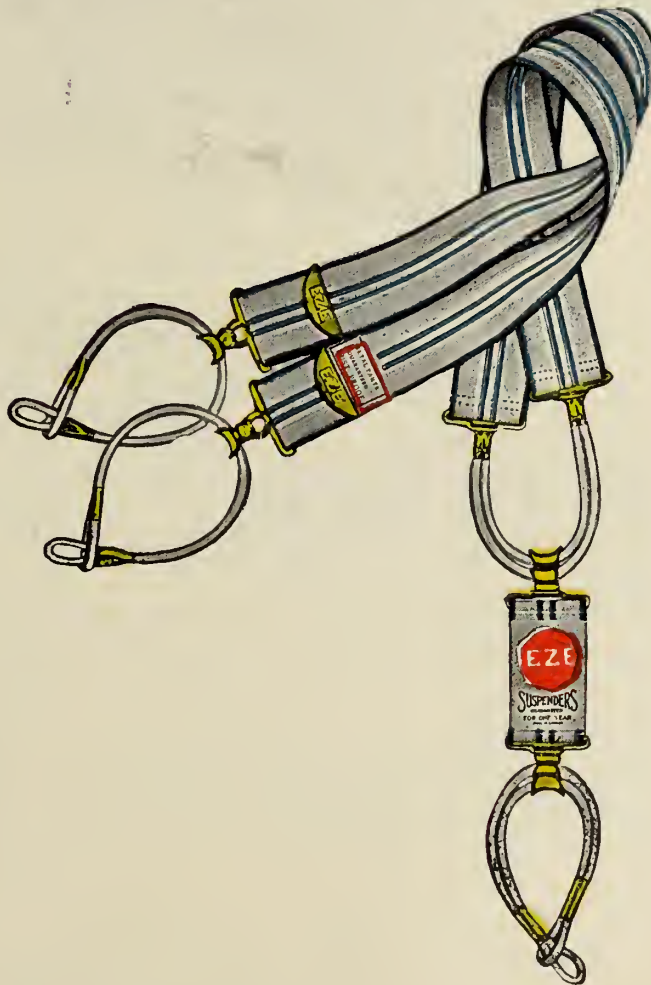


UNION
MADE

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



"EZE" SUSPENDERS



- ☞ SOLID BRASS, RUST PROOF METALS
- ☞ PRE-WAR QUALITY WEB, LIGHT LISLES OR HEAVY TWILLS, WIDE AND NARROW.
- ☞ SUPERIOR, EASY SLIDING GLAZED CORDS.
- ☞ NATIONALLY ADVERTISED.
- ☞ IMMEDIATE DELIVERIES.

MADE IN CANADA BY

THE KING SUSPENDER & NECKWEAR CO.
TORONTO



A Startling Opportunity for Christmas Sales

This year's HICKOK Christmas Gift Boxes are so attractive that they are startling. We have invested a tremendous amount of money in order to furnish HICKOK retailers, free of cost to them, with the handsomest gift boxes in which belts and buckles have ever been presented. They are new, different, and of a style and finish in keeping with the supreme quality of HICKOK Belts and Buckles.

Never before was the HICKOK Line so extensive—so full of new designs, striking in their attractiveness. And, with HICKOK prices back to, and even lower than, the pre-war level, HICKOK retailers can confidently expect an overwhelming volume of Christmas sales.

If you have never handled the HICKOK Line before, start with a Christmas order. Your first order will be the smallest one you will place. Regular HICKOK retailers need no urging—they know the money-making possibilities of the HICKOK Line. Our salesmen are now on their way to see you. If they should not arrive in time, write us direct.



HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.
 Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles
 ROCHESTER, N. Y., U. S. A.



"STRAND"
(chemise de luxe)

QUALITY

SHIRTS

PUT THE

"TURN"

IN

TURNOVER

We show a very large range of

"RACINE" Working Shirts

"HERO" Fine Shirts

"STRAND" (Chemise de Luxe)

"LIFESAVER" Overalls

"SAMSON" Pants

"RECORD" Sox

---Merchandise of our own manufacture, together with an absolutely full line of general and fancy Furnishings for Men and Boys.

Visit our salesrooms or send for samples.

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
SUDBURY
Nickle Range Hotel
ST. JOHN, N.B.
85 Germain Street

SYDNEY, N.S.
269 Charlotte Street
RIVIERE DU LOUP
Hotel Ancitil

OTTAWA
111 Sparks Street
THREE RIVERS
Main Street

QUEBEC
Merger Bldg.
TORONTO
123 Bay Street

SHERBROOKE
50 Wellington St
CHARLOTTETOWN, P.E.I.
Queen and Sydney Sts.

N. B.—A new sample room has been opened at 147 Carling St., London, Ont.

Peck's



“Peck's Clothing Is The Backbone of My Department for Men and Boys”

This statement from a small-city merchant applies in the case of hundreds of retailers throughout Canada.

Peck's Clothing is the logical foundation for a successful clothing business.

Every suit is made of a fabric the quality of which is of the highest. Styles are the latest. Workmanship, even on hidden details, is honest.

The result is that every purchaser is satisfied—and returns. And every suit sold advertises the store.

Spring samples now being shown.

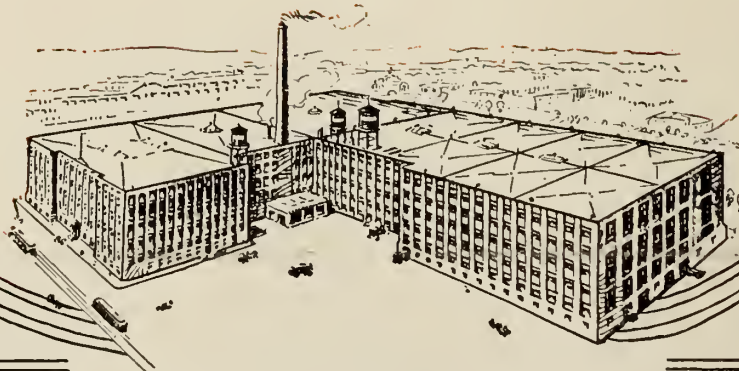
Peck's Special Orders Are Put Through Promptly.

JOHN W. PECK & COMPANY, LIMITED

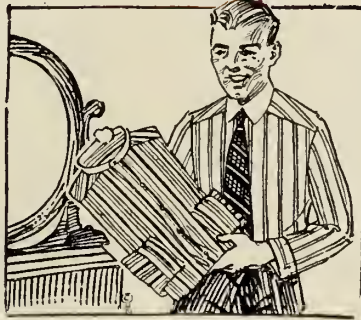
MONTREAL

WINNIPEG

VANCOUVER



Peck's



New Things in SHIRTS and CAPS

One advantage our customers enjoy is certainty of obtaining the latest styles without the risk of acquiring extremes that later have to be sacrificed.

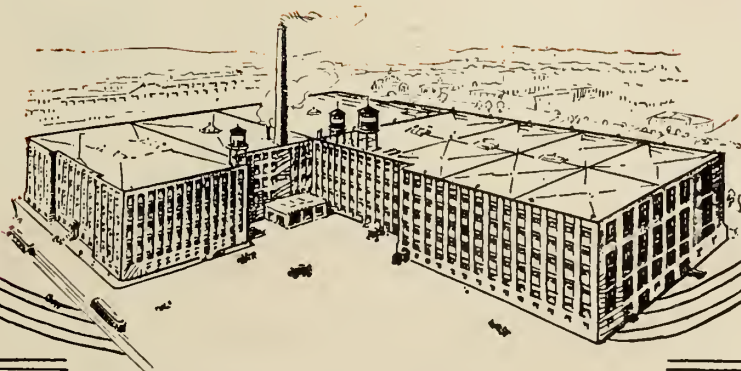
Salesmen now out with Spring Samples.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL

WINNIPEG

VANCOUVER



To Our Old Customers

Who know C. N. R. Values

Our Travellers will be visiting you with the Latest Spring Styles and Patterns of "PROPER CLOTHES" for MEN AND YOUNG MEN who desire personality and distinction. Our High Standard of Quality and workmanship is consistently maintained and meets the requirements of your most critical customer.

You are well advised to order NOW for SPRING as full a range as possible in the newest models of READY to WEAR "PROPER CLOTHES" for MEN and BOYS.

The reputation achieved by C. N. R. Clothes for Easy Fit, Correct Styles, Expert Tailoring and Finish offers you a great opportunity to extend your business especially in view of the renewed trade activity—Keep up the momentum.

Our RAPID DELIVERY SERVICE greatly assists in securing satisfied customers.



Coppley, Hoyer & Randall, Limited
Hamilton, Ontario

Spring Styles Now Ready

Now is the time to make preparations for your expansion.

C.N.R. Garments enable you to do it.

Let us co-operate with you to increase your sales of

"PROPER CLOTHES"

You are backed by a House with an established reputation for giving the Merchants Really High Grade Garments at rock bottom Prices.

For Men who insist upon Perfection Tailoring and utmost Value.

Inspect our Range of Made-to-Measure Samples.

To Intending New Customers

Gentlemen:—

Even if you are handling clothing that gives a fair return for your outlay and effort, your interests are best served by investigating C. N. R. Propositions and get greater returns.

"PROPER CLOTHES"
FOR THE WELL DRESSED MAN

C. N. R. Made to Individual Measure System will take care of your better trade, providing YOU and Your Client with a valuable asset for progress, our RAPID DELIVERY and SPECIAL ORDER SERVICE enable you to give definite promises and assists quick cash returns.

You are invited to inspect our
"PROPER CLOTHES"
FOR BOYS AND MEN
READY FOR SERVICE in all sizes and fabrics. A wide range for your selection and IMMEDIATE DELIVERY.

There are no better values to be obtained for BOYS' CLOTHES, reinforced in parts that get the roughest wear, the knees, seat, elbows, durable pockets and linings. These offer you a good margin of profit.

They delight the Parents as well as the boys.

Get all further information from our Travellers or direct.



Coppley, Noyes & Randall, Limited
Hamilton, Ontario



1



2



3



4

KUM-A-PART UFF BUTTON

Judged by a Committee of the Best
Winner

1. J. L. BAUDRY.....
2. DUCKWORTH & KEELER.....
3. W. A. HOUSTON.....
4. H. W. PARR.....
5. A. PERRAULT.....
6. W. W. ELLIOTT.....
7. J. A. WOOD.....
8. JAS. A. GALLOWAY.....

Space does not permit of publishing a full

Testimonials of

Moose Jaw, Jun. 13, 1921.

"We might say that the display stimulated the sale of 'KUM-A-PARTS' and 'FLEX' quite noticeably."

Robinson MacBean, Ltd.

London, July 18, 1921.

"Sales of 'KUM-A-PART' BUTTONS increased greatly for the week, and SINCE the demand has been satisfactory."

R. Leo. Watson.

*Do not fail to see our
Kum-a-Part*

You can sell one to

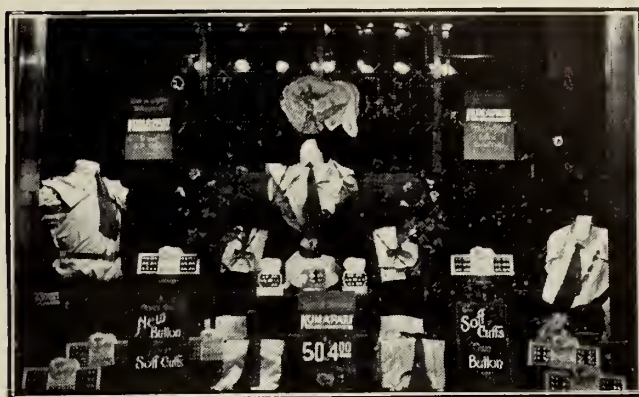
If you are not handling this nationally advertised line you are missing sales.

**C. H. Westwood Manufacturing Company
LIMITED**

108 Wellington Street, West. TORONTO



5



6

PRIZE WINNERS in the recent Window Trimming Contest.

Window Dressers in Canada.

Firm

Two Macs, Ltd, Ottawa, Ont.....	\$100.00
Dunfields & Co., Toronto, Ont.....	50.00
Semi-Ready Wardrobe, Winnipeg, Man....	50.00
Dunns, Ltd., Saskatoon, Sask.....	50.00
R. J. Tooke, Ltd., Montreal, Que.....	25.00
E. P. Jenkins & Co., Kingston, Ont.....	25.00
J. Broadbent, Brantford, Ont.....	25.00
"Taskers," 14 King St. W., Hamilton.....	25.00

list of winners and photographs in this Contest.

Increased Revenue.

Winnipeg, Jun. 14, 1921.

"It was a very attractive display on which I have been several times complimented. Have no hesitation in stating that it greatly increased the sales of your product."

W. A. Houston
for Semi-Ready Co., Ltd.

Toronto, Sept. 1921

"The Merchant who stocks KUM-A-PART KUFF BUTTONS has a continuous sale of the BEST BUTTON FOR SOFT CUFFS with a satisfactory Jewelry Profit."

Holiday Line of handsome Gift Boxes.

nearly every customer.

For Birthdays and Holiday Gifts. We stand behind every pair with the Manufacturer's Guarantee.



8

Largest Wholesalers of Jewelry
IN CANADA

SUITABLE FOR MEN'S FURNISHING STORES.



7



ARMOUR CLAD

CLOTHES *for* BOYS



ARMOUR CLAD

CLOTHES
FOR
BOYS

HAVE YOUR LAD
ARMOUR CLAD

PROTECTED
AT THE
WEAR SPOTS.

ELBOWS, SEAT,
AND KNEES
DOUBLED

POCKETS
REINFORCED

SEAMS
RIP-PROOF



TRADE MARK & DESIGN
REGISTERED

*"Have your Lad
ARMOUR CLAD"*

Manufactured by

THE FREEDMAN COMPANY

MONTREAL.



THE PRESENT STYLE



NEW
KNITTED
NECKWEAR.



INSPECT OUR LATEST
RANGE OF NECKWEAR
FOR FALL. EASY REVENUE
PRODUCERS ARE FOUND
IN THESE NEW KNITTED
EFFECTS IN BIAS STRIPES
AND POLKA DOTS. A GREAT
VARIETY IN COLOR AND
DESIGN READY FOR YOUR
IMMEDIATE SELECTION.



ATTRACTIVE DISPLAY
PRODUCES
INSTANT SALES.



Houlding & Coleman
Limited
TORONTO

SIX OF OUR



No. 83—Plain
White Fleece



No. 82—White
Ribbed Fleece



Dufferin—Men's Light
Weight Merino

THE wholesale trade is well advised to get in touch with our selling agents for prices and particulars on our fall and winter lines. **All prices are based absolutely on to-day's markets.**

Many of our lines enjoy the largest sale in Canada. The trade and the consumer know their quality, and prices are always reasonable. As a guarantee of a continuance of this policy we have decided to identify our lines to the trade and the consumer. In future, consignments leaving our factories will be stamped with our registered trade mark.

Any retailer who does not handle Dods-Knit Underwear should write to our selling agents, or to us direct, and he will be promptly informed as to where our lines can be secured.



The Dods Orangeville

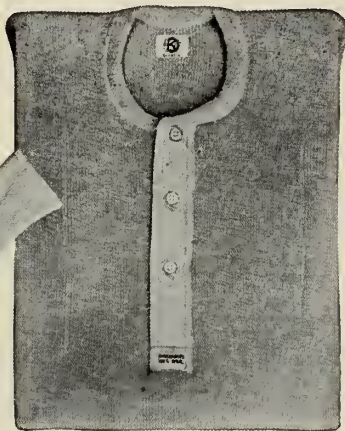
Selling Agent:—

Ontario & Western Canada,
R. Reade Davis
Manchester Building, 33 Melinda St.,
Toronto, Ontario

BEST SELLERS



No. 145—Scotch Knit
Warranted 100% Wool



No. 400—Elastic Knit
Warranted 100% Wool



No. 65
Random
Fleece

Dufferin and No. 110 (Merino).

These are two of our best sellers. They are lighter in weight and preferred by business men and all indoor workers. They are made in two piece and combinations for men and boys.

No. 145. (Men and Boys).

There is a very big demand for this; men's and boys' very fine all wool (warranted 100%) two piece and combinations; Scotch knit, ribbed tail; very strong, flat seams.

Ladies' Fleece (No. 83).

This is a very fine line of Ladies' Fleece bleached plain white, form fitting, extra well finished seams; two styles of necks can be secured, in two piece and combinations for girls and women.

No. 400. (Men Only).

This is good heavyweight warranted one hundred per cent. all wool underwear, for men only. It is elastic knit, in two piece and combinations. It is a well-made garment, the best kind of underwear for outdoor workers.

Ladies' Fleece. (No. 82).

A good selling line in white ribbed fleece bleached white, form fitting, two piece and combinations for girls and women.

No. 65. Random Fleece (Men and Boys).

This is a line that appeals to the buyer. An exceptional two-color effect; two piece and combinations. It is the best grade Beaver Fleece and is one of the best selling lines in Canada. Every retailer knows it, and most of them carry it.

Knitting Co., Limited

Ontario

Selling Agent:—
Quebec & Maritime Provinces,
William C. Forster
148 Bleury Street,
Montreal, Que.

Your Label if desired *on all shirts you order.*

Here is an opportunity for you to do a High Grade exclusive Shirt Trade, and make your reputation on one line of goods.

For Men and Boys.
All sizes ready for
immediate delivery.



For Business, School,
Holiday and Sport.

Follow the Fashion and Run Shirt Shows

The experience of others has proved that it is a paying proposition for the Merchant to buy for a large display of attractive lines and clear them out in rapid time. Not only does this stimulate your other lines but gets your profits in faster.

Our range of SHIRTS is so large and varied in Fabrics, Design and Color as to provide you with the essentials for a STRIKING and SALE-COMPELLING assortment that will decide you to repeat these Shows.

This is the way to Sell Shirts.

Write us on this subject—A large stock is always ready for immediate delivery. Prices are in your favour.

THE
Lang
The Line of Unusual Value **SHIRT**

The Lang Shirt Co., Limited

Kitchener, Ontario

Niagara Neckwear Novelties

Produced in Canada



Autumn and Holiday Ranges

in

any shape or pattern desired

F105

Correct DERBY for this season

Prices:— 12.00 - 9.00 - 7.50 - 6.00

Made with
MITCHELL "SLIDE EASY" BAND

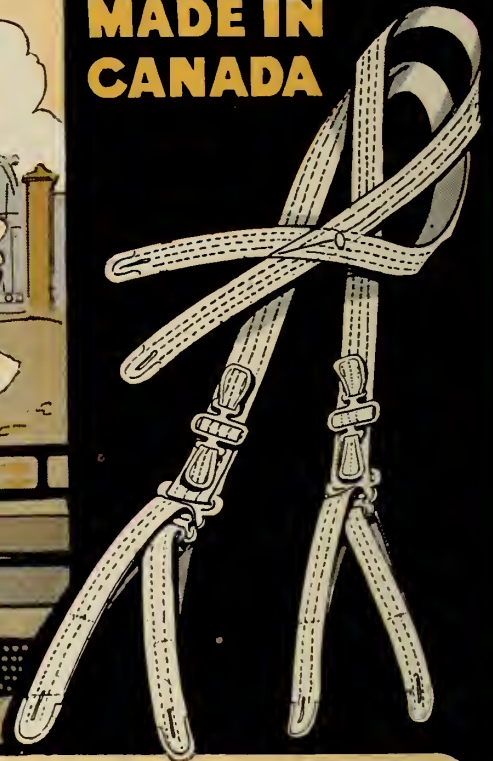
Niagara Neckwear Company, Limited

Niagara Falls, Canada

The Gouin

(French Style)
Suspender

**NOW
MADE IN
CANADA**



The Gouin. The Height of Refinement in Suspenders now made in Canada and available to the trade at **\$7.50** per dozen. Extra quality Materials and Rustless Trimmings. Retails at **\$1.00** a pair with good margin of profit to the retailer. Beware of inferior imitations. Send a trial order.

**Manufactured by
THE KITCHENER SUSPENDER CO.
LIMITED.**

VALUE

*in lasting wear, style and service
—form the basis of an ever in-
creasing business.*

ART CLOTHES
COOK BROS & ALLEN LIMITED

Made to Measure

Represents hundreds of choice wools from which your customer can make an unstinted selection. Likewise you give him the advantage of choosing his own preferred style, then his order commends the best effort of an organization, experienced in made to measure garments, doing each thing on a quality basis. You can satisfy your most particular customers.

Fall Samples are available now where we are not already represented.

COOK BROS. & ALLEN

Limited

Wholesale Tailors

TORONTO

SUMMER CLOTHING

For next spring you are going to be able to buy our Palm Beach and Mohair Suits at the lowest price at which it will be possible for you to buy any well made summer clothing that would be acceptable to your trade.

And while meeting your price requirements, we have at the same time still further raised our standards of tailoring and designing.

You will find in our suits the snug, well-fitting collar that never draws or pulls away—the flat, smooth shoulders—and

Cohen,

ANNOUNCEMENT

the perfectly joined sleeves.

In our young men's models the high arm hole—the clean, trim waist—the well draped skirt—the splendid lapel and chest effect which you have been accustomed to demand only from the houses that make your better grade of young men's wool suits.

Our aim is to place our customers completely beyond the range of ordinary competition by giving them a far better Palm Beach or Mohair Suit at a very attractive price-

Goldman & Co.
NEW YORK

IS PRICE IMPORTANT

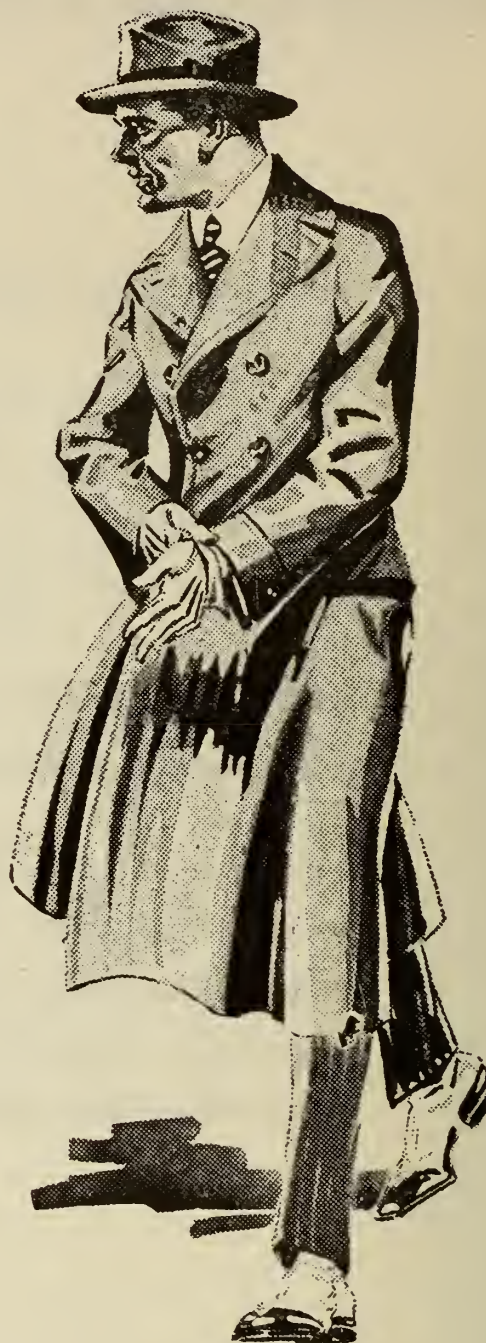
Consistent with Quality?

CROWN CLOTHES for years have been built with one idea in mind—to **Bring the Customer Back.**

Our representatives are now showing choice exclusive OVERCOATS and SUITS that do the "Trick" Every Time.

"Get in Line" and **Crown your Customers** with **CROWN CLOTHES** at prices they'll be glad to pay.

*A Few Points Yet Open
for Special Order Agencies.*



CROWN TAILORING CO. LIMITED

533 College Street

Toronto



THE CAREFUL BUYER feels that he is running a grave risk in purchasing any brand of under-clothing with which he is not familiar. The scarcity of material has forced so many inferior garments on the market that the wise purchaser has learned to let a trade-mark be his guide,—a trade-mark that has a house with a sound reputation behind it.

The name "Penmans" has been synonymous with quality underwear for so many years that you may, with a feeling of assurance, stock up with these well-known lines, knowing that they will meet with a ready response from your trade.

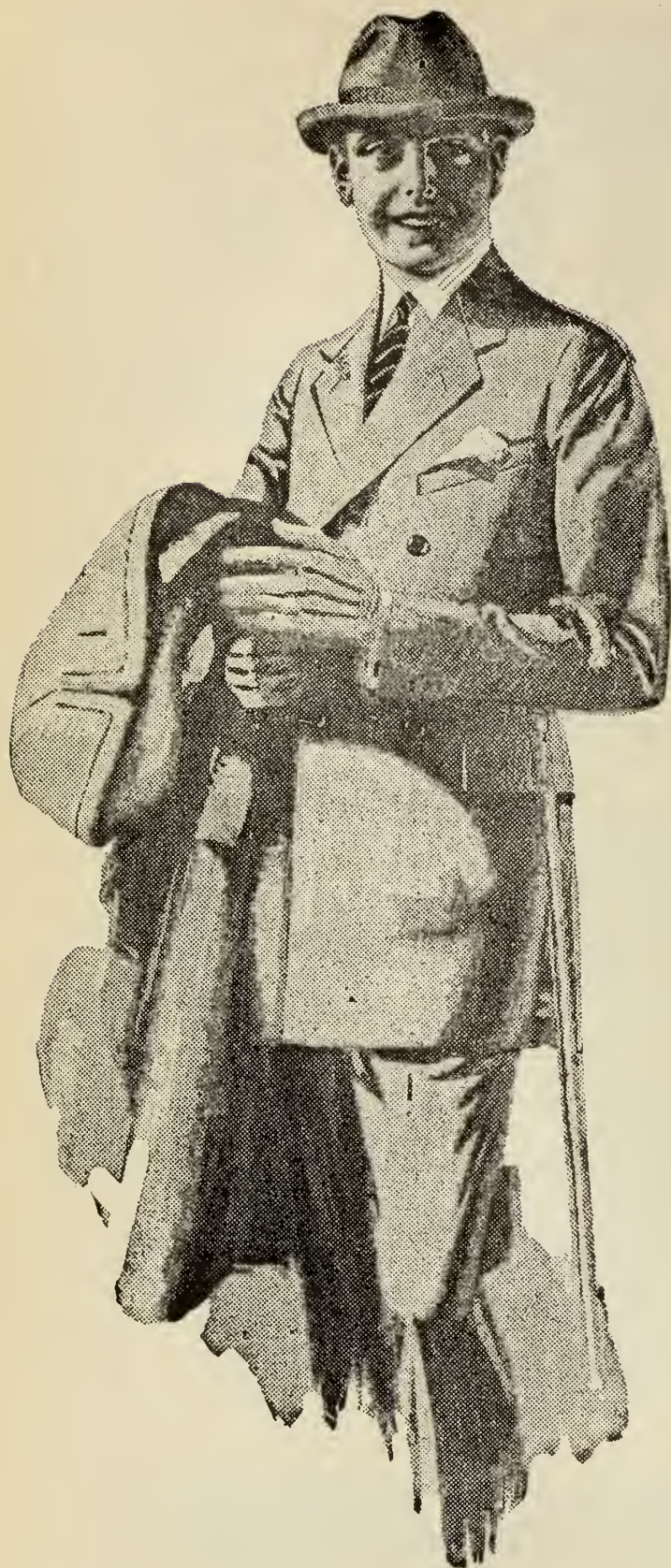
Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris

Also makers of Hosiery and Sweater Coats

17



ELK

BRAND

Men's and Boys'
Suits

Men's, Boys' and
Children's
Overcoats

The Line for Fall and Winter that is making merchants all over the country sit up and take notice,

VALUE!

That's what's doing it.
We are offering in Elk Brand
Clothes a full measure of Value.
Merchants don't have to look long to see it.

Fashioned of hardy and attractive fabrics,
of the very latest design. Elk Brand Clothes
are stylish and up-to-date in every essential.

**Stocks on hand for Immediate De-
livery.**

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West

- - -

Montreal

And this is what they want—

Your Knit Goods Department offers your customers the most their money can buy in style and comfort, because knitted garments cost less and are more serviceable than many others costing more money. By emphasizing in your selling and advertising the real economy features of knitted garments you can materially increase your knit-goods sales this fall and winter—especially if you are showing the attractive, sales-creating

MONARCH-KNIT

Sweaters and Hosiery

Our travellers will be out in September with Fall sorting lines and a complete range for Spring 1922 of Spring and Summer Sweater Coats, Bathing Suits, Jerseys, Novelty Knitted Lines, and Hosiery.

The Monarch Knitting Company, Limited

Head Office : Dunnville, Ontario

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

Our Profit Sharing Plan



ORDER NOW
and get in on it.

In order to assist you to create a continuously active business we are offering you rock bottom prices for First Class Garments (sharing our profits with you). You are invited to inspect and compare our

READY FOR SERVICE
HIGH GRADE GARMENTS FOR
MEN and YOUNG MEN

whose

personal

appearance

means money

And be convinced that P-B. Garments are worth far beyond the amounts charged. Analyze them—the trimmings, the hair cloth, the buttons, the stitching, tailoring, FIT, careful measurements to ensure perfect ease, Quality and STYLE.

IMMEDIATE DELIVERIES

guaranteed. A large range of staples ready for your selection, Blues, Greys, Browns, etc., in Serges and Worsteds. Our Travellers are on the road to you, should they be delayed order direct.

All your enquiries promptly answered.

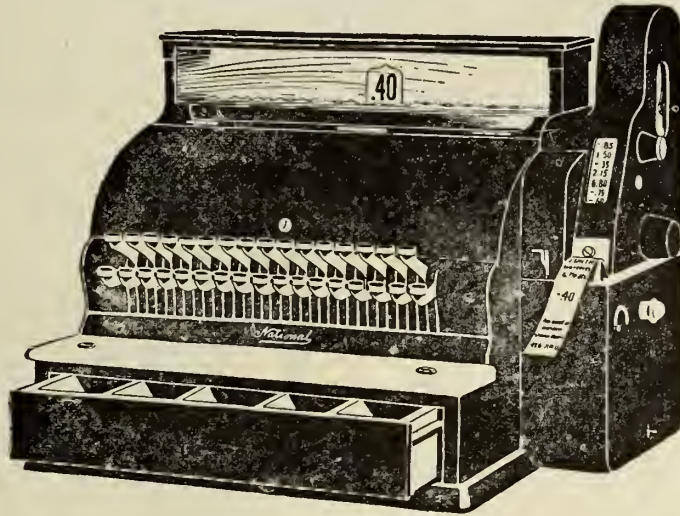
*P. B. Garments.
Pride of the
Wearers
Advertisement
for you.*

*Many a good
proposition has
passed by simply
through neglect-
ing the mail.*

THE PUNCHARD-BIRRELL CO.

549 King Street West, TORONTO.

Another improvement in National Cash Registers. Low-priced receipt printer.



To all merchants:

When you press a key on this register—

- (1) It shows the price of the article.
- (2) It prints a record for the merchant.
- (3) It prints this receipt for the customer. →
- (4) It opens the cash drawer.
- (5) It adds up the money received for the day.

J. BLANK
214 Main Street
Blankville

-.40

Amount of
Purchase Shown
Above

05 SEPT 10

Copy of receipt printed for
each customer

Now there is a receipt-printing National Cash Register for every line of business.

Old registers bought, sold, repaired, and exchanged.
Easy payments. Liberal allowance for old registers.

We make cash registers for every line of business

NATIONAL

CASH REGISTER CO.

OF CANADA LIMITED

Just a reminder

Watch the rapid growth of Clubs and Associations this Winter—you should sell more Evening Clothes than usual.

NOW is the season to investigate as to where you can get the most for your money. Our Agency and Co-operation Plan offers you unlimited possibilities.



TAILORED TO MEASURE
AND
READY FOR SERVICE GARMENTS

TUTT CLOTHING CO.

MAKERS OF

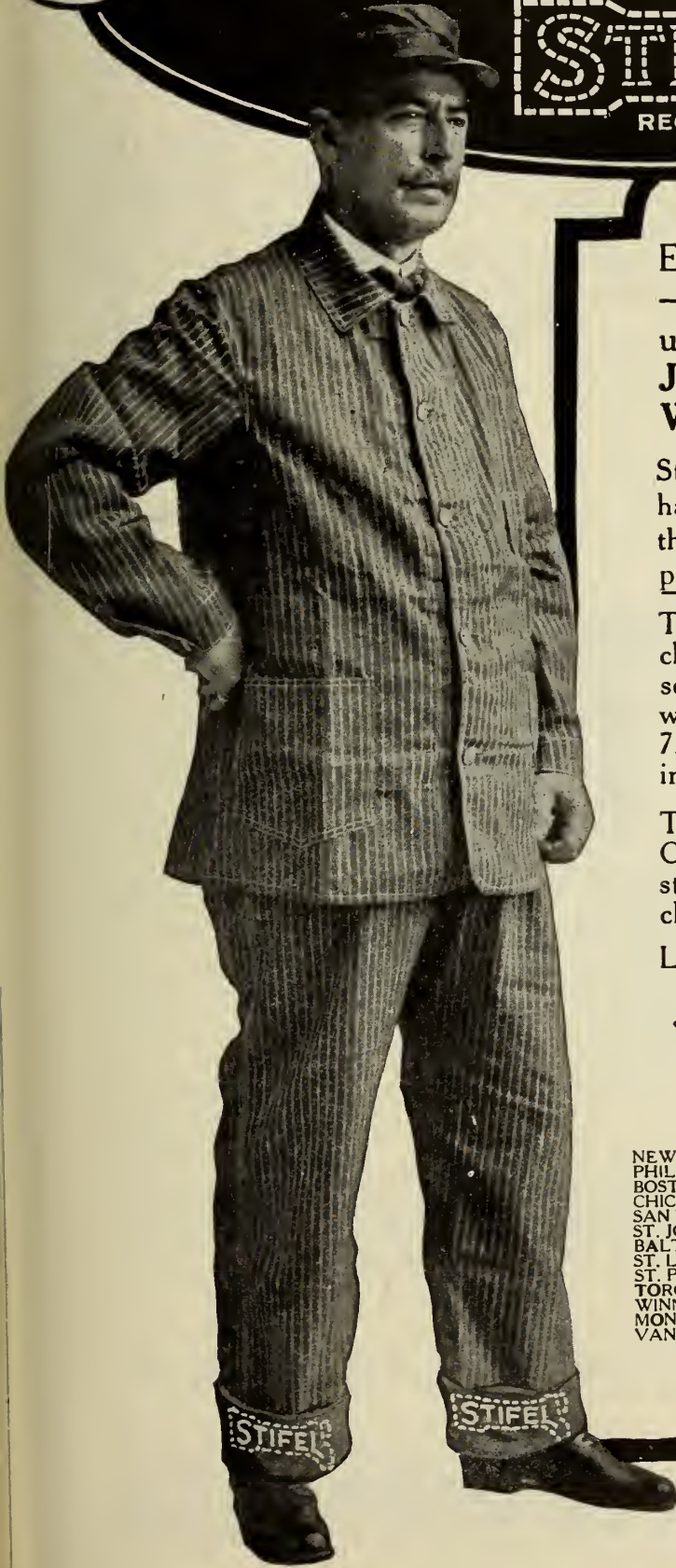
FINE CLOTHES



WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET 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.



YES!

Summer's about over and the wisecracks prophesy an early fall and cold weather—

Be Prepared

Make your windows distinctive and attractive by displaying Turnbull's



“CEETEE”

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

“The Woollen Underwear without the itch.”

Turnbull's

Ladies' & Children's
ribbed underwear.
The standard for
over 60 years.

Be sure you are
supplied.

You know only the best stores sell Ceetee —it is the sign of high class merchants— Our National Advertising Campaign will be broader than ever this fall—link your store up with it—use the expensive show cards, etc., that we sent you and let's all boost for *better business*.

The C. Turnbull Co. Limited, Galt, Ont.



IT IS NOW

While business is active that Merchants should investigate new propositions representing greater returns. Write us.



If your clientele insist upon faultlessly tailored apparel of Fashion, LEISHMAN'S Garments designed to Individual instructions offer both yourself and client the most valuable investment.

ACT NOW-- Take full advantage of moving trade, inspect the Garments, see the Suitings and Overcoats for Fall, and realize the value of our backing.

LEISHMAN'S Ready to Wear Garments will add to your prestige.

Your Business solicited.

Wm. H. Leishman & Co.,

Limited

192 Spadina Avenue

Toronto, Ontario.

Makers of the Best Tailored Garments for Men

Hanson Socks

THE ORIGINAL

Imitated for years but never Equalled.

This Trademark



Stamped on every pair

Sales Agents

M. R. McARTHUR
Birks Bldg., Vancouver.

ARCHIBALD & McDOUGALL
Winnipeg, Man.

WHELPLY & CO.
Bay Street, Toronto.

J. CARSON
10 Victoria St., Montreal.

J. SEARLE & CO.
Herald Bldg., Montreal.

Absolutely Uniform

in Quality of Materials and Workmanship

Examine several pairs of HANSON SOCKS closely. The truth of our statement of absolute uniformity will be readily apparent.

HANSON SOCKS are made to conform with a rigidly enforced standard. The result of this policy has been to make HANSON SOCKS known and sold from coast to coast as the best obtainable in HEAVY PURE WOOL SOCKS.

If you have not ordered your full supply of HANSONS for fall and winter, we would advise that you do so immediately to make sure of reasonably early delivery.

Forty-three years of Pure Wool Sock Making.

Geo. E. Hanson

Hull, P. Q.

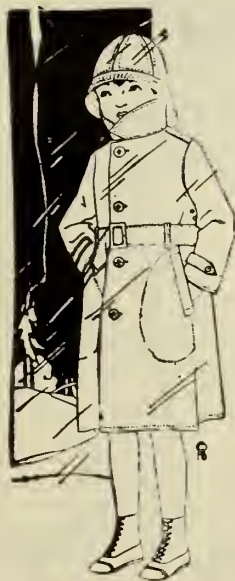
Provide for the Rainy Day!

The Rainy Day is bound to come.
Provide for it by stocking

Schwartzman Bros.

Gabardine Coats

for Men, Women and Boys.



Satisfaction is guaranteed with every Schwartzman Bros. garment. A satisfied customer is a friendly customer. Make friends of your customers and the Rainy Day will have no dread for you.

Schwartzman Bros. Gabardine Selling points are:

1. Economy of Cost.
2. Quality unsurpassed. Every Coat is made from the best English materials, every yard bearing the Cravenette stamp.
3. Eminently attractive.
4. Extremely serviceable.

We are the only and exclusive Gabardine Coat Manufacturers in Canada.

Let us supply your customers.

Schwartzman Bros.
Dubrule Bldg., Phillips Place
MONTREAL

Thro' thick and thin---

At all times, season
after season, we have
never failed to adver-
tise

The BROCK Hat
MADE IN BROCKVILLE, CANADA.

to your customers.

THIS Fall our Brock ad-
vertising will be run in
quarter page space in all
the leading dailies from
Halifax to Vancouver.

FEATURE the Brock
both in window and
store advertising to get the
full value of our campaign.

*Colors
Guaranteed*



THE WOLTHAUSEN HAT CORP., Limited

Head Office and Factory: BROCKVILLE, ONT.

Salesrooms:

MONTREAL, Mappin & Webb Bldg.

TORONTO, Cosgrave Bldg.

VANCOUVER, 315 Bower Block

WINNIPEG, 228 Curry Block

The House that stands behind you with Service

*There's Security in
Campbell's Clothing*



Made - To - Measure

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

We work to achieve one thing only—High Quality, at moderate prices, ensuring satisfaction.

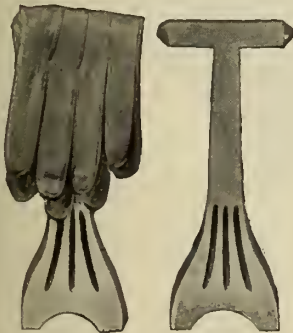
We still have a few openings for agencies. If you are interested, write us at once.

The Campbell Manufacturing Co.
LIMITED
MONTREAL

Prepare Now—

For your FALL and WINTER Trade. You have ideas on striking Displays. A few more Wax Figures and additional Fittings and Fixtures will shortly be required. Get prices on them NOW.

Window and counter stands are artistically designed, and finished in Gold. No danger of your stock falling over, strong supports and durable joints. They are a decoration in themselves. Do not overlook the central idea—Taste and Beauty in display compels desire for possession.



Finished in Rich Gold with Black Relief.



See our Wax Forms, of MEN and BOYS that do not melt, but preserve their lifelike appearance for all time. Write for our New Catalogue of these and Window and Counter Display appliances. If you have New Ideas let us put them into practice.

Dale Wax Figure Company, Limited
86 YORK STREET, TORONTO, ONT.

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Bk., Winnipeg.



Our Prices and Stock especially calculated to increase Your Fall Returns

CRAVATS;—
We offer you
the latest

Foulards

The Newest Shape and Special Price.

\$7.00

Blue Cord Silk with White Stripe. Special

\$7.50

Black, Cord Silk with White Stripe. Special



REMEMBER

our Silks are all new, bought at New Prices, and will be sold at figures that enable you to realize splendid profits.

DO NOT FAIL to see our range of JASPARS, and the New TWO-CLIP BOW TIE.

Special attention given to MAIL ORDERS.

Satisfaction

THE

Artcraft

Guaranteed

CRAVAT Co.

Manufacturers of

Mens High Grade Neckwear

124 RICHMOND ST TORONTO

Continuous Chain of Service

Prompt Deliveries.
Considerate Accounting.
Immediate attention
and co-operation in
your aims to sell more
OXFORD SUITS.

*This means greater efficiency
and more profits to you.*

Our Garments

MADE TO MEASURE

or

READY FINISHED

You will find they meet and satisfy the closest scrutiny. Tailored by Experts, the fronts remain firm for all time, accuracy is noticed in the stitching on cuffs, seams, lapels. The buttons are firmly sewed. No dragging under arms, and sleeves roomy.

They are beyond criticism for
MEN, YOUNG MEN and BOYS
who insist on smart attire.

Order Now For Fall

Write for a Traveller
to call with Prices
and Models.



THE OXFORD

Clothing Co., Ltd.

King and Spadina Ave., TORONTO

Style and Perfect Tailoring at Exceptionally Low Prices



*Time to think of your
Fall and Winter
Needs!*

**Fashion Boys'
Overcoats**

Are being presented to the trade with the assurance that they are the best their makers could make them.

Quality Merchandise, reasonably Priced, continues to have the call.

Tie up to the sure-selling line we are offering and your profits are made secure.

Fashion Boys' Overcoats are honestly, carefully and substantially made of fine materials, in sane, sturdy, staple models that real boys choose to wear.

It is a line constructed with an eye to your repeat sales.

Are you open to conviction?



FASHION BOYS' CLOTHING CO

149 Notre Dame Street, W. - Montreal, Que.

**"FOUNTAIN BRAND"
PURE IRISH LINEN THREADS**



"FOUNTAIN BRAND"

**Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland**

Have stood the test of years and established a reputation for being "second to none" for evenness, strength and durability.

Best for every need.
Write, wire or phone for samples and prices.

Walter Williams & Co., Ltd.

MONTREAL TORONTO QUEBEC
508 Read Building 20 Wellington St. W. 533 St. Valier St.
VANCOUVER, 217 Crown Building.



The
Two-Clip Batwing Bow
FOR SOFT AND STARCHED COLLARS

Indestructible, Easy to adjust, Easy to take off. A most rapid seller. Send for Guaranteed Sample Dozen \$4.10 net.

DIRECTIONS—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.
Note—Clips are Gold Plated.

Our Fall Range of Men's Neckwear
is now complete at exceptionally low prices,

Arrow Neckwear Co., Ltd.

1184-1188 Queen St. West, TORONTO.



THE LION BRACE

For your husky vigorous customer who wants a **STRONG** and **RELIABLE** Suspender that is **Real Value** for money. Made in the **Highest Grade Webbing and Leather**—**GUARANTEED UNBREAKABLE** and offers you a good margin.

THE NATIONAL BRACE

By featuring this you can make remarkable sales. It is light in weight, attractive in appearance and its fine finish and pleasing patterns make it a ready seller.

DAINTILY BOXED for GIFTS.

Our lines in **ARMBANDS**, and **GARTERS** merit your inspection. They don't stay on shelves. They appeal strongly to the gift purchaser.

Order - Display - Collect Profits - Order some more.

National Suspender Co.

Limited
78 York Street, TORONTO

The DEACON

FLANNEL SHIRT LINE

For Fall and Winter is now ready

No. 72	Heavy Khaki Tweed, Nap Back.....	\$15.00	doz.
No. 76	Heavy Grey Flannel.....	19.50	doz.
No. 93	Military Flannel.....	27.00	doz.
No. 101	Cotton Military Flannel.....	15.00	doz.
No. 208	Indigo Blue Railroad, col. sep.	19.50	doz.
No. 23	Blue Chambray, col. attached.....	10.50	doz.

We offer for spot delivery the above **SPECIALS**

They are specially made for Fall and Winter wear, and on account of delayed buying there is bound to be a big demand for above lines. They are cut full size, shaped shoulders, with double stitched seams. They are guaranteed in every respect. Full range of sizes in stock, 14 to 17.

Mail us your order or request for samples.
Money back if not satisfied.

The Deacon Shirt Co.
Belleville Ontario

"See him Smiling!"

You will be gratified with the smile of satisfaction that appears every time a boy buys

LION BRAND Boys' Suits and Bloomers

That's the smile that brings him back to you for the next suit. That's the good will that makes permanent customers of the boys—and their parents.

LION BRAND BOYS' SUITS and BLOOMERS have the appearance that makes a boy proud of them. They have the lasting sturdiness that spells WEAR and makes the parents feel that they are making their dollars go the limit in value.

You can beat price competition by Quality Goods.



THE JACKSON MFG. CO., LTD. CLINTON, ONT.

Factories at CLINTON, EXETER, GODERICH and HENSALL



Bank on THE BOYS when placing your Fall Sortings. They run at top speed if all else is as dull as ditch water.

You haven't got any more keenly discriminating groups of customers than you find in the young sportsmen of the schools and colleges—especially in the selecting of their sporting outfit. They now know all about and set a high value on the

NORTHLAND

Knit - on - Neck SWEATER

You cannot more profitably freshen up your fall stock than with a choice sorting of NORTHLAND Knitted goods—men's Sweater Coats, Ladies' Tuxedos and especially the immensely popular, easy, Knit-on-neck pull-over, that is in happy contrast to the old style cotton-sewn neck still used in cheap knitted goods.

This fact and the unmistakable quality and style of the "Northland" goods have made them as familiar a favorite of the boys as anything in the world of sport.

The Knit-on-neck features the entire range of our sweater line.

Boys' Pure Worsted — Sizes 30-34 No. 109 in Maroon & Lemon—Black & Lemon—Purple & Gold—Royal & Cardinal.

Boys' Heavy Rib Cotton Back—Sizes 28-34 No. 111 in Navy & Gold—Royal & Maise.

School and Club Colors Made to Order on short notice

Our prices facilitate buying everywhere and we give every dealer an unqualified guarantee with every purchase.

Northland Knitting Company, Limited, Winnipeg

Manufacturers of Northland Brand Gloves, Mitts, Sweaters and Moccasins.

***Right Here
in this announcement
is the object of
your search.***

VALUES that will make trade move faster — better profits than you have been getting.

HIGH STANDARD GARMENTS at exceptionally low figures. Style, Quality of Materials and Trimmings, Expert Finish. Such values that enable you to create an unusual demand.

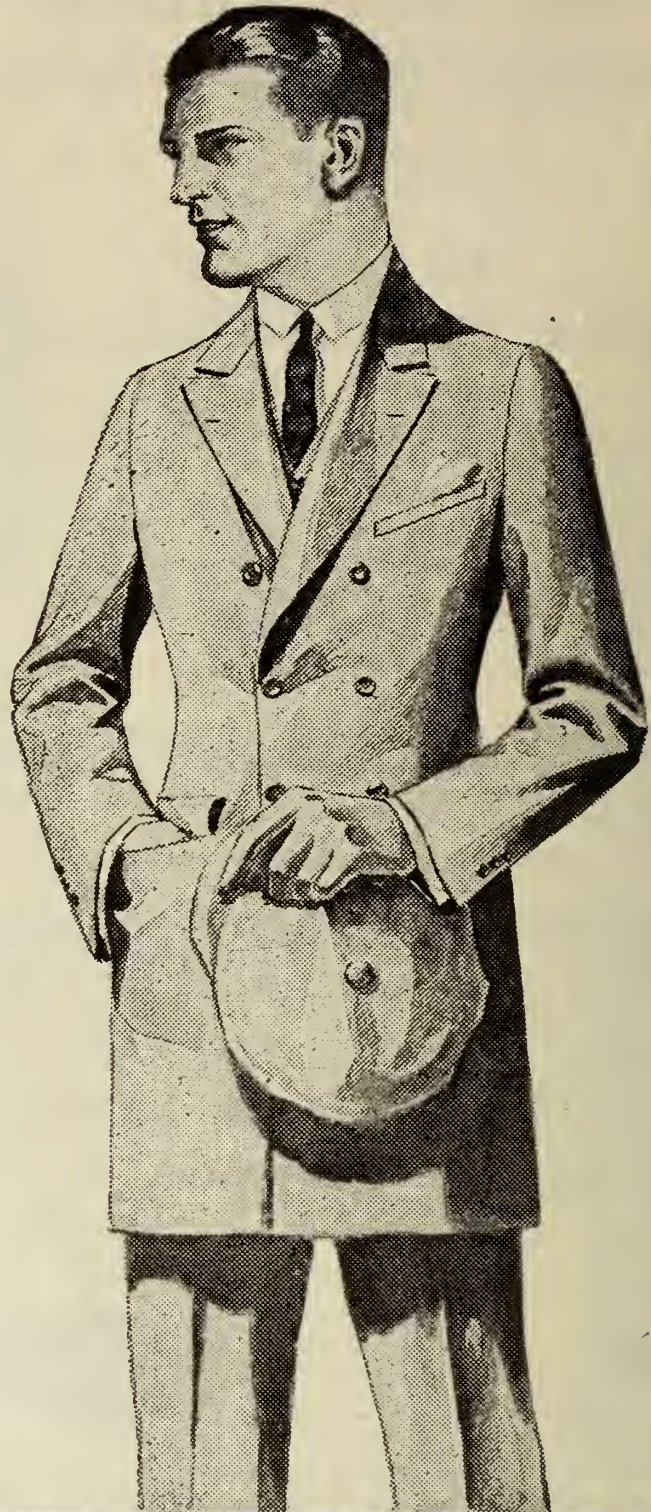
***Inspect, Compare,
Analyze,***

and order NOW for an active Fall and Winter business.

Our travellers are on the road to you with the latest FALL Styles in OVERCOATS
and

**MEN'S and YOUNG MEN'S
READY TAILORED SUITS**

that will secure you a reputation for Smart Apparel at reasonable prices.



THE EMPIRE CLOTHING MFG. CO.
156 to 160 John St. TORONTO.

The House that co-operates, supports and gives Fast Service.

HEADQUARTERS FOR HOCKEY

Knickers
Sweaters
Toques & Stockings

THE MOYER line of Hockey Clothing will help you to get and hold the reputation for leadership in Athletic attire. Put in a window display of MOYER styles this Fall, and announce that you can supply School and Club Sweaters and Toques in any color combinations. That's the way to attract the Hockey fraternity of *your* locality to *your* store. We can give you speedy delivery of these special orders. Prompt and careful attention is assured — and MOYER PRICES ARE RIGHT.

Gym Jerseys & Knickers Girls' Middies & Bloomers

We manufacture an extensive assortment of Gym Clothing with a complete range of standard sizes in each of our smart styles. Just what your customers want—attractive style combined with easy fit and excellent wearing qualities. Mail us your orders for anything in this line. Our prices allow you a liberal profit.



Don't Place Your Order For BASEBALL UNIFORMS

until you see our splendid range of these goods. An excellent variety of new patterns and standard favorites. The design, cut and tailoring of our Uniforms has set a new high water mark of excellence for the Professional as well as the Amateur Baseball Team. Our styles make for quick, easy sales and thoroughly satisfied customers—our prices get you the business and allow a handsome profit.

ORDER MOYER FOOTBALL TOGS NOW

A. W. Moyer & Company

Manufacturers To The Trade Only

124 King St. W.

TORONTO.

THE *Moyer* LINE

Boy Scout Uniforms
Baseball Uniforms
Hockey Suits
Soccer Suits
Rugby Suits
Gym Suits
Toboggan Cushions

Butchers' Coats and Aprons
Abattoir Clothing
Restaurant Clothing
Factory Uniforms
Hospital Clothing
Operating Gowns
Dental Coats
Barbers' Coats
Lustre Office Coats
Outing Hats

Write For
New Fall and
Winter Catalogue



Sells Steadily

EVERY time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.



UNSHRINKABLE
The UNDERWEAR
that Overwears
 ATLANTIC UNDERWEAR
 LIMITED

MONCTON . . . N.B. 33

E. H. Walsh & Company
 Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces



This Barriecloth Ulster

will secure additional sales through recommendations.

If not already a customer send a Trial Order and put it to the test.

The Reasons

Made of BARRIECLOTH of which we are the Sole Manufacturers — in four shades of cloth—well tailored and cut to Up-To-Date Styles.

It is supplied with four different types of lining :—

- (1) Venetian.
- (2) Venetian and Jersey Wool combined.
- (3 and 4) Either of the above with Rubber Interlining in body of waist and in the sleeves.

Allowing choice for customer who may desire the lighter weight coat for walking or the heavier wind proof coat especially adapted for driving.

Sizes 36 to 46.
 Price \$22.00 to \$25.00.



Samples of Barriecloth in Heather, Green, Blue and Grey with full particulars of Ulster sent on request.

Your customers will be looking for such a Coat as this for the Early and Severe Winter, now generally predicted.

The Robe & Clothing Co., Ltd.
 Kitchener - Ontario

Prepare for Early Fall Rush

Excellent crops and conditions generally point decidedly to an early demand for fall and winter merchandise to such an extent that manufacturers and wholesalers are anticipating not being able to supply the demand.

Our stock of men's and boys' caps is complete—fancy tweeds and mixtures, as well as plain colors. Both fall and winter styles made up in our Fit-U adjustable cap, as well as regular size models.

All Ready for Return-Express Shipments

PRICES: Boys' \$7.50, \$9.00, \$10.50, \$12.00
Men's \$9.00 to \$21.00

Write or wire your requirements—satisfaction guaranteed.

Tip-Top Cap Co. ^{Greene-Swift} Limited London, Ont.

LACE GOODS CO. LIMITED

**How is Your Handkerchief Stock?
Sort up Now for Fall and Christmas Trade.**

We are placing before the trade a complete range in Handkerchiefs for Men and Boys. Give us the opportunity of showing you this immense variety in LINEN, CAMBRIC and COLORED BORDERS. Our prices will attract you.

Get our QUOTATIONS on Men's LINEN and LAWN INITIALS. All boxed in Quarter and Half Dozens

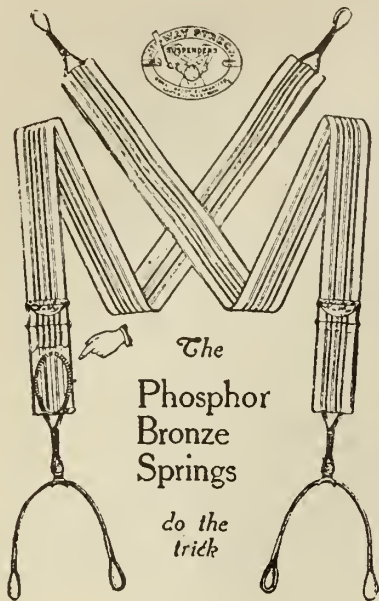
If you stock any LADIES' LINES for CHRISTMAS SELLING, we have the most attractive range to be found in the trade, put up in great variety of fancy folds in $\frac{1}{4}$ or $\frac{1}{2}$ dozen to a box.

Values absolutely right. Write and our traveller will call, or we will send you a small assortment on approval.

"The Handkerchief House of Canada"

LACE GOODS CO. LIMITED

79 WELLINGTON ST. WEST, TORONTO



Offer the Suspender
that has
Many Selling Points

Made in Canada

No RUBBER to spoil or die on your shelves.

More comfort, More Wear, More Stretch.

Do not pull off buttons, guaranteed against all defects.

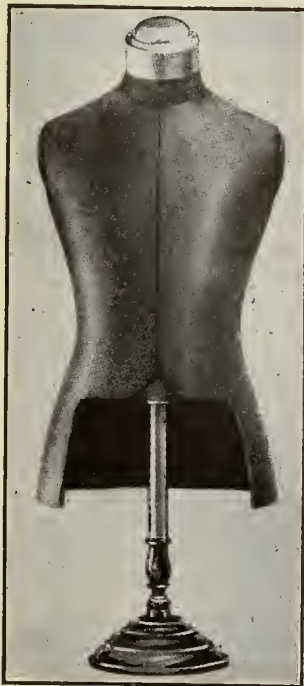
Beware of imitations, thoroughly protected by patents.

Nu-Way Stretch Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.

WINDOW EFFICIENCY



No. 2014-A

is promoted by taste, originality and the correctness of the accessories used.

Send Us Your Fixture Order

We have everything that will help you sell more merchandise through your windows - Latest Model Men's and Boys' Coat and Suit forms; Metal and Wood Display Stands for Clothing, Haberdashery, Shoes, Hats, etc.

Quality of the Best.
 Prices Moderate.

Send for our Latest
 Catalogue.

Delfosse & Co.

Largest Makers of Fixtures in Canada
 Cor. Craig & Hermine Sts. Montreal

Retail Clothing Shop Manager

One of the largest chains of retail men's clothing shops in the country has a vacancy for a thoroughly experienced, wide-awake man to fill responsible, managerial position carrying a very substantial remuneration. Only men of the biggest calibre with successful records behind them, who feel absolutely confident of their abilities, need apply. Applications must contain full particulars, and will be treated in entire confidence. Box 501, Men's Wear Review, 143-153 University Ave., Toronto.

When Writing to
 Advertisers Kindly
 Mention This Paper

THE Shuttleworth

STRAW HAT



Correct Styles for 1922

Men's Sennet, Fancy and Split Boaters made on the egg-shaped oval, light weight with moderately wide bands and attractive trimmings.

We are also showing Children's Hats in Jack Tars and Rah-Rahs, and Panamas, Penits and Mexican Hats.

OUR HATS ARE BEING SHOWN BY:

H. W. Lind, 11 Cosgrave Bldg, Toronto
D. Fred Morgan, Mappin Bldg., Montreal.
H. P. Davey, Vancouver, B. C., 315 Bower Bldg.

R. H. Turnbull, Paris, Ont.
J. W. Zink, Moncton, N.B.
and at the Factory.
H. P. Davey, Winnipeg, Man.
228 Curry Block.

J. R. SHUTTLEWORTH & SONS, LTD.

Manufacturers to the Retail Trade

LONDON, CANADA

GARTERS

Garters of the Satisfaction-Giving kind.



No. G.P. 22.
Regd. No 205436.

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the trade.

WHOLESALE ONLY:

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

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnoad & 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.

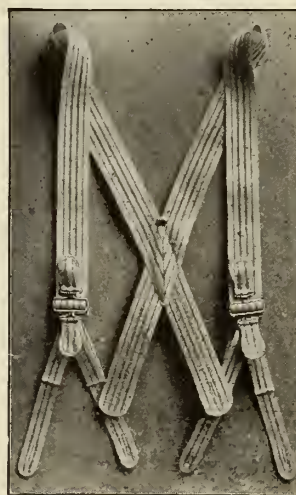
"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

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.

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.



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 Homespons.

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

BDA
(COPYRIGHT)

"Craftana"

Registered No 262,005

THE HALL-MARK OF

**Maximum Comfort and
Durability at Minimum Cost.**

FIRST IN THE FIELD AND STILL LEADING.

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

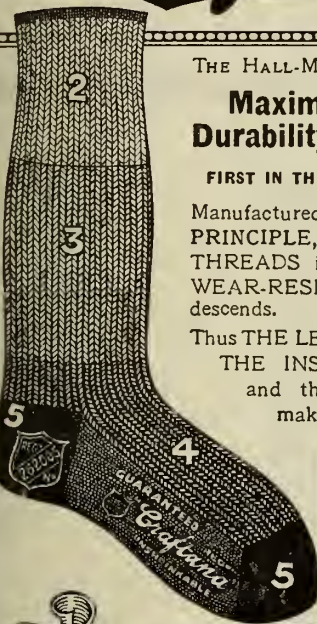
Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

**A HALF HOSE
FOR HARD WEAR.**

**ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE**

THE ACME OF PERFECTION IN FOOTWEAR.

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



A Twenty-Thousand-Dollar Financial Expert

There are few men who could afford to have a personal financial expert to assist them in making the right kind of investments—the safe, sound investments that can be passed on as a profitable legacy.

And still fewer could afford to employ an expert who demanded a fee of \$20,000 a year. But this is exactly what you have at your disposal, almost at your elbow, in the Investors' Enquiry Service of The Financial Post.

Readers of the Financial Post, through this service, can have the securities they are considering thoroughly investigated before spending a single cent. Men skilled in getting at the hidden factors behind investments dig for the bed-rock facts that determine the value of stocks and bonds. Often securities many think are valuable are found to be unpromising, sometimes mere scraps of paper when certain underlying information is uncovered.

It costs nothing to be sure. It may cost much—perhaps all your hard-earned savings—to be sorry.

Readers of Financial Post are saved all this guess-work—this investing in the dark.

Whether you invest thousands or hundreds, it will pay you to use this splendid service—free to all subscribers who must use it.

The Financial Post comes to you for one year—fifty-two issues—on receipt of \$5.00. Just attach a Cheque to this advertisement.

THE FINANCIAL POST

143-153 University Ave. - TORONTO, CANADA



The Mark of Fine Merchandise

"Viyella"

[Reg'd]

"Aza"

[Reg'd]

"Clydella"

[Reg'd]

Unshrinkable Flannels

—are durable, light, soft, washable and—let us repeat—unshrinkable.

They are superior flannels classed among the accepted materials for making garments of all kinds.

These are the points always emphasized in our consumer advertising. We suggest that you take advantage of this publicity by featuring Viyella in your windows at intervals during the Fall and Winter Season.



WM. HOLLINS & CO., LTD.
(of England)

62 Front Street W., Toronto
45 E. 17th Street, New York.

JONES STORE FIXTURES



A NEW WAY STORE

We are Sole manufacturers in Canada of the New Way Interchangeable Units for Men's Wear Stores.

Do not be deceived by imitators.

Send for Catalogues

JONES BROS. & CO. LIMITED

29-31 ADELAIDE STREET WEST

TORONTO



WHIP-*The new*
**ARROW
COLLAR**

FOR FALL

Will appear here in
the next issue.

CLUETT, PEABODY & Co. OF CANADA, LIMITED.

JONE
SARG 4

THE CURTAIN GOES UP IN THE NEXT ISSUE

Boys' Clothes at their Best



Made to Stand the Rack

Our Travellers will soon be on the road with our New Range for **Spring** and **Immediate** Delivery of "**Avenue Brand**" and "**Double Wear**" Clothes for **Boys**.

New Models and New Cloths in newest patterns will feature this line, and remarkably low prices will prevail throughout the range.

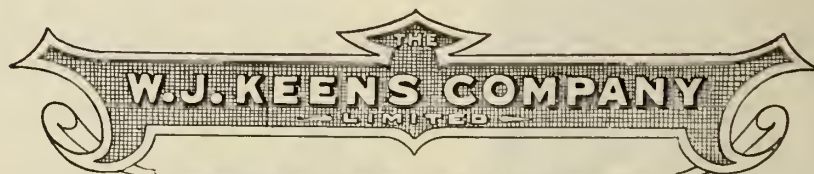
SPECIAL NOTICE

For this season we have added a splendid new selling feature to our range under the name of "**Double Wear**" Clothes for Boys.

"**Double Wear**" means exactly what it says. "**Double Wear**" models will have double Seats, Elbows, Knees and Pockets, and also double stitched tape seams doubling their life and making it quite unnecessary for Merchants ordering suits with two pairs of pants.

"**Double Wear**" Suits can be had for slight extra cost.

Wait and see the **New Spring Range** of "**Avenue Brand**" and "**Double Wear**" Clothes before placing your order.



WHOLESALE CLOTHIERS

TORONTO

Men's Wear Review

Vol XI.

TORONTO, SEPTEMBER, 1921

No. 9

Showing What the 1921 Dollar Can Do

Fall of 1921 Will Be a Good Time to Show That the Dollar Can Be Made to Work Harder Than in 1920—The Use of the Window in Illustrating the Price Argument—Comparative Values Not Comparative Prices—A Co-operative Effort.

METHODS of driving home the price argument in fall merchandising are quite as important as the knowledge that the price argument is to be an outstanding factor of business. It is useless to admit a principle unless some effort is made to put it into effective practice. If people are looking for good merchandise at prices which show a considerable recession from those of a year ago, something more should be done than merely telling them so in cold black and white print. It is better to bring the truth right before their very eyes. Impressions that are conveyed through the eyes are more lasting and more effective in bringing about results than any other impressions. Hence, the popularity of the moving picture. They stimulate the imagination, they exert an influence, they leave an impression in a way that far surpasses every other method. They also stimulate desire and attract attention. Every merchant has the same opportunity as the moving picture in bringing home a message by leaving an impression, stimulating a desire, working an influence through mediums that are open to his merchandising plan.

Window Displays

Conditions have never offered better or bigger opportunities for effective and original window display work than they offer this fall. The window should be made to play a big part in fall merchandising. And the price argument should be used in every window where it is possible to do so. People will be looking for fall openings with a new idea in the back of their heads—How are prices going to be this fall? How are they going to compare with a year ago? How do they compare with pre-war? It seems to us that no effort should be spared to answer this important question through the medium of window display work.

Comparative Values

We say "comparative values", not "comparative prices", that is, it occurs to us that the use of comparative prices in the ordinary acceptance of that phrase is still inadvisable. As a mat-

ter of fact, it seems to us that the wisest time to use comparative prices is only during a sale. We would not suggest that it will be wise to use showcards stating that such-and-such an article was so much and is now so much. That is the use of comparative prices.

Comparative values is quite another phase of the question. Merchants know that better values are being given in merchandise today than were given a year ago. Workmanship has reached a more efficient standard, better materials are being used, the whole tone of merchandise is better, and a new pride can be taken in displaying and advertising values. By comparative values we mean the practical demonstration to the consumer that his dollar will go considerably farther in the fall of 1921 than it went in 1920. That is, after all, what the consumer wants to have demonstrated to him; he wants to feel that his dollar can do better work for him than it did the previous year because he may, on the one hand, have fewer of them; or, on the other, general economic conditions may be forcing him into retrenchment. He will require many necessities of life, but he wants them at the least possible price.

How To Demonstrate

As time goes on new methods of bringing this argument home to the pocket book of the consumer will emerge. It occurs to us, however that many displays might be arranged, having back of them the one big idea that values are better than a year ago. How can this be shown? In the department store it could be shown in many ways and with many lines of goods. Take, for instance, \$50. or \$100. as a given amount that the consumer may wish to spend. Perhaps there might be a dozen articles (included in the necessities of life) that could be purchased with that \$50 or that \$100 in the fall of 1920. Make a display of them in the window or in one section of a window. In another section of the window or in another window altogether display the same dozen or so articles, adding to them a number of others that could be purchased with the same \$50 or \$100 in the fall of 1921.

No better display could be arranged to show the increased value of the dollar, and let us emphasize the fact, no better argument could bring results this fall than an argument that shows that the dollar has a greater power to satisfy human needs in 1921 than in 1920.

For Different Stores

This idea can be worked out in displaying any kind of merchandise in any kind of a store. Suppose it is a man's wear store. Take a suit of clothes that could be purchased for \$65 in the fall of 1920. Display it in one section of the window. In the other section of the window show what the same \$65 will purchase in the fall of 1921. It might be found that this \$65 would go a long way toward purchasing a complete outfit—surely an impressive argument to the man who is looking for the opportunity to make his dollars do harder work than a year ago.

If a number of articles are on display an arresting window could be arranged by having a double display of the same articles either in the same window or in adjoining windows—better in one window. Little showcards could be used on each of the articles. From these articles ribbons might be run to the same article in the other section of the window. And on the article in this section of the window the 1921 fall price might be shown. Such a window should carry a powerful argument.

A Co-operative Effort.

Where merchants in different towns and cities are on friendly enough terms to co-operate in a scheme of this kind one whole week might well be devoted to bringing home to the people of that town or city the message that their dollars can serve them better in 1921 than in 1920. If the display men in all the retail stores would get together to arrange displays of this nature, spreading over a week's time we believe it would bring surprising results to retail men all over the country. A great deal of local interest and pride could be aroused over a co-operative effort of this kind. A note might well be interjected that a more prosperous town or city would result from spending their dollars at home. Make no mistake about it,



The statement that "comparisons are odious" was never more neatly contradicted than in the several instances afforded this month of differences between prices as quoted in 1920 as against those featured at present. Several leading Montreal stores have taken up the idea in their window displays and in their advertising and are endeavouring to drive home to their customers the cold facts which are really startlingly different to expectations.

The photograph accompanying this article shows how David's Limited of Montreal are handling this interesting method of comparison. The window in question was featured towards the end of August and attracted much attention because of its novelty and appeal. On the left of the window is a solitary suit of pure Botany wool indigo dye navy serge, which twelve months ago was sold for the sum of \$55. Alongside of this suit was shown a yawning pocket book, utterly devoid of even the wherewithal to purchase car fare home. On the right side the same suit is shown, but labelled plainly \$35, this being the current price for the same type of suit as the other. In addition, grouped around the suit are shown a neat colored shirt, a soft fall felt hat, a suit of underwear, a pair of pyjamas, three pairs of socks, two neckties, eight collars and last of all, change in silver and a crisp green-back amounting to \$1.50, and all this may be bought for the same price as the suit on the left side, namely, \$55.

The fact that the prices on staple commodities such as these have shown such a radical decline has escaped the attention of most people, who intently scanning the horizon for bargains are apt to miss the fact that there are

few lines of merchandise nowadays which cannot be honestly termed bargains in every sense of the word. "Such a method of publicity as this would have been considered absolutely impossible and absurd twelve months ago," explained J. N. Solomon, display manager of the David's stores, "but to get the attention of the man in the street, one has to play up the idea which is novel, original and different. The human touch makes all the difference nowadays in windows that pull and one must simply watch the trend of the times and vary one's methods accordingly."

The finishing touch to the window was the reproduction of a very pungent cartoon, depicting the various commodities entering into the costs of living taking the high dive from the burning deck of a burning vessel. Alone remained "rents" up on the high deck, well described by the words, "The boy stood on the burning deck, when all but he had fled."

The same idea has been variously represented in the grocery store windows of Montreal as well as in the larger department stores, and each time it is featured, the public stops and ponders upon this fact, and dimly comprehends that prices have dropped lower than they were really aware of.

This type of publicity also fulfills another purpose, in that it shows the public conclusively that the retailer is not the profiteer that some authorities would make out, and in many cases, such explicit proof is really necessary to offset the unfair criticism and the "retail-profiteer" propaganda which has been all too common during the past few months.

every human effort will be made to get the dollars out of town by those interested in getting them out of your particu-

lar town or city. The way to meet it is to show the consumer in your town or city not only that his dollar is bigger

than it was in 1920 but that it is better for his town and as good for his pocket book that he spend it at home.

Spring Styles Reflect National Tendencies Toward More Outdoor Life and Exercise

Toronto Designers Say Rochester Recommendations Will be Followed Only in General Way—Canadian Models More Conservative—Models Reflect Sporting Life and Desires of Younger Men—Materials Brighter—Prices Show Slight Recession

AT A RECENT convention of the Dry Goods merchants of Ontario, an address on national designing was given by Mrs. C. S. McMichael of the Canadian Women's Designing Club in which she said, "Because Canada has a small population is no reason why it is to be without distinction in national design—as a matter of fact there is a very good reason why it will stand out in its individuality, and it is my belief that it will have a better chance to start while the population is small—a better chance to interpret the needs of its people and to make that interpretation a true one."

Spring Styles Reflect National Tendency

Whether or not women's styles for spring 1922 will reflect national character, life and habits along the lines suggested by the president of the Canadian Women's Designing Club remains to be seen; but the fact remains that the men's styles will very accurately reflect certain national tendencies that have grown since the conclusion of the war. There is no doubt but that the out-door life of the army has had a marked effect on our national life and habits. This tendency has found its expression in more out-door exercise, the indulgence in out-door sports to a considerably greater extent not only by young men who participated in the war but in older men as well. And this tendency is reflected in spring styles for men, 1922, according to designers of Toronto clothing firms.

Rochester Recommendations

At the international convention of designers held in Rochester recently, the style committee reported that the present era was distinctively toward out-door life necessitating clothes in conformity with ease and comfort. It stated that the spirit of the times showed a trend toward the adoption by men of all ages of styles typical of and accepted by the younger generation. In the United States this will be carried out in spring styles in the characteristic manner of American extremism. In Canada, the general tendency will be followed out in a truly Canadian conservative way. "It will be the best season for sport clothes that we have seen since the war started," said one designer to Men's Wear Review. It was this designer's opinion that spring 1922 would be a particularly appropriate time to feature something entirely new, though not too extreme. It would place a better selling argument in the hands of the retailer; it would give him an entirely new stock; and it would strengthen his appeal to

the consumer because it truly reflected national tendencies.

Young Men Govern

As indicated in the Rochester recommendations, young men and their likes and dislikes are more and more governing styles. While conservatism will be closely followed in styles for older men, the general outlines will reflect a youngishness that has not been seen for



Some designers state that next spring will see the zenith of sports' clothing. Since the conclusion of the great war there has been a rapid development of sporting life and styles and fashions have reflected that development. Above is shown one of the popular models for spring 1922. It is really a golf coat but it will be seen on many a young man who is a stranger to the golf links.

Note the pleat at the shoulder that gives greater freedom to the arms, and the pockets which permit of carrying a flask, for instance, without putting the pocket out of shape.

many years. For the younger men there will be coats with split sleeves, box pleats over the shoulders, and belted backs. There will be fancy yokes and fancy pockets, and cuffs with some new wrinkles in them and new cuts. There will be U shaped vests that will give plenty of view of the silk shirt or the fancy zephyr. There will be golf coats designed only for the golfer but worn by young men who have never set foot upon the golf course. There will be a profusion of buttons used on some of the most extreme models, and there will be plenty of buttons used on some of the most considered extreme. While the Rochester recommendations are for much looser armments, Canadian designers will not go to the same extreme in this respect. There will be a leaning that way and a roominess will be given to some models by the use of pleats, but they will not approach a raglan roominess.

Materials And Linings

In materials there will be the same disposition to get back to pre-war brightness. It will be, generally speaking, a light season. Materials are better in quality and fancier in design. During the war, these were of secondary consideration because of the great world interests at stake in the conflict; in the two years that followed the war there was no time to devote to fancies and quality depreciated to a considerable extent. Now, we are getting back to quality production and values are getting better and better all the time. The feeling amongst clothing men is that nearly all the poorer grade stuff that has flooded the market since 1918 is off the market. Spring, 1922, will see many light shades and many fancy weaves that will be attractive both in appearance and quality and will make a strong appeal on the part of the retailer possible.

Prices

There will probably be a slight shading off in prices—perhaps somewhere between five and ten per cent due to the drop in materials and trimmings, not to lower costs of manufacture. Men's Wear Review has been practically assured that the scale for the spring season which begins on December 1. will be the same as at present. One manufacturer in explaining this to Men's Wear Review stated that with conditions as they are they did not feel that wages could be cut any further. With many of the factories running between four and five days of the week and with the costs of rents, fuel, light and gas as high as

(Continued on page 52)

Selling an Article Should Mean Selling the Store: Single Act of Salesmanship Does Not Live Alone

Every Sale Made Creates An Attitude Toward The Store—Familiarity Breeds Confidence In Customer's Mind And Makes For A Reliable Salesman—Communicating Information Interestingly

AS has been pointed out in Men's Wear Review a number of times there are greater possibilities of increasing turnover through effective salesmanship than through any other channel of the retail organization. Aggressive merchants are realizing this more and more and are making efforts to reach their sales' force with talks or suggestions on salesmanship either in a personal way or through the medium of a house organ. In some stores, the proprietor has his stenographer type out some particularly good thing he runs across, be it relative to salesmanship or some other phase of merchandising. He then passes this around to the different members of the sales' force, having them note by their signature that they have received the copy and have read it. There is something to be said for the effort on the part of the head of an organization getting in as direct personal touch with the members of the sales' force as it is possible for him to do.

Merchandise Specialization

G. Glen Gould, assistant treasurer of James McCreery & Co. of New York, is following the plan of periodical conferences with the sales' force of the different departments in the store. He desires to improve the efficiency of the sales' force by making each one familiar with the merchandise they are handling and enabling them to present it in an attractive and effective way. For instance, he held one conference on Chinese rugs in which he went into the ancient history of the Chinese people, tracing it into the manufacture of Oriental rugs. Mr. Gould believes, and rightly believes, that a knowledge of the Chinese people, their religion, customs and habits, places in the hands of the sales' staff a better weapon for effective salesmanship.

Some of the Points Made

This article is not a report of Mr. Gould's address; we have selected some of his main sentences and are enlarging upon them. "Familiarity with the article offered for sale breeds confidence in the customer's mind" is one of the striking sentences of his address. One of the first essentials of good salesmanship is a knowledge of the article that is being sold. A man walked into a department store, into the men's furnishing department. He was attracted by a very pretty tie. "Is this one of the newest ties?" he asked the salesman standing behind the counter.

"Oh, I guess it is as new as anything you can get these days," he replied.

Not only should the salesman have

been able to give a satisfactory reply to the question, but he failed to understand his customer to the extent that he was looking for something stylish, while the salesman gave the impression that his whole store was only superficially interested in the newest things to be had. A careless remark of this kind not only loses a sale, perhaps, but it is a rank failure on the part of the salesman to sell the whole store to that customer.

A Reliable Salesman

It logically follows that if the salesman is familiar with the article he is selling the customer has confidence not only in the article itself but in the salesman as well. This is desirable both from the standpoint of the store and the salesman himself. A salesman with the reputation of reliability is on a fair way to success. If customers discover that a salesman's word can be absolutely taken as gospel truth, they find their way back to that store and back to that salesman. If the proprietor is the right kind of a man he will recompense that kind of a salesman; if the salesman acquires that reputation he can always cash in on it. Where salesmen are working on a commission basis, reliability is one of the virtues that help to make the envelope on Saturday night bigger than it otherwise would be.

Communicating Information

Perhaps the idea has become too prevalent that there is no romance, no interest other than the mere selling of goods, in business. That idea is due to lack of knowledge. There is a bit of interesting history in connection with the manufacture of nearly every article that is sold over the retail counter. Why it's name? Where it's origin? The different processes of it's manufacture? It is not always possible, desirable or necessary to impart this information. But the time comes when this information can be presented in an interesting way to some customer whose hesitancy in buying requires something beyond the mere statement of price. To be able to present that information requires a good working knowledge of the King's English and a thorough knowledge of the article that is being handled. As Mr. Gould said along this point in his address, "Attract the customer and he becomes responsive—develop his interest and he buys." Those two things can only be done by the salesman who can communicate information, first, because he has the information at his fingers' ends; and, second, because he can communicate it in an intelligent, interesting way.

Selling the Store

Engineering the store spirit is one

of the essentials of successful business. Every salesman in selling one article is either helping to sell the whole store or is driving system away from the whole store. The single act of selling an article does not live alone; it brings to bear on the purchaser's mind an influence that makes itself felt in an attitude toward the whole store. This fact should never be lost sight of. Mr. Gould recognizes this, although he does not enter into direct relationship with people who come in the store to buy. "I want to tell you that I know a good deal about it" he said in referring to salesmanship. "I want to tell you that I know a good deal about it from the hard job of talking to irate customers who are angry and disgruntled with the store, having closed their accounts, and not only are not coming into the store again, but intend to tell all their friends of their treatment and what they think of James McCreery & Co. I have had the job of selling the whole store merchandise, bookkeeping department, delivery, and management to these customers. Perhaps you don't think that is 'some job' in salesmanship. I do." It is "some job" without doubt. But the solution of that job is a store spirit that operates through salesmanship to the extent that when each article is sold, the store is sold with it.

SPRING STYLES REFLECT NATIONAL TENDENCIES TOWARD MORE OUTDOOR LIFE AND EXERCISE

(Continued from page 51)

ever they did not feel that further cuts were justified.

But materials are down somewhat. In comparison with six months ago, we have been told that Canadian woollens are down between 10 and 15 per cent; worsteds are down about 10 per cent; some cheaper British lines are down about 20 per cent; there is little change in Scotch tweeds because Scotch prices were never advanced quite as high as the English; sleeve linings are down about 40 per cent; body linings about 5 per cent; canvas about 10 per cent; and buttons about 10 per cent. These reductions will make possible a slight reduction; but manufacturers state that the reduction for spring will not be as great as it was for fall.

A. ZAKAIL has opened a men's wear store in Sherbrooke, Quebec. Mr. Zakail is the seventh merchant of this name to open business on this street. All are located in one block and all are related.

The Blue Store, Winnipeg, Deals Personally With Over Eighteen Thousand Customers

Have Had Pronounced Success with Contests — The "Stringless" Contest — Turning to Good Account the Enthusiasm of Youth—Some Sample Personal Letters — Good-will Defined—Twenty Letters a Year to 18,000 Customers

A YOUNG woman stood regarding herself in the tall pier-glass of the fur department show room. Her hair was fair, her cheeks rosy, her eyes — but after all that has nothing to do with the story. The important point was the smile upon her lips. She was pleased. She had bought a perfectly ducky fur coat. She had wanted the coat for ever so long, and she just loved it. Now it was hers and she was just waiting to discuss with Mr. Chevrier the arrangements for Dad to pay the twelve hundred odd dollars indicated as the purchase price.

Now it would be no more right for us to listen in on the conversation regarding settlement than for the writer of romances to eavesdrop when he leaves his hero and heroine at the close of a successful story. The first thing the young lady said as the proprietor greeted her, however, was too good to keep.

Making A Customer

"Mr. Chevrier," said the thousand dollar customer, "there is one thing I shall never forget about your store. I was just recalling it as I looked about. One Christmas week when I was a little girl of three—I won't say just how many years ago—my mother brought me to this store. I do not remember the details of what was going on, but I do remember that as I entered the store in the company of my mother a very kindly man bowed to me and presented me with a most gorgeous bottle of real perfume. It may not have been a very expensive gift at the time, but I remember it was a gift fit for a queen in my childish imagination. That it was presented to me for my very own self was the crowning glory. I do believe you won a new customer then and there."

Horace Chevrier, of Chevrier and Sons, Winnipeg, will to this day give anyone an affidavit as to the bona fides of this incident. He tells me, furthermore, he has any number of customers he could call up by name who would recall a similar instance in their early days. It would hardly be safe to estimate the age of the young lady of the perfume bottle, but let us say to be kind the incident took place twenty years ago. It is indeed a far-sighted policy which builds for a trade twenty years hence.

"Stringless" Contests

I recently heard at a meeting of retail merchants, a lecturer propound the theory that contests and prize-giving in

retail merchandising were out of date. Such methods no longer attracted, he claimed. Though his lecture sounded pleasingly modern and efficient, he strangely enough took for illustrations of his point the decline of contest methods in boosting newspaper circulation. The giving away of prizes for bringing in the greatest number of new customers was no longer a means of interesting the public in a business establishment.

This is not a debate with the learned lecturer. He knows more about retailing than I hope to learn for some time. It appears possible, however, that his theory applies to the old fashioned contest methods only. Well can I remember the competitions with a string to them advanced by all manner of firms a few years ago. "The Blue Store," as Chevrier's is known, have incorporated "stringless contests" as an important part of their "Future business" policy which makes customers for twenty years from now.

Every year one or two contests are held by this store in which boys may win genuine useful prizes—no string attached. There is nothing intangible or indefinite about a bicycle with coaster brake and motorcycle handle-bars. No less concrete is the award of a ticket to a Y. M. C. A. camp with fare, board and pocket money.

Take for instance the 1920 contest for boys. As is the case with all the contests for young folks, the time is set just near the close of the school year. It is found far more satisfactory to hold the contests while school is on because at other times the youngsters will likely be out of town. In any event their interest is more easily obtained than during vacation days. An added advantage is that teachers, given sufficient encouragement, help their pupils in the contests.

The object of the competition was to write an essay. For a subject the judges selected "Why I like to deal at Chevrier's." This necessitates visiting the store. It was excellent proof of the contest idea when several teachers escorted classes of youngsters to the Blue Store after school hours that they might inspect it and become sufficiently interested to write about it. One of the side issues of the contest offered three prizes for teachers having the greatest number of pupils among the entrants. Here again the Chevrier way of doing it proved that contests would not lose popularity when run on the stringless plan—with real awards. The teachers were offered for prizes fur pieces

ranging as high as \$100. in value for the first and proportionate values for second and third.

Enthusiasm of Youth

Any man who has ever been a boy himself need not overtax his imagination to picture the rapture with which any red blooded youngster would regard the list of real boy's treasures offered in the main prize list. Were I to attempt to analyze the reasons for the unquestionable success achieved by all the Blue Store contests I should point out as the basic element, common sense selection of prizes. No agent on earth can be surer of results than a youngster with a given objective. With something his heart desires to work for, all the King's horses, and the same proportion of the King's men could not stop him making a try for it. What is more, he will do his best—than which no more could be loped or asked for.

Young Winnipeg literally swarmed to the Chevrier store. Singly, in pairs, in bunches and in classes under the guidance of teachers they made visits of inspection. Like true authors they haunted the scene of their story for local color.

Already in my imagination I can hear several experienced merchants exclaim—"What a nuisance to have the store over run with kids." Some men are like that, but not so the Chevrier Brothers. They liked it. Every boy or group of boys who came to the store were as welcome as a cash customer—and why should they not be forsooth?

Looking To the Future

"Out of the number of boys who swarmed through our store during the contest a goodly per cent. will be found listed among our regular customers several years hence," Mr. Horace Chevrier explained. "Don't get the impression that we think half of them will continue to buy here from the closing day of the contest till the end of their lives; nothing so imaginative as that. The fact of the matter is, though, many of these boys will remember Chevrier's whenever they have a say in the purchase of their own clothing. Most of them are of the age when their buying is done for them by their parents, so they are not immediate prospects as customers.

Getting the Parents Interested

"On the other hand, future business from a percentage of the boys grown to manhood is not the only definite return on our contest investments. We have had parents come in with their boys who tell us they never would have peace

in the family unless they bought the boy's new suit from Chevrier's. Such incidents are only natural. The boys know more about Chevrier's than any other store in town. They know we are interested in boys and know boys' tastes. They know we even advertise our boys' department as "Winnipeg's Boys' Store." To their minds no other store is competent to serve their special requirements."

When we stop to analyze once more, you and I and the next man know there is no more effective spreader of propaganda than a boy. Give him something worth a boy's while talking about and he will spread the news faster than thistle-down on a windy day. Twenty-four sheets and free readers play no more important part in the advertising of a circus coming to town than the mouths of the boy population.

Boiled right down, then, the bald excuse for contests is that they bring more business to the store. To anyone in business for more than his health that is good and sufficient reason in itself. Added to this are two further features, one of which demands its share of the purchase price in the sale of a going concern. Good will — it is termed. The dictionary defines business good will merely as "the right to take up a business trade or connection." Mr. Chevrier's definition goes deeper and would call for a much higher valuation in a bill of sale.

What is Good-will?

"Good-will," he described to me, "is an elusive, intangible, hard-to-hold asset. It is an established desire on the part of purchasers to come back, to bring friends as new customers, and to take pride in seeing the firm in which they are interested grow in size merit and popularity. Its second element is a real impartial wish to see a business grow into goodly proportions on the part of wholesalers—and manufacturers."

The second of the points mentioned is—personality. Here lies Chevrier's main distinguishing feature. To the boys the store has a personality. To the old timers who have dealt for twenty years and to the new customers the store has a personality. Even to the French-speaking population from the little city across the river from Winnipeg, the store has a personality speaking their own tongue.

If after writing a theme along with more than two thousand boys you, at the age of fifteen had been presented with a swell bicycle, and the papers had been full of it, with your name and your picture published, do you think for a moment you would forget it? Not by a long shot. You would no more forget the event than you have forgotten the various treasured boyhood incidents of which you could tell us today, if you would only throw off the cloak of grown-up diffidence and out with it. The donor of that bicycle would be to you a personality—would in fact to this day remain

a memory to you just as the young lady who introduced our story recalled the big day in her life when she was presented with a bottle of perfume. That is how the Blue Store's personality is established with its future customers.

Endless Chain of Letters

Chevrier, however, does not let it rest there. The backbone of the personal touch is an endless chain of letters to old, new and possible customers. Every excuse is used to send a letter. Most of them are, it is true, form letters. Perhaps it would be more descriptive to call them duplicate letters, for they bear no resemblance to form. They are personal. They are the means by which contests are linked up with the cash register.

Take a specific instance the case of

one of the lads who won a prize in this year's contest. His was a new name, which was not included in the long list built up from the years of contests. His parents had never dealt in the Blue Store before. They came in with the boy one day and bought a suit because he would have it purchased no where but at his store—Chevrier's. After a reasonable while it was noted by the records they had made one or two further visits to the boys' department, but were not recorded in other departments. A letter was sent to Dad something as follows: "Dear Sir.

"We have greatly appreciated your patronage of our boys' department, and assure you of our desire to serve you further and to your satisfaction.

"Knowing you as one of our regular

Will Carpentier Win the Fight?

You can go and witness this—the greatest fight in the history of the Heavy Weights at our expense. Read rules of the Guessing Contest—then come and try! Today!

THIS GRAND JUNE SALE

IS A DRIVING SMASH AT "OLD HIGH COST OF CLOTHES"

It is a Triumphant Swing Staged by CHEVRIER (The Blue Store) for you—it permits—nay commands you to dress the part of a Courageous, Indomitable Winner! Do so! Buy at this June Sale Pricing! Today!

Men! A Guessing Contest

Exclusively For Men

READ!!

Our Men Friends have often asked us & not give them a chance to guess.

WIN A PRIZE

Here it is now! Guess how many coins there are in the big gilt glass-faced box.

FREE! The Prize FREE!
A Railroad Ticket to New York and Return (via Montreal) and a \$30 Seat to the **DEMPSEY-CARPENTIER FIGHT** of July 2nd—FREE.

RULES OF THE CONTEST

I.—No strings to any contest of wit and skill at The Blue Store! Use your eyes! Use your brain. Guess and win.

II.—Call in for a guessing card. Fill it in fully, legibly and carefully, after viewing the big gilt container. Take your time. Come in often and think it over before you finally deposit your guessing card in the sealed barrel.

III.—One man—one guess. Ages 18 to 80.

Contest closes Saturday, June 25. Results announced in our advertising in the daily papers of June 27 by two judges representing the daily papers.

Chevrier's THE BLUE STORE
Grand June Sale Feature
Exclusively a Man's Guessing Contest
AGES 18 to 80
GUESS HERE
4 226

Name *W. Ashton*
Address *357 Aberdeen Ave*
Age *26*

This Fall I expect to need a new
Suit Winter Overcoat Fur or Fur-lined Coat
Hat Cloth Cap Woolen Underwear Fur Cap Shirts

*Please mark with a cross those of the items you think you will likely require this fall.

A forty dollar seat at the Carpentier-Dempsey fight, with fare paid from Winnipeg to New York and return was the prize which attracted fifteen hundred men to enter guesses in Chevrier's latest contest. These forms provided several hundred new names for the mailing list, many of whom are prospects for good business. This man indicated he is interested in a winter overcoat.

The above reproductions are of a newspaper advertisement and of the form used by the guessers in the contest. It will be noted how "The Blue Store" followed the guesser up.

customers we feel it is only just that your attention should be called to an opportunity to economize this summer on your personal needs. Our men's wear department is equipped to render complete service at all times, but you will be especially interested in the Summer Sale of men's goods scheduled to start next week.

"Your son has mentioned the fact that Chevrier's is a place where a fellow is treated right. Let us assure you it is our aim to treat you right in all our dealings. Drop in and see us next week some time; it will be a pleasure to see you in any one of our departments."

Twenty Letters a Year

Something like twenty letters a year are available for mailing to the entire mailing list, so it would be useless to attempt to give a comprehensive idea of them all. The idea, however, may be gained from the sample above, and the following special letter sent to a clergyman in the French parish over the river. Its personal flavor cannot be adequately translated into English, for the letter was in the expressive language of France:—

"Reverend Father.

"We have much appreciated your trade in our boys department, and would like to serve you this Fall in other departments as well.

"You will likely be needing a black Fall overcoat and black felt hat within the next few weeks. Be assured in these lines you will have full and complete satisfaction with us, as well as an opportunity to economize on your needs.

"We specialize in black suits—either of clerical or lay styles. We stock also a goodly range of black trousers in Serge, Venician or other cloths. You will find these are real values at reasonable prices.

"Should you prefer a heavy black Par- amatta rain-proof to black Chesterfield, you will appreciate the careful study we have given to the minutest details of style and cut which assures the severe correctness of line black wearing apparel must have."

Words in the English fail to cope with the closing paragraph of the letter in its courtesey and personality. The idea is clear without my slaughtering the translation of the rest. Instead of generalising, the letter hits the nail right on the head, and goes directly to the personal requirements of the person to whom it is addressed.

Mailing List of 18,000

More than eighteen thousand people receive letters of similar nature from the Chevrier store. This list is built up from sales slips, on which salesmen are instructed to obtain names whenever possible; from delivery orders and from names sent in during contests. Ages, occupation, size of family if any and other useful data is unobtrusively gleaned and entered upon simple index cards. These are filed by departments—furs, men's wear, ladies ready-to-wear and



An early showing of fall felts by W. F. Boughner of London, Ontario.

others. A separate file is kept for out-of-town cards. These form an important part of the system as there are hundreds of former residents of Winnipeg who still deal with the Chevrier brothers by mail. They are never allowed to forget the store, as the letters they receive average better than one a month. Many of the long distance customers started with Chevrier thirty years ago.

When a letter is returned through lost address, the card is placed in the rear of the file. In the course of time the customer's new address is found, entered and the card replaced in the "Live" list. If the customer be so situated as to be a prospect for furs as well as men's furnishings, the name is filed in both department indexes. Every Fall Fur Opening, men's wear sale, boys sale or other special is announced personally as well as by newspaper advertising, for Horace Chevrier says:

Giving Oneself

"While general publicity is for the purpose of getting people into the store, it should not be necessary to pay as much to bring them back again. The personal follow-up method of letters requires time, thought and earnestness in lieu of heavy cash outlay. A proprietor must give more of himself—must keep more closely in touch with the goods he sells and the people to whom he sells.

His reward comes in the establishment of personal relations with his clientele getting continued attention and interest, and winning that elusive, intangible hard to hold, and supremely desirable asset—good-will."

Mr. Chevrier knows whereof he speaks. During the time I talked with him in his office recently, no less than four customers "just dropped in" to chat for a moment about nothing in particular. Another caller was the winner of the last contest—for men, with

the prize a forty dollar seat at the Carp-Demp. fight and railway to and from; which amounts to something from Winnipeg. Incidentally I left Mr. Chevrier counting the new names secured by means of this contest, sorted for the various departments—333 who needed general furnishings; 255, men's suits; 230, overcoats, underwear and Winter garments; 98, collars, ties, etc; and last but far from least 30 prospects for fur coats.



All wool English cashmere ribbed hose with hand clocking. This is a new line of brogue hosiery which has taken particularly well with the trade. It is shown in black, navy, gray, dark brown and green and in each shading there is an assortment of different colored clocks. Shown by E. & S. Currie Co., Ltd., Toronto.

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ON YOUR TOES

"On your toes" is one of the slang expressions that seems to convey a well-intentioned meaning in inelegant English. It is baseball language and is used to express an attitude of a base-runner when he is about to "steal" the next base.

The expression is not inapplicable to the present outlook of the retail trade. "On your toes" is a healthy attitude of mind these days: it signifies intensity of purpose, concentration of energy, and the application of every faculty to the accomplishment of the object which may be in view. "On your toes" is the position a well trained runner would assume were he trying to make a record on the track. It is likewise the position a well trained retailer should assume when he looks forward to the fall merchandising season. There is a record to be made, a record that will show what intensity of purpose, what concentration of energy, and what application he has given to his business this fall. There are retailers, aggressive, energetic and unsleeping, who have beaten last year's record of business despite the fact that 1920 was an extraordinary year. These are the men who are "on their toes" at this moment, planning for the fall season and anticipating a bigger fall than the year 1920 gave them.

We read in the paper the other day of a retailer who said that he was minded to lock the door and go away for a holiday; in consideration of the business he was getting he felt that he might as well do this as stay on the job. It is not this spirit that will carry the aggressive retailer through the fall and winter season of 1921-22. It is the man who has made up his mind to stay right on the job from morning till night, every day in the week, who will surmount the difficulties of the coming fall and winter season. This is the man who has beaten last year's record; he will beat it again this fall. He is the man who is "on his toes." Like the baseball player waiting to steal the next "bag," he has planned the method of attack, his energy is ready to expend itself in one successful spring toward the goal that lies ahead. He is ready and about to "get away."

TRUTH IN ADVERTISING

At the Sixth Annual Convention of the Pennsylvania Retail Clothiers' Association recently held in Scranton, Louis Blumenstock, advertising director of the Stix, Baer & Fuller Dry Goods Company of St. Louis, delivered a remarkable address on the above subject in which he gave

utterance to some very plain statements regarding methods of advertising that have recently been followed by many retailers all over the continent. The burden of his argument was against the use of comparative figures, especially at this time when old values have passed into history. He takes the attitude that we have taken, namely, that to say such and such an article "was" so much and "now" is so much is misleading and tends to create greater uncertainty in the minds of the buying public. It cannot be too strongly emphasized that everything in the retail field that lends itself to greater stability at this time is altogether desirable. The use of comparative figures, except in a sale (and September is no time for sales) does create uncertainty in the minds of the customers; they wonder how long it will be before prices will take still another drop. The use of comparative figures in seasonal merchandising is, we believe, unwise, particularly at this time.

Mr. Blumenstock believes that the use of comparative figures in advertising began with the inauguration of the "Bargain Day"—usually a Friday. "The people wanted bargains" said Mr. Blumenstock, "so the merchants gave them bargains—at least in their advertising. You know and I know every merchant knows that there is only a percentage of bargains available—that goods cannot always be sold at a reduction—that about 90 per cent of your merchandise must bring the full percentage of profit to cover the loss on the remaining 10 per cent that you are compelled to sacrifice at the end of the season."

"Eliminate comparative prices" said Mr. Blumenstock in another part of his address, "and you are going to eliminate from the retail field the retailer who does not belong to it—the retailer who has no service to sell, who has no sense of obligation, who does not look upon himself as a merchant, who does not recognize his store as an institution, who does not expect to remain in the community and to serve it intelligently and faithfully. No legitimate business needs to fear the truth—and there is no one so strong as the man who is right. The reason why business has not adjusted itself is because of the fears that have existed in the minds of the business man to change from a method that he knows to be wrong, because he is not confident that he can run the right kind of store and make a profit. I want to assure each one of you that he will run a better kind of a store and will make more progress in his community if he has the courage of his convictions to do the right thing, if he will adopt the right principles, will adhere to them, and will perform his duty to his community in a conscientious way."

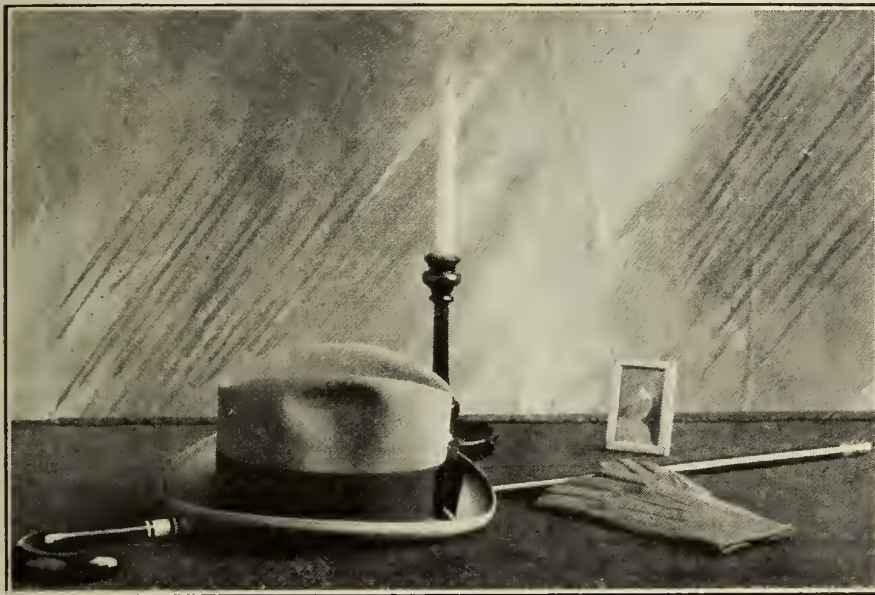
NOVELTIES

Manufacturers in a number of lines are striving to market novelties. They believe that the present is a very good time to do so because it will stimulate business, it will create a desire on the part of the consumer to possess where he otherwise would not, particularly because he is leaning strongly toward the economy wave. There is no gainsaying the fact, either, that such manufacturers are meeting with no small degree of success in this venture. We have talked with many retailers who have expressed a desire to buy novelties for this very purpose—that is gives them something new to place for sale to those who will buy in any case.

This might also be suggestive to the retailer in another way, that is, the more frequent use of novelty display windows. The consumer can very frequently be sold on the street as a passerby and there is nothing that will attract his attention like a novelty display.



Left—Tan mixture in silk finish with light brown band, side bow. Shown in mixtures of all shades or in plain colors.
 Centre—Raw edge natural velour, back bow, with light brown band. Shown in all colors.
 Right—22 Line band, young man's hat, light brown mixture with dark brown band and fancy cord at bow.
 New models in Brock hats shown by Wolthausen Hat Corporation, Brockville.

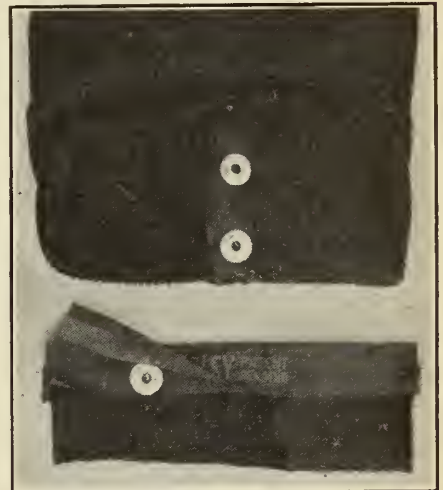


"THE KING'S HAT"

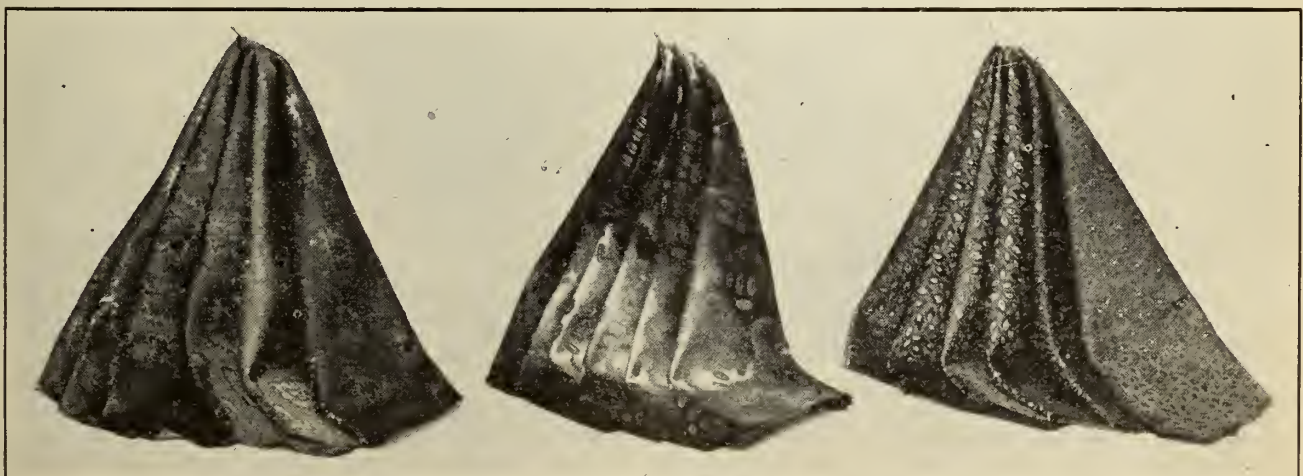
This is the exact hat worn by His Majesty the King this season, and has at last become obtainable in Canada. Made of champagne colored felt with bow and band of chocolate brown corded ribbon, the coming spring's headwear is accurately indicated.

The necessity for smart fall gloves will soon become apparent, and the newest line of buckskin in a rich beaver shade, prix-seam sewn will undoubtedly be the choice of the particular man about town.

Hat shown by courtesy of Boulter-Waugh Company, Montreal. Gloves by courtesy of the Acme Glove Company, Montreal. Photo by Photo-Kraft Studios, Montreal.



The principal object of this invention is to protect the person wearing either a jersey or bathing suit or similar garment equipped with the clinch style of dome fasteners from the contact of the metal with the skin and its attendant possibilities of poisonous conditions. This can be done, as will be seen by the above photograph, at a nominal cost. By placing a covering strip of fabric over the inner member of the clinching type of dome fastener which goes right through the fabric, the metal is not allowed to rub against the skin at all. Not only does this rubbing cause some discomfort but there is in it an element of danger. This new invention shown by the Averley Knitting Mills, Ltd. of Toronto, will overcome this difficulty and danger.



New holiday silks for neckwear. Shown by Wm. Milne, Toronto.

Make Every Line of Advertising Pay

Mediums Should be Carefully Selected and Results Should Justify the Selection—
Wasteful Advertising Should be Eliminated—Studying the Mail Order Catalogue—Copy Should Not be Overloaded

Written For Men's Wear Review By Mr. Gilbert, Advertising Manager of Blumenthal's, Ltd. of Montreal.

IN the face of a decreasing volume of business and a static advertising cost per line, what is the retail clothier going to do with his advertising next fall? Can the average Canadian clothier afford a higher advertising cost? Must the clothier use less space? Must he advertise less frequently? What is to be done?

To cover the subject exhaustively would also be to cover it exhaustingly. Rather than a brief sketch of the situation than a verbose entrance into details which must necessarily be to a degree obvious to all thinking merchants. The subject should be considered from its general aspects first.

Eliminate The Waste

In the first place, how many merchants use their advertising accounts as a whatnot of their financial allocation of expenses? Now that we are unanimous, there is at least a fellow feeling—so that the first point to be made in a discussion of how best to appropriate advertising moneys for fall and winter is to cut out the junk of our advertising accounts. If you buy twenty tickets to the Taxi Cab Drivers Grand Ball, don't charge them to advertising. If you don't know what to charge them to, don't buy them. A half page in the Garbage Men's Carnival Program is not advertising—that card space in the Washerwomen's Journal is not advertising—cut them all out of your advertising expenditures. So, my first recommendation is to eliminate the waste.

Again after having thrown out all the wasted expenditures we must get to brass tacks and consider how to spend our money in the media of known value. Now of advertisements there are two types: that which brings in immediate response in the form of sales, and of this type the newspaper and the direct mail matter are the foremost exponents. And secondly that which makes for good will, prestige, reputation and their synonyms and in this class we must place billboards, posters, street car ads and road signs. Then, careful supervision of advertising expense is the order of the day—and such it must be for Fall—the first class of advertising is the more potent, the more essential. Make your advertising for Fall bring immediate results—stress that in your mind, in your ads, in your merchandising. Appropriate at least 85 per cent. of all advertising moneys for immediate result-producing copy. Use newspapers, use direct mail, use them forcefully for they bring immediate response—and cut down if needs must on the painted displays, on the posters and other pub-

licity forms of advertising. Advertise, then, for results.

Increasing Good-will

There is of course a certain danger that such a broad statement should be carried to the reductio ad absurdum. It is not necessary that you should ignore the prestige-building power of your copy, rather the reverse. It is essential that reputation and good will be increased. One need not strive for results at the expense of prestige. But every advertisement that appears above your name plate must add its bit to your good will and at the same time must bring home the bacon. Keep your advertising dignified but make it pull—that's the third suggestion.

Study Mail Order Catalogue

What is the most resultful form of advertising? It will be generally conceded that the mail order catalogue is the most potent of result producing forms of advertising—and it is from the mail order advertising that the retail clothier should derive his inspiration for fall advertising. Study the mail order catalogues—notice how the space is used—how effective are the layouts of each page and each spread—see how pithy and yet how complete are the descriptions of the articles—each article numbered and priced and described in detail. And then recall your own advertisements. How profligate you have been with expensive space—how you have filled space with unimportant copy instead of properly spacing important copy. We must set aside the idea that large space of itself is good advertising. We must recall the days when advertising was more or less of a novelty and we used space to its full advantage. Thrift in advertising expense is the order of the day just as thrift in personal expenditure is the crying need of the times.

It is safe—almost bromidic to predict for fall a return to the smaller space advertising. It is essential to most retailers. We must watch our advertising accounts. How? If it's a newspaper ad. test it this way—every hundred dollars you spend must bring in two thousand dollars worth of business. Your advertising cost per day shouldn't exceed five per cent. of your gross business. If it does, study your business and study your advertising. Perhaps your medium was wrong—perhaps your appeal was misjudged—perhaps your message was not clear. Perhaps you wrote the ad five minutes before closing time without giving sufficient thought. Perhaps you were not convincing because you

were not sincere in what you said. Oh, there are a thousand "perhaps." There is only one reason why your advertising is not pulling—there is something wrong somewhere. And it is your business to find out just what it is that is wrong and correct it.

Future Advertising

It is my personal belief that the coming form of advertising in newspapers is the message which treats of one article fully yet pithily described, stating its price, and correctly illustrated with a good drawing. That is the mail order style—we clothiers can take all that the mail order style teaches us and yet embellish it with a bit more class, and a bit more of the personal appeal—and find our own advertising we have eliminated entirely the large meaningless illustrations of the average cut services. I have never seen a cut service yet a large proportion of which is not given over to splashes of long legged Adonises wearing—well just clothes. And to use them in space of 150 lines by two or three columns seems to me to be sheer disregard of economical and forceful advertising. If it is attention you desire, it can be secured by good, clean typography, a neat border or a hand lettered headline. Effective layout of just plain type can secure complete attention and conserve space at the same time. So for fall advertising one might safely recommend a careful study of the value of illustrations but eliminate from our space bills the wastage of merely decorative figures.

Newspaper Copy

In newspapers which carry a considerable amount of competitive copy, it is far more economical to buy 100 lines by two columns in good preferred position and pay twice the price for it than to attempt to secure attention by 500 lines in the run of the paper. It may make your cost per line higher, but it will save expense. I would rather have one item well handled than a dozen jumbled—I would rather insure a half-second of attention than hope for five minutes reading. Write so that he who runs may read—that means write briefly but completely. It was Robert Curtis Ogden who recreated one of the greatest retail businesses of the world (Wanamaker's New York) on the grave of a business that had been dead for two decades, (Stewarts) who said "write for the ass—then everybody will understand you." Good advertising is always true and interesting. False or dull advertising is impertinent. It is also foolish and wasteful. It is no mean task to produce advertis-

(Continued on page 59)

Canada's Best Dressed Men Are At The Capital, Say Retailers

Influence of Parliament Noted in Appearance of
Male Population—Arrival of Lord and Lady Byng
—Window Displays Featured—Industries Idle
—Fall Retail Prices

OTTAWA retailers of men's wear claim that the men of Canada's capital are the best dressed of any in the Dominion. To see masculine dress at its best, they say, one has but to visit the theatre some evening when Parliament is in session and the season is at its height. No better dressed nor more perfectly groomed men are to be observed even on Bond Street or Fifth Avenue for the simple reason that "Bond Street's Best" is in all probability among the majority of evening dress suits that besprinkle the theatre in question. The presence of so many distinguished Englishmen in connection with the vice-regal party at Ottawa undoubtedly has a marked effect upon the men's furnishing trade, and to the eye of the casual visitor, few cities can compare with Ottawa in point of window displays, up to date and well kept interiors and expert salesmanship at all times.

The fact that at least two thousand extra men become temporary residents of Ottawa during the session, accounts for the fact that business never stagnates during the winter and spring months, and according to prominent members of the trade interviewed by Mens Wear Review, the completion of the Prescott Highway in the near future will mean an influx of tourists as well as at such other centres on the main line of the railways, constantly experienced during the summer.

Industries Closed

Although Ottawa lays no claim to being an industrial centre, nevertheless she is feeling the same depressing wave of unemployment which has become the common story in most other

Canadian cities. Due to the closing down of the nickel plants, pulp industries, etc., there has been a marked cessation of purchasing on the part of the laboring classes, but among the office men employed by the Government, buying has gone on uninterrupted. Just at the present time, however, business has received a pleasant stimulus by reason of the arrival in Canada of the new Governor General and his wife, Lord and Lady Byng of Vimy, to welcome whom Ottawa turned out in full force on the 12th of August. In both Ottawa and Hull public holidays were declared in honour of the event and huge crowds greeted the arrival of the distinguished visitors as a consequence.

Arrival of Governor-General

The arrival of Lord and Lady Byng at the station was a memorable moment, and the picture formed when they stepped into the waiting vice-regal barouche with its four magnificent horses ridden by uniformed grooms, with scarlet coated footmen behind on the box, and all about, the perfect alignment of the Royal Canadian Mounted Police bearing banners aloft and flaunting their vividly colored tunics against the green of the overhanging trees, and last of all the band surging forth the National Anthem, made a scene not likely to be forgotten in a moment.

Stores Decorated

In honour of the occasion the leading stores along Sparks Street and Bank and Rideau Streets featured many appropriate displays, in which flags and other patriotic emblems took a prominent position. One of the most effective of all was that shown in a win-

dow of the Poulin department store on Sparks Street, in which a miniature throne room was arranged, with an empty chair awaiting its future possessor. Canopied overhead were Union Jacks and Canadian ensigns entwined. Not a sign of merchandise was included in this silent tribute to Lord Byng, the entire display being arranged with the artistic note uppermost.

Fall Prices

With so auspicious a send off to the early fall season, Ottawa merchants anticipate a period of renewed activity in merchandising, towards which they are bending every effort in the endeavour to bring about that normal condition in business so long awaited. Several merchants interviewed expressed themselves as being pleased with the general trend of business, pointing out that prices especially should be conducive to success this fall. One manager of a popular Ottawa store said that he expected \$60 would be the highest top notch price for suits of the better class, while \$35 would be the average price on the general run of clothing. The same reduction in price characterizes the fall offerings in neckwear, shirts and hosiery, so that the anticipation of brisk selling next month is not without sound foundation.

MAKE EVERY LINE OF ADVERTISING PAY

(Continued from page 58)

ing that will be read upon its merits. Newspaper columns are overloaded with dreary, dead level advertising of goods at retail. If newspapers edited advertising carefully much would be thrown out as too stupid to print."

Let us remember it for Fall.

DUPUIS FRERES of Montreal are about to add an entirely new building to their premises. This is probably the beginning of an altogether new store that will occupy some five stories. A new company with an issue of \$4,000,000 has been organized.



Left—Natural colored fancy Jap rustic boater, 24 line band of seal brown. This hat is shown with black or brown bands, and in the white straw as well. Dimensions, 3 3-8 x 2 1-8th..

Centre—Old gold fancy rustic, 3 3-8th. by 2 24 line band, in old gold shade. This hat is shown with seal brown band; also in white straw.

Right—White bleach fancy rustic boater 3 3-8th. by 2 24 line band. Shown also in the natural shade.

These are imported English straws for 1922 shown by Ans'ey-Dineen Hat & Fur Co. Ltd. of Toronto.

Economizing on Overhead Expenses

"The Time Has Come To Economize On Overhead" Says Prominent Merchant—Old Methods Must Be Abolished—Cutting Salaries—The Re-arrangement of Departments—Efficiency Of The Staff.

THE TIME has come to economize upon overhead," said a prominent dry goods merchant to Men's Wear Review, this month. "As we all know, the value of turnover in dollars and cents increased greatly during the war and especially in the case of the retailer this must be brought down during the coming months, before attention is turned to anything else. Our profits up till last year were fictitious profits, they were meant to be used for a definite purpose, not squandered on personal pleasure after the manner of shameless profiteers. I may even go so far as to say that profiteering was legitimate, when the profits were laid aside against the day when values would decline as they are doing now, and were available in the form of a reserve on which to base replacement values. I do not consider that one had to be a prophet to foresee all this, it was all so perfectly logical. When prosperity comes, we are all justified in taking our share of it, but when the period of keen competition sets in, then the quicker we regain a stable basis of prices, the better for us all. Throat cutting in business is one of the attendant evils in this period of deflation, and we want to avoid that particular form of business as far as possible, for we are apt to find that the man from whom we are trying to steal business, can be a very thorough throat-cutter too, and we shall have gained nothing by our efforts. My personal belief is that the retailer should combine his merchandising account and his budget in one, and give away as little as he possibly can. What I mean is, that he is entitled to sell his service now as part of his stock, and his one idea should be to "get the long green" and educate his customers to appreciate the difficulties under which he is operating."

Must Abandon Old Methods

"Most businesses need reorganizing now," he continued, "as few of us can continue along the old methods unless we wish to remain classed among the unprogressives in the trade. I think the question of overhead expense is the most important to be considered, as I have said, in order to ascertain where retrenchment can best be made. A great many retailers would find that if they would cut out the maintenance of a delivery system, which means the upkeep of a livery stable or a garage, a number of drivers, bills for repairs, etc., that an enormous saving could be effected, if a contract is made with a local express company for certain hours of the day. Customers should be encouraged to carry their parcels in

dry goods stores, just as they do at grocery stores or butcher shops, or else it might be announced that free delivery will be provided on purchases over a certain amount. This would be an especially good plan where suburban deliveries are concerned, as several out of town families could pool their purchases together and save our delivery man many an extra trip."

Cutting Salaries

"Another saving which should be effected if possible, is on salaries paid to the staff, especially if they have been rather highly paid during the war years. I am in favor of a 10 per cent. cut in all wages, and I have personally explained to my staff that this is really no hard-

ship in comparison with the loss which the average owner or manager of a store has to take. Our own loss has been more than 20 per cent. all round, proof of which I demonstrated to the sales staff in a conference, and I am glad to say that my explanation was cheerfully accepted and no trouble whatever has arisen from the reduction in wages."

Watching Departments

"Another point to look into carefully this year is the question of the profits derived from each department, and to eliminate any one which is not standing on its own feet, so to speak. I believe that we need to build up the entire business, of course, but it is generally better

Gloves - Silk

DATE	RECEIVED FROM FILE NO.	INVOICE PRICE	QUANTITY	DATE	RECEIVED FROM FILE NO.	INVOICE PRICE	QUANTITY
2/1/21	Stock	1.00	243				
2/1/21	Rs. 21	961	48				
3/1/21	P. L.	1.00	132				
4/1/21	Rs. 1	1.00	24				
20/1/21	Rs. 1	1.00	36				
2/1/21	P. L.	1.00	12				
2/1/21	Rs. 1	1.00	12				

Dept. "H"

DATE	RETURNS AND TRANSFERS	QUANTITY
3/2/21	Reduced to \$1.00	5

\$1.50

DATE	RETURNS AND TRANSFERS	QUANTITY	SALES	STOCK	DISBURSEMENTS	BAL.	STOCK	DISBURSEMENTS	BAL.
Feb. 1			27	243	264	447	27	423	
April 13			68	494	43	436	82	354	
June 19				354	49	305			

Above is a reproduction of the card system referred to in the accompanying article. Explaining it to Men's Wear Review, our informant said:—

On the upper card is the name of the article, the department in which it is sold and the retail price.

Then on the left we have the stocktaking and the receipts with the File No. of the invoice and the invoice price.

On the right of card we have returns to Manufacturers or Transfers to a Reduced or Advanced Retail Price.

On the lower card we have the total number of sales per month; which are taken from a sales sheet kept daily, therefore, during February we only sold 1 pair but we reduced five (5) pairs to \$1.00, which made our disbursements from this stock six (6) pairs, on the list. March the stock was 267 pairs, we received during March as per front of card 180 pairs, making stock at end of month 447, during March we sold 22 pairs, leaving our stock at end of month 425 pairs.

to weed out the weaker sections and concentrate upon those which are forging ahead. In my own case, I have decided to cut out one large department entirely and rent the space to another concern, since I am able to provide them with a separate entrance. Expansion in business does not necessarily mean covering more and more ground space, it means the establishing of a sound reserve, and the strengthening of each and every link in the chain of units which constitute the business until an absolute impregnable position is reached."

Re-Arranging Departments

"Departments can often be materially benefited by rearrangement." he went on, "especially with regard to economy of space and artistic effect. In my own case, I have recently decided to change the millinery section from the large room which was especially designed for it, outside to the main floor, and to replace it with ready to wear. The reason for this is that millinery is more often than not purchased by the power of suggestion and attraction, than from a definite need. If millinery is placed in a strategical position so as to be passed many times by customers in going and coming from the ready to wear or underwear departments, much more will be sold, than when it is all located in a position by itself. Ready to wear requires a quiet, comparatively private location, well lighted and conveniently fitted with rooms for trying on garments."

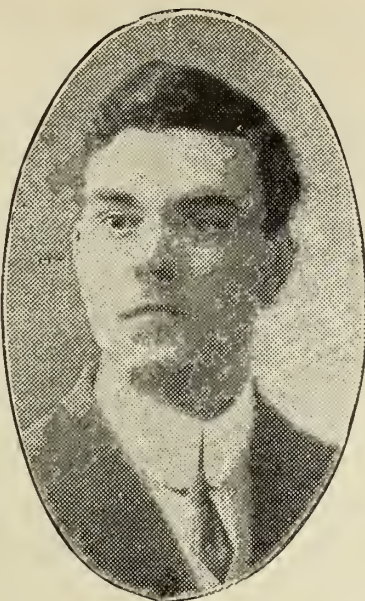
"If there is space enough I am in favour of having a permanent unit display of up to the minute garments shown on a wax figure, which will exemplify the very newest ideas in wearing apparel for the assistance of the purchaser uncertain of what to buy. Every week I would change this little display, keeping a keen eye on the latest accessories to accompany the different costumes. It would be a little study in harmony and should prove interesting to every type of woman."

Efficiency

"Finally, I think that most stores need to check up their methods of business system and find out whether they are working along the most efficient lines or not. I find that a stock card system works out better than the ordinary book which I formerly employed and I have originated a card of my own which is ruled according to the simpler methods that I am endeavouring to inaugurate all round."

Sales Policy

"One last word I want to leave with you," he concluded, "and that refers to sales. I am consistently opposed to the holding of sales now, as they certainly retard the process of stabilization. I am in favour of offering a 10% discount on the entire stock in the store upon a certain day, once or twice a year, but that should be sufficient. If many



J. E. DUFF.

One of the young men in Eastern Canada who bids fair to be a most successful business man—has, indeed, achieved no small degree of success already—is J. F. Duff, of Ottawa. He is thirty-three years of age and is already the proprietor of two stores dealing in general dry goods, men's furnishings and footwear. He started in business in the capital in the year 1916 and three times since then he has been obliged to increase the size of what was, in the beginning, a modest little store.

New Branch Store at Westboro.

Recently Mr. Duff opened a new branch store at Westboro—a small town about two miles west of Ottawa, having a population of about 3,000 people. It is on the C.P.R. line and is also served by the Ottawa Electric Railway that runs through the town on the way to "Britannia on the Lake" park. This business was purchased from

J. A. Clarke & Co., Mr. Clarke being forced to give up business owing to ill-health. While the new branch store is not quite as large as the parent store, it is still very much of a city store, with splendid windows, an inviting entrance, and located in the centre of the block that constitutes the business section of the town.

Exactly Like Parent Store.

Mr. Duff has followed the policy of keeping exactly the same goods in the branch as in the parent store at Ottawa. Similarly, the same window display ideas are followed in the one store as in the other. Mr. Duff personally manages both stores, though spending the most of his time at Ottawa. He attends to the buying for the two stores himself. C. A. Mills has been placed in charge of the Westboro store; he lives in that town and is well known to all its citizens.

Is Well Satisfied

To a representative of this publication, Mr. Duff stated that he was well satisfied with results to date. "I have done a satisfactory business for the length of time we have been there," stated Mr. Duff, "and I have every confidence that in future years there will be extra good trade there. I commenced business just five years ago and have come 'over the bumps' finely, but have had to stay on the job all the time. I have just ended my sixth anniversary sale in July and it was the most successful one I have ever held. I commenced with about a \$4,000 stock and now carry in the two stores in the neighborhood of \$20,000, although a year ago I had more than that in my one store alone. My stock is about as low now as it is possible to have it."

Mr. Duff was born at Avonmore, Ontario, where he attended public and high school. He took a business course in the Cornwall Commercial College and, prior to going into business for himself, was connected with the "Peerless Clothing Store," of which he was manager for the last three years. He is the father of two sons who already have claimed as their inheritance the two stores operated by their father.

oddments accumulated they might be grouped together as a mid-season clearing sale but the continued featuring of cut prices will kill good business in the long run, and should be eliminated.

"A further innovation, which if carefully handled by the delivery service will result in saving of time and money, is a double perforated C.O.D. slip with a gummed back, which is separated into halves on the parcel and the right half is put on file with the invoice. The left hand part represents a receipt from the driver who is made personally responsible for the parcel, and must see to it that it is delivered within two

days, as all C.O.D. parcels have to be off the books within three days. This sticker must be carefully attached or it may be torn off and parcels delivered containing receipted bills. But with due care, it will obviate most of the errors common under ordinary systems."

C. H. SMITH CO., LTD., of Windsor, was recently awarded the first place for the best retail advertising for the month by the Retail Ad-News of New York. The advertisement in question was designed and written by C. L. Barker and his assistant, Russell Smith.

Style Forecast, Spring, Summer, 1922

Recommendations of the International Association of Clothing Designers at 23rd Semi-Annual Convention—Present Era Distinctly Toward Outdoor Life and Models Will Reflect This Tendency in Sport Garments

THE JOINT Style Committee of the National Association of Retail Clothiers and of the International Association of Clothing Designers, in co-operative session at the 23rd Semi-annual Convention held in Rochester, have declared that the type of clothing for male attire for the spring and summer season of 1922 will be along the lines that will contain sport and novelty effects. The present era is distinctively toward outdoor life, necessitating clothes in conformity with ease and comfort.

The spirit of the times shows a trend toward the adoption, by men of all ages, of styles typical of, and accepted by, the younger generation.

There is a growing tendency in regular models toward a trifle looser body, a trifle wider shoulder, with narrower lapels and gorges on higher lines.

Specifications For Sack Coats (Based on Size 36.)

One Button, Single Breasted Sack. Waist length—15½; Full length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—12½ Hook; Shoulder Width—4½; Shoulder Effect—Square; Shape of Lapel—Semi-peaked; Dimensions of Lapel—3; Shape of Front—Slightly Straight; Front Effect—Chesty; Style of Pockets—Slanting Flap; Sleeve Size—11 inch at Cuff; Sleeve Finish—Cuff, Open Vent, Three Button.

Two Button, Single Breasted Sack. Waist length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Form; Back Finish—10, Plain Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Straight, Slight Opening at Bottom; Button Spacing—4 inches; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent, Three Button.

Three Button, Single Breasted Sack. Waist Length—15½; Full Length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—10, Regular Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Slightly Cut-away; Button Spacing—3½ inches; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inches at Cuff; Sleeve Finish—Open Vent, Three Button.

Four Button, Single Breasted Sack. Waist Length—16; Full length—30½; Blade Effect—Easy; Back Effect—Slightly Shaped; Back Finish—8, Plain Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—2¾; Shape of

Front—Slight Cut-away, Round Corners; Button Spacing—3½ inches; Front Effect—Medium Chest; Style of Pockets—Regular; Sleeve Size—11 inches at Cuff; Sleeve Finish—Open Vent.

One Button Double Breasted Sack. Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—12½ Hook; Shoulder Width—4½; Shoulder Effect—Square; Shape of Lapel—Peaked; Dimensions of Lapel—3; Button Spacing—at Waist Line; Button Spacing—3½ inches Front Edge; Front Effect—Chesty; Style of Pockets—Regular, Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent.

Two Button, Double Breasted Sack. Waist Length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Form; Back Finish—10, Plain; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3¾; Button Spacing—4 inches; Button Spacing—4 inches from Edge; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 at Cuff; Sleeve Finish—Open Vent.

Three Button, Double Breasted Sack. Waist Length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—10, Regular Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Half Peak; Dimensions of Lapel—3½; Button Spacing—4 inches; Button Spacing—4 inches from Edge; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent.

Specifications for Overcoats

Top Coat. Full Length—42; Blade Effect—Full; Back Effect—Box; Back Finish Plain; Shoulder Width—5; Shoulder Effect—Square; Shape of Lapel—Notch; Dimensions of Lapel—3½; Shape of Front—Single Breasted, Button-Through; Button Spacing—5; Style of Pockets—Patch and Flap; Sleeve Size—13 inch; Sleeve Finish—2¼ inch Cuff.

Spring Overcoat. Waist Length—16½; Full Length—40 inch; Blade Effect—Easy; Back Effect—Slightly Form Trace; Back Finish—Plain Vent; Shoulder Width—5; Shoulder Effect—Square; Shape of Lapel—Notch; Dimensions of Lapel—3½; Shape of Front—Single Breasted, Fly Front; Button Spacing—4½; Front Effect—Medium Chest; Style of Pockets—Regular; Sleeve Size—13 inch. Sleeve Finish—Plain Vent.

Rain Coat. Waist Length—17; Full Length—44; Blade Effect—Full; Back Effect—Box; Back Finish—Raglan; Shape of Lapel—Convertible; Dimensions of Lapel—3¾; Shape of Front—

Double Breasted; Button Spacing—5x5; Front Effect—Full; Style of Pockets—Patch and Flap; Sleeve Size—14; Sleeve Finish—Split Sleeve, All Around Cuff.

Specifications for Evening Coats

Full Dress Coat. Waist Length—17; Full Length—39; Blade Effect—Smooth; Back Effect—High Side Seam; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Pointed Skirt; Button Spacing—4 at Top, 2½ at bottom; Front Effect—Full Chest; Style of Pockets—Welt Breast; Sleeve Size—10¾; Sleeve Finish—Cuff, Open Vent, Four Buttons.

Tuxedo Coat. Waist Length—15½; Full Length—30½; Blade Effect—Smooth; Back Effect—Form; Back Finish—12 Hook Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions—3; Shape of Front—Slight Cut-away, Round Corner; Button Spacing—One Button at Waist Line; Front Effect—Chesty; Style of Pockets—Slanting Flap; Sleeve Size—10¾; Sleeve Finish—Collar, Cuff and Pockets Satin Piped.

Young Men's Extreme Tuxedo. Waist Length—15½; Full length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—14 Hook Vent; Shoulder Width—4½; Shoulder Effect—Square; Rope; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Straight, Square Corner; Button Spacing—One Button at Waist; Front Effect—Chesty; Style of Pockets—Straight Flap; Sleeve Size—10¾; Sleeve Finish—All Around Silk Cuff, One Button.

Specifications For Men's Trousers 1922 (Based on 30-inch Waist)

Style Effect—Regular; Width at Knee—18½; Width at Bottom—15½; Plain Bottom—Optional.

Style Effect—Straight, Easy Hip; Width at Knee—17¾; Width at Bottom—15; Cuff Bottom.

Specifications for Vests for Spring and Summer

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long Points, Sharp Cut-away; No Collar; Length of Opening—15; Length—27½; Number of Buttons—5; Style of Pockets—Welt.

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long and Sharp; No Collar; Length of Opening—16; Length—27½; Number of Buttons—Six, Set Close Together; Style of Pockets—Top Inlaid Welt, Bottom Pockets Flap.

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Appealing for the Farmer's Trade

M. S. Goss of Dunnville Believes That the Farmer This Fall is Like the Man from Missouri—He Has to Be Shown that His Dollar Will Do More Work than It Did a Year Ago—Comparative Values—A Striking Circular

RETAILERS whose business is largely dependent upon farmer trade are facing a situation this fall that requires special treatment. This at all events, is the opinion of M. S. Goss, clothier and furnisher of Dunnville. Mr. Goss says that about 75 per cent. of their trade comes from the farmers in that section of the province. Now, the farmers believe they are in a class by themselves these days, not only in regard to matters of government but in economic matters as well. In the readjustment that is proceeding they feel that they occupy a somewhat unique position. In a word, "they are from Missouri"; they have to be shown that there is good reason for the fact that their produce is considerably nearer pre-war prices than manufactured articles. They are going to market with their produce and are accepting a price that shows a greater proportionate recession than the prices for the merchandise they buy with the money they have accepted for the result of their toil.

The conclusion at which they arrive is that they will not buy unless they have to or unless prices show that the

manufactured article is down in the same proportion as the article they have sold on the market square. So far as they are concerned, the dollar is very near its pre-war value when they sell but it is still considerably above its pre-war level when they buy.

How To Meet It

"The farmer wants to see that his dollar will do more work than it did a year ago," said Mr. Goss to Men's Wear Review, "and I don't blame him for that. He is asking to be shown that his dollar will do more work than it did in the fall of 1920. Then, why not show him? Our trade here is very largely derived from the farming community. I believe that the farmers have the money to spend, but we have to show them that they can spend it to advantage. In my advertising this fall, as well as in window display work, I am going to keep that uppermost in my mind—that people are looking for an opportunity to make their dollar go considerably farther than it went in the fall and winter of 1920. If I can do that successfully—and I believe that it is possible to do it because of the big drop in

prices in many of the men's wear lines—then I see no reason why trade should not be almost as good as a year ago." Mr. Goss has had a very good year to date; nearly every month has shown an appreciable advance in returns over the corresponding month of a year ago.

Striking Advertising

Mr. Goss stated that in his fall circular he would play upon this note with all the strength he could. "Take a blue serge suit, for instance," he said to Men's Wear Review. "Last fall it would take about \$65 to buy a good blue serge suit. In my fall advertising, both circular and newspaper, I will draw an effective comparison showing what that same \$65 will purchase in the fall of 1921. I will be surprised if it is not possible for a customer to pretty well outfit himself this fall for the \$65 that he paid for a suit of clothes a year ago. The farming community around here will not buy till their needs require them to buy. I think they have the money to buy, but I am equally certain that they will not spend it until they see that each dollar is a bigger one than

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Interior view of the M. S. Goss store of Dunnville, Ontario. Mr. Goss is on the right of the picture.

Glove Styles For Spring

Capes and Suedes Continue Popular—
Prices Show Appreciable Decline

Men are not wearing as many fabric gloves as formerly and this line is likely to receive little prominence by buyers when next spring's merchandise comes up for consideration. Capes and suedes will continue to grow in popularity for both fall and spring, it is stated by one leading Montreal house, which is also sponsor in a very fine line of "cape-suede" gloves made of finest French lambskin. Other leading lines particularly appropriate for spring wear will be light roundseam suede, piqué moche and piqué suede. For immediate and winter wear these same styles are offered lined with glove silk, which are both serviceable and dressy.

Domestic made gloves in slightly heavier weights but closely resembling the above styles are now on the market in both lined and unlined styles. The former are featured in tans and greys.

Glove buyers should be especially interested this season in the wide range of rip-proof or imitation hand-sewn suede gloves, which are made in three good shades of grey, putty and reindeer with black contrasting stitching. These are expected to be the leaders in men's dressy gloves as they are without doubt the smartest styles yet introduced.

Washable Capes

Washable cape gloves are to be again in vogue, and are offered in at least five different shades with black broché backs, pique-seam sewn. Tans are said to be outselling all other colors, but browns and greys are exceedingly good. In these washable gloves, beaver and mastic are proving very satisfactory. Although they tend to soil quicker than the darker shades, they can be very easily washed.

The demand for motor gauntlets is now on the increase since prices have become more reasonable, and soft cape styles with unstiffened cuff, in either black or brown are again featured with several new effects. A very distinctive motor gauntlet is made of finest tan leather with an extra long cuff, with a gore and two wrist straps, buckled with metal clasps. This glove is provided with a detachable knitted wool lining, which can be worn in winter for cold days but removed as desired, without affecting the appearance of the glove.

For Formal Wear

In the range of gloves for formal wear, a very fine line of pearl grey suede is being featured by a Montreal house for weddings and other afternoon functions, while for dancing, it is expected



This exceedingly smart rainproof utility coat is designed on the newest military lines and will prove a remarkably good looking as well as a serviceable all round top coat for early fall wear by the boy or young man.

Developed in many different shades of heavy English gabardine, the new raincoats are built to stand hard wear in every particular. They are half lined with changeable silk of heavy quality and possess that swagger cut and finish which characterizes imported garments. Shown by courtesy of Schwartzman Brothers, Montreal.

that the all white glacé kid without contrasting colored stitching, will continue in as good demand as ever.

The prices quoted for fall and spring show a satisfactory decline over last season's, but it is stated that the market is remaining very firm, so that no further change can be expected before next year. From the importers comes the word that raw skins are very scarce, in fact there is hardly any raw cape to be obtained from Africa today. The present price on gloves which is approximately 33% lower than that of 1920, is therefore regarded as being about the lowest for some time to come. Only about 50% of the normal amount of buying is being placed and fear is expressed that October will bring a rush which cannot be promptly handled. Furthermore, owing to the universal lightness of stocks prices may have to be advanced if the demand proves unusually heavy.

This exceptionally smart one button straight front sack suit was originated by the Campbell Clothing Company of Montreal and shown at the Designers' Convention at Rochester, N.Y. last month.

This model correctly forecasts the trend in young men's suits for spring 1922, along the latest yet moderately conservative lines, completely in accord with the tendency to avoid anything freakish or extreme.

Shown by courtesy of the Campbell Clothing Company, Montreal.

APPEALING FOR THE FARMER'S TRADE

Continued from page 63

it was a year ago and that the values we are able to give them here are just as good as the values they can buy out of town."

Aside from the newspaper advertising which Mr. Goss carries on aggressively, he gets out 2,000 special circulars which he sends to an up-to-date mailing list. These circulars he sends out early in October. He believes it is best to send them out when the farmers are ready to buy--a good time, he thinks is about the time of the fall fair.

The Ely Limited store at 78 Sparks Street, Ottawa, has recently been taken over by J. A. Delahay and E. M. Delahay who will operate this well known men's store under its former name. A continuance of the former firm's well known policy of carrying nothing but high grade merchandise will be strictly maintained.

NEWS OF THE CLOTHING TRADE

J. G. WATERBURY of Newcastle, has purchased the men's wear business recently owned by Russell Momson.

ORMOND J. BUSH has opened a men's wear store in Burlington, Ontario.

C. G. BADEAU has opened up a first class men's furnishings and dry goods store at 196 Locke street, Hamilton.

R. J. DEIR'S store in Gananoque was burglarized on August 14th, when some \$3,000 worth of merchandise was taken out. This was removed on a truck that was also stolen. The robbers, however, had ill-luck, for their truck got stuck in the mud about three and a half miles from the town when both truck and merchandise were recovered.

TWO SCHEMES of the British government to standardize clothing have failed.

A. J. MATTHEWS has opened up a new men's furnishings store at Swan River, Manitoba. R. H. Elliott is the manager of the store.

FRED BARBER has opened a new men's wear store at Hamilton street and Eleventh Ave., Regina.

W. H. INGLIS & SON of Brantford are not to give up business in that city as was announced some time ago.

A new men's store has been recently opened on Sparks Street, Ottawa, under the name of the Unique Clothing store, managed by Rupert & Chester, two young men who have had considerable experience in the business. The new store is attractively decorated in a mahogany finish with the usual fixtures and display cases. An upstairs office is located on a mezzanine floor. Their fall opening will usher in many interesting developments in the way of improved service features.

Several rolls of cloth and a number of suits were taken from the store of Joseph Fleasher, Tailor, Elgin St., Ottawa, on a recent Sunday morning. Hearing a noise the proprietor, who lives over the store hurried down but was too late to get any glimpse of the unwelcome visitor or visitors. The loss is stated to be about \$250.

Nap. Lafleur, who conducted a Tailoring establishment on Rideau Street, Ottawa, for a number of years and has lately been engaged in the barbering business, died suddenly in the office of a local doctor after receiving an electrical treatment. Death was the result of an attack of heart disease.

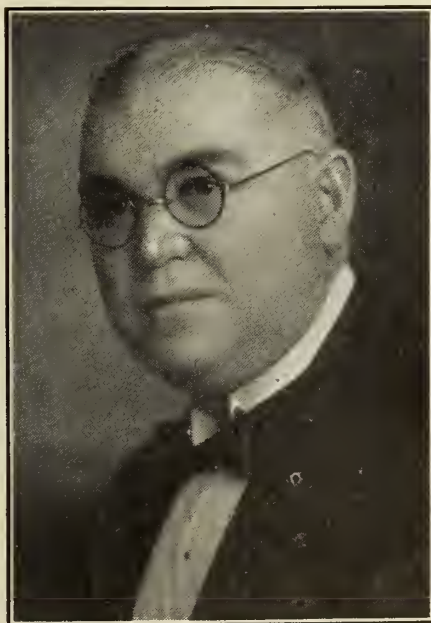
J. K. WALLACE, SALES MANAGER FOR CROWN TAILORING CO.

J. K. Wallace, who is a well known figure in the clothing field in Canada, has recently been appointed sales manager for the Crown Tailoring Co., of Toronto. Since the organization of the Wm. Leishman Co., Mr. Wallace has been prominently identified with that firm, during which time he made many friends in the clothing trade. Prior to this, Mr. Wallace was for many years with Arthurs of Glasgow, Scotland and in that time gained a very valuable knowledge of the woollen trade. It is Mr. Wallace's intention to adopt as a slogan for the sales' force, "Crown your customers with Crown clothes."

Stanley Brandham stated to Men's Wear Review that it was their intention to make a complete line of tailored ready for service clothes at popular prices which will be presented to the trade in an individual manner.

Mr. Wallace's many friends will wish him well in his new field of activity.

Thieves paid a visit to the factory of the Hull Clothing Company, 43 Montcalm Street, Ottawa, and helped themselves to 100 pairs of trousers valued at about \$1,000 and then called upon the National Cap Company, who occupy a floor below the Clothing Company, and picked out about \$100 worth of caps, departing without leaving any clue that has helped the police although they are working hard upon the case.



J. K. WALLACE,

New Sales Manager for the Crown Tailoring Co. of Toronto

FUR AND CAP INDUSTRY BECOMES OF FAIR EXTENT

A preliminary report on the hat, cap and fur industry of Canada for the year 1919 has been given out recently by the Dominion Bureau of Statistics. The report covers the operations of 208 individual establishments, of which 94 were in Ontario and 76 in Quebec Province. The total capital invested was \$14,553,814. Salaries and wages aggregated \$4,145,462 for the year. The records show that the number employed was 2,304 male and 2,232 female workers. The average working time of all establishments was 258.8, days on full time and 12.7 days on part time during the year. The average working time per day was 7.8 hours and per week was 45.2 hours.

Materials used had a cost value of \$12,027,858, including raw furs, and skins valued at \$3,230,477, and dressed furs and skins valued at \$3,447,284. The total value of manufactured products was given at \$20,790,334. Ladies fur coats and jackets were the biggest item, with 16,885 of these having a total selling value of \$4,093,656. Cloth caps were second in importance with a year's production of 2,273,421 valued at \$3,401,151.

Straw hats and shapes to the number of 1,541,777 were made, with a selling value of \$1,868,231, indicating that most were sold in semi-finished form.

OPEN MONTREAL BRANCH

The National Pad Company of Toronto announce the opening of a branch factory in Montreal which will enable them to take care of the expansion of their business in manufacturing shoulder pads and fronts of every description. Owing to the fact that Montreal is the home of a very important part of the fur garment industry, the National Pad Company is now featuring a complete line of furriers' supplies in the better qualities, as well as a full stock of pure Irish linens, canvases, hair cloths, linings and pocketings. The Montreal factory is maintaining an output at present of 10,000 pads a day, but it anticipated that in the near future facilities will permit even greater production. The location of the new branch factory and office is at 1620 Clarke Street, Montreal.

LARNER CARTER & Co., have moved from Atlantic Ave., Toronto, to 163—187 Dufferin street which is now the home of Headlight Overalls.

The Markets At A Glance

Manufacturers Say They are Beginning to Feel Consumer Demand Because Retail Stocks Are Well Cleaned Up—Clothing Prices For Spring Likely To Be Little Lower—Business in Other Lines of Men's Wear Trade

MANUFACTURERS and wholesalers state that they are beginning to feel consumer demand. In other words, they believe that retail stocks throughout the country are pretty well cleaned up and that the retailer, in his buying, is now keeping step with the demand from the consumer. What that demand will be is still in the lap of the gods so far as fall business is concerned, but with the reports that come from the western provinces to the effect that the crops will be a very good though not a bumper yield there is reason to hope that the season about to open will be a good one. Aggressive retailers are already after fall business and Men's Wear Review has talked with some who, even in the middle of August, had shown some fall suits and overcoats and had got good business from these early displays.

There is little or no variation in the price tendency. The first indications of spring lines point to immaterial reductions that reflect recessions in the price of raw materials. Labor costs are substantially the same as a few months ago. With a change in freight rates there may be a little further reduction in the cost of goods delivered; but for the most part spring prices will change but little from fall. The change between fall prices and those of last spring is greater than the change will be between fall and next spring.

Clothing

Manufacturers of high grade and stock clothing state that the high grade lines are being picked up first but that merchants seem afraid to purchase lines for stock that cannot be sold at \$30 and \$35. They seem to figure on this as the popular price for fall. It is still true that houses manufacturing very high class lines are quite busy. Some of them are working, and have been for some time. Whatever may be the outlook in the clothing industry the fact remains that there are a number of new houses opening their doors in both Toronto and Montreal, believing that the present is a very good time to commence because they feel that raw materials are down to rock bottom and that labor costs will not decline much if any more. Looking ahead in the next manufacturing season in clothing which begins about the first of December, we are informed by one of the executives of the clothing association in Toronto that there will be little if any reduction in the schedule for spring work. With rents, fuel and the other big items of the household expenses as they still are—unchanged from a year ago—they do not feel that any further reduction of any consequences, if at all, can be made.

There is a good deal of spring materials for clothing appearing on the scene and next spring promises to be a bright one. Colors will be gayer and there will be a return to some of the fancy weaves that have been lost sight of since the early days following the war. Manufacturers say that

the next spring season will be a good one for the retailer from the standpoint of being able to offer something to the consumer that is bright and appealing. Prices will be a little down owing to the drop in prices of English and Canadian wools and in trimmings. This, however, will not be substantial.

Shirts And Collars

The price of collars is now down to \$2.00 a dozen, allowing a little better margin of profit to the retailer.

Prices for spring shirts have not yet been announced because the shirt manufacturers are awaiting the word of the Dominion textiles with regard to the cotton prices. There are good shirts to be had now as low as \$15.00 a dozen and there still continue to be many retail shirt sales all over the country. One or two new shirt firms are springing up and have already secured promising business.

Hosiery And Neckwear

There is a fair amount of business being done in hosiery though there is little or no placing ahead. Men's Wear Review has heard of a few cases where retailers have missed some exceedingly good lines of English hose because they did not place for their legitimate requirements when the opportunity presented itself. Indeed, this is the case in a number of lines other than hosiery. It is, perhaps, as well for retailers to bear in mind that manufacturers have also cleaned up their stocks pretty well and are now back to the basis where they will only manufacture at a profit. One knit goods manufacturer stated to Men's Wear Review that their stocks were absolutely cleaned up and that they would not go ahead to manufacture anything until they received orders for goods. In other words, they would not speculate with the possibility of glutting the market with distress goods later on. Placing for legitimate requirements will help all round, and the retailer can render great assistance if he will bear this in mind.

Neckwear men are also doing a fair business for immediate delivery. Those who have been supplying the wholesaler believe that his stocks are well down and that he will be in the market again. Stripes are still very strong and are likely to be so for spring as well. Some very pretty silks are being shown for holiday wear at prices that are very inviting and will afford a good margin of profit. Some manufacturers claim, however, that a number of retailers are taking too wide a margin on their neckwear and are holding up production on that account.

Hats

Canadian hat manufacturers are very busy at the present time getting out fall orders. Already, too, there are some repeat orders for the finer grade of velours coming in from the west; we know of one firm that is working overtime to meet the



Lefts—Brown felt, 5½ x 2 3-8, 30 line band, outside welt, semi-tapering crown, back bow. This hat is shown in light tans, light steels and blue greys, browns and pearls. Contrast bands are used.

Centres—Fancy braid straw, 3½ x 2, 30 line band, back bow.

Rights—Ramie mixture, 5 5-8 x 2¼, 24 line band, inner welt, and with contrast bands. This hat is shown in lighter tans and steels and blue greys, in browns and pearls.

Hats shown by Biltmore Hats, Ltd. of Guelph.

demand. The sale of imported lines still continues on a fair basis. There have been some recent reductions in one English line of felts wherein a line that formerly sold at \$60.00 is now \$40.00.

Some travellers have been out on the road with straws for next summer but have not received placing orders of any account. One manufacturer's agent told Men's Wear Review that there was doubt in the minds of the retailers about the price; he is evidently looking for further recessions. Retailers are interested in the straws but buy little. The range of next year's straws will be a very wide one; several of them are shown in this issue of Men's Wear Review.

Underwear

Placing for underwear amounted to very little and there are still many merchants, or were the first of September, who had not bought their fall and winter stocks as yet. What lines have sold

have been the finer ones. Many retailers have not yet forgotten mid-seasonal reductions on standard lines a year ago. There is every reason to believe that this will not be repeated this year by, at least, some of the leading firms because prices have been guaranteed until the end of the year, making it safe for the retailer to buy sufficient quantities to meet his needs until that time. In talking with a manufacturer along this line some time ago he stated that what the retailer was looking for in this and every other line was a guaranteed price so that he could feel reasonably safe in going ahead with placing orders.

Referring again to the question of hats, it seems that in this line as much as any other there is a desire for a guaranteed price. Mid-seasonal cuts are disturbing to both the retailer and manufacturer; the retailer can hardly be blamed if he hesitates to place when he feels that further reductions will occur. It would seem to be a good time for a better understanding between hat men.



Fall opening display of J. H. Blumenthal's store in Montreal.

Retail Merchants Asked to Co-operate with the Government in Problem of Unemployment

Results Of Action Taken By Premier Drury To Get Prices Back to Normal Basis Where Commodities Are Sold at Replacement Value — Bearing of Problem On Unemployment — Retailers' Representative on Advisory Committee Makes Strong Appeal

SOME time ago Premier Drury called a meeting to which he invited three representatives from the following organizations—manufacturers, wholesalers, retailers, banks and financial institutions, farmers and labor—to discuss ways and means whereby the wheels of industry might be kept turning and employment given to thousands of men now idle, and, at the same time, to keep the present army of workers as fully employed as possible. The Premier declared that there was a key to the whole situation if it could be found and he asked for a frank and open discussion with a view to finding out what organization or organizations, if any, were not doing their share toward getting business back to a normal basis. It was pointed out that the public were not buying as they ordinarily would if they felt that prices were down to bedrock. Individuals and firms were not building because prices on building hardware, lumber and builder's supplies were not down to where they should be. Labor, it was felt, should be cheaper. Manufacturers, wholesalers and retailers should be willing to sell their commodities at a price at which they could be replaced at today's market value and it was quite obvious that if all the organizations co-operated with this end in view and the public made aware by a well-organized publicity campaign it would not be long before business in all lines would be back to normal and the extra demand that would be created for the different lines of manufactured articles would give employment to the thousands of men now out of work in towns and cities all over Canada.

On a Working Basis

Just how to give the practical turn to these suggestions was a matter for consideration and at the second conference called by Premier Drury a resolution was passed authorizing each trade section to send in the name of one man to represent it, thereby reducing the size of the committee to seven men with the Premier as chairman. The office of this committee was to act in an advisory capacity to the government on this all-important matter. I have the honor to represent the retail merchants of Ontario, taking in all the trade sections, and I will do my utmost to advance your interests at all times. At the same time, I must pass on to you the criticisms of the committee and if these criticisms hurt it must be because there is some justification for them. They may not be for you individually but for others in your particu-

lar trade section and it is up to you to help to rectify what difficulties there are.

Important Resolution Passed

When this special committee met on August 17th. they drew up the following resolution:—

The Committee on Unemployment, having considered that the resumption of activity can be reached mainly through normal channels of employment instead of through special relief works, and believing that this end can be reached by facilitating the process of price reduction to normal levels, thereby stimulating consumption and production, agrees:—

1. That Labor shall be asked to take willingly a reduction in wages proportionate to progressive decrease in cost of living.

2. That Manufacturers should be asked to take a price for goods on hand equal to the cost of replacement, having regard to decreased cost of raw material and of labor used in manufacture.

3. That wholesalers should be asked to sell goods on hand at replacement prices.

4. That Retailers should be asked to sell at replacement prices.

5. That, believing that costs of building at the present time have been considerably reduced, and can be further reduced, those desiring to build should be encouraged to ask for new tenders on their proposed work; and that building contractors and builders' supply people should make a special effort to reduce prices to a minimum in order to restore this important key industry.

6. That Banks and financial institutions should be prepared to co-operate to the utmost with all productive enterprise by allowing all reasonable credits and by decreasing rates as rapidly as conditions may allow.

7. That farmers should be asked to maintain reasonable production, and in the event of a proportionate reduction being reached in other lines, should be prepared to make needed improvements and betterments.

As the executive of each association should be given an opportunity to reject or adopt the resolution as it affected their particular association, it was deemed advisable at the time to treat the matter confidentially, but as the Premier has made reference to it in a recent address and as the executive of our various trade sections have been given an opportunity to deal with the matter and have unanimously adopted the resolution, I feel free to use it for

publication. The resolution is of sufficient importance to show how vitally urgent it is for all retail merchants to co-operate in every possible way. According to good authority this co-operation is not being manifested by all our trade sections at the present time.

Case of Shoe Men

For instance, at the joint meeting of all the trade sections at which it was agreed that all retail merchants should sell at replacement prices, the shoe merchant came in for some criticism. It was shown that some shoe merchants bought shoes at a fair market price and offered them at 100% profit. It was stated that some merchant tailors could not justify the prices they were asking. The butchers were criticized for the prices they were asking for some cuts. The result of these criticisms was that a special committee was appointed to gather any further information that would be of assistance to the Advisory committee so far as it had a bearing on the retail.

An Obligation

As your special representative, I earnestly entreat of you that you live up to your obligation to dispose of your merchandise at the lowest possible price and in no case ask more for your goods than the price at which they can be replaced at today's market values. Any merchant who does not do this is standing in his own light. Not only that; he places his fellow-merchants in a very unfair light because the section, as a whole, must suffer for the wrongs of the few. We have a golden opportunity to play our part and let us play it well. It may appear hard to face the real issue if you have not already faced it but you may be sure of reaping the reward in the end and there is a great satisfaction in feeling that you have done your part in bringing business back to normal basis and thus helping to solve problems of unemployment which will always bring distress and hardship to a considerable proportion of our population.

Announcement

The announcement was made to Men's Wear Review by officials in charge of the French train exhibit that, following the trip through the west, the train would return to Montreal and remain there for some three months. During that time not only the present exhibit but additions to it of new merchandise from France will be seen and will be accessible to the Canadian buyers.

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"Optimism and Caution"— Retailers' Watchword for The Coming Winter

Optimism in Selling and Caution in Buying Says Montreal Manufacturer—Liquor Purchasing Has Affected Men's Clothing Business—Settlement of World Problems Will Usher In Another Wave of Big Business

A PART from the trend of style in clothing next season, there is another aspect which merits a word of comment, namely, the economic outlook from the manufacturer's standpoint. Never before has this side of the clothing industry been the subject of so much conjecture and warm discussion, for seldom has any parallel in industrial conditions been recorded in the history of Montreal. Unemployment has become the burning question of the day.

Discussing the situation with Men's Wear Review this month, a leading manufacturer spoke as follows: "It goes against my principles to admit that things are very bad, because it is only the logical development of all the abnormal conditions in the industrial world, a crystallization of climaxes or a crisis, if you like, after which we may expect a steady recovery once again. It is fortunate in a way that all retailers and manufacturers across Canada are more or less affected in the same manner. Uniformity in prevailing conditions goes a long way towards assisting in the solution of whatever problems exist. It is a fact that those who have the money are still buying, but those who have not, cannot purchase or dare not, for fear of what is ahead.

Retailers Lose Money

"I know that retailers all over Canada are losing money and I believe that they are wise to curtail all expenses, buying only what they really need. I think however, the time has come when they may put more faith in the manufacturer, since no reputable firm would for one moment encourage its travelers to push sales at any cost. On the contrary, I strongly advise retailers to cut down expenses to the very bone and cooperate with the makers to tide over this period of business depression. Let us all fight it out, realizing that it is not so much the fear of high prices as the absolute inability of the general public to purchase, which has brought about such chaotic conditions. I firmly believe that things are becoming steadier and that next spring must find us all on the up-grade. From my stand-point as a manufacturer, I am prepared to lose many thousands of dollars before next year, in order that I may keep going at all. We have not closed down yet, but it may be necessary to discharge a number of our workers. Costs seemingly

cannot decline, so we are forced to take drastic steps.

Money in Liquor

"There is much ready money in Canada tied up in liquor at the present time which would have otherwise been in circulation. It is the immense demand for private supplies which would not have been laid in but for prohibition, that has lessened the amount of money spent upon clothing this year in Canada. When once all the chaos in Ireland, Russia and Greece is cleared up and capital gets over its timidity, I look for a sudden resumption of business such as we had a few years ago. Until that occurs, however, we must content ourselves to tide over the next few months with what philosophy we can, and concentrate upon ways and means to get every atom of business possible under the circumstances. Optimism and caution are the two qualities to be remembered by retailers this winter, the former as to selling and the latter as to buying. To sum it all up, it now takes intensified management in merchandising to meet market conditions, avoiding any pessimistic or depressing note and emphasizing above all things, the vital need of buying clothing made in Canada, for of all other sentiments expressed in business today, none is more significant and compelling than this."

"It looks to me as if the unemployment

situation is going to be quite serious this winter, and though I wish I could, I cannot share Senator Robertson's hopefulness on the outlook for the winter," said F. W. Stewart, ex-president of the Montreal branch of the Canadian Manufacturers' Association, and president of Cluett, Peabody and Co., of Canada, Ltd. Mr. Stewart was referring to the address of Senator Robertson to the Trades and Labor Congress in Winnipeg on August 22 during which the Minister of Labor declared that he did not agree that unemployment would be more serious in the coming winter than last year.

"I know nothing about a buyers' strike, and to my mind there has never been one," continued Mr. Stewart. "People have only been buying what they require, which is quite natural. I cannot see that with the purchasing power of the people what it is the retailer will be able to order goods on any heavy scale during the next few months. It makes it very difficult for the manufacturer to operate on a sound basis, and it does not look good for employment.

Orders Small

"However, some industries are beginning to get orders, but they are very small and on a profit-making basis, and from my point of view the outlook is not good. I think that in a few months there will be some improvement, but I do not look for anything perceptible at present."

NEW FIRMS STARTING IN BUSINESS

The Columbia Shirt Co., Ltd., of Canada is the name of a new firm that has recently started in business on Wellington street, Toronto. This firm will specialize on high class shirts for men, boy's blouses and men's nightshirts. Mr. Kaufman, who is the manager of the new firm, states that he believes there is a good opening for their lines and they are running at full time at the present.



Picture of new store recently opened at 250 St. Dennis Street, Montreal, by D. A. Gagnon, next door to the St. Dennis Theatre.

Ottawa Store's Publicity Methods

Some Successful Ideas Worked Out by Macdonald's Store at The Capital—Issues a Dress Chart for Well-dressed Men—Effective Personal Letters—Getting Out of a Rut—Other Features.

B EING well dressed is simply a matter of knowing where to buy your clothes" is the significant statement posted up on one of the walls in Macdonald's Men's Wear Store in Ottawa, Ontario. It is only one of the many attractive and often times epigrammatic slogans featured in a similar manner inside the store and in its windows. But there is more in these little show cards than meets the eye at the first glance and they are by no means expressive of a merely idle boast. According to Mr. Macdonald, this sort of publicity must be very carefully gotten up, avoiding any sort of vain boasting and use of catch phrases which sound well but mean nothing. The card should emphasize the various merits of the store and its service in as original a vein as possible, and should attract the eye not only by reason of their originality of wording but the artistic manner in which they are prepared. In the case of the show cards in the Macdonald store, the lettering is done in dark blue, not particularly large as to size, but uniformly done in a kind of Old English script which is distinctly arresting in appearance.

Two-fold Appeal

In speaking of the show card quoted from above Mr. Macdonald pointed out that there are two things in it which ap-

peal to the average man, which may be very well considered by any men's wear retailer. First of all, the matter of being well dressed is, of course, the secret aim and ambition of every customer who enters the store, whether he mentions the wish to own a "smart" suit or hat, or not. The customer may apparently be considering price and value and all the other details incidental to economy such as is practised to a great extent this season in matters relating to dress, but underneath it all, there remains the same old longing to look a little better than ever before. The customer may not be finicky about correctness carried to the "nth" degree, such as would preclude his wearing comfortable wool hosiery in favour of silken affairs, during afternoon functions at Government House. He argues that nobody is going to see them anyway. But just the same the customer wants to know what is correct and what is up-to-date without having literally to drag such information from the sales clerk who waits upon him. And just because a store happens to serve a large number of men who habitually purchase nothing but necessities in daily wear from week to week, it does not follow that a retailer should regard the finer niceties of dress as of no consequence to himself or his staff. Mr. Macdonald argues that one should be posted up to the

very minute in what is being worn by smart men everywhere, so that a hint dropped here and a little explanation there, may impress customers with the fact that the secret of being well dressed lies with the selling staff of that particular store, to be freely offered to anyone requiring enlightenment.

Uses Dress Chart

As a further practical illustration of Mr. Macdonald's methods along this line he explained to Men's Wear Review that for a man to take especial care of his appearance, and owing to the increasing number of inquiries in this connection which he was receiving from his customers, he decided to issue just a neat little chart indicating every thing essential to correct dress at all times, and place one of these in each parcel leaving the store. The charts show what attire and accessories are required for formal and informal occasions, sports, business, weddings, etc., and bear the imprint of Macdonald's Men's Wear Store. These charts are more often than not posted up on the wall in the customer's home to be consulted whenever an occasion arises, such as the numerous receptions at Government House or other exceedingly formal vice-regal ceremonies. "This costs so little and means so much to the customer," remarked Mr. Macdonald, and



Interior view of Macdonald's men's wear store in Ottawa. A feature of this store is the handsome inlaid tiled floor which ensures perfect freedom from dust.

Spring Shirt Prices Await Announcement on Piece Goods

Present Prices Below Production Costs—Good Shirts Now for \$13.50—Stripes Will be Strong for Spring—Collar Prices at \$2.00 Likely to Remain

MONTREAL shirt manufacturers have made no announcement regarding next season's prices in any of their lines, owing to delay on the part of the textile mills in announcing their spring prices on piece goods. It is expected that travelers will start out by September, however, and it is hoped that business will improve considerably by then. Prices as at present quoted are away below actual production costs, one prominent manufacturer explaining that one of his lines at present priced at \$18 was \$32 last spring, and another line, equally good, which was \$42 is now down to \$27 a dozen. "It is possible to obtain a really good shirt to day at \$13.50 a dozen," said this manufacturer, "this quotation being based upon spring prices for piece goods. We anticipate that there will be quite a demand for shirts with the attached collar, since the demand from the consumer became pronounced enough this season to warrant us in turning out quite a quantity of this style. Retailers told us that Canadian men would not accept this idea but they ultimately found themselves mistaken."

Domestic Lines for Shirts

Another shirt house interviewed by Men's Wear Review stated that they were prepared to do at least 75% of their spring shirt business upon fine prints of domestic manufacture, having selected and designed an unusually artistic range of patterns for their own use. Little English goods will enter into spring shirt lines, on account of the continued high cost demanded by British textile firms. Canadian mills have however turned out such exceedingly satisfactory materials with colors and designs so closely approaching the real woven prints, that they are considered quite as suitable as the imported goods. Printed percales will be just as popular as ever in addition, and are especially attractive in a tiny sprigged design shown in a range of three shades, of blue, mauve and green.

Stripes will decidedly lead in patterns for shirtings for spring 1922, and prefer-

ence will be given to the finer and less pronounced stripings. One house is in favor of introducing a line of pearl grey shirts, claiming that this tint will be universally serviceable and dressy. It is thought however, that such a shade will not be becoming to the majority of faces, and care should be exercised in the selection of this line.

So far as stocks of distress merchandise are concerned, it is believed that they are entirely absorbed, and that they will have little influence upon regular market conditions.

Collars

Canadian manufacturers express themselves as decidedly dissatisfied with conditions in the collar business, especially in regard to the stand taken by American competitors who are endeavoring to introduce their lines on a par basis in this country. Business being quiet in this line at present, it is difficult to make any announcement as to spring quotations. No hope is held out for any further reductions in prices, the makers claiming that conditions are not yet favorable for a cut in prevailing rates. The \$2 a dozen rate is therefore likely to remain as the standard basis for some time.

The thin texture low collar has enjoyed phenomenal sales, it is said, and the makers say that it will continue to lead through the winter. It is no longer considered absolutely necessary to turn out new models in soft collars since this line has been permanently accepted as a staple and men are now wearing the style most becoming to their type irrespective of whether it is a recent model or not. Stiff collars led slightly in point of popularity over the soft variety, but the soft collar is maintaining its own for all the year round wear now.

The single ply soft collar has many advantages in its favor, including good appearance and facility of laundering, but when next spring is once more with us, the attached collar may make serious inroads upon regular business in this line.

work of fine marble and which is kept in a state of scrupulous whiteness, most attractive to the eye and effective as means of eliminating dust and extra work. The ceilings and walls are also of pure white, while the woodwork is of highly polished oak. Quantities of plate glass abound in show cases and wall cases alike everything, in fact, bearing the conception of a setting worthy of

fine merchandise. Thus, the idea expressed in the slogan "Being well dressed is simply a matter of knowing where to buy your cloths," is admirably lived up to, from the standpoints of merchandise, service and surroundings, and it is not to be wondered at that people are irresistibly attracted to this store in ever increasing numbers."

as we take the greatest care to see that the chart is correct itself, we know that its advice is infallible."

Personal Letters

Besides the charts, the Macdonald store sends out a personal letter to its customers in the fall and spring, announcing the arrival of each season's new merchandise. The letters are carefully thought out and attractively prepared and in a great majority of cases, the recipients drop in to the store immediately to see what is new, thus demonstrating that the personal letter still is a satisfactory business getter in Ottawa at least. Just before the first of every month the Macdonald store also sends out to all its customers a very artistic blotter, featuring a picture of a series, such as the cathedrals of England or some such subject and also bearing the calendar of the month and the name of the store. These little blotters are so attractive in appearance and so useful that the recipients invariably use them in preference to any other kind and in consequence, the name of the Macdonald store is to be found upon the desk of practically every prominent business man and politician in Ottawa. This form of advertising brings in splendid results, also, at a cost of approximately \$150 a year, which sum could not possibly be better invested, according to Mr. Macdonald.

The store is the proud possessor of a very individual and distinctive crest which is used upon the boxes and other containers in which merchandise is sold, as well as to adorn all the various publicity mediums employed.

Getting Out Of a Rut

Besides his careful oversight in all matters relating to masculine dress, Mr. Macdonald believes that the store itself is still another factor in attracting customers. A man will naturally shop at the store where he feels most at home and where he believes the service is best. "It is not necessary to do sensational things to get business," said Mr. Macdonald, "but it is fatal to stay in a rut." Therefore, although the policy of the store is against the holding of sales, yet Mr. Macdonald felt it advisable to hold one during the month of July, during which a substantial cut in prices was made, resulting in a wonderful run of business. The stock was so quickly disposed of, that the coming fall finds the store in an unusually good position.

Store's Appearance

The appearance of his store is still another matter of pride with its proprietor, who pointed out that light and space were two extremely important factors where service is concerned. Customers appreciate the fact that they can judge colors and fabrics by day light, in an uncrowded space, and in both respects the Macdonald store is unusually well planned. The front and sides are glassed in above the display windows, thus providing an unusual amount of sunlight all round. Another unusual feature is the floor which is entirely tiled in mosaic



J. E. Sansregret Chosen in Quebec

Succeeds G. J. A. Filion as President of The Quebec Branch of The Retail Merchants Association — Enthusiastic Interest Shown By Members In Recent Convention in Montreal— Matters of Interest to Every Merchant Tak en Up.

GENERALLY credited with being the most successful convention of its kind that has so far been held, the Fourteenth Annual Convention of the Retail Merchants' Association of Canada, Quebec Provincial Board, is now a matter of history. The convention, which was well attended, was held in the Place Viger Hotel, Montreal, P.Q., in mid-July.

From the accompanying photograph, taken on the steps of Frontenac Breweries, Limited, a good idea may be secured of the class of men who were present. There were a good many more but they were not on hand when the photographer pressed the button.

Officers of the Association.

The three smiling gentlemen right in the centre of the picture, front row, reading from left to right, are: Joseph F. Elie, First Vice-President; J. E. Sansregret, President, and M. Lapointe, secretary of the Quebec Branch of the Retail Merchants' Association, to whom "Men's Wear Review," is indebted for the information in this article. E. Sauve, Second Vice President, is the gentleman in the dark suit looking over the shoulders of Mr. Sansregret and Mr. Lapointe. Henry Walters, of Ottawa, may be seen in the grey suit to the left of the officials.

The convention was opened with an address of welcome by Ald. J. E. Sansregret, representing Mayor Martin of Montreal.

G. J. A. Filion, president of the Quebec Provincial Board, occupied the chair and extended a warm welcome to the visiting members. He thanked them for their attendance.

At 2.30 p.m. of the first day, an automobile promenade was made of the city and from 4 p.m. to 6 a tour of the Montreal harbor was made on the harbor boat, Sir Hugh Allan, through the courtesy of the secretary of the Harbor Commission, who accompanied the party, explaining all the works and plans for development. At the conclusion of the trip all were served with refreshments.

At 8 p.m. the annual banquet was

held in the Place Viger Hotel and proved a big success.

President Filion Retires

Henry Watters, of Ottawa Ont., and treasurer of the Dominion Association, assisted with the ceremonies and delivered his address in the French language.

The Quebec Government was represented by Mr. Bladeau who, with President Filion, also spoke.

The convention finally got down to business at 10 a.m. on Wednesday, when the election of officers took place.

G. J. A. Filion who has so ably guided the association for the past three years, was again proposed as president, but declined to stand, as he thought it only fair to give someone else a chance.

J. E. Sansregret was then elected President; Joseph F. Elie, First Vice-President; E. Sauve, second Vice-President; M. Lapointe, Secretary, and G. Filiatrault, Treasurer.

A review of what the association has done for the retail merchant was given the members and problems facing the retail trade were also discussed.

The members, as a whole, took a more active interest in the association than ever before. The necessity for the retail trade being organized and the realization of the work done by the association brought about this feeling:

Little Behind the Times.

An interesting case brought to light during the convention was that of a man in a town in Quebec who, until he attended the convention, did not know the luxury tax had been removed from patent medicines, etc. He had continued to use and attach war tax stamps on his sales. He, needless to say, was not previously a member of the association.

The members of the association are particularly enthusiastic over the system of insurance which is handled through the association. This system is such that a member can insure his business or home, properties and contents, at the regular insurance rates and at the risk carried, receive a dividend on his premium. This year the dividend is 35 per cent. and during the past ten years it has varied from 25 per cent. to

40 per cent. This arrangement is only made with members of the Retail Merchants' Association and has been used as a wonderful means of increasing the ranks of the association, the dividend usually more than offsetting the membership fee.

Some Questions Taken Up.

Matters that have been taken up by the association with the Federal Government this year include the following:

Amendment to the law on opium and other narcotics.

Duty on American magazines.

Amendment to the law on fraudulent advertising.

Amendment to the Criminal Code to forbid hazardous competitions.

Amendment to the Criminal Code to prohibit such methods as were used by the Certificate Shoe Co.

Amendment to the Criminal Code to prohibit the Three Card monte game.

Amendment to the Criminal Code to prevent manufacturers from giving coupons.

Amendment to the law allowing an extension of time for the sale of oleomargarine.

Amendment to the law of Maple Products.

Amendment to the law on Failures. Amendment to the law on gold and silver stamping.

Amendment to the law on weights and measures to the effect that the names of those who bale pressed hay will appear on each bale.

Optional regulation allowing merchants to sell wood by weight.

Amendment to the law on Weights and Measures to allow merchants to sell all fruits and vegetables by weights and to establish necessary standards.

Amendment to the Law of Interpretation, to define the words "retail merchant."

Constitution of a Committee appointed to appear before a special committee of the Senate whose duty it is to investigate the costs of transportation by mail of parcels and catalogues.

Study of the amendments to the Copyright Law.

Immigration: Re Merchant-tailors.

The "Friendly Spirit" with the Boys

Successful Handling of Boys' Department by Two Macs of Ottawa — The Use of Souvenirs Should be The Use of The Best—Keeping in Touch With Boys' Organizations—Salesmen, Not Mere Clerks

WITH the return of school days and the reawakening of interest in boys' furnishings and clothing in the stores which cater to boys of all ages, it seems a timely opportunity to suggest the idea of adding to or improving the facilities provided in the boys' department, so that customers may feel the more inclined to linger over their shopping. This idea was capably demonstrated to Men's Wear Review by Manager Gervan of the Two Macs of Sparks Street Ottawa, who has had a long experience in the matter of handling boys' trade in that city. According to Mr. Gervan, it is the personality behind the sale, and the art of being friendly which is the sales clerk's greatest asset.

"One cannot overdo the friendly spirit where boys are concerned," explained Mr. Gervan, "because one must strive first and foremost to please the boy and to win his friendship, or he will not think of coming back again to your store. It is a remarkable fact that boys are very sensitive to the treatment they receive at the hands of the sales staff in a store and the man who know how to handle boys successfully can build up the soundest business, one which will become the real foundation for all the rest of the store. If the store has ever given away souvenirs of a type which have a real appeal to boys, the youngsters will never forget this and will coax to be allowed

to buy their new suit or hat where they got the gift. I have had boys say to me, 'I got a watch from you last year and it was a dandy. I told Mother to bring me here again.' Thus, friendliness and the presentation of some little souvenir will pave the way to a chatty and informal fitting, every minute of which will be a delight to the youngster and a pleasant relaxation to his mother."

Special Stand for Boys

"We are following the idea, recently adopted in American boys' stores, of having a special stand constructed for the child to stand on while he is being fitted in his suit or overcoat. I have found that mothers like to sit down and occasionally lend a hand in fitting the garment on the child, and if he is put on a chair or simply stands upon the floor, it is somewhat awkward to do this conveniently. By employing a little stand or bench, about a foot high, the child can stand up naturally and it is easier for the clerk to fit the clothing. Such a special stand as this appeals to both boys and parents because it has an air of being designed for their personal convenience and has no air of being a makeshift, as ordinary chairs do look all too frequently."

Only the Best Souvenirs

In the choice of souvenirs to be dis-

tributed to their youthful customers, Mr. Gervan strongly advises "only the best."

There may be times when a cheap trifle will have its appeal, but no boy will fail to respond to the gift of a watch that is positively "boy-proof" and which he can really carry for years, if he is ordinarily careful of it. The Two Macs actually gave away hundreds of these watches manufactured by one of the best concerns in the country, and which deserved their title of "boy-proof" by reason of a clever inner cover which was screwed on, defying even the most ardent mechanics who want to know 'how it works.' Besides these watches, the store has given away smaller souvenirs but of equally high quality, such as the best grade of lead pencils embossed with their name, rulers, etc., but the latest thing to be distributed is a very fine four-wheel scooter with a steering gear, which is better than the usual makes upon the market. The possessor of such a toy will be an enthusiastic booster for the Two Macs, and there will certainly not be enough of them to go round among all the young friends who will be dropping into the store through September.

Boys' Organization

According to Mr. Gervan, it is becoming more and more profitable to keep closely in touch with boys' organizations in the city, and the Boy Scout movement



Early fall display of boys' school clothing shown in August by Display Manager Beaudry of the Two Macs of Ottawa.

especially brings many youngsters into the store. As a member of one of the Troop committees, Mr. Gervan is perfectly conversant with the needs and scope of scout training and Ottawa boys now feel perfectly free to drop in and consult him whenever a problem arises, for nothing in the world is permitted to interfere with business talks between the head of the department and his young friends. Incidentally it was pointed out by Mr. Gervan that no store carrying boys' scouts' supplies should sell the same to any and every boy who asks for them. Membership must be first proved before a sale is made. This is a rule apparently honoured in the breach by many stores which are perfectly familiar with the regulations, that only scouts in good standing may purchase the supplies.

On Your Toes

This season, according to Mr. Gervan, the boys' department will need to apply the same concentrated merchandising methods which are being tried out by the men's sections, and the volume of sales must be kept up by every possible means. The introduction of merchandise is especially necessary this season, in selling outfits to mothers of school boys, and very careful attention should be given to the methods of salesmanship used by the staff. "In our store," concluded Mr. Gervan, "we pride ourselves upon having salesmen rather than clerks. Our men here are on their toes every minute, doing rapid fire business and we are exceedingly proud of the fact that practically every boy customer who has begun with us as a little fellow, graduates into the main store upon our advice, purchasing his first long trousers and later on still, his own youngsters' clothing, and this has happened fairly often throughout the past thirty-two years of our business. Building business for tomorrow should be the idea in the mind of every sales clerk in a boys' department, and by actually selling to please the boy himself, and at the same time satisfying his mother, future sales are assured automatically."

OTTAWA MERCHANT OPENS OUT NEW BOYS' DEPARTMENT

Jess Abelson of Sparks Street, Ottawa, has recently opened an extensive boys' department in connection with his men's store, locating it upon the mezzanine balcony at the rear of the shop. This step was decided upon owing to the rapidly increasing demand felt by Mr. Abelson for clothing of boys between the ages of eight and seventeen.

"I estimate that there must be in the vicinity of 14,000 boys in the city of Ottawa, between these ages," said Mr. Abelson, "and I consider that I might just as well cater to them as to their fathers and brothers. The new department will be in readiness before school opens and I anticipate an excellent fall business in both sections."

Mr. Abelson intends making his name and store well known to visitors to Ottawa by means of many large billboards



The new ties show quiet restrained colorings with inconspicuous designs both in flowing end styles and bow ties.

Shown in the Montreal shops this month. Photo by Photo-Kraft Studios, Montreal.

scattered along the roads and railways, stating the name of the particular line of clothing carried as well as the location of his store. The latter, by the way, is especially well chosen, being passed daily by thousands of persons. It is a well known fact that the Woolworth five and ten cent stores are always located just where traffic is heaviest and most people pass, so that any store which can secure a premises alongside is sure of having found probably the best site in that particular quarter. Jess Abelson's store is similarly located, and in the opinion of the proprietor, it is by far the best site in the entire city.

INTO NEW QUARTERS

Schwartzman Brothers, of Montreal manufacturers of high grade gabardine coats, are now settled in their new quarters in the Dubrule Building, Phillip Square, where they have opened up a large factory in addition to their general offices in which the latest improved types of machines have been installed. In addition to turning out their regular lines of men's and boy's gabardine coat in all styles, the firm is now specializing in girl's and women's coats as well reproducing the smartest and most exclusive cut and finish, characteristic of English design.

Conducting "A Business Enterprise"

Outline of Some Simple Records That Gives The Merchant Information Vital to the Successful Conduct of Retail Business—Growing Disfavor for Merchants Who Neglect Business Records

(From the National Association of Credit Men)

THE merchant should know, and not guess, that the price at which he sells an article, or the price for which he contracts to do work, will cover the—

Exact cost of the article; or the exact cost of the material and labor used in the contract;

The proportionate part of the cost of conducting the business which the article or the contract should bear; With a little for his living; and Something besides.

He should again know, without simply estimating, whether all his sales or all his contracts at the end of any given period of time equal the first three items as above cited.

If they equal the cost as indicated, then there is no profit.

If they exceed the cost, then a profit is a reality.

No merchant can be easy in mind and fair to his business creditors or bank, or even the business public, who cannot tell whether or not his business enterprise is making a profit.

Are You Making a Profit ?

This can only be done by keeping certain records—commonly known as Books of Account.

Without books of account, a merchant unconsciously goes on the rocks or loses the chance of making his business profitable.

Why should he wait until the time when he finds he cannot pay his bills and hasn't assets enough to meet his liabilities?

Why should he, when certain simple records would give him information any time?

How can he tell what profits the business is making, even though he is meeting his obligations, unless he keeps certain records.

With this straight-from-the-shoulder message to all merchants not keeping records or books of account; and

Believing that they will realize the fact that present conditions will not permit a Business Enterprise to run without such records,

It is our earnest effort to make certain recommendations in the way of a general outline of very simple and easily kept records, which we shall call "books of account."

Our great desire being to render business service and to put sound props under every business enterprise.

Can Books Tell ?

The transactions that go to make up a day's work in any business develop

either a profit or a loss. If a profit, it finds its way into capital or net worth—the net worth is increased. If a loss, the net worth is decreased.

Starting at the very beginning, then, a record of the merchant's investment in the business, his net worth or Capital (as it is termed) is necessary. Such a statement of net worth we will construct right here.

We begin with Assets, which term covers property or accounts of value such as are listed herewith and numbered from 1 to 6. The total of these Assets in dollars and cents, when compared with the total amount of Debts, determines whether a Business Enterprise is able to pay its debts and is therefore what we will call Solvent, or is unable to pay its debts—and is Insolvent. There should be at least \$2 of Assets to every dollar of Debts.

Liabilities are the opposite of Assets (see items numbers 10 to 14), and to play the business game right, the object is to keep the Liabilities less than the Assets. The greater the difference between them, the greater the investment—therefore the success of the business.

ASSETS

- 1. Cash on hand and in the bank.. \$
- 2. Merchandise on hand
- 3. Accounts owing from customers
- 4. Furniture, fixtures, etc.....
- 5. Lands and buildings
- 6. All other items of value not in above classification

Deduct from this

LIABILITIES

- Amounts owing for
- 10. Merchandise
- 11. Borrowed money
- 12. Items of expense accumulated and unpaid
- 13. Lands and buildings (mortgage)
- 14. All other debts not included in above classification

Total Liabilities \$
 Net Worth, Capital or Investment \$

So, the first thing that books of account tell us is: What is invested in a business at the beginning.

The next step is to make the investment earn money by the carrying on of business, whatever it may be, for the purpose of making a profit. We can increase our net worth by adding to our income. We add to our income when we make a profit on what we sell. So

a merchant must construct his accounts so that they will show in addition—

- 1. Income;
- 2. Expenses;
- 3. Net profit or Net loss.

Income is what flows into the business, and the word itself suggests something that is moving and not stationary.

Opposite this is expense—the outflow of a business, and this term also suggests things that are in action and not stationary.

To arrive at the net profit or the net loss, it is absolutely necessary to record every transaction; so, we will group the classes of income and group the classes of expense.

INCOME

- 20. Profit on sales
- 21. Profit on contracts
- 22. Interest on bank balances
- 23. Discount on merchandise purchased
- 24. Items of income not above classified

Total Income \$

EXPENSES

- 30. Rent (fair rate, if owner) .. \$
- 31. Wages paid (not charged on contracts)
- 32. Allowed to merchant for his service (at fair rate)
- 33. Insurance on merchandise, fixtures, etc.
- 34. Interest on borrowed money.. \$
- 35. Delivery expenses
- 36. Taxes of all kinds
- 37. Fuel and light
- 38. Charity
- 39. Bad accounts
- 40. General expenses not included in above

Total Expenses \$

When deducted from Total Income gives Net Profit, or Net Income

This net income, to the penny, will be reflected in Assets and Liabilities. Every penny of profit will either increase the Assets or decrease the Liabilities therefore decreasing the net worth. Every penny of loss will either decrease the Assets or increase the Liabilities, thereby decreasing the net worth.

Any business, no matter in what line of effort or what is the size of its capital, is subject to this principle.

Having explained how books of account—given names divided into four classifications: Assets, Liabilities, Income, Expenses—indicate whether a business is making a profit or a loss, we will now endeavor in a similar fashion