

ion to offer some idea of how books of account (of a very simple kind) can be secured by a merchant and kept so he can tell accurately, with the least possible effort, what are the Income and Expenses, the Assets and Liabilities, the Profit or Loss of his business enterprise.

The Books of Account

Having reached in our development of the book-keeping process—or rather of the books of account that are needed in connection with the man's business—the kind of facts to record as to what happens from day to day, month to month, or year to year, we will say.

When the merchant buys merchandise and it is delivered to him, he charges to the business enterprise on the books of account, and credits the person from whom the goods are bought. When the merchandise is sold, credit at cost is given to merchandise, and the profit is credited to profit on sales. When a merchant puts cash capital into the business, he charges cash and credits the investment; and when payments are made for expenses incurred, he credits or reduces his cash and charges the items paid to various accounts involved.

The books of account, therefore, form the connecting links between a merchant and his business enterprise.

The old and customary form of book-keeping is what is known commonly as "Double Entry," involving cash book, cheque book, purchase book, sales book, journal, sales ledger and general ledger. When a merchant is in a position to keep such books, or can afford to hire a book-keeper for the purpose of keeping them, there are none better.

For some enterprises, however,—and it is to these that our present message is addressed—we will retain the idea behind double entry book-keeping, namely, a system of balances, dollar for dollar, on each side of the account; but endeavor to do it with a few simple books of account.

After thinking the matter over with the utmost care, we are recommending principles and methods which any merchant can apply, that can be embodied merely in two books—the Cheque Book, and the Entry Book ruled as a double entry ledger, which will serve the purpose of a ledger and a journal. These two books, with files for bills and other papers, will be sufficient for the business enterprise which we are aiming to reach.

The Entry Book or ledger should be divided into five parts—

Assets	1st.
Liabilities	2nd.
Income	3rd
Expenses,	4th
Journal,	5th

The merchant will keep these in mind while we explain the next step in the book-keeping system.

The capital investment is to be determined as already outlined.

Cash on Hand and in Bank

(Account No. 1.)

This figure, when obtained, is entered on the left side, or debit side, of the ledger sheet and placed under the asset section of the ledger.

Merchandise on Hand

(Account No. 2.)

Take inventory of the stock on hand, that is by putting down each item of stock on a sheet at its cost price, if that cost price is at or below the figure at which the article can be duplicated; or at its exact market value, if the market is less than the price that was originally paid. After taking down all the items of merchandise, then the total is entered on a ledger sheet on the left or debit side, and placed on the asset section of the book.

Accounts Owning From Customers

(Account No. 3.)

Each customer's account is by name entered on a separate sheet, and the amount owing and collectible from each placed on the left, or debit side and placed under the asset section of the ledger.

Furniture, Fixtures, Etc.

(Account No. 4.)

A fair valuation of these items should be made and the total of them all recorded under this caption on the left side of the ledger sheet, and also placed under asset section.

Lands and Buildings

(Account No. 5.)

If the merchant owns a store, warehouse, factory, or a plant, improved or unimproved land, a reasonable valuation is placed upon it, and the total thereof is entered on a ledger sheet, left or debit, side, and placed under the asset section of the ledger.

All Other Items of Value Not Classified In Preceding Accounts

and the total entered in this account on the left side of ledger sheet, and placed, like the others, in the asset section of the ledger.

The left side of the ledger is always the debit side, the right side is known as the credit side.

We debit what we have.

We credit what we owe.

We debit our expenses.

We credit our income.

By entering the items 1 to 6 on the left side, the merchant has charged his gross investment in the business on the books.

We are ready now to take up the second section—the

Liabilities Section

From the gross investment, the liabilities must be deducted as shown to determine the merchant's net investment.

Amount Owing for Merchandise

(Account No. 10.)

The total owing by the merchant to each creditor is listed on a separate ledger sheet on the right side, and

Amount Owing for Borrowed Money

(Account No. 11.)

The total when accurately determined is listed on a ledger sheet on right side, and placed under liability section of the ledger.

Amount Owing for Items of Expense

(Accounts No. 12.)

If, at the time this net worth is being determined, there are any unpaid expense bills, the amount owing to each creditor should be listed on a separate sheet on the right-hand side, and filed under the liability section.

Amount Owing on Land and Buildings

(Account No. 13.)

The amount owing, usually in the form of a mortgage, is placed on the ledger sheet, and placed on the right hand side thereof, and also filed under this liability section.

Amounts Owning to All Others Not Included in Accounts 10 to 13

(Account No. 14.)

This account is self-explanatory. If there are any amounts owing, they are to be placed on the right-hand side of the ledger sheet, and filed as liabilities.

Net Worth, Capital, or Net Investment.

(Account No. 15.)

There must be one account in the liability section that is headed as above—the difference between all that is listed in the asset section and all that is listed in the liability section. That exact difference constitutes this item, and the amount, when determined, is placed on the right-hand side, or credit side of this account—showing the exact net investment in the business enterprise.

It is a simple matter at this point to prepare a financial statement, as has been outlined, which will give the true financial condition of the merchant.

We will now consider the third section—the

Income

Just as with the assets and liabilities, accounts should be opened in which will be recorded the transactions arising out of the operation of the business.

Profit on Sales

(Account No. 20.)

The profit on sales can be easily determined by consulting the inventory, if the goods were inventoried; if purchased since inventory taking, then by consulting the bills. The difference between the price paid and what it is sold for, is the profit on the sale. This profit is credited to this account by entering the sum on

(Continued on page 88)



NEW FALL DRIVING GLOVES

The "man at the wheel" will find that regulation wrist length gloves of rip-proof peccary hide in a smart tan shade, are decidedly comfortable and durable for motoring.

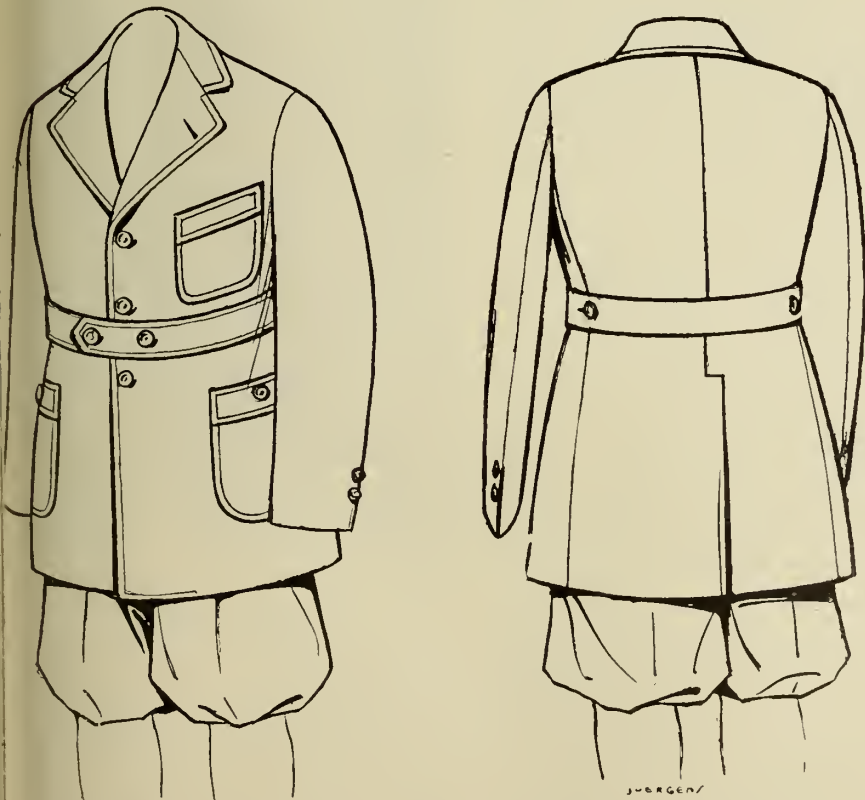
Gloves by the Acme Glove Company, Montreal.

Photo by Photo-Kraft Studios, Montreal.



THE "MCGILL"

Young man's link style made up with one-eighth inch edge stitching and cord seams, hook vent, draped back, eye buttons in both sides of lapel. Pockets are cut on slant, becoming narrower toward the back. Front edges are held by a two button link and both sides buttonholed. The line of front edge allows the buttons on the vest to show above and below link. Designed by L. D. Levine for Sterling Clothing Co. Ltd. Montreal.



New design in boy's three button single breasted suit with novel patch pocket treatment.

Shown by J. Elkin & Co. Ltd. of Montreal.

Pre-War Range of Spring Neckwear

Montreal Houses Have Received Beautiful Silks for The Coming Spring—Believe That \$1.00 and \$1.50 Will Be Popular Price—Browns are Becoming Popular—Manufacturers Are Busy

SHIPMENTS of exceedingly beautiful tie silks have just come to hand at the Montreal neckwear manufacturers, representing the latest ideas of the best Swiss makers and showing a variety and quality unsurpassed since pre-war days. These silks are to be made into neckwear for the spring 1922 trade and will be chosen in sample form in the near future. The range of patterns and colors is so vast that it includes practically every conceivable pattern and shade, while weaves also are now obtainable in many novel and heavy weight varieties.

Where the immediate future is concerned, Montreal tie men say that business is exceptionally good, as they are working on just as much as they can possibly produce and are unable to consider spring samples until present orders are disposed of. The past summer has been an unusually good season for neckwear and owing to the wide diversity of collars worn, the call for ties has had a corresponding impetus, decidedly encouraging to the makers.

Christmas Trade

Insofar as neckwear for the Christmas trade is concerned, no one style is predicted as a probably "best seller." In answer to a query as to whether the narrow tie would continue to enjoy its present popularity, one prominent manufacturer replied that he preferred not to emphasize narrow widths too prominently for fall and winter, since he felt sure that men in general preferred a medium width when it came to look really effective on conservative dressers. This man stated that he always judged what the season's trend would be by the orders which he received from one particularly exclusive men's store, and already this store has indicated its preference for a medium style, with pleasing ends just nicely balanced between the extremes of narrow and wide, to meet with the approval of the ultra discriminating financial men and lawyers to whom this store caters with complete success. In fabrics, it was explained that Jacquards are perennially popular and seem to promise unusual success for Christmas business, as floral patterns especially, are the safe choice for gifts where ties are concerned. The new corded silks in an extra heavy weight in plain grounds patterned and striped in bright colors in Jacquard loom effects, are also largely represented and will probably provide the bulk of the seasons offerings. Moiré stripe effects are also cleverly introduced into the new ties, featuring a ribbon-like band in the watered effect so exceedingly rich in appearance. Warp stripes are still other smart designs which are being featured

in bewildering variety, and a new velours finished cord in plain grounds striped in fine cord-like-bars is a real novelty, sure of immediate popularity next season.

Colors

In colorings, the usual faith is being placed in staple blues but at the same time, browns are coming to the fore in quite an unexpected manner. Browns are to be decidedly prominent for clothing and headwear according to latest reports, so that neckwear should naturally follow suit. One smart new line features fine pin spots of satin upon a darker taffeta finished ground, while another shows a multicolored stripe effect quite unique in effect. Fine cords are combined with heavier striping in two color contrasts, preferably a fairly vivid tone against black. Purple in all its varied tones promises to be quite strongly featured in all classes of neckwear, and a new polka dot in white woven into a navy ground in jacquard effect strikes another new note.

Geometrical patterns have the majority so far in all the new silks featured, and dots, either in clusters or all-over style, seem quite as conspicuous as the stripes. Here and there, broken stripes are offered, providing a pleasant break in the monotony of conventional patterns. Tiny patterns always have the preference, it was explained, for fall selection, the large designs coming on toward winter.

Manufacturers Are Busy

All the piece goods imported by the Montreal makers have been purchased on a spring price basis, so that from that point of view no further price reduction can be expected. Furthermore, the Swiss makers state that they cannot reduce prices any further and that present quotations represent the maximum reduction that will take place. Consequently, the orders for spring have been unusually heavy and orders are being accepted now with the proviso that deliveries will be prompt.

Popular Prices Prevail

As far as the retail price on this is concerned, manufacturers will endeavour to supply as many lines as possible to retail around \$1. and \$1.50, as it is felt that the majority of men want something at that price this season.

A curious feature of the neckwear trade is the unprecedented vogue recorded of late for men's bow ties on an elastic with sliding clasp, for wear by boys with their soft collars. Mothers have apparently discovered that there

is absolutely no fear of loss of the bow tie, when attached in this manner rather than by a patent button or fastener, and sales of these ties for boys' departments in stores are quickly mounting up. A neat blue tie, figured in white provides a smart finish to the school boys outfit for fall, and is doubly enhanced by the fact that it will stand the wear and tear of strenuous exercise without becoming disarranged in the least.

Taking the neckwear situation all (Continued on page 79)



BLACK AND WHITE VOGUE IN-
VADES MEN'S WEAR FOR
COMING SEASON

This striking new spring model features the slanting stripe, in a conservative and well balanced effect. The contrast of gummetal or steel grey against black will be a marked feature of the smartest neckwear, developed in the finest Swiss corded silks with a heavier finish than has been shown in former seasons. The medium width tie is said to be the preferred choice of well dressed men. Tie shown by courtesy of Tooke Brothers, Montreal.

How Much Are Shirts In London?

Toronto Globe Creates Impression that The Lowest Price is \$6.00 and \$8.00—Summarizing Business Conditions by Conversation With American Traveller—What a Hanover Merchant Says—Facts of The Case

A MAN who can summarize conditions amongst the clothing and furnishing houses of the City of London by having a chat with an American traveller in the lobby of the Tecumseh Hotel of that city is just where one would expect to find him—writing for Toronto Globe. His stuff would be accepted there when others would consign it to the waste paper basket. So confident is the Globe of its own unerring grasp of every conceivable question under the sun that it can find out by casual conversations with travellers from foreign lands what other men are spending the fullest hours of their days in studying. Does The Globe want to tell the people of Canada about business conditions in different parts of the country? Yes. Where shall we go? Well, we will tell our readers about conditions in London. And the wizard writer starts out for London. But he is "marooned"—to use his own word—(we have wondered whether he meant marooned geographically or with regard to the subject he was handling) because it is London's civic holiday. No matter. The Globe, like the King of England, can do no wrong. An American traveller is sufficient; he wanted to buy a shirt and didn't. The Globe finds out why he didn't. And with its finger on the pulse of the people, The Globe gives the reason and reflects it as the opinion of the man on the street all over the country.

The Interview

But that is the mere introduction to the story. The story is that The Globe has a man out on the road writing up business conditions. On August 2 he landed in London, Ontario, which was London's civic holiday. Doubtless, wishing to curtail his expense account as much as possible—yet not wanting to fail in his mission to tell the readers of The Globe about conditions in London—he talked with an American traveller in the lobby of the Tecumseh Hotel in that city. This traveller unburdened himself to The Globe's wizard of finance. He told him that he had tried to buy a shirt in London but could get nothing but \$6.00 and \$8.00 shirts—very ordinary, business wear shirts, he was after. He says, referring to the merchant to whom he had gone, "He was still pulling that \$6.00 and \$8.00 stuff for shirts that should sell for \$4.00 and \$5.00 at the very outside." The traveller did not buy the shirts. And then The Globe gives its moral sanction to this opinion of the American traveller. The Globe says, "I quote the above as a typical illustration of the attitude of the ordinary man-of-the-street toward a great

many Ontario retailers of clothing and mens' furnishings."

Substantiating Their Argument

To further substantiate their argument, The Globe quotes from an interview their representative had with a merchant in Hanover. This merchant wanted some ordinary shirts for everyday wear. He says he could get nothing less than \$18.00 a dozen. He bemoans the fact that business is poor; he is buying nothing; he might as well close up his shop and turn the key in the front door and go away for awhile. And if he does want to buy something he can't get it at the right price to make it saleable.

Shirts in London

It so happened that the editor of Men's Wear Review was in London the very day that this interview with the American was published. Merchants were somewhat indignant, not because they had expected anything more nearly accurate from The Globe, but because the article would do harm where there was no occasion for such harm being done. At the very moment The Globe's representative was recording this interview, there were upwards of a dozen stores in London where good, ordinary shirts could be bought from \$2.00 upwards; and on the day the interview appeared there were sales of shirts in London for \$1.29—good shirts at that. Men's Wear Review talked with a half dozen of the biggest merchants in London and found out that no effort had been made by The Globe to find out anything about business, so far as they were concerned. We do not say that this American traveller did not tell his experience truthfully; We do say emphatically that his experience by no means reflects conditions in London as they exist today or as they existed the day The Globe was there. The pity of it is—and this view was expressed by a number of London business men—that this sort of interview is bound to do harm and leave an altogether false impression on the minds of the people who read it.

Moreover, The Globe could not have hit upon a single article of men's wear less open to their implied charge than shirts. There have been shirts sales all over this country to the extent of hundreds of thousands of dozens. Merchants have wondered where all the shirts were going. The phenomenal sale certainly showed that men believed prices were down to rock-bottom and they wanted to avail themselves of the opportunity to buy.

So far as the case of the Hanover merchant is concerned, little need be

said. If he could not buy shirts at less than \$18.00 a dozen it is because he didn't try hard enough. There are shirts to be had for that price—and less. This merchant regrets that he is unable to get goods at prices which the people desire them. It will be a part of his task this fall and winter, perhaps, to show people that it is impossible to get goods at such prices because labor costs are still at a level where it makes it impossible. Merchants, in rural communities especially, will have this to confront; the farmer selling his produce at prices nearly pre-war, and buying goods at prices that do not show the proportionate recession that his own do. We take it that that is due largely to labor costs. The fact that raw materials are down to pre-war prices is not sufficient argument that the price of the finished product should also be down to the pre-war level.

We cannot resist the temptation to give a little advice to this Hanover merchant. There are many merchants in Ontario today who are doing bigger business than a year ago, despite the fact that prices are down and that it takes more sales to keep up the record. They are not merchants who have on their shelves goods to last them a full year, but rather they are merchants who have taken their losses, got rid of their high priced merchandise and are in the market for good merchandise that can be bought at considerably reduced prices and sold at a profit. They are not merchants who feel that they might as well lock up shop and go away for a while, but rather they are merchants who are working as never before and giving their undivided attention to the new and bigger problems which a readjustment period involves.

PRE-WAR RANGE OF SPRING NECKWEAR

(Continued from page 78.)

round, there is marked inclination on the part of the manufacturers to revert to more harmonious and refined ideas in all grades of tie-silks, and it is now possible to obtain ties at extremely moderate prices which embody the most artistic and really beautiful patterns in qualities almost forgotten during the last six years. Style alone is no longer the one paramount idea in governing the neckwear situation; quality and durability of make have had to be reinstated as the premier consideration and this season finds all three happily combined with prices almost satisfying levels of moderation.

Retailer Looks for Guaranteed Price: Building Trades and Transportation Holding Things Up

President Frank Stanfield Believes That Productive Costs Must be Further Liquidated—Labor Costs Will Not Go Back to 1914 Levels—Guaranteed Price Will Bring About More Normal Buying—Survival of the Fittest

THAT the retailer is looking for a guaranteed price and will not buy normally until he gets it; that productive costs have got to be liquidated; that transportation and the building trades are holding things up in Canada; and that the textiles are down more than any other lines in Canadian industry are some of the opinions that President Frank Stanfield of Stanfield's Limited expressed to Men's Wear Review in a recent interview. While Mr. Stanfield does not believe that the coming fall and winter will see normal times restored in Canada, he thinks that we are well on the way and that the readjustment of a few of the problems that immediately confront us will materially help along the situation. Though he says productive costs must be liquidated, as stocks have had to be liquidated during the last nine months, he does not believe that we will ever again go back to 1914 standards of wages and prices, nor does he think it is desirable that we should. Labor is in a better position than it was then and will not go back.

Transportation And Building

"Transportation and building costs have got to go down" said Mr. Stanfield, to Men's Wear Review, "they are holding things up in Canada. Transportation is responsible for the high cost of fuel which is a big item, not only in manufacturing costs but in the household budget as well. The big items of the yearly household budget have not yet gone down very materially—rent and fuel. They are just as high as they have ever been and until these have gone down we cannot expect that labor can work for less. Therefore, production costs can not be properly liquidated. Until the building trades go down and carpenters and masons are content to work for less so that contractors can start on work that awaits them, we need not expect that rents will come down. Rents are dependent on the cost of building to a considerable extent; and in many places rents, rather than come down, have gone up within the last few months. I think that as soon as transportation and the building trades come down to their proper levels we will begin again to see good times in Canada, but not till then.

Not Going Back To 1914

"Production costs have got to be liquidated as manufacturers and retailers have had to liquidate their stocks in the last nine months. Today, it is not possible with the costs of production what they are to produce an article as

cheaply as the consumer thinks it should be produced. But I do not think we will ever get back to 1914 levels, nor is it desirable that we should. Labor will never again accept the wages that were paid during the years just before the war.

Looking For Guaranteed Price

"The retailer today is looking for a guaranteed price" declared Mr. Stanfield in discussing some of the problems that confront the dealer. "That applies not only to our own particular line but, I think, to all other lines. We have guaranteed our prices till the end of the year, that is, we have told our customers that any decline in prices that may occur will be credited to them. I think the retailer is looking for this in all other lines. He is uncertain about the future of prices in many lines; consequently, he buys from hand to mouth and places orders for very little stuff. We have, at the present time, an indication of how this is working out. Say, we have 5,000 accounts. Perhaps 3,000 of these placed orders for a proportion of their requirements. Now, the other 2,000 are beginning to ask us for some stuff and we are unable to give it to them just when they want it. We are considerably behind in deliveries of some of our standard lines but this cannot be helped. We know that the retailer is uncertain and that that is why he does not place orders for legitimate requirements.

"There may be one other reason for this, that is, the retailer has bought too many lines in the past. He has spread his accounts too much and he is now getting back to a normal buying basis in regard to the accounts he used to purchase from."

Textiles Down The Lowest

Mr. Stanfield believes that the textile trades have shown greater reductions than any other line of Canadian manufacturing, in fact, he believes that present prices are some what below the costs of production. Asked whether he thought labor would have to take a lower wage yet, he hesitated. He pointed out that, in the textile industry, the proportion of female to male help was about 3 to 1. While it was possible to get plenty of male help, such was not the case with female help; there was still a scarcity of this and he thought there would continue to be for some time yet. He pointed out, however, that fuel was one of the big items in the textile trades and that transportation costs affected the price of fuel. The impression given

by Mr. Stanfield was, however, that prices were more apt to advance than to recede.

A Warning

Mr Stanfield issued a slight word of warning, arising from a visit he had paid to Hamilton where there was Dollar Day in progress. He said he thought it a mistake for first class merchants to fill their customers up with dollar underwear. Later in the year when the demand for the better lines should come, that demand would already be partially met by the sale bargains. The cheaper underwear would not give the service and the purchaser, when it went out, would forget the price he paid for it but he would remember the place where he bought it. That would be against the retailer in the end.

"Survival of The Fittest"

"Business today" concluded Mr. Stanfield "is the survival of the fittest, not only in our line of manufacturing but in the retail trade as well. It is a time to work, to stick to business and to devote all the energy one has to it. I know there are many merchants who are finding golf and other sports very expensive because they are losing business by not attending to business when business needs their every attention. The good will survive the present period and the weak will go to the wall."

RETAIL MERCHANTS ASKED TO CO-OPERATE

(Continued from page 68)

The tailoring business of Nap Lafleur Rideau Street, has been taken over by J. E. Paquette. It will be remembered that the former died suddenly after undergoing treatment in a doctor's office a few weeks ago.

The sales manager of the Premier Hat Shop, Sparks Street, Ottawa, Edward Morrell, was fined \$2 and costs for painting a black hat on the sidewalk in front of the shop. People were obliged to walk round the hat or get painted on them so the police took action. Previous advertising stunts of a like nature have been used for the past two years, this being the first time action has resulted.

Artcraft Cravat Co. is the name of a new neckwear firm that has just started up in business on Richmond street, Toronto. Mr. Gagnon, who is the proprietor, stated that he would specialize on neckwear that could be sold to the consumer at \$1.00 and \$1.50. He reports very encouraging business to date.

New Designs and New Colorings Will Sound A New Note in Spring Clothing Outlook, 1922

Montreal Men Say They Have New Enthusiasm Because of Pre-war Patterns That Can Be Offered—Will Not Follow Rochester Decree Slavishly—Comfort Featured in Newest Models—Simplicity in Boys' Clothing.

MONTREAL clothing designers, when questioned as to their views on the trend of styles for the coming season as indicated by the recent convention at Rochester, stated that there must necessarily be divergence of opinion among the various houses this season, due to the unusual conditions prevailing and the paramount necessity of adapting clothing models to the different localities in Canada which are affected by climatic or other peculiar requirements. The opinion most generally expressed however, was to the effect that Canadian designers will not follow the Rochester decrees too slavishly, on the contrary, they must endeavor to follow closely the needs of their own people, studying and analyzing the requirements of Canadian men, and assisting the trade to the best of their ability to provide apparel which will give service as well as equal in appearance the best imported clothing. "We must not be the dictators of what men shall or shall not wear any more," stated one prominent Montreal designer, "We must rather see to it that Canadian men wear what is really best suited to their physique and individual style." For example, among the various recommendations at the Rochester convention it was pointed out that certain coats would be a little looser in fit than in previous seasons, but this decree was not to be taken too literally because young men would always prefer the form fitting style, irrespective of what was laid down by the dictators of style. Therefore, Canadian designers will probably feature a slightly snugger fit than the majority of United States houses will consider as "the thing," but there will undoubtedly be a perceptible widening in trouser bottoms in comparison with last season's measurements, the correct width for spring being 15 inches to 15½.

Sports Models Continue

Insofar as the usual vintage of novelty styles is concerned, most Montreal designers agree that the spring of 1922 will not witness the introduction of much that is really novel in every sense of the word. "We have got to help retailers to liquidate their present stocks before we start inaugurating new styles and new ideas which will naturally make merchandising conditions even more complicated. There will probably be a continuation of novelty styles in sports' clothing for the reason that nowadays every man indulges in some form or other of sport and has proved to his satisfaction that good roomy patch pockets and pivot sleeves are not only ideally

comfortable but decidedly good looking. So insofar as sports' clothing is concerned, there will be plenty of it again next season."

New Fabrics Shown

One leading Montreal firm which specializes in clothing for younger men, stated however, that for the first time in five years there is to be a particular feature for the clothing market, namely the new patterned fabrics which will influence designers greatly in their spring offerings. As one man put it: "Prior to the present year, the mills, either through inability to procure designs, or on account of heavy existing stocks, kept on showing the same old patterns, the same old stripes and the same old weavings, but for spring 1922 we are promised new designs and new colors, with fancy herringbones, checks and Glen Urquharts—in many new tons of grey, providing a really new note. The injection of this new color note into the spring fabric ranges has given manufacturers an added enthusiasm, and as a result, the ranges for spring 1922 will be unique in cloths and novel designs.

"I may say that there will be a decided tendency towards comfort featured in the newest models of spring clothing, yet in no way disturbing the graceful lines which young men insist upon. Generally speaking, shoulders will be slightly wider, arm pits will be deeper and bodies a trifle longer. The suppression at the waist will remain, and in the majority of young mens' models there will be emphasized a slightly breasted effect, on the lines of plain tailored ladies' suits. In sports' clothes, golfing and outing models will be shown again in styles ranging from the comfort-giving, lounging suit for real out door sportsmen to the more extreme models designed for city wear pure and simple."

Freaks Eliminated

Designers in Montreal speak enthusiastically of two button single and double breasted sacks in regulation suits for next spring for the younger men with a three button style for older men as well. In young mens' clothing there will be a few little touches which will add just the requisite note of novelty without in any way running to the extremes of other seasons. "If they want the so-called jazz clothes, they can get 'em some where else," said another designer to whom a query as to the demand for "snappy" styles had been put. "The best dressed men don't want this style, and it will not have any really beneficial effect upon the trade."

Generally speaking therefore, in men's clothing the designers will feature narrow peaks and higher gorges, whether the collars roll softly open from a link button or from the single or double breasted effect. Shoulders will be just a trifle wider and the average length will be approximately 30 inches.

Vests will show plenty of variety for a change, yet not in any way extreme. A choice of three styles is recommended featuring longer points than heretofore, sharply cut away. Pockets will be welted or set in fancy shapes and the five button style will be continued.

In colors, emphasis will be placed upon the usual browns and greys, with a sprinkling of black and white in home-spuns, Donegal and Halifax tweeds and in plain and fancy suitings showing a herringbone or striped effect with a Saxony finish.

Simplicity Prevails in Boys' Clothing

Different from the Rochester recommendations, in yet another point, Canadian designers of boys' clothing maintain that the coming season is not a propitious time in which to feature a tendency towards fancy lines with liberal use of pleats, etc. On the contrary it is explained that there will be a definite tendency to avoid any undue elaboration in design, every possible pains being taken to ensure the production of garments at a minimum of cost. However, many little refinements of finish and added comforts have been decided upon and not only workmanship but materials will represent better values where boys' clothing is concerned than in many seasons past.

The preference in boys' clothing will undoubtedly be again for plain, all round belted, single and double breasted models. As the spring range of suitings shown is particularly adapted to boys' suits, the square mannish lines of plain models will set off these new cloths much more effectively than in many seasons past.

SPRING PRICES

The cost of materials, particularly with regard to these new materials, while much lower than last spring, approximating 40% at least, varies little from last fall's prices. But insofar as old stocks are concerned, these are still being sold at clearing prices, while fine worsteds still command a firm price.

Generally speaking, clothing for spring should only be from five to ten per cent cheaper than this fall's lines.

Feature British and Canadian Hats

Believe the Ex-Army Man Will be Good Buyer of English Styles—Prices Have Shown Appreciable Recession—Tans, Browns and Champagnes for Spring—Look for Good Cap Season Next Year

MONTREAL wholesale houses which carry lines of headwear are giving particular prominence to the British or Canadian made hat for spring 1922. This attitude they maintain is especially necessary at the present time, since from the standpoints of style, price and promptness in deliveries, conditions in both domestic and British headwear industries are once more nearer normal.

In discussing the advantages of the British made hat, one wholesaler pointed out that now is the psychological time to take advantage of the demand for British made wearing apparel of all sorts by ex-army men, who learned overseas that there is a style and cut peculiar to English clothes and hats that other nations cannot approach. Consequently there has been a very heavy demand felt for really high class English hats, which unfortunately could not be supplied until recently owing to the utter impossibility of procuring deliveries from the makers. Shipments of British spring models have just arrived in large quantities including a wide variety of styles, and furthermore, prices on these hats show an astounding decline over former quotations. Present prices, it was pointed out, do not represent the real market values, since they are figured below present actual cost of production which is estimated around \$72. per dozen on fine felts. Last year the price on these hats was \$180. a dozen but now is quoted by Montreal wholesale importers at \$66. Thus, British hats of the finest quality are now on a parity with American hats in every respect, since styles are every bit as varied.

Colors

The finger of fashion is pointed towards light tans, champagnes and brown for next spring, with pearl greys taking second place. The newest shades are decidedly effective and feature delicate hues well emphasized by the use of contrasting ribbon bands in very dark colors. Black or chocolate brown bows and bands are shown on these new models, in extra side widths, showing bows at both sides or back as desired.

There are several varieties of brim featured this season as well in English hats, the preference being for bound edges on the curl brim. Either a wide or narrow ribbon bound edge is shown or else the raw edge is left quite plain as usual. Dimensions in general show little change, the ever popular fedora shape being as acceptable as ever. Domestic made hats also are available in greater variety and should decidedly receive consideration by buyers before

orders are placed for imported styles. Now that the press are advocating so strongly the purchase of "Canadian made styles" the claims of such merchandise as headwear should not be overlooked.

Caps

Spring 1922 will be an unusually good cap season, to judge from orders already placed, and according to Montreal manufacturers, many new and interesting style changes are going to be featured, which will prove beneficial to trade. The present vogue in the United States for the pleated-back cap will be reflected next spring in Canadian made lines which will embody all the new touches so characteristic of American headwear. This pleated cap will be featured in two effects, either in "in" or "out" pleats, that is to say, the folds of the material may be either inverted or pressed flat. This style of cap is of course in one-piece effect, of fairly large size, according to the prevailing preference for larger styles. Both smooth and rough fabrics are used for these new models, including Donegal tweeds, velours, etc., and the color range comprises many new browns and greys in solid colors and shadowy overchecks. Loud plaids and checks are absolutely dead.

The plain stitched back cap is also shown for spring, and is decidedly good in design. In both styles, the new unbreakable peaks, with or without stitching are shown and another clever little detail, namely, the addition of a small button at either side of the peak for trimming purposes only, is yet one more

indication of the style trend in caps.

Cap linings show more variety and elaboration than for some seasons past, and panel effects with two colors are strongly emphasized. Fancy brocades are also used and plain satins, heavily stitched in quilted effect. Pin striped taffetas form an exceedingly rich and exclusive lining which is particularly popular with the western trade. Leather inside bands are featured on all the better caps, either perforated, plain or run with ribbon. Altogether the matter of "dressing up" the caps for next spring has by no means been neglected on the part of the manufacturers.

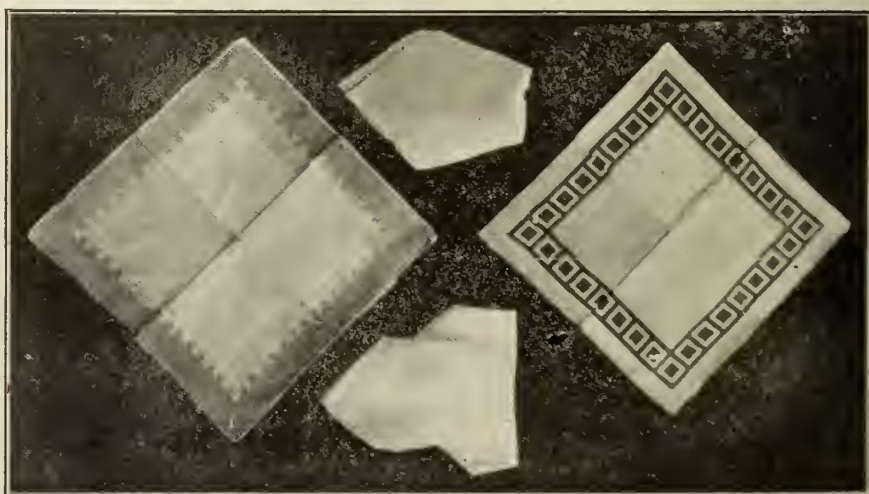
Prices for next spring are said to be 25% lower than last year but are believed to be stable since nothing further in the way of reductions can be expected from the mills or the labor cost. Most makers are offering concessions upon repeat orders, however, since the initial placing order is not always for an amount of satisfactory volume. The general demand for caps of good quality is expected to be on prices averaging \$2. or \$2.50 next season, retail.

Duffin, Ross and Cachion Ltd., is a new clothing house that has just opened its doors on Spadina Ave., Toronto. They specialize on boys', juveniles' and students', or "first-longs" cloths. Mr. Ross stated to Men's Wear Review that he believed the time was opportune to open out with this new line because of the cheapness of raw materials and because he thought there would be little further change in labor costs. They will have their travellers out very shortly.

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.



Four handkerchiefs shown by Montreal stores for fall wear, featuring colored border effects and hand-embroidered monograms. Handkerchiefs by the Dr. Diemel Linen Mesh Co. Montreal. Photo by the Photo-Kraft Studios, Montreal.

B. C. Provincial Board R. M. A. Reviews Its Work For Past Year

Annual Convention is Held at Duncan, B.C., on 27th and 28th of July—B.C. Merchants Are Given a Goodly Share of Credit for the Abolition of the Luxury Taxes—Many New Branches Are Organized in B.C.

By staff Correspondent Men's Wear Review

DUNCAN, B.C., Aug. 1—The Provincial Board of British Columbia of the Retail Merchants' Association of Canada met in Duncan on July 27 and 28. There was a very good attendance of the members and many matters of importance to the trade were discussed. The president, M. Y. Phillips of New Westminster, was in the chair and delivered his address at the opening of the proceedings.

Delegates in Attendance.

The delegates attending the meeting of the Provincial Board of the R.M.A. were as follows: G. H. Jacobson, R. W. Smith, Walter G. Ing (secretary), Stanley Ross, M. G. Phillips (president), Wm. Kerr, A. P. G. McDonald, all of New Westminster, B.C., Richard Thompson, North Vancouver, D. H. Kent, James Harkness (president Grocers' section), H. B. Neelsen, J. F. McDowell, grocer, E. E. Bent, Roy A. Hunter, Maclean National trade papers, George S. Hougham (secretary), R. H. Fairley (organizer), J. T. Crowder (president Vancouver branch), Arnold B. Derifield, Frank M. Grey, Chas. Stinson, and George Herring, all of Vancouver, J. A. Knight, Ladysmith, Currie G. White, Duncan (druggist), J. P. Fink, general merchant, Cranbrook, A. Peterson, R. A. Thorpe, furniture dealer, S. R. Kirkham, grocer, W. N. Dwyer, F. G. Aldersey, Duncan, L. E. Richards, baker, A. E. G. Cornwall, baker, N. B. Whitley, insurance dept., A. Brockhurst, Walter W. Ballard, Victoria, J. H. Ashwell, Chilliwack, Fred G. Cox, dry goods merchant, Port Alberni, Harvey Murphy, J. C. Dakin, R. H. Ormand, George E. Armstrong, Nanaimo, D. Leckie, hardware, Kelowna, A. T. Bind, furniture dealer, Port Alberni, T. J. Wilcox, hardware and Chas. Marsh, auto dealer, Kamloops.

President's Address

Tribute to the retail merchants of British Columbia for the fight they put up for the taking off of the Luxury Tax was paid by M. G. Phillips, New Westminster, president of the British Columbia Board of the Retail Merchants' Association in his annual report presented at the convention in Vancouver recently. The president, in dealing at length with this matter, said in part:

"Upon no subject have the retailers of this Province ever stood so solidly together as they did upon this issue. It was a most remarkable demonstration and was an experience for your executive officers which greatly encouraged

them at the time and proved beyond a shadow of doubt that any honest and legitimate thing that the retailers want to do can be done if they only want it badly enough. The first shot in the campaign in B.C. against the stamp method of collecting the Luxury Tax was fired by the Nelson Branch and the finishing broadside was given by the Vancouver Branch, who staged a demonstration at a luncheon in Vancouver, at which the Federal members for the Lower Mainland were present, who were informed in language that could not be mistaken that the retailers of B.C. would not stand for departmental inefficiency so flagrant as the stamp method of collection was proved to be.

B.C. Board in the Lead.

"In connection with this issue your provincial executive, assisted by an advisory committee of representative retailers, waited upon the Hon. Arthur Meighen, Premier of Canada, and his Minister of Immigration, the Hon. J. A. Calder, upon their visit to Vancouver and presented a memorandum, which was printed verbatim in the Press at that time. The two Ministers were obviously impressed by the weight and sincerity of the arguments presented to them in connection with the Luxury Tax as a whole, and the stamps and cancelling machines in particular, and your Executive officers have no doubt that the impressions created at that time and deepened by other impressions made upon the Premier upon his return to Ottawa, were largely responsible for the Government's decision to cancel the Luxury Tax entirely. It is interesting to know in this connection that other provincial boards, notably Alberta and Saskatchewan, followed the initiative taken by the B.C. Board and in the case of Alberta the same memorandum that was presented to the Premier at the Hotel Vancouver was again presented by a representative deputation at the Palliser Hotel in Calgary.

E. R. Golding Secured

"The feeling of relief which every retailer experienced in connection with the abolition of the Luxury Tax was coupled with ungrudging admission on the part of members and non-members alike, expressed privately and through the press that the Retail Merchants' Association was largely, if not wholly, responsible for the removal of the Luxury Tax."

It was pointed out by the president that the association's credit reporting and collection departments are now un-

der one management, E. R. Golding, formerly departmental solicitor for the Attorney-General of Alberta, having been secured as collection manager.

George H. Hougham, secretary, submitted a lengthy report in which he gave a comprehensive review of the work of the Association during the past year. Touching on the question of membership, he said that it gave him a great deal of pleasure to report a substantial increase. "Our membership now stands at 882 members in the province," he said, "341 of whom are in greater Vancouver and the balance of 541 scattered throughout the province. The total membership of 882 is represented in 18 branches in good standing which shows a net increase of 193 members and an addition of 5 organized branches since the convention of 1920."

Work of Local Organizations.

While the secretary expressed satisfaction over the provincial increase, he was not so encouraged over the work of the local organizations throughout the province. In his report, he pointed out that there seemed to be an altogether false impression on part of new members as to the actual meaning of membership. Their impression seemed to be that results could be obtained by the R.M.A. only for the asking or the seeking; whereas it was a fact that the mere payment of a year's membership fee did not bring about this expectation. There was abundant evidence, he said, that members joined without the faintest idea of the scope of the association or its work, or of their privileges as members. Somehow, he said, they had failed to bring about that personal contact between the individual and the provincial or the Dominion office that was desirable. The suggestion of the secretary was that this was due to failure to hold meetings in the different local centres. "In other words," he said, "we need to commercialize the association idea and sell it to each individual line of business in a practical manner. It may well be that after the idea has been so sold and definite results obtained, the member may have so far advanced along the line of association work as to respond to an appeal to join his local branch for the sake of lining up with his fellow retailers on common ground, but this must necessarily be a later development and cannot be the starting point." In concluding this part of his report, the secretary urged strongly the formation of

local associations as links in the bigger chain called the R. M. A.

Resolutions.

Among the resolutions passed was one calling on the Dominion government to prohibit further Oriental immigration on account of the large number of returned men out of employment; another asking the provincial government to co-ordinate with the Dominion government in the assessment and collection of income tax; a third making it an offence punishable by three year's imprisonment for issuing a cheque for which there are no funds if the cheque is issued with intent to defraud; and a fourth asking the provincial office to obtain the views of the membership of the provincial association regarding the inauguration of a system of collective buying as an offset to the competition of the mail order houses and to meet manufacturers and wholesalers who sell direct to the consumer.

It was pointed out that the Existing Provincial Shop's Regulation Act Relating to Early Closing is considered by the Grocers' section of the R. M. A. to be inadequate, inasmuch as it does not close establishments carrying fruits and confectionery and other lines of merchandise other than groceries, and a large number of such establishments are thus permitted to sell groceries at hours when other grocers are compelled to close. The Shops Regulation Act now effective in Manitoba would meet the situation in Vancouver, and the resolution to have the B.C. Board apply for similar legislation at Victoria was endorsed.

Organizer's Report

R. H. Fairley, provincial organizer for British Columbia, in his report, stated that from March last up to the present date, 87 new members had been added to the association and 123 had renewed their membership. On the trip from Victoria to Courtenay and Cumberland during the month of December, in the interests of the provincial Automotive Retail Dealers' section, 37 new members were obtained. In January three new branches were organized, namely, Ladysmith with 24 members, Courtenay, Cumberland, Comox and Union Bay with 22, known as the Comox district branch, and Abbotsford Local with a membership of 12, making a total on these trips of 95 new members. The organization of the baby branch has just been completed at North Vancouver with a membership of 23. The cost to the association including salary, commission and travelling expenses, is \$1404.65. The balance accruing to the B. C. board from the 305 new members and renewals amounts to \$3,660. The percentage of revenue is approximately 40 per cent.

There is a general recognition of the valuable work which this association is

Quick Sales: Low Profits

President of Two Macs, Ottawa, Believes This is the Key to Fall Business—Merchants Must Work for Speedy Sales—Cutting Down Overhead Expenses Value and Service

“ONE cannot help but be struck by the tremendous activity in business over in Europe,” said Stewart McClenaghan, President of the Two Macs Limited of Ottawa, this month during an interview with Men's Wear Review. Mr. McClenaghan has just recently returned from a protracted tour across the continent during which he made many investigations relative to conditions there at present, and his conclusions are concretely summed up in this remark. “Over there, everyone is putting his shoulder to the wheel, and they are working fourteen hours a day in order to restore things to their normal condition. I visited all the large London department stores besides and was glad to find that we Canadian merchants have not as much to learn from them as I had expected. The habit indulged in by London merchants, of putting up heavy iron shutters over their doors or windows at night may be a good safe-guard against thieves, but it certainly is not good for business. Here we believe in keeping our store windows lighted until well on into the night with never a shutter to obstruct the view, and we get lots of business thereby. Prices, also, over there are much higher than ours and I made careful comparisons between various kinds of merchandise in men's wear, only to find that in some cases, prices asked in England are 50 per cent higher than over here. Taken altogether, Canadian stores excel English ones in point of display, values in merchandise and general business methods and I am glad to find that Canadians have so quickly learned the secret of getting back to normalcy once again.”

The Fall Outlook

Touching on the outlook for fall from his point of view, Mr. McClenaghan emphasized the vital need for three things, among others, which must be borne in

accomplishing in matters of legislation, luxury tax, sales tax, etc. Individual service to the members should be given, by assisting them in their income tax returns, their bookkeeping problems, etc.

Work of Dominion Executive

G. H. McRobbie, vice-president Dominion Executive Council, R. M. A. of Canada, reviewed the work of the Dominion Board. He outlined legislation that the Board had been able through their efforts to bring about, and other matters directly dealing with the retail trade, with which the executive council had taken prompt action in the interests of the retail merchants.

mind in merchandising under present conditions. “We must endeavour to cut down on extravagant overhead costs,” he said, “but by this I do not mean cutting salaries, turning off electric light and using cheaper wrapping paper. I mean that we must use common sense in planning expenditures which are not directly necessary such as in window display fixtures and accessories, or any such incidentals to overhead expense which became inflated during the war years when conditions warranted a certain expansion. It is quite possible to stop the leaks here and there without in any way affecting the general health of our business.”

Quick Sales

“Next I would lay stress on quick sales with low profits which as everybody knows is the only sane method of merchandising nowadays. By this I do not mean holding cut price sales or any such artificial ways of stimulating buying on the part of the customer, but just being satisfied with a little in order to keep stock moving nicely, so that volume may be maintained at the regular levels.”

Value and Service

“Finally,” concluded Mr. MacClenaghan, “we must feature value and service as we never did before, this fall, and study new ways to give purchasers one hundred cents worth of merchandise for their dollar. All this will keep retailers pretty busy and nobody need think all they have to do is to sit back and wait for business to come in, because it cannot be got in that way.”

The general conclusions drawn from Mr. MacClenaghan's study of coming fall conditions were summed up as follows: “There are few localities where business has not seriously suffered from unemployment, unfavorable weather conditions or the consumer's unwillingness to buy. But there are not as many localities where the consumer will decline to buy when prices are right, as the average merchant thinks. Everyone is apt to think that his particular problem is more difficult and his local conditions worse than others, but this is rarely the case. All of us have practically the same problems, and all of us must solve them in much the same way; by liquidation of stocks at the earliest possible moment, by the liquidation of accounts receivable and by the reduction of overhead. No merchant can afford to delay in closing out old stocks and at a price that will move them, not so much because he can replace them at a less price but because he can buy better goods at a less price.”

Deputation Lauds British Methods

Dinner Given by Retail Merchants Association in Windsor Hotel, Montreal—Reference Made to Splendid Entertainment—Approval of Apprentice System in Building Sales' Force—Some of The Lessons Learned.

A NOTE of wholehearted appreciation of British business methods, British hospitality and British determination in face of difficulties was struck by the returning delegates from the Montreal dry goods trade to the deputation of Canadian and American dry goods men which recently visited the British Drapers' Chamber of Trade in England, at the reception and dinner tendered them on July 26th. last in the Windsor Hotel by the Retail Merchants' Association to welcome them home.

The returning delegates were, J. D. Chesney, General Manager of Almy's Limited; Armand Dupuis, of Dupuis Freres Limited; A. G. Dugal, Manager of Dupuis Freres Limited; and Theo. G. Morgan, of Henry Morgan Limited. Mr. Morgan however, was unable to be present, as he had returned before the other delegates, and has now gone back to Europe for a further visit. The deputation was a return visit in exchange for the visit paid to Canada and the United States last year by a large deputation of the British Drapers' Chamber of Trade. All the delegates expressed themselves as delighted with the reception which awaited them over there and with the beneficial experience they had gained during their visit.

J. D. Chesney, chairman of the Canadian Delegation to the United Kingdom, and General Manager of Almy's Limited, expressing thanks for the hearty welcome which awaited them on their return, paid a special tribute to the outstanding good fellowship and companionship of Theo. G. Morgan, to whom he said the party were indebted for rendering the trip supremely enjoyable.

He laid stress also on the courtesy of the American delegates. Although far in the minority, the Canadians were never allowed to feel that they occupied second place.

When Entertained

The Lord Mayor of London, Sir Woodman Burbridge, Gordon Selfridge, the Mayor of Southampton, the Earl of Warwick, Duke of Portland, and numerous public bodies, arranged various events to welcome and entertain them.

He drew attention to the custom amongst the different trade organizations in England of taking care of orphan children amongst their own industry. He felt the idea was worthy of imitation by trade organization on this side.

The lack of coal and consequent distress resulting from the coal strike excited his sympathy. Some of the firms had to save their coal for a whole week in order to be able to give the delegates a demonstration of their factories running full blast.

He was impressed with the evidence of a general and ardent desire among the British people everywhere to see the Irish trouble settled fairly and honestly toward everyone concerned. He found evidence of as progressive a spirit amongst Old Country business men as was to be found in this country.

Apprentice System

The system of apprentices and building sales forces impressed him as admirable. The skill shown in laying out store displays also appealed to him. The color sense shown in this direction was remarkable. The elimination of unnecessary services in English stores enabled them to run at a lower overhead cost. He found, however, their system of handling cash appeared crude. His impression of prices was that they were high. Manufacturers were ready to fill any orders given, but were not ready to risk making stock in advance.

He thought it would do much good if other trades would exchange visits, as the dry goods men had done.

He raised a voice of protest against restriction on immigration from countries with a reputation for hard work, like France and Belgium, which he had visited. Canada needed such immigrants, and he could not see the wisdom of discouraging them.

Lesson Learned

Mentioning that he had travelled to Berlin, Frankfurt and Cologne, and discovered that the Germans acknowledged that they were defeated, Mr. Chesney spoke of their great industry and said that while he held no brief for the German, it must be recognized that 46 million people could not be exterminated or disregarded.

"The time will come when we will find it necessary to trade with them," he said. "This is the attitude which most countries are taking up, and I hope Canada will do the same, not for the sake of helping the German, but for the benefit of the general inter-change of trade."

A. G. Dugal, of Dupuis Freres Ltd., after a brief chronological review of the trip, spoke in appreciative terms of the lesson they had obtained during their visit to Great Britain in economical operation.

The fall in wholesale prices had checked production, as stocks of goods were now on hand in some lines in such quantities as to create a buyer's market.

He felicitated Mr. Chesney, who answered the toast of Canada seventy times with a new speech every time.

Armand Dupuis, of Dupuis Freres Limited, spoke of the influence exercised by the various trade guilds for the good of their industries and the com-

munity in general. He repeated some interesting tales of oil customs connected with these trade guilds.

N. A. Nixon, Manager of Henry Morgan Company, Limited, presided and was accompanied at the head table by Ald. Rubenstein, representing the Mayor of Montreal, Capt. Edwards, Armand Dupuis, J. D. Chesney, A. G. Dugal, Narcisse Dupuis, G. B. Fraser of Green-shields Limited. H. Lvoie of Alphonse Racine Limited, entertained the company during the evening by rendering "Toreador" (Carmen), "La Marseillaise," and other solos.

ENGLISH TEXTILE TRADES SHOW MORE UNEMPLOYMENT

London—Though employment in England shows signs of recovery in the latest figures, there has been an increase in unemployment in the textile trades generally. The silk industry showed a decrease of 8 per cent in employment during the last month, but 4,163 being at work on July 8. In the districts around Macclesfield, Congleton and Leek, 62 per cent of the workers are on a 17-hour week.

There was a decrease of 6.2 per cent during the month in the woolen industry though the worsted trades gained 2.1 per cent. Around Dundee there has been a decrease in employment of 70.9 during the year and 51.6 during the month. All 2,465 workers reported upon are working less than half time.

In the linen trades there has been a decrease of 20 per cent during the month and 62.5 during the year. Many of those employed are working short shifts.

The lace industry showed little change in employment.

There were approximately 50,000 fewer unemployed in England than during the previous month.

British Industries Fair 1922

The next British Industries Fair will be held in London and Birmingham between the 27th February and 10th March, 1922.

The British Industries Fair is open to manufacturers in all parts of the British Empire and buyers from all over the world are attracted. It affords an excellent medium for bringing manufacturers in direct contact with buyers as only bona fide manufacturers are permitted to exhibit and buyers are admitted to the Fairs by invitation only. The general public are not admitted.

Full details regarding the Fair can be obtained from H. M. Trade Commissioners at 248 St. James Street, Montreal, 260 Confederation Life Building, Toronto, or 610 Electric Railway Chambers, Winnipeg.

Price—The Big Factor in Fall Trade

The Consuming Public Will Be on a Shopping Expedition, and Will be Open to The "Price" Argument—Farmer Believes He Is Paying Too Long a Price And Accepting Too Short A One—Unemployment And Conservatism—The Value Idea.

IT IS becoming increasingly evident that "price" will be the outstanding factor in fall merchandising. It is an exact reversal of conditions of two years ago when price was immaterial, when "the-higher-the-price-the-better-we-like-it" motto was on everyone's lips—buyer and seller alike, when salesmanship consisted of handing goods over the counter and taking money for it. New times and conditions require new methods. The retailer who sits back and says to himself, "Well, I bought goods at high prices and the public will pay the shot or go without" is living in a fool's paradise—the public will neither "pay the shot" nor "go without"—necessaries will be bought and some luxuries indulged in no matter the times. If you, Mr. Merchant, do not meet competition either local or out-of-town competition, you will be the sufferer, not the public.

Growth of Shopping Habit

Some few months ago it was noticeable that the consuming public had retrenched from the 1919-20 habit of buying on sight. People began to "shop," to "look around." In both the men's and the women's wear fields it was the same. The idea that prices were too high had taken its first lodgement; the consumer wanted to find out if by a little extra effort a certain article could be bought at a lower price "some-where else." That was the beginning of the "shopping habit." From that very moment aggressive merchants began to figure on lower overhead expenses, a narrower margin of profit and better salesmanship on the part of his staff. Every day that these three important factors in merchandising were put off meant loss of business—to somebody else—because there is always somebody else who is a keen competitor either in or out of your town.

The shopping habit has grown apace and will be more noticeable this fall than it has been for some years. There are additional reasons why it should be, reasons that have developed during the past few months. It is well for merchants in all parts of the country to realize these conditions and face them.

Price of Farm Products

The basis of Canadian prosperity is the farm. Whenever the sun smiles on the country it likewise smiles on the city. In other words, when prices for farm products bring a fair return for the amount of capital invested and the labor involved industry reflects that condition accurately. Manufacturers are kept busy; retail trade is good; there is

the normal demand for necessaries and luxuries alike. But when the price of farm products falls to such an extent that retrenchment begins with the great farming community, depression is noticeable. The farmer may have the money but he won't spend it till prices suit him. And today, prices do not suit the farmer.

What Two Farmers Said

Some time ago the writer was in conversation with two farmers. He put to each the same question. "Is there anything you want that you could and would buy if prices suited you." One said he wanted a disc harrow; the other wanted to build a new home for himself. "If prices of the things you require should come down 25 per cent during the next month would you buy your disc harrow and would you build your house?" was the next question. The answer in both cases was in the affirmative.

The farmer believes that he is still paying too long a price and accepting too short a price. In other words, he is accepting pre-war prices for his commodities and is asked to pay prices for other commodities which he thinks are too high. The appeal to this man has got to be convincing and satisfying. The great farming community which is the backbone of business for hundreds and thousands of retail men in this country must be appealed to with a price argument that convinces them that fall prices are within reason and truly reflect the readjustment period as far as it has gone. The farmer may be looking for lower prices than will be offered this fall—he may expect prices that are impossible taking into consideration the cost of production—but he is open to sound argument. The merchant's argument must be made through his advertising, by window display and by expert salesmanship. The "price" note should never be silent; it will be watched for this fall and winter as it has not been watched for some years.

The City Retailer

The outlook for the city retailer is much the same, perhaps not quite so good. The farmer has the money and will spend it if convinced that prices are right. There are many in the cities who may be unable to spend even if so disposed. The unemployment situation is pressing. Unless labor does its share in solving the problems of the readjustment period by meeting reasonable demands for lower wages, the unemployment situation may not improve. Unemployment affects more than the unemployed; it has an influence on all and creates a tendency to conserve, to

buy only the bare necessities, to retrench generally.

It is an absolute certainty that "shopping" will be popular in the large centres of population. Necessity will drive many to it; the desire to conserve will drive others. The "price" appeal must be made powerful, irresistible. People are going to look for values in all they buy. They know they can get it in another store if you haven't it—something that retailers who are inclined to skimp their stocks should bear in mind. They are not going to be met with the plea "Oh, we can't get it; it is not to be had"—at least, they will not be satisfied with it, They will go "shopping" and, ultimately, will get what they want and at the price they want it.

"Value Idea"

We know of one store that is having unusual success in promoting the "value" idea. That is, they are everlastingly driving home the argument of "price" and what money will buy at their store. The store we refer to is one that uses a full page advertisement in one of the western Ontario cities.

"Our Values are right; you are the judge."

"The full searchlight of truth is thrown on our values."

"Do you notice how the crowds respond to our advertising of values?"

"If economy rules your expenditures you will welcome these values."

"Competition is active but we meet it with values."

These are some of the flare headlines that stretch right across the face of their full page advertisements form day to day.

They are worth studying, and the big idea behind them—that price will count—is worth grasping.

STYLE FORCAST

Continued from page 62

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long Points, Sharp Cut-away; No Collar; Length of Opening—16, U-shaped; Length—27½; Number of Buttons—6, set Close Together; Style of Pockets—Crescent, Pip-ed.

Men's Vests. Style—Single Breasted. Bottom Corners—Slight Cut-away; No Collar; Length of Opening—13½; Length—26½; Number of Buttons—5; Style of Pockets—Regular.

Fuller & Son of Bancroft whose woollen mill was recently destroyed by fire are preparing to commence operations again within a few weeks.

New Methods for New Conditions

Consumer Must Be Attracted by New Merchandising Schemes—Public Will Respond To Price Appeal — Merchant Finds That Featuring Specials Brings Results

SOME anonymous authority on business methods has been quoted as saying that he has found, "the average retailer is a hard man to teach." He might very well have gone further and amplified this remark to the effect that "customers need a lot of educating nowadays," for as a direct result of several interviews with leading clothiers and haberdashers in Montreal, Ottawa and elsewhere, the evidence indubitably proves that it is the retailer who is using his brains and his ingenuity to improve conditions, and to educate his customers to appreciate the fact that prices are really on the down grade, while values were never better.

While looking forward to the fall season some retailers are apt to view the prospect with gloomy forebodings, feeling that it will be harder than ever to get business and even with all the extra exertion that they can muster up, they feel that profits will be almost negligible in comparison with former years. What the retailer should do at the present time, according to the opinion of several successful members of the trade, is to take his customers more fully into his confidence and when he makes a statement regarding his merchandise he should invite questions and stand ready to show his invoices if need be to substantiate the facts and figures.

Public Looking for Values

The public is on the look-out for bargains and the phrase "pre-war prices or values" must be very carefully handled. To use it unadvisedly is to court disaster of a type not easily remedied. But properly featured, the bargain can be made the instrument to attract customers to the store, not only to purchase the particular article featured, but to encourage them to stock up on lines which are regularly carried.

Trying New Plans

In the endeavour to capture as much business during the coming season, various plans have been devised and thought out by leading men's wear dealers with whom Men's Wear Review has discussed the question. A leading Montreal store has decided to try out several ideas in turn, in order to prove to its own satisfaction what plan best suits present merchandising conditions. The one idea which is already being tried out is the featuring of a sale of any merchandise which it is desired to move quickly, either all one kind or assorted stock, the especial feature of this sale, however, lying in the fact that long before it actually takes place, orders are accepted for the merchandise, to be sent C.O.D. or paid in advance as desired, the clerks being instructed to introduce the lines in question whenever a customer pur-

chases in their department, merely suggesting that a sale will be held in 10 days or so. The especial merit of this form of advance selling is that customers can be interested in the sale by degrees, and they will tell their friends about the low values offered, so that by dint of taking orders for a week or so,

lars or a lot of knitted ties, a bargain price will still carry the day.

Customers usually prefer to pay the amount of the purchase and take a receipt. The purchase is not necessarily delivered immediately, but is promised at any time within the week. This obviates the trouble of extra deliveries which might otherwise interfere with regular business.

Featuring "Specials"

Another store which caters to a high priced trade is going after fall business by means of "specials," which being interpreted means that they are going to pick out one item in each range of



R. G. Reeves & Co. have just opened a new store in Kingston, Ontario, the name of it being "The Club." The D. S. Collier stock was purchased by Mr. Reeves together with the cleaning and pressing business of Warwick Bros. Above is the picture of their first new windows.

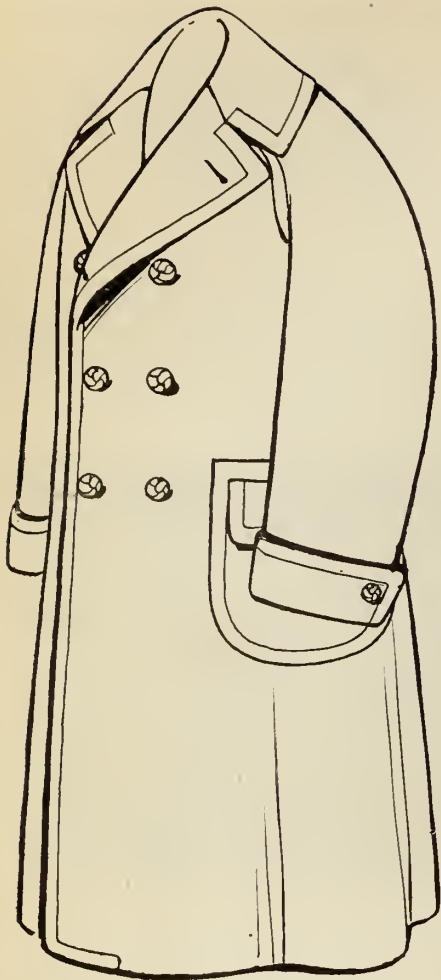
the stock is generally low enough on the date of the sale to be cleared out rapidly. The fact that the goods may actually be entirely sold out before the advertising sale date, tempts many customers to place their orders immediately, for according to this store, everybody likes to "be let in on a good thing," and no matter whether it be a discontinued line of col-

stock and feature it prominently at a price so low that customers simply cannot resist it. Memories of pre-war value will cause buyers to realize that these specials are bargains in every sense of the word, and to those who consider that a fifty cent necktie is "plenty good enough" or wash leather gloves at \$2

(Continued on page 88)



Above is a reproduction of the interior view of the new store "The Club" owned by R. G. Reeves & Co., of Kingston.



"STORMKING"

New model shown by Hoffman Ducoffe & Co. Montreal. Note the large English raglan style with plenty of flare to lend a swagger effect.



Important Convention at Hamilton

Advertising Affiliation To Meet There September 30 and October 1.

The Advertising Affiliation Convention will be held in Hamilton, this year at The Royal Connaught.

In addition to the present Clubs which hold membership in this organization, viz.—Cleveland, Rochester, Buffalo, Canton and Hamilton, five new clubs will line up for the event and it is expected that they will be granted permanent membership in the organization. Among the newcomers are Erie, Ohio, Toledo, Ohio, London, Ont., Toronto, Ont., and Montreal, Que.

The slogan is adopted for the Convention is "Let's to Business" and it will be the theme of this business like assembly. The dates of the meetings will be Friday Sept. 30 and Saturday Oct. 1, and much will be accomplished in this short period.

On Friday morning an International Golf Match between teams representing the various Clubs will take place at the Links of the Hamilton Country Club which is regarded as the finest course in

Canada and according to "Chick" Evans is one of the very finest in America. A handsome trophy has been donated for this event.

Many will motor to Hamilton but in addition special trains will be run from Rochester, Buffalo and Cleveland.

Premier Meighen of Canada has consented to speak at one of the sessions and another member of his Cabinet will in all probability speak on world trade conditions.

The speakers who will introduce business subjects have been very carefully selected and the complete programme which will soon be announced will be exceedingly interesting.

NEW METHODS FOR NEW CONDITIONS

(Continued from Page 87)

are good enough for best wear, these self-same items set forth in an attractive window display will prove irresistibly attractive.

The buying public has got to be humored, studied and catered to in some way or other, the facts are plain, the said public being plainly in a state of complete indifference to anything which savors of the ordinary and conventional.

CONDUCTING A BUSINESS ENTERPRISE

(Continued from page 76)

the right side, and placing it in the income section. If the business is such that

the items are too numerous—and it is possible to take an inventory frequently—then the profit on the sales is determined as follows:

Stock on hand beginning of period \$
Add stock purchased during period \$

Deduct inventory end of period \$

Difference is cost of goods sold \$
Sales during period . \$
Deduct cost of goods sold, as above \$
Difference is profit on sales \$

Profits on Contracts (Accounts No. 21.)

When a contracting business is carried on, the profit on the contract—which is the difference between the cost of the operation (whether in material, labor or other expenses) and the price charged the customer—is credited on the ledger sheet on the right-hand side, and placed under this income section.

Interest on Bank Balances (Account No. 22.)

This is the amount which your bank allows for average cash balances. It is placed on a ledger sheet—it is credited on the right-hand side under this section, from your cheque book.

(Continued in next month's issue)

SPERO POCKETINGS



TWO OF A KIND Both Reliable

Get your share of the
**Unprecedented
 Demand**

for EVENING CLOTHES occasioned by the abnormal growth of Fraternal Societies, new Associations, new Clubs, etc. At these gatherings all men desire to appear at their best and don a DRESS SUIT on all possible occasions.

We specialize in this class of work and can give you speedy delivery if required.



See our HIGH GRADE GARMENTS for MEN and YOUNG MEN. Tailored to exact measurements. INDICO SERGES at High Values and Low prices.

Our CUT, MAKE and TRIM Dept., and SPECIAL ORDER Service assist you to expand your business and decrease your overhead expenses.

**A. E. RICHARDSON
 & CO.**

Makers of High Grade Clothing for Men.
 172 SIMCOE ST. TORONTO.

THE MANUFACTURER
 INSURES HIS PLANT, machinery
 and merchandise.

The merchant insures his buildings and stock.

The farmer insures his stock and equipment.

The family man insures his house and furniture.

Every man insures his life.

Insurance protects investments.

The advertiser's insurance policy is the report of the Audit Bureau of Circulations on the publications with which he places contracts.

He protects his investment. He insures himself against misrepresentation of circulation. He knows that he really gets what he is paying for.

The reports of the Audit Bureau of Circulations on Hardware and Metal are furnished on request.

We insure our advertisers.

**Are You Able to Turn
 Your Spare Hours
 Into Dollars?**

If not—and you are really trying to cash in on the spare moments you have during the day or after working hours—if you have made up your mind to take hold of some proposition and sail right in and actually increase your monthly income without hindering your regular work—surely you will want to know about MACLEAN'S plan for making each spare moment count. And even if you are already making money during your spare time—still you can add to your income with very little additional efforts. For you can have full particulars of MACLEAN'S plan absolutely free. If you will merely drop us a card we will send you the complete details of this plan. It will cost you nothing to find out exactly how others with spare time have materially increased their monthly earnings. For full information or the agency in your locality, write and right now,

Dept. WB

MACLEAN PUBLISHING COMPANY, Limited
 143-153 University Ave., Toronto.

NO MORE SUSPENDERS



E. M. Suspender Belt

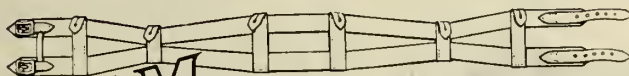
for
Work, Sport, Office or Dress

Invisible

Immovable

Pants Kept Up. Shirt Kept Down

Canadian Patent No. 170829 U.S.A. Patent Applied For



E.M. Suspender-Belt (EVERYMANS)

MANUFACTURED BY
UNIFORM & EQUIPMENT CO.
 57 Colborne St.
 Toronto - - - CANADA
 PHONE MAIN 3435.

TESTIMONIALS RECEIVED DAILY

E. M. SUSPENDER BELT

gives ease to movement and keeps the trousers in proper position. No hitching up the pants. No strain on buttons and cloth.

Look well to the Festive Season for increased sales. For Indoor Sports and Dancing no better suspender can be had and for Christmas Gifts they are attractively boxed. This Belt is better than a suspender; it will not slip or pull, but adds to comfort.

Write us for information on **UNIFORMS.**

We are experts on these, Naval, Military, Bands, Orders, Clubs, Cadets, etc.

MANUFACTURED BY

THE UNIFORM & EQUIPMENT CO.

57 Colborne Street, TORONTO

Mercury



Hosiery

What Do You Sell Men in Hosiery?

AS a rule men are not the discriminating buyers that women are. They want good quality, style, fit, etc., but they trust you to give it to them. If you please them they come back for other things. In other words they put the responsibility on you and if you serve them well you get the business.

Think of this when you buy new stock and buy only goods of which you are sure. Your customers will insist upon

**Quality
Comfort
Appearance
Long Wear**

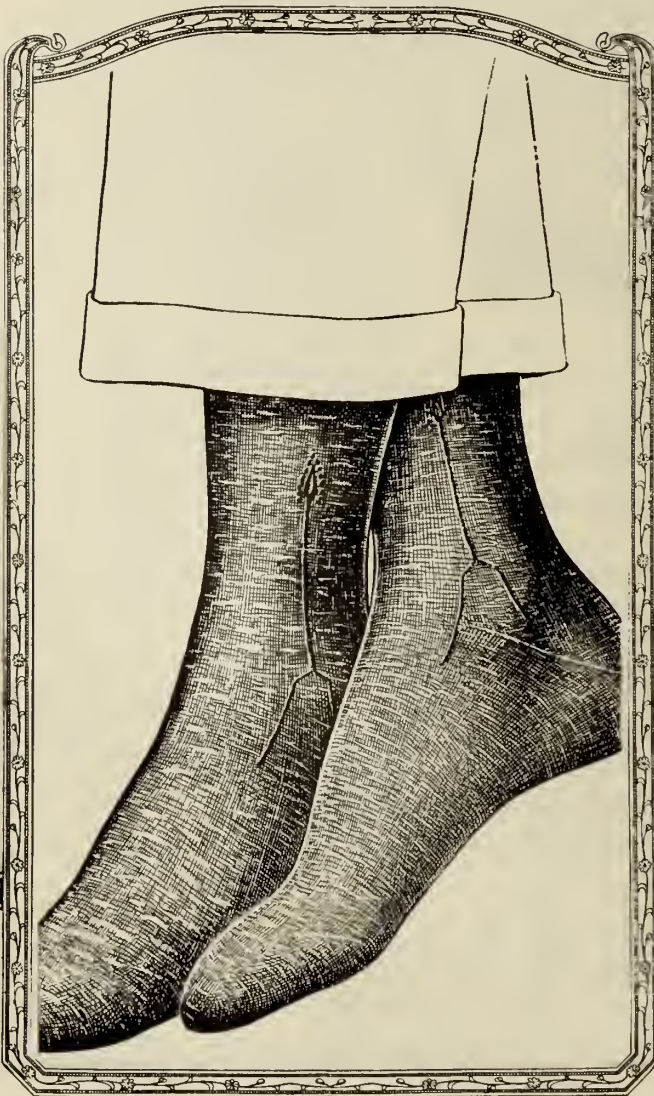
Mercury Hosiery will satisfy and please your most particular customers. They are made from carefully chosen and tested materials and are manufactured in silk, cotton, mercerized, cashmere and in silk and fancy mixtures.

Recommend Mercury Hose to your trade. They are satisfactory and bring to you and retain for you the class of business for which every progressive merchant is working.

Mercury Mills Ltd.

Hamilton Canada

Makers of Underwear and Hosiery for
Men, Women and Children.



Mercury



Underwear

NEVER was the buying public as critical as at the present time. The buyer now demands quality at a reasonable price. **Your** policy is to handle goods that will satisfy his severe demands.

Mercury Underwear is quality underwear. Examine it from every standpoint. The materials are the best obtainable. Every process of manufacture receives the same painstaking care. Each garment is cut from patterns made to fit the body comfortably without strain or bulges and yet giving plenty of room for action.

A few of the most popular Mercury Lines are listed below. You should have them.

1280—Pure wool cashmere, white and natural, two-piece and union suits—beautiful garments of finest quality and workmanship.

1225—Best quality cashmere for warmth, blended with Egyptian mercerized cotton to give wear and that soft silky feel.

912—Silk and wool—fine ribbed.

1200—Highest grade cashmere plaited over soft combed cotton. The proper weight underwear for indoor workers.

Our boys' underwear lines follow the adults exactly as to quality of materials, precision of cut and care in all the stages of manufacture. They are made to give the youngsters solid body comfort and at the same time to withstand the hard usage of vigorous childhood.

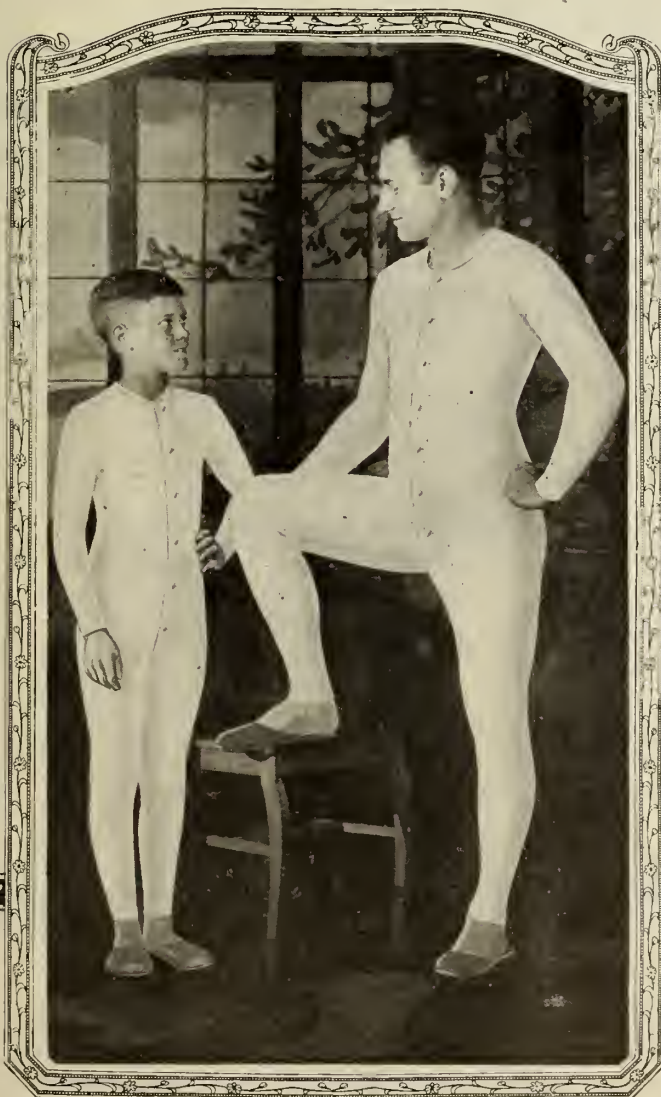
Display Mercury underwear. Your customers can see it is quality goods at a glance. Let them examine it. They will appreciate it.

Mercury Mills Ltd.

Hamilton

Canada

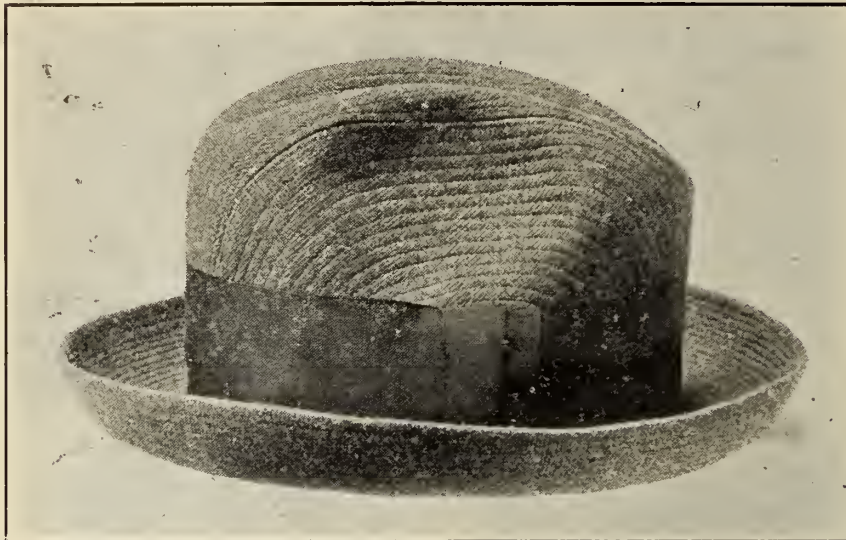
Makers of Underwear and Hosiery for Men, Women and Children.



For **THE STYLE** For
FALL 1921 SPRING 1922

See this New Model before ordering elsewhere. The Prices are exceptionally low for these HIGH QUALITY TWEED HATS. The shape is new, hand tailored from the best tweeds only. Observe that the silk stitching around the crown is in even rows, and the design of this stitching around the sides renders the hat firm yet pliable, re-inforced with canvas for further stiffening and makes it watertight. The wide black silk band is a feature of this Style and gives it a distinguished appearance. The silk linings are carefully stitched in and it is a Perfectly FINISHED Headwear. It is safe to predict that it will have a long and successful run. It is THE Style, and will keep YOUNG MEN INTERESTED in Headwear that is up-to-date.

Look over our CAPS for MEN and BOYS



This present assortment offers you quick returns based on QUALITY, FINISH and STYLE, the kind that appeals to the well dressed Young Man and Boy. Large and complete range ready for immediate delivery, including the most popular brands of BOYS' CAPS. "BOY SCOUT", "ALLIED FLAGS", "MAPLE LEAF", "BEAVER," etc.

SEE OUR MONEY MAKERS
IN KIDDIE HATS.

Designed with an eye to attract the mother. See the great variety of these, compare the prices and order now while the prices are in your favour.

The House of Value
Palter Sons
122-128 Wellington St. W.
TORONTO

You have observed the tremendous
increase in Athletic Clothing Sales.

We can supply your requirements for all kinds of

ATHLETIC CLOTHING

at prices that give you a generous margin. Order Now for the FALL and WINTER SPORTS, SOCCER, HOCKEY and GYM. PANTS, HOSPITAL, INSTITUTIONAL AND SERVICE WASHABLE CLOTHING AND REQUIREMENTS.

Also White Duck and Cotton Clothing.

HUDSON - PARKER

LIMITED

The Washable Apparel People

Darling Building

96 Spadina Ave.

Toronto

Announcement Extraordinary

We are discontinuing business in our Jobbing Department to concentrate on SPECIALTY CLOTHING. SHIRTS and NECKWEAR of our own make exclusively.

Our entire stock of New Seasonable FALL and WINTER FURNISHINGS will be disposed of immediately at remarkably low prices.

Get in touch with us at once while stocks and assortment are complete and protect yourself against Fall Shortage at Bargain Prices.

UNDERWEAR, HOSIERY
MUFFLERS, GLOVES
SMALLWARES

also

Special Clearing Lines

in

SEPARATE PANTS
NEGLIGEE SHIRTS
FALL and CHRISTMAS
NECKWEAR

*Try us on open order
mentioning price limit.*

MILLER MEN'S WEAR Limited

44-48 YORK STREET, TORONTO, ONT.

Men's Furnishings of the Better Class

ACME
TRADE MARK



9240 ^{TRIPLE}STITCH-Peccary Hogskin

*A glove you can
absolutely guarantee*

A Selection from our full
range of fine gloves.
Ideal for motorists or those
who drive. There is no wear-
out to it.

Acme Glove Works Limited

Montreal



Quality Must Be Maintained and Quality Costs Money

PRE-WAR standards at pre-war prices are not possible—at least, not in men's clothing.

Woolen textiles, while at but one-half the prices asked at the peak, are still 100 to 125 per cent. above pre-war prices.

Labor is 100 to 125 per cent. above pre-war rates, with 44-hour weeks instead of the pre-war 48.

Linings are from 100 to 150 per cent. above pre-war figures.

With such conditions prevailing, it is obvious that the manufacturer of men's clothes who would sell at pre-war prices must sacrifice the quality of his line.

We propose to be frank and honest and we tell you now that we are determined to maintain the high quality of T & D Clothes for men who care.

We have marked our line for spring trade very close and are producing for a large output. We will have a bigger turnover at less profit, which will not interfere in any way with the high standards of the T & D line.

Our prices are the lowest possible prices at which high quality clothing for men can be sold.

Our new models for Spring and our new prices will be an invigorating stimulus to trade for T & D dealers far and wide.

Thornton & Douglas
Limited
Hamilton - Ontario

T&D *Clothes*
For Men Who Care

Aristocrat Straws

With a touch of To-morrow



Canadian Panama & Straw Hat Co.

Limited

579-585 Richmond St. W.

TORONTO

YOUR CUSTOMER WANTS TO MAKE AND SAVE MONEY

You can help him and yourself by selling him KANTKRACK

It is the little things that count—Many a retailer has discovered that by featuring a certain or few small products that greater returns can be made; also the average man finds that it is the little things that upset his calculations, the little moneys spent.

KANTKRACK COLLARS save his laundry bills; saves purchasing so many new collars. Saves his time in keeping appointments—these frequently mean REAL MONEY to him.

A KANTKRACK COLLAR should complete the wardrobe of every man and boy who leaves nothing to chance.

To you Mr. Merchant KANTKRACK mean increased profits, pleased and permanent customers. Show them to everyone and the result will astonish you.

KANTKRACK

Trade Mark

Registered

COMPOSITION COLLARS

Every collar guaranteed through the Dealer.

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879

HAMILTON, CANADA

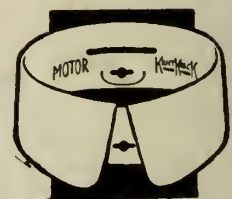
Est. in Canada, 1907



14 to 19



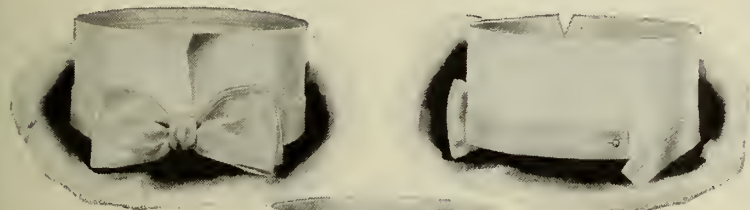
12 to 19



12 to 15½

One Grade
Only and that
the Best.

Reid's "Hantide" Patented March 29-1911 Dress Tie



Showing Fashionable
Shape of Tie—
Ready Tied

To Put On or Take off—
Buttons or unbuttons at
back.



Can be Bought
Untied if Purchaser

desires to Tie
Cravat himself.

At the Evening Affair

To be correct, add the exclusive touch of a tie that is tied by hand. The well-groomed man likes to do away with the mechanical atmosphere imparted by the ready-made tie.

Reid's "Hantide" Dress Tie has all the advantages of the ready-made tie, also many features of its own.

Every tie is tied for you by hand. You put it on with the same ease as a ready-made tie. You take it off without untying. It need not be retied for the next occasion. It cannot slip out of place and become unsightly.

When soiled, can be laundered, retied, made to look like new.

At all select haberdasheries.

If your furnisher hasn't the "Hantide" dress tie in stock, order direct from us and send us his name.

One of the series of advertisements which appeared in the leading newspapers throughout Canada.

This cravat, owing to its exclusive and much-appreciated features, is absolutely essential to the stock of every haberdasher catering to the man who uses dress clothes.

White \$5.25 the Dozen

Black \$7.25 the Dozen

A. T. REID CO., Limited

TORONTO

Sole Makers

Now Located at our new address

South-West Corner
Bathurst and College Sts.
Toronto

Take Bathurst Cars from Union Station or take College Cars from Down Town. Get off right at our door.

The new location is a convenient one, with a better Manufacturing Plant from every angle. These advantages will enable us to give you better service than ever — prompt deliveries of efficiently made garments in all our well known lines:



Haugh Brand KIDDIES' GARMENTS 2 to 7 years

The original garment
of its kind

**ARM & HAMMER
SHIRTS AND
OVERALLS
BLOOMERS
TROUSERS
SHOPCOATS**

BIG 88 OVERALLS

We are ready for
your Call or Mail
Order



**The J. A. Haugh Mfg. Co.,
LIMITED
TORONTO - CANADA**

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Broadway BRAND

Clothes
for exacting men

Co-operation

Progress

Profits



Stock up Now for
FALL. Immediate
deliveries guaranteed.

III III III

Build up your CONNECTION NOW
and get your customers in line for
your Fall and Winter stocks.

Whether MADE to MEASURE, or
READY FINISHED "Broadway
Brand" Clothes are tailored from the
very best materials of Cloth, Canvas,
Linings, Trimmings, etc., to ensure both
Merchant and Customer receiving the
greatest possible VALUE.

NOW READY FOR IMMEDIATE
DELIVERY, OVERCOATS FOR
MEN AND YOUNG MEN, a full
range of sizes in all materials at such
remarkable values that inspection will
provide a fast clearance.

ORDER NOW and get an early
selection.

Although our Travellers are on the
road do not delay in ordering awaiting
their arrival. Immediate attention is
given all requests.

RANDALL & JOHNSTON
LIMITED
TORONTO



--The New Collar For Fall

In College we are offering a collar of medium weight—a logical follower of the lightweight summer models—that is bound to meet with instant sale.

Medium points. Band 2 in. Top 2 1/8 in.

College will be ready for delivery Sept. 15. Remember the name—College.

Priced \$2.00 the dozen.

TOOKE BROS. LIMITED

Shirts - Collars and Neckwear

MONTREAL

Toronto

Winnipeg

Vancouver

MEN'S WEAR REVIEW

Volume XI

THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA, OCTOBER, 1921

Number 10



The
ARROW COLLAR
FOR FALL

CLUETT, PEABODY & Co. OF CANADA, LIMITED.

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 Freedman Co.

WHOLESALE CLOTHING

ALL ORDERS ACCEPTED SUBJECT TO STRIKES.
ACCIDENTS AND CAUSES BEYOND OUR CONTROL.

SOMMER BLDG.
COR. MAYOR AND ALEXANDER STS.

MONTREAL

October 18, 1921.

The Best Retailer
Every Town
Canada.

Gentlemen:—

We announced recently our new Designer from Rochester, Mr. Robert de Luca, and now wish to tell you something about our Range for Spring 1922.

Regarding fabrics,—for the first time in over six years, mills are showing something really new, and we have been able to secure a splendid line of English and Canadian tweeds and worsteds in fine herringbones, checks and over checks, plaids and Glen Urquharts, Lovat and tone effects, ranging from bright grays to solid and staple shades, as well as the good old fine-finished Saxonys and Botanys of pre-war days.

Our models possess an air which is different from what you usually see. They have only to be seen to be admired. They embrace the newest, as well as the most staple lines. In our entire line, however, which will comprise some thirty odd models for men's clothes, there is one particular feature that we wish to emphasize. We have not sacrificed comfort for style, but have adapted the graceful lines of young men's models to the requirements of satisfaction-giving clothes. The good style of our garments is only the reflection of the good tailoring that we put into them, and while this costs more money, our system of manufacturing enables us to produce our merchandise high in quality and low in price.



Our Representative will call on you shortly, and will advise you before coming of the definite date. We bespeak for him your usual kind consideration. We think it is particularly in your interest to see our line this season before placing orders elsewhere.

Yours very truly,

HRC/FT.

THE FREEDMAN CO.

HAVE YOUR LAD ARMOUR CLAD

MEN'S-YOUNG MEN'S-BOYS'
and
Juvenile Clothing



ART CLOTHES
COOK BROS & ALLEN LIMITED

Your Intangible Assets

NO MATTER where your store is located, east or west, city or village, your public is composed of just ordinary human beings—men who want to be fairly treated. They depend on you for good value and good service in the clothing they buy and on their good-will your prosperity depends.

When you recommend ART CLOTHES to them you are cultivating good-will and building a reputation for your store that will count in your favor next year and every year as long as you are in business.

SAMPLES AVAILABLE TO GOOD MERCHANTS IN LOCALITIES WHERE WE ARE NOT REPRESENTED.

COOK BROS. & ALLEN

Limited

WHOLESALE TAILORS

Toronto



*Builders of
Good-Will*

The Hickok Guarantee



Every belt and buckle that leaves the HICKOK factory is GUARANTEED to be perfect in every way and to give absolute satisfaction to the wearer.

HICKOK dealers know that the HICKOK guarantee is one which they can pass along to their customers without hesitation, for they know that HICKOK products more than satisfy the purchasers and that the HICKOK factory stands firmly back of its merchandise.

The latest HICKOK creations in Belts, Buckles and Gift Boxes are now being shown by our salesmen. There are many new and strikingly attractive numbers in the Line that you will want to see.

Be Prepared! Order Early! Order Enough!

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

Belts & Buckles



Coppley, Noyes & Randall, Limited

Hamilton — Canada

Overcoat Selling Season Is On

The merchant who keeps his Overcoat Stock complete at this time---does not permit any of his sizes to run low---carries a full line of patterns and colorings to satisfy the desires of every taste---is the merchant who will procure the profits that go with increased sales.

Overcoats for Immediate Delivery

C. N. R. OVERCOATS with quality standards (woollens, tailoring, and styling) the same---but what's more interesting to you OUR PRICES ARE LOWER THAN LAST YEAR.

Our Salesmen will be out with the Spring 1922 range of C. N. & R. Clothes for Men, Young Men and Boys, during the coming month.

Coppley, Hoyer & Randall, Limited

HAMILTON, CANADA

Peck's

1922 SHIRTS & CAPS

New samples for Spring being shown by our representatives include many numbers that will particularly interest keen buyers—from the standpoints of style, value and price.

*Sorting Orders
Promptly filled.*

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



The logo for Peck's, featuring the word "Peck's" in a stylized, black, cursive font. The letter "P" is large and prominent, with a red circle behind it. The "s" is smaller and follows the curve of the "k".

CLOTHING OF MERIT

For Men & Boys

"SERVICE"

This is not an empty word to merchants handling Peck's Clothing. With our factory in Montreal and branch warehouses in Winnipeg and Vancouver we are enabled to look after the trade as few firms can.

Salesmen are now out
with Spring lines.

Make use of our Special Order Department!

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



Broadway

BRAND

Clothes
for exacting men

Co-operation

Value

Profits



—OVERCOATS—

We are ready now for your selection from our complete range in the **SEASON'S STYLES**

in

OVERCOATS

for

MEN, YOUNG MEN and BOYS

Be prepared with a varied range to meet sudden and immediate sales in

Winter OVERCOATS.

Many did not invest last season owing to the exceptionally mild weather—they need them **NOW.**

The increasing insistence on **BROADWAY BRAND** Suits by well dressed men, for their lasting wear and **sustained smart appearance** and the low prices to the Merchants make our **READY TO WEAR** Garments leaders in popularity and selling quantities.

IMMEDIATE DELIVERIES.

Intending New Clients are invited to write and investigate.

RANDALL & JOHNSTON, LIMITED
TORONTO



Many surprises in the nineteen-twenty-two line

The new patterns in Palm Beach Cloth surpass all former lines and include new blues, grays, tans, greens, browns, and black effects in unusual mixtures, stripes, and checks.

Every clothier knows from experience the demand that existed for Palm Beach suits this past summer. Be prepared for summer 1922 with an adequate assortment of staples as well as the newer designs.

THE PALM BEACH MILLS

Goodall Worsted Company, Sanford, Maine
A. Rohaut, Selling Agent, 229 4th Ave., New York

"CANADA'S CLOTHING HOUSE of the Hour"

VINEBERG, SAMIT Limited

Manufacturers of

Men's and Young Men's Clothes

**NEW FIRM
NEW PATTERNS
NEW PRICES**

We make our entry into the Wholesale Clothing Industry with

100% NEW SPRING PATTERNS

AND EVERY ONE A TRADE WINNER!

All our merchandise is bought at the lowest Market Price at the Mill,
which enables us to offer

Exceptionally Good Values

Our models created by our own Expert Designer are the
"LAST WORD IN STYLE [AND GOOD TASTE]"

In justice to yourself, we strongly advise withholding your buying until you
have seen our range for the

Spring Season 1922

OUR SALESMAN WILL CALL ON YOU SOON

VINEBERG, SAMIT Limited

338 St. Urbain Street, - MONTREAL

G

For
Spring and Summer
1922.

1922

1922

Presenting new selections in Suitings,
new ideas in Styles, new developments
in refinement of construction--unques-
tionably embodying the very highest
ideals in Men's and Young Men's
Clothes--a showing that demands the
attention of those who must have max-
imum quality and value to meet the
keenest competition.

*Our Representatives are now on the
Road. A WIRE will make sure of
your appointment.*

B. GARDNER & Company
MONTREAL



VICKERS

G

For
Spring and Summer
1922.

JACK O'LEATHER and KLOTHKLAD Suits for Boys, in a wide range of richly patterned, durable materials, fashioned to give utmost style, comfort and fine appearance—embodying exclusive features of double-wear construction—the most desirable, fastest selling lines of Boys' Clothes in the Dominion.

A dealership for JACK O'LEATHER BOYS' SUITS (Leather reinforced) and KLOTHKLAD BOYS' SUITS (Cloth reinforced)—offers an opportunity to secure the bulk of the profitable Boys' clothing business in your city.

Complete Spring lines now being shown by our representatives. Your WIRE will have our immediate attention.

B. GARDNER & Company
MONTREAL

Jack O'Leather
TRADE MARK



Mercury



Hosiery

Sell the line that *builds up* trade

When your customer finds Mercury Hosiery wearing so long and so well that he can't help noticing the fact—you can depend on him coming back again and again to help you **build up** your business.

We maintain this higher standard by no ordinary methods. It is maintained by the strictest tests known. We make our hosiery attractive, the dyes positively will not run; the fit and comfort is so well known that introductory sales are easy.




That is the kind of quality that built up our business—and it will **build up yours**. We do not mean the ordinary good quality that **sells**. We do mean the noticeable quality that makes one sale beget more sales—that **builds up** trade.

—and to accelerate your sales and keep them going strong, our big advertising campaign is working for you.

Mercury Mills Limited
Hamilton, Canada

Makers of Mercury Hosiery and Underwear for men, women and children.

Mercury



Underwear

Build Good Will On a Foundation Of Mercury

A GOOD trade in underwear underlies many outstanding successes in the men's furnishings field.

Most men take their underwear seriously. They realize that it is the foundation of their personal comfort; that ill fitting underwear will spoil the set of the finest tailored suit.

Mercury Underwear makes satisfied customers. It builds permanent good will. These are the reasons:

Highest grade materials are used. Soft, yet durable. All wool, guaranteed unshrinkable. Exceptional elasticity in the fabric.

Will stand greater strain. Inserted shoulder straps give greater freedom to shoulder movements. The patented closed crotch which gives the same comfort as a pair of well cut trousers. The tailored collar that never binds nor pulls. Buttons that stay on. Button holes that won't pull out. Non-crawling ankles and cuffs. Double lock stitch overcast seams. Positive uniformity in garments of the same size because the facings are cut to size before attaching.

Mercury Underwear for boys is made on the same high quality standard. It stands the wear.

Mercury Mills Ltd.,
Hamilton, Canada

*Makers of Mercury Hosiery and
Underwear for men, women and
children.*





The Story of Three Underwear Trade Marks

THE INSTITUTION now known as The Dods Knitting Company, Limited, was founded more than fifty years ago.

Millions of Dods-Knit undergarments have been worn by Canadians since then.



The Dods-Knit trade mark is familiar to the trade and the public—especially to outdoor workers with whom the warm, comfortable Dods Elastic Knit, Dods Scotch Knit and Dods Merino Lines are exceedingly popular.

Another well-known line of underwear is "Beaver" Fleece, made by the Beaver Knitting Mills, Limited, of Alton, Ontario, which is also controlled by The Dods Knitting Company, Limited. The Beaver Fleece trade mark is known from coast to coast.



For reasons of trade policy, these two old familiar trade marks have been combined into one new trade mark.

The New Trade Mark



This new trade mark will be stamped across the garments of both the Dods-Knit and Beaver Fleece lines.

To distinguish one line from another, the word "Elastic" will be printed under the trade mark on all Dods Elastic Knit garments.

Similarly, the words "Scotch," "Merino" and "Fleece" will be used under the trade mark on each of these lines.

Dods-Knit Underwear is also being advertised to the consumer this Fall in a list of leading newspapers with national circulations. The trade will find Dods-Knit a profitable line to handle.

Order From Your Wholesaler.

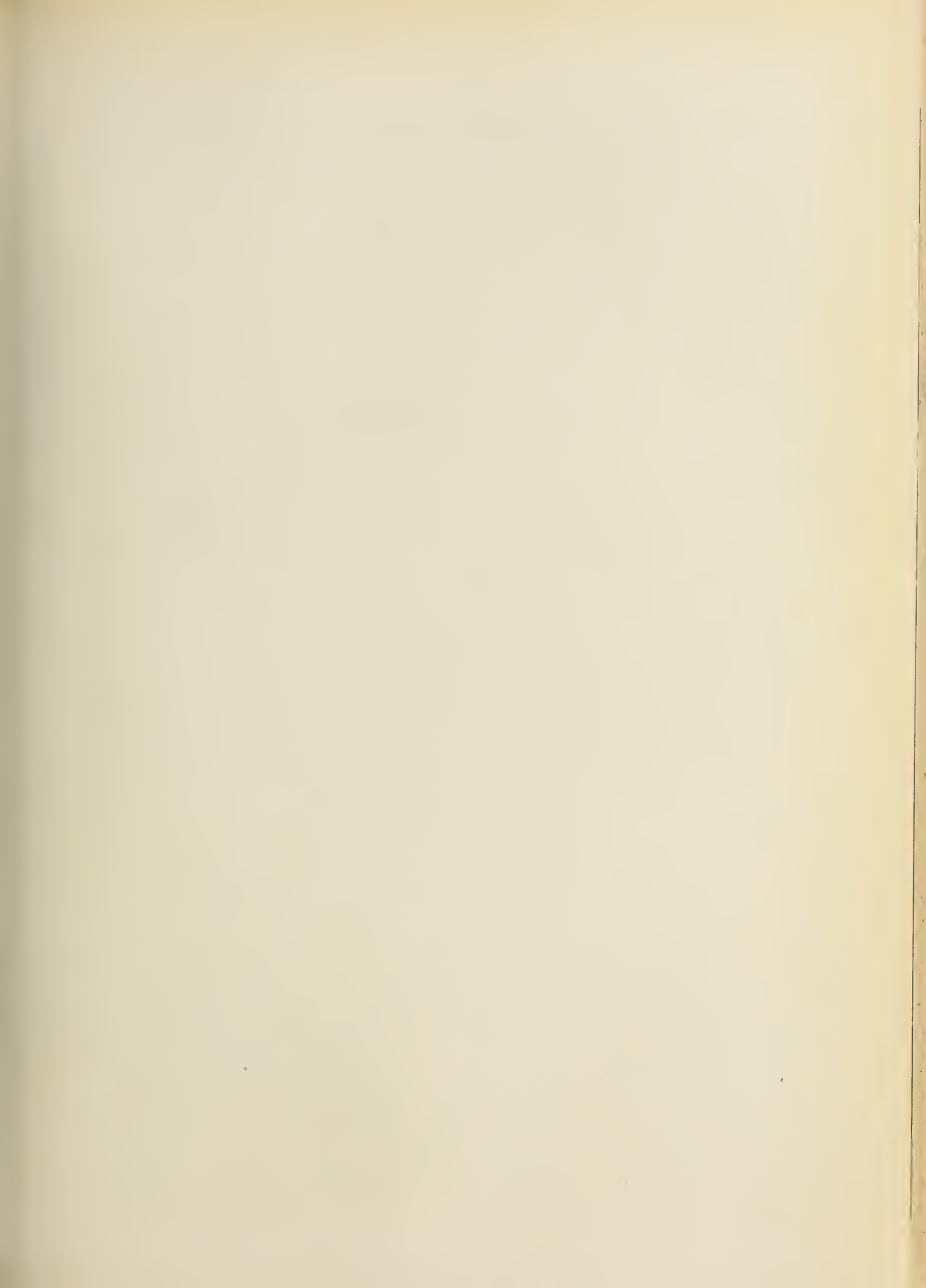
The DODS Knitting Company

ORANGEVILLE - ONTARIO Limited

Selling Agents to the Trade

Ontario and Western Canada: R. Reade Davis, Manchester Building, Wm. C. Foster, 128 Bleury Street, Montreal, Quebec.
33 Melinda Street, Toronto, Ontario.

Quebec and Maritime Provinces:







STAR^{BRAND} SHIRTS

SOFT COLLARS & CRAVAT

VAN ALLEN COMPANY, LIMITED

HAMILTON, ONT.

Our Models of the Latest
FALL and WINTER Overcoats
 and Suits now in great demand.
 Personal interest is taken in every

Leishman

Special order in Hand-Tailored Garments to ensure perfect satisfaction to both Merchant and Client.

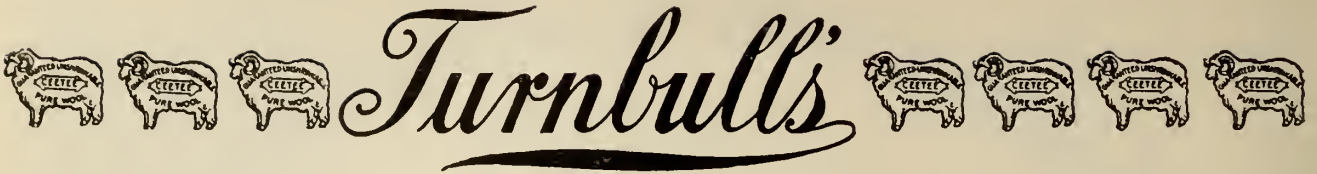
Clothes of Refinement and Quality, an asset of considerable value — Clients appreciate a timely reminder of approaching EVENING DRESS Functions.



*The Best always
 secures better re-
 turns for outlay
 and effort. Con-
 nect with us.*

*Clothiers desiring
 to give fullest value
 and receive better
 margins write us
 NOW*

Wm. H. Leishman & Co., Limited
 192 Spadina Ave., TORONTO, ONT.
 Makers of the Best Tailored Garments for Men



Mr. Merchant:—

You remember, last year, owing to the extremely mild winter, and to the buying public purchasing only what was absolutely necessary, that only about 25 per cent. of the normal underwear buying was done.

This year all indications point that we are going to have a long, cold winter—and underwear must be purchased. The public are through buying underwear of inferior quality. They are going to spend their money—but only on Brands that have proven, and will stand the test of being good underwear—from point of view of SERVICE, STYLE and COMFORT.

“CEETEE” has passed the economical buying test, and is recognized all over Canada—by dealers and the public—as the “good underwear.”

This year there will be more “CEETEE” sold than ever before. This year we are reaching the buying public by National Advertising bigger and better than before. Full-page advertisements will appear in National periodicals, and an intensive newspaper campaign will be behind you in selling “CEETEE.”

“CEETEE” is one “mover” that you can depend upon to show a profit on the right side of the ledger.

Link up your local advertising with ours. Have a “CEETEE” window-week. Use our beautiful show cards and display advertising. We will gladly furnish you FREE OF CHARGE with any stereos to use in your advertising.

Remember this is “CEETEE” year.
You will be proud to handle it.

For Bigger Profits
Push

“CEETEE”

THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK



OR

TURNBULL'S PERFECT FITTING RIBBED UNDERWEAR in Wool, Wool and Cotton and Cotton, is up to the same high standard as employed in the making of the famous “CEETEE” underclothing. The raw materials used are the very best and no effort is spared to make them as perfect as possible; the seams are strong and smooth and the fabric is extremely elastic and comfortable.

On top of all this you have Turnbull's reputation as makers of good underwear for over 60 years.

MANUFACTURED ONLY BY

Sold by the best dealers.

Worn by the best people.

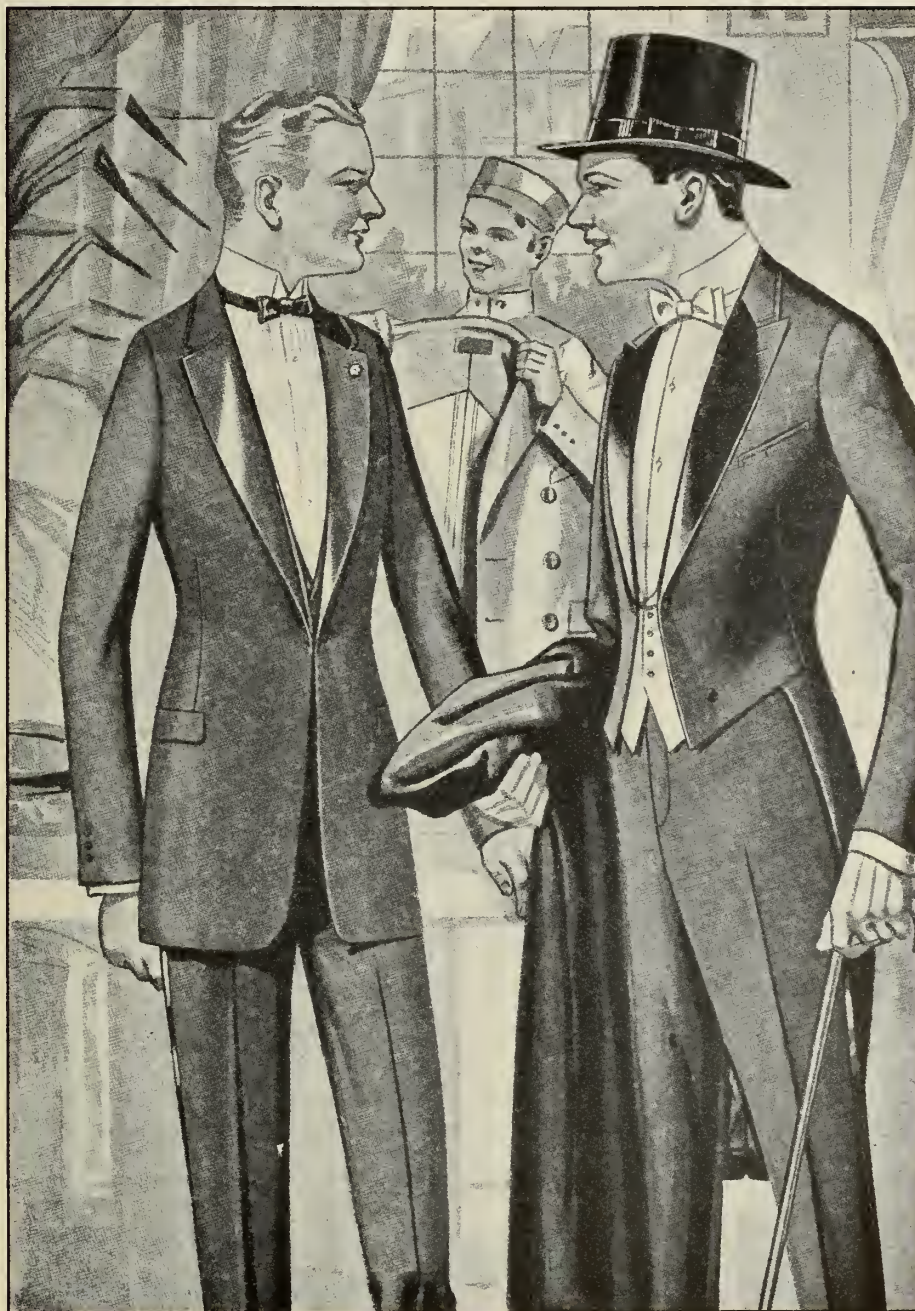


Turnbull's of Galt



Crown Tailoring Co., Limited
TORONTO

First in Style — in Fit — in Tailoring.



EVENING CLOTHES with CHARACTER & DISTINCTION

Hand Tailored and Silk Trimmed Throughout
to RETAIL at MODERATE PRICES!

Immediate Delivery

Crown Tailoring Co., Limited

533 College St., Toronto



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

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

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris.

Also makers of Hosiery and Sweater Coats.

37

About Fall Sorting

NOW that you are right into fall selling you will likely find it necessary to freshen up and round out your shirt stock so that this department of your store will be able to operate successfully and profitably this season.

Sort up with Lang Shirts

They'll make friends for your store because they're good value and good style. Our present showing for fall sorting includes all the desirable materials bought on the low market and therefore much below replacement values.

See the line with our traveller, send an open order or drop us a line along your requirements and samples will be forwarded by return mail. We assure you prompt delivery as we have the goods on the floor.

The Lang Shirt Co. Limited
Kitchener, Canada



Trying to cut down expenses

New business conditions have forced every merchant to face the problems of reducing expenses.

Thousands of merchants have solved the problem by using new model National Cash Registers.

These cash registers reduce costs of selling, delivery, and book-keeping. They stop expensive leaks and losses. They also point the way to other economies by giving merchants, every day,

necessary business facts

- 1 Sales made by each clerk.
- 2 How goods are moving in each department.
- 3 Amount of capital tied up in outstanding accounts.
- 4 Volume and profit on credit business compared with volume and profit on cash business.
- 5 Total of money paid out.

These facts show how, when, where, and how much to reduce expenses.

A National Cash Register is the only machine that issues a receipt, indicates, adds, prints, classifies, and distributes records *at the time of the sale*, all in one operation. No figure work. No delays. No mistakes. Just read the totals

National Cash Registers pay for themselves out of part of what they save.

**NATIONAL
CASH REGISTER COMPANY**
OF CANADA LIMITED — TORONTO ONTARIO



NEW!

NEW in shape and design
and new in color and with
the added advantage of look-
ing new when they're old.

Stock the Brock,
the H A T that
is advertised

**Colors
Guaranteed!**

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

The Wolthausen Hat Corporation, Limited
Head Office and Factory : BROCKVILLE, ONT.

Salesrooms :

MONTREAL, Mappin & Webb Bldg.
TORONTO, Cosgrave Bldg.

VANCOUVER, 315 Bower Block
WINNIPEG, 228 Curry Block



We have now in stock a full assortment of Arm Bands, Suspenders and Garters, made of the Highest Grade Webbing, in all colors to match. Individually boxed for Christmas trade, at prices that will please you.

Our travellers are now out, if they have not called on you—drop us a line.

Order now—not to be disappointed, they're selling fast.

Immediate Delivery

NATIONAL SUSPENDER CO.
78 York Street
Toronto

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





**Sell More
Dress Suits
by**

Attractively displaying them on DALE'S WAX FIGURES and Display Fittings.

For your FALL and Winter attractions you will need Window Stands, Brackets, Counter Stands Show Cases of Artistic Design and Durable Quality.

Write NOW for our Newest catalogue. The Prices will attract you.



Dale Wax Figure Co., Ltd,
86 York Street, Toronto, Ont.

**A Little Item Like Poor Thread
Can Cause Great Troubles**



But, "The Best," "Fountain Brand" will secure for you a reputation for RELIABLE products whether they are leather goods, clothing, or other merchandise requiring threads.

"FOUNTAIN BRAND"

Let us send you samples and prices of the Threads you use or sell. It is to your advantage to make the test.

SOLE AGENTS FOR CANADA:

Walter Williams & Co., Ltd.

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

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears 34
ATLANTIC UNDERWEAR
LIMITED
MONCTON N.B.

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces

JONES

STORE FIXTURES



THE NEW WAY SYSTEM

Composed of individual units that combine both vertically and horizontally to form complete fixtures.

Saves 50 per cent. of storage space yet displays every item under glass.

The only system that is Interchangeable. Do not be deceived by imitations or similar names.

Manufactured in Canada under Canadian patents in affiliation with the Grand Rapids Show Case Co.

JONES BROS. CO., LIMITED

29-31 Adelaide St. West

TORONTO, ONT.

FOR
IMMEDIATE
WEAR

Send for
Sample



THE SUPERLATIVE IN SWEATER-COATS

FOR MANY YEARS "Northland" knitted goods have enjoyed a wide and regularly increasing popularity in Western Canada. They are not unknown in the East; indeed so encouraging has been the reception accorded them by Eastern buyers, when our Travellers start on their Spring placing trip on 1st October, a representative will take the Eastbound. Watch for the



MAN

Who will carry a full line of our products—many beautiful new styles and color designs in Sweater Coats—Tuxedo Sweaters (wool and silk), Knit-on-neck pullovers, etc., which we have the temerity to offer on a common footing with any goods of the kind made in Canada.

Also our celebrated "Casey Jones" dollar glove and its companion the no less popular two-dollar "Knock-out." The outstanding quality and utility features of these great sellers have advertised our brand of goods so effectively that we can barely keep pace with glove orders. To see them is to buy them, and to know them is to make others buy them. Order well in advance.

*A sample order by mail will be despatched same day
if goods are in stock.*

Northland Knitting Co., Limited
Winnipeg, Man.

Manufacturers of Northland Brand Gloves, Mitts, Sweaters and Moccasins.

More Business---Faster Returns

— MORE CUSTOMERS —

That is what our clients obtain through our garments. Reason-News carries fast: satisfied purchasers are your and our best advertisements.

OXFORD

High Grade Garments

for MEN and YOUNG MEN

See our range for
Fall Serges, Flannels,
Worsteds, Greys,
Browns and Blues.
ORDER NOW.

in the latest Styles, highest values in materials and trimmings, tailored by experts, are offered you at prices that permit of rapid returns.

Made to individual measure or from stock. Immediate deliveries guaranteed. We are ready for your FALL Orders; send them in NOW and take advantage of the low figures.

*You never saw such
Values before in
BOYS SUITS.
Inspect them
and Judge.*

OXFORD CLOTHING CO., Limited
King Street and Spadina Ave., TORONTO



ESSENTIAL TO THE WELL DRESSED MAN

This is an exact Reproduction

TUTT CLOTHING Co.

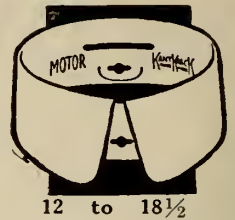
MAKERS OF FINE CLOTHES



WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET, EAST
TORONTO



Steady Selling



The demand for KANTKRACK collars is persistent and regular throughout the entire year. That's why it's advisable always to keep in stock a good assortment of styles and sizes. Your KANTKRACK customers will come back for more because they get good service.

Every collar guaranteed through the dealer. Our policy is to give the trade the best value in composition collars obtainable. KANTKRACK collars to-day represent not only the best value in composition collars but in any kind of collars whatsoever.

One Grade Only—and That the Best.

Parsons & Parsons Canadian Limited

HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1679 ESTABLISHED IN CANADA 1907

HAVE YOU A SPORT DEPARTMENT?

Hockey and Winter Sports will soon be in full swing. Then in a few short weeks Baseball, Lacrosse, and the Field Sports will be with us.

Rugby Suits
Hockey Pants
Soccer Pants
Gym Pants
Baseball Suits
White Duck Pants
Shop and
Wagon Coats



Cotton Clothing
Factory Uniforms
Abattoir Clothing
Barbers' Coats
Hospital Clothing
Operating Gowns
Nurses' Aprons
Dentists' Coats
Office Coats

H-P. (The Good Brand) of Athletic and Washable Service Clothing are FAST and EASY sellers and yield a handsome profit. "A word to the wise"—fast and easy.

HUDSON-PARKER Limited

"The Washable Apparel People."

96 Spadina Ave.,
Toronto

When Should a Man Embark in Business?

By ALFRED WOOD

I WOULD rather own a newspaper in any live town or city than own the bank in that same town.

With the one you can go after business and get it, putting dynamic force into the matter of business-getting and always seeing the customer's gain as well as your own.

With a bank one is bound by a certain ritual of dignity. In Canada the bank with the largest surplus of dignity enjoys the biggest business of the country.

The best time to buy a newspaper is when it is about dead. Recently I offered to show the assignee of a Toronto daily how he could make the property an investment, but he thought he could run it himself for a while. Many men think they can manage a newspaper without study or experience, and that thought cost one of the best business executives in Canada exactly \$100,000.

The assignee who essayed the first project I refer to dumped the property overboard to the loss of creditors who need not have lost a copper.

An amusing incident occurred in Montreal a short time ago when a banker had to take over the assets of a sudden-rich and sudden-poor man who had added gentleman-farming to his liabilities. The banker assured me they were making the farm pay, and pooh-poohed my doubts when I asked if it was a book profit or a cash profit. Within a year the banker, who was only a manager, lost his job.

No man who has not studied banking can be a successful banker.

No man who has not worked on a farm can make his living from a farm.

Nor can any man who has not studied merchandising be a successful merchant.

These are axioms. There may be exceptions, but most axioms have some abnormal exception at times.

Business throughout the world has been disrupted by the politicians who have quarrelled and bickered since the

five-year earthquake of cannon and killing.

Three years since peace, and in many countries the autocrats who were necessary in wartime have been replaced by theorists and impractical persons.

Like the army of ants in an African jungle the millions of Russian Reds cast a gloom over the business world, whilst in the Balkans and in Ireland a callous disregard of life and property has helped to make capital timid. Industrial strife added its quota.

Business has been about dead.

And the time for an energetic and thrifty man to buy into business is when it shows signs of life.

I was talking to the President of our company, H. A. Nelson, Semi-ready, Limited, and he pointed out the fact that the men who have made the greatest success in business are those who have launched their craft when the tide was low, men who had learned to navigate a business in shallow water.

He cited Richard J. Tooke, of Montreal, one of the finest types of business men in Canada, now approaching his eightieth year. Mr. Tooke started in business when Canada was in its worst trade epoch. Under the Elgin treaty of reciprocity we were potato diggers and lumberjacks for the United States. The abrogation of that treaty by the United States, for the purpose of a peaceful penetration and a political annexation left us with our potatoes on hand, our sawmills in the hands of the banks—and no place to go. We had not then any ocean transportation facilities. Yet Mr. Tooke, with \$500 cash capital, embarked in the men's wear trade, and is today worth a million.

He was not afraid to tackle the business he knew.

H. A. Nelson whom I refer to as President of the Semi-ready, Limited, said in our interview:

"We can point to a dozen young men among our present customers who will some day duplicate the success of that fine old gentleman, Richard Tooke."

"I am prepared to help men, either young or old, who have the same courage, coupled up with the experience and

the good name he had gathered before he rented his first store in the city of Montreal, at that time with a population of 80,000. My grandfather, H. A. Nelson, was a neighbor of R. J. Tooke's when he started. He had a wholesale business, with branches and travellers in all parts of Canada.

"I would rather have a man with \$5,000 of his own earnings or accumulations than another man with \$15,000 that has been given him. That is how I measure experience by reducing it to dollars and cents. Five years' experience in merchandising is worth \$10,000 to any bright man, over and above his salary. But the man who does not first learn to save money has not really learned how to make money.

"We are not in the retail trade," continued Mr. Nelson. "We make and sell men's clothes under our trade name of 'Semi-ready Tailoring'. We avoid the cheap and the tawdry, and hold fast to that which is good. Only in that way can we hold friends.

"One big concern failed the other day, and a gentleman who studied the cause of the disaster stated, 'They failed because they could never get the same customer to buy a suit a second time.' Business trickery can't live, and men who seemingly make money at it soon lose.

"We have some good open towns on our list—splendid openings for the right type of men. And to the right type of men we offer the forceful co-operation which assures success."

"There are no Semi-ready stores in these cities, but there should be and will be:

Toronto
Hamilton
Welland
Port Hope
St. Thomas
Guelph
Brockville
Fredericton, N.B.
Moncton, N.B.
Yarmouth, N.B.
Magog, Que.
New Westminster, B. C.

"There are other towns where men have Semi-ready tailoring, but who have broken faith with its tenants"

Society Brand Clothes

FOR YOUNG MEN AND
MEN WHO STAY YOUNG

SPRING 1922

OUR line for spring will reflect the most thoughtful considerations of the present economic conditions. With this dominant idea, we believe our customers' interest will be well served.

.. . . .

OUR showing of models is most complete and comprehensive. In woollens, it comprises much individuality and many exclusive pattern designs.

.. . . .

BETTER style, hand-tailoring, longer service, all-wool British fabrics are the outstanding characteristics of these fine clothes.

.. . . .

Society Brand Clothes, Limited

Makers

MONTREAL, CANADA.

Men's Wear Review

VOL. XI.

TORONTO, OCTOBER, 1921

No. 10

Meeting Mark-Downs by Averaging the Cost Price

System That Is Being Followed by Western Ontario Department Store—Case Applies Only To Staple Lines—Ways Must Be Devised To Meet Necessity of Lower Overhead, Competition and Mark-downs In New Goods.

IN chatting with the merchandising manager of one of the largest department stores in western Ontario, he told Men's Wear Review that he was continually being asked by the smaller retail merchants throughout the neighboring country how they could solve one of the very pressing problems of the present business situation. This problem, he said, arose from a combination of circumstances. First there was the necessity of doing business with a smaller overhead expense. Second, there were the declining prices, bringing new goods into his store the same as lines already in stock (these would be staple lines, of course) but at a lower price. Third, there was the excessive competition—the greatest of all price regulators. The problem was, how to meet these circumstances and, at the same time, merchandise legitimately and safely.

The problem becomes more acute to the smaller merchant, perhaps, because he does not get to the market centres as often as the larger merchants and, therefore, is obliged to buy in larger proportionate quantities. It is a problem affecting staple lines rather than fancy or accessory lines, and consequently, here again it affects the smaller merchant in ways that it will not affect the merchandising manager of a department store. In the department store, losses sustained in staples can be covered in seasonable and fancy lines. Not so with the merchant the bulk of whose stock is in staples.

Hard to Force Business

It was the deliberate judgment of this merchandising manager that it was impossible to so force business that the mark-down necessary on declining market prices could be taken care of. "So far as we are concerned," he told Men's Wear Review, "we marked down during the last year more than we marked up during the whole five years of the war." He believed that many another man or firm had done the same thing and he scouted the idea that the retailer had not taken his losses like a man. He further believed that many of the smaller merchants were gradually eating up the reserve they had built up during the last two or three years and that, therefore,

A Message from Lyon Cohen

"Fundamentally, this is the greatest country in the world. There is enough in our natural resources not only to satisfy the needs of the present population but for the millions and tens of millions who are to come in the years that lie ahead. We have the greatest field, forestry and fishery areas in the world and we are blessed with a climate that makes a vigorous, capable and courageous people and of our country will restore us to natural channels everyone the result of his or her efforts and if, for the moment, the trade conditions may appear somewhat disturbed they are entirely due to extraneous conditions.

"Just as water finds its level so these great characteristics of our people and of our country will restore to natural channels and prosperity cannot be long delayed.

"It is a time for us to keep our heads cool. I think merchants should buy very sanely and should not be misled by cheap sales. Neither should the public be misled. The merchant who will have the courage to buy satisfaction-giving merchandise will retain for himself the confidence, the respect and, naturally, the business of his customers; and those who, under the temporary and unsettled conditions which prevail, will resort to substitutes and inferior merchandise will pay the penalty by loss of prestige and, consequently, loss of business."

the problem of financing their business was becoming more and more acute as the months pass. And if this reserve is finally wiped out and if the smaller merchant is constantly faced with the necessity of taking losses on old stock because the newer stock is costing him less what is going to be the position of the smaller merchant in time? Assuredly, his position cannot be an enviable one.

His Point of View

It is necessary in giving the system adopted by this store in meeting this problem to get their viewpoint with regard to the immediate future of business. Whether or not that viewpoint is the correct one does not matter. If his viewpoint is right then those who agree with him might well follow the system. If it be wrong then his solution of the

problem is not applicable to the man who disagrees with him. This is what he says himself.

He believes that we shall see some years pass before we are back to normal business and he believes that "normal business" will, when it comes, be conducted on considerably lower prices than at present. Why he has come to this conclusion about business need not here concern us; the firm of which he is the merchandising manager believe it and are shaping their policy accordingly. He believes that there will be ups and downs to business during these years, that there will be some bright spots and some dull ones but that the general, unalterable tendency is toward lower prices which shall come about by lower

Continued on page 52

Lower Prices and Natty Styles Should Make Brisk Business for Retailer in Raincoats

Prices About Thirty Per Cent Lower Than in 1920—Navy Blues That Can be Worn as Topcoat Are in Strong Demand—Browns Among the New Creations—Scotch Tweeds for Raincoats.

MEN'S raincoats are in a fair way to witness a revival of interest on the part of the consumer this fall, according to a leading Montreal manufacturer, who has just returned from a buying trip to England and is obliged to return in order to again purchase stocks of the better quality gabardines. The public having become accustomed to the ubiquitous tan colored rain coat, or to the cumbersome rubberized style in the same garment, has been inclined to look upon anything in the line of rain resisting coats with something akin to dislike. Furthermore prices on the better grades of waterproof coats were so high

that the consumer needed little urging to form the conclusion that this particular type of garment was really a luxury after all, and not a necessity in any sense of the word.

Between the styles and the prices of a year ago and those quoted this month for future selling, there is a wide gulf fixed. Manufacturers of piece goods on the other side have been able to resume operations and have succeeded in putting out a range of materials in colorings and weights unsurpassed in the history of fabrics of this kind. Moreover, any Canadian manufacturer who goes over to England armed with ready cash can pick up the choicest and finest materials practically at his own price, which confutes the argument put forth by many retailers that a raincoat is too expensive a proposition nowadays on account of the high cost of British fabrics. English gabardines for the coming fall and next spring are different from anything yet displayed in these lines. In the all-wool lines there is a wide choice of two-tone effects, resembling shot silks, ranging from blues of a slaty shade down to the sands, greys and greens.

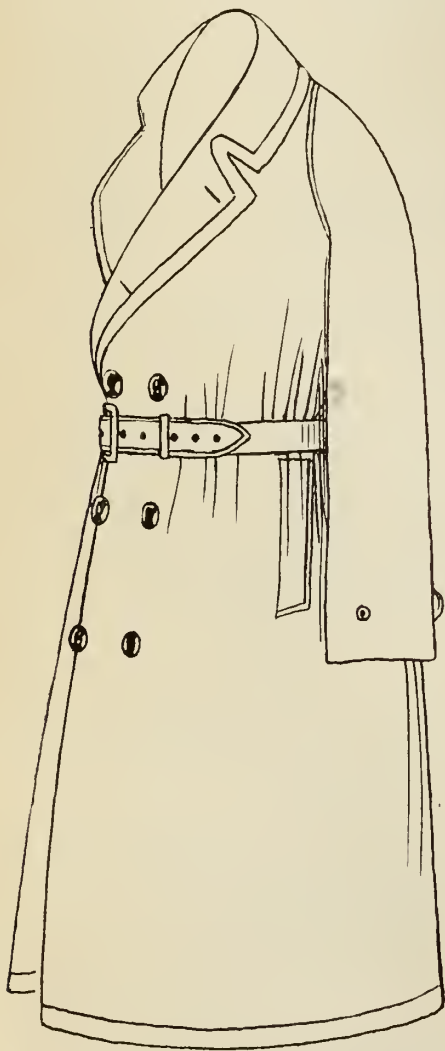
The navy blue gabardine coat is also likely to become most popular with business men, and can be worn as a utility coat far into the winter, owing to the fact that it is full lined with heavy satin-finished Italian cloth, and smartly tailored on military lines. Another novelty in this style is the brown coat, in a chocolate shade decidedly smart although rather unusual to eyes accustomed to the regulation sand or tan color. These models are cut on double breasted lines, belted and made in either raglan or set-in sleeve effect.

Scotch tweeds are also shown this winter for men's raincoats, and are indistinguishable from smart top coats for every day wear. In neat greys lined with a heavy mercerized fabric in Scotch plaid effect, these rainproof coats are decidedly the smartest innovation in raincoats shown so far to the trade.

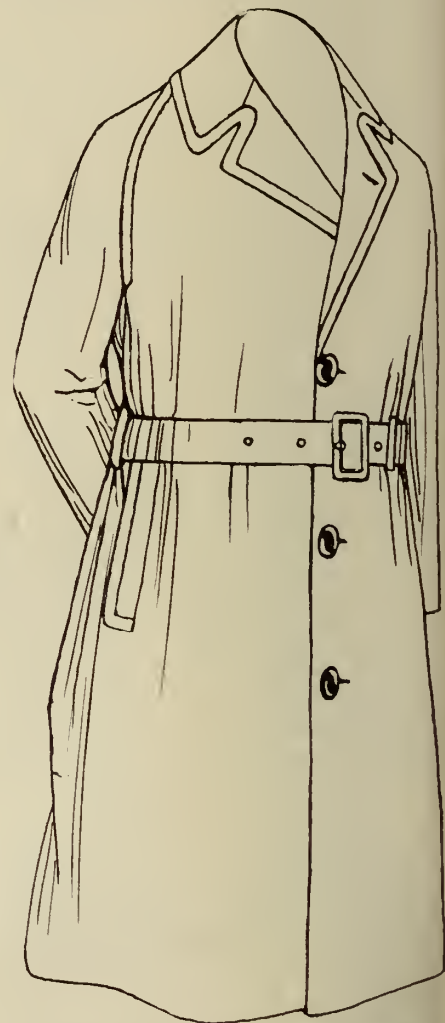
In length the 45 inch predominates, and on most models, real leather buttons are employed, as well as large convertible collars.

From a price standpoint the raincoat merits careful investigation this fall for the majority of Montreal houses who specialize in high grade coats for men and women are quoting prices so low as to sound improbable. Yet it is stated that many retailers are not yet aware of the opportunities in this line and are reluctant to let their old stocks go at a loss in order to feature the new lines which are priced at least 30%

below 1920 figures. One particularly smart model noticed in a leading Montreal show room this month of all-wool tweed in a smart grey shade with leather buttons and belt buckle was priced at \$18 wholesale, while another double breasted model in navy blue wool gabardine, in full length and cut on military lines, in full length and cut on military was only \$20.50. The maker who quoted these figures emphasized the fact that the margin of profit has been cut to the bone this fall, whereas the quality of materials and workmanship is probably higher than in any time for the past few years.



Smart navy blue English gabardine raincoat lined throughout with heavy black silk-finished fabric, belted in military style and with convertible collar. The navy blue raincoat is becoming style with well-dressed men. Shown by Fels, Ltd., Montreal.



A new design in men's single-breasted cravenetted utility coats in all wool English gabardine, showing a raglan sleeve designed to give a smart shoulder line. Leather covered buttons and buckle are used. This coat may be had in various shades of gray, brown, blue or olive. Shown by courtesy of Fels, Ltd., Montreal.

Breezy Advertising Has A Pulling Power in the West

Potts & Small Have a Breezy Style that Attracts Attention And Acts as a Magnet to Consumer Dollars—Poster and Newspaper Advertising—Getting Away From Monotony.

AS I COVER the Western Provinces in the interests of Men's Wear Review I see a great variety of posters in use by clothiers telling the poor weary clothing buyer, whom I shall call Mr. Feddup, that here at last is the place to buy to best advantage. The methods of telling the oft-told tale are as various as the colors and styles of the lettering, but we must admit that there is sameness to most efforts. It seems pretty hard for many small stores to get away from the "ship on the rocks," "train-wreck," "prices cut (with a saw)" type of original posters. It is equally difficult for the larger stores to think up anything more original than a "July Clearance," "department managers' sale" or a "factory clearance" effort.

You can imagine then the delight with which my eyes beheld in Vancouver a colored cartoon of an English "Johnnie," such as one sees in "Life" or "Punch" and the words, in attractive hand lettering, WHAT HO! Here's bully news, you swanky chaps.—We're quitting here—and fussy fixins by the load are going out at simply silly prices. Breeze in and see something to make you smile.

On the next window beside the exaggerated figure of a flunky helping a "swagger toff" into his top-coat we read, YOU LADS—you'll be wanting an authentic English coat—one of these really swagger things that wear a lifetime and always look swanky—SLIP IN—if you get into one of these you'll most likely want to stay in it—especially when you read the new price ticket. LET'S HELP YOU INTO ONE.

And again—NOW YOU LADS can save actual specie. You who have thought this really swagger stuff a bit steep can now give THREE LOUD CHEERS. The prices have been rubbed out and a pauper could pick 'em up.

And—THIS IS THE SPOT, if you want to rig yourself out with a trousseau like

Jolly Good News for You Chaps!

—FLEAS—
—THE WIND—
—THE RAIN—
—THE HEAT—
—THE COLD—
—THE DARK—

\$7.50
Real West
Sweaters
for golf,
tennis,
yachting
\$4.95
\$12.00
English
Crisp
Flannel
Pants
\$7.95

Rather beastly luck when a fellow's trying to get out, to have a lot of stuff pile in—why? It's sport for you swanky lads who know tops when you see them, and are not against saving the odd 5 spot now and again.

A beastly shirtmaker sent on a load or two of his wares. Now his stuff is right—those new striped affairs with stiff collars of the shirt material—ripping fine styles, but such a time to come.

Breeze in tomorrow, old chap, and pick 'em up as bargains and keep the extra change for sporting.



Rotten Luck for Us!

A small sample of the breezy advertising by Potts & Small.

a June bridegroom, and without making your wad waste away like a shadow—TODDLE IN—and you can array yourself like the lilies of the field for a few ducats. We're leaving—and a stock worth fifty thousand berries is going—REGARDLESS.

I stood and watched and many a man old enough to be ashamed of himself stood and read those breezy posters and laughed out loud.

Do you think a merry line of chatter like this gets by? Well—let Mr. Small, of Potts and Small tell it. "We sold more goods the first day of the sale than we ever did in any one day in our history; and the sales-poll and interest have been sustained. The sale is into its sixth week. We'll have no moving expense—the public is moving the present stock, and the new stock will come direct to the new store (which is just a door or two around the corner). Yes, the public likes our signs. They take the trouble to tell us they do, and they are buying the goods and that's my test of a good sign." The newspaper copy carries out the same clubby conversational style. Doesn't this style of poster strike a new note and get away from the deadly monotony?

R. J. TOOKE of Montreal was bereaved in the month of September by the loss of his wife.

John G. Turnbull Passes Away

Stricken with paralysis in following a game of golf in Stratford, John G. Turnbull, director and sales manager of C. Turnbull Knitting Company, and one of the city's most prominent men, passed away at noon, Sept. 6th. He was in his 59th year and was born and educated at Galt, and early in life entered that business established by his father, the late Robert Turnbull, in 1858. He had been a most successful business man, but was best known as a community worker, taking an active interest in any project brought forward for the betterment of the city. He had served as reeve and alderman in the Town Council, but never aspired to the mayoralty. At the time of his death he was chairman of the Suburban Roads Commission and one of the most active members of the Board of Trade. He was the 1921 president of Waterloo Golf and Country Club, and ex-president of South Waterloo Automobile Association, and an enthusiastic curler and supporter of all branches of sport. He was a member of the board of managers of Central Presbyterian Church, and treasurer of Alma Lodge, A. F. & A. M. A widow, two daughters and one son survive, Mrs. Beverly H. Neill, Miss Marion and Douglas, Galt, as well as two brothers and two sisters, Charles and George, and Mrs. F. J. Brown, Galt, and Mrs. Dr. Hugh Roberts, Guelph.

St. John, N. B., September, 1921

This Message from the Air via the Balloon Mail Route, if presented at Oak Hall on or before September 17th, 1921, entitles you to

A Discount of 10% on

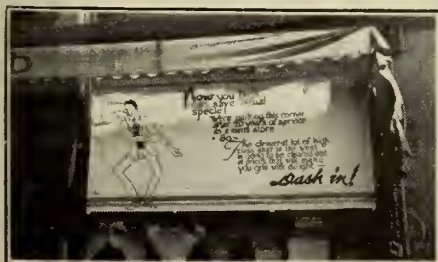
A Man's Suit or Overcoat

A Boy's Suit or Overcoat

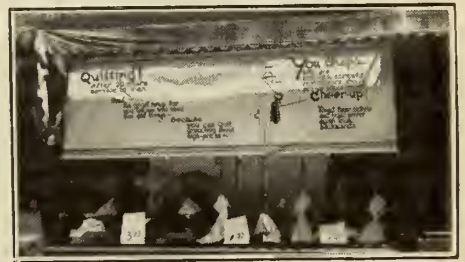
A Woman's Suit, Coat, or Dress

If you Buy a \$50.00 Suit you save \$5.00. Worth while, is'nt it?

SCOVIL Bros., Limited



These are striking posters used by Potts & Small to announce their removal sale and to "to cash in" on the event, at the same time.



Timely Display and Advertising will Promote A Rapid Sale of the Season's Newest Raincoats

Montreal Retailer, Near a Theatre, Appeals Particularly to That Trade—Gabardines That Can be Used for Topcoats Make Strong Appeal This Year—Many New Styles and Shades—Selling Caps and Umbrellas

THESE are very few retailers it seems who have not a deeply rooted aversion to the raincoat as a line of merchandise. Of all the lines they carry in stock this particular one might be termed their "bête noire" as the French say. To begin with, they argue, it requires considerable outlay to put in a good stock of waterproofs, and the season for them is very short with a long period during winter when they do not sell at all in the colder regions of Canada. They do not sell on fine days, as a rule, and they are really luxuries which most men can do without in a pinch. Granted that these objections are partly true, the fact still remains that the raincoat is a necessary article of wearing apparel worn by the majority of men on rainy days. Ergo, someone must sell them and some one will always need one in a big hurry. Also manufacturers will still continue to turn out new and improved models from season to season.

Every retailer who has given the subject of merchandising the raincoat any thought, has probably come to the conclusion that it is a line that sells itself whenever the need arises. It might surprise him to know that raincoats can be sold as readily on fine days as on wet ones, if the proper attitude is adopted. Raincoats, generally speaking, are divided into three classes. There is the all rubber coat of a character designed for outdoor work, such as firemen's or drivers' use. Second, there is the rubberized fabric raincoat, which may be made of gaberdine, tweed, is not popular at present by reason of its warmth and weight in spring and summer weather. Lastly, there is the type known as the "all weather coat" which may be made of gabardine, tweed, etc., and which is merely cravenetted and not rubberized at all.

Location Governs Sales

In the average men's wear store, the last named type is the only profitable proposition now, since men invariably consider the fact that the coat must frequently do double service as a utility coat and a raincoat. But before deciding what style to stock, there is one point which a retailer would do well to consider too, and that is his location. It may be asked what possible bearing a store's location can have upon the selling of raincoats, but nevertheless, it does. According to one leading Montreal haberdasher, practically the entire number of his raincoat sales can be traced to the fact that his store adjoins a popular theatre. Theatregoers dislike to be caught by an unex-

pected shower and are quite willing to invest in a good raincoat as well as an umbrella to protect their clothing. Women frequently drop in as well as men and enquire if women's coats are carried as well as men's.

Movable Dummy Attracts

The plan featured by this store is to keep a good looking raincoat upon a dummy form all the time. On fine days it is kept inside the front door, but close at hand so that should a sudden downpour arise, it can be put outside immediately to call attention to the fact that rainproof coats may be had inside. A rack of umbrellas may also be placed outside the store and will certainly result in several sales if the rain is continuous for some time. This particular retailer concentrates his efforts to push raincoats upon his theatre going customers since they constitute the majority of his trade. He finds that

style is more important to them than the price, and after trying several on a customer, it is the smart and becoming style which results in the sale rather than the low price asked. Although there are many well known brands of nationally advertised raincoats on the market, yet a curious feature apparent in the merchandizing of such garments is the fact that customers seldom if ever ask for a raincoat by its name. Appearance governs choice in every sale, according to the consensus of opinion, and the coat which imparts a smart, well-dressed look is not only sold quickly but often results in the sale of additional accessories at the same time.

Caps Outsell Umbrellas

Although umbrellas are always featured prominently in most men's stores on a rainy day, yet it has been found, in Montreal especially, that men are more apt to purchase a cap to save their hat from damage by the rain, than they are to invest in an umbrella. A cap display is therefore usually featured as quickly as possible when a heavy rain begins, while in winter, when heavy snow-storms are frequent, caps also command a ready sale, especially the large one-piece styles which provide ample protection against the cold.

The average price paid by customers in search of a raincoat this fall is said to be about \$25 for a good looking garbardine coat. There are many coats sold which retail for less and more than this amount, but the average price the customer is willing to pay seldom exceeds this amount. The demand for all rubber or rubberized garments is practically nil, according to several retailers interviewed, and their policy has been to reduce their stock of such lines as quickly as possible. Rubber quickly depreciates in quality and any merchant who finds himself unable to push his stock of rubber coats this fall, should not hesitate to sacrifice them at any cost, since by spring they will be still less desirable.

Rubber Coats Unpopular

In considering the question of laying in a supply of raincoats this fall, the retailer will do well to concentrate on the gabardine "all-weather" styles, which are not only smart and durable, but decidedly inexpensive. This class of coats can be sold on fine days particularly well and their greatest talking point is the fact that they are guaranteed rainproof under the heaviest rain. Their colors, furthermore, are a pleasant change from the monotony of tan

Continued on page 42



Single breasted button-through model, raglan sleeves, also made in Chesterfield or D.B. front. This is a wool gaberdine shown in all colors, gray, fawns, browns, and navies. It is a typical English raincoat without the slightest rubberization. It is shown by Wallace Scott and Co., Ltd., Cathcart, Glasgow.

Problem of Bonus System is to Adjust Quota Month by Month According to Season of Year

Ontario Firm Found that Unequal Volume of Business in Department Worked Against Bonus System—The "Quota Plan"—In Busy Season Old Plan Helped Staff And in Dull Season Helped Nobody

A LARGE department store in central Ontario has recently found it advisable to alter their system of bonusing the members of the sales staff. The reason at the base of this alteration was due very largely to the fact that many of the departments—practically all of them—are seasonable and that there is, therefore, not a satisfactory workable average for the whole year. Dry Goods Review here reproduces the scheme now being used and the explanations given by the firm for the change.

This plan is adapted to larger stores, where the sales people are restricted to and is a form of what has been called a "Quota Plan," because it gives to each sales person a certain definite quota to sell, in order to earn his or her salary, and pays commission or bonus on all over and above that quota.

The first step in working out such a plan is to ascertain from our own figures, what has been the average cost of selling in each department over a given period. For instance, it might be 5 per cent. Then it is evident a sales person receiving \$15.00 per week through the year, would have to sell an average of \$300.00 per week, and on all over this \$300.00, she would be paid a bonus. This was practically the basis of our previous scheme.

If the volume of our business was fairly equal week by week, this plan would work out satisfactorily, but it constantly varies, so that in the busy season, it is greatly to the advantage of the sales staff, while in the dull season, they fall behind, and the store becomes the loser, or it would have to compel each sales person to make up the deficiency, which we have thought would be inadvisable.

Accordingly, the problem has been to adjust the quota month by month in accordance with the season of the year. Attached hereto is a chart (Chart No. 1) which will graphically illustrate a scientific way of establishing these quotas and the one which we have adopted.

The figures used in this chart are actual figures obtained from a Leather Goods Department in a large store, and a similar chart has been made out for every department of our business, averaged over a three year period. You will note, according to these figures the standard established was 4.25 per cent. (The standard we have taken is the per cent which each department has been working under for the last few years). It was decided to pay a bonus

CHART 2

SALESPERSONS OFFICE RECORD CARD

NAME Mary Jones		DEPT. A		SALARY \$15.00		QUOTA % 4.25				
Month	Quota %	Estimated Requirement	Av. Daily Sales	Actual Sales	Days W'kd	Actual Requirement	Difference	Com %	Amt. Bonus	Reserve
Feb.	7.	857.14	35.71	1041.18	23	821.43	219.75	6.	13.20	3.30
Mar.	5.75	1130.43	43.47	1103.25	26	1130.43	+27.18	4.75	+1.56	1.74
April	5.75	1130.43	43.47	982.00	22	956.55	25.45	4.75	1.21	2.04
May	5.50	1227.27	45.45	1352.21	27	1227.27	124.94	4.5	6.62	3.44
June	4.75	1315.55	52.62	1421.15	24	1262.93	158.22	4.	6.34	3.02
July	5.	1350.00	50.00	1525.00	27	1350.00	175.00	4.	7.00	4.77
TOTAL		7010.82		7424.79		6748.61	676.18		31.81	4.77

+ This stands for Minus.

EXPLANATION OF ABOVE

Feb.:—There are 24 week days in Feb., hence Miss Jones would receive \$60.00 if she worked or was paid for every day. From the Chart No. we see that this is a 7 per cent. month, therefore she would have to sell \$857.14 (Estimated Requirement) to earn her salary or an average of \$35.17 per day. But she is out and not paid for one day, hence her Estimated Requirement is reduced by \$35.71. (one day's average sales) and her Actual Requirement becomes \$821.43. She actually sells \$1041.18 giving her an average of \$219.75 on which she will be paid a commission of 6%, amounting to \$13.20. 75% of this (\$9.90) you pay her in cash the other 25% goes into the Reserve. Amount of Reserve at end of Feb. \$3.30.

Mar.:—As there are 26 week days in this month her salary will be \$65.00 figured on the basis of 5.75%; her Estimated Requirement is \$1130.43 and is paid for every day; her Actual Requirement is the same (\$1130.43.) She only sells \$1103.25, a shortage of \$27.18 and as her salary is figured for this month on the basis of 5.75% she now owes on the month \$1.56 which deducted from her reserve of \$3.30 leaves a Net Reserve of \$1.74 at the end of this month.

The other months are figured in the same way.

or commission of 3½%. You will notice the monthly quotas are figured from 2.25% to 7% and the commission from 2% to 6%. The rate used in figuring commissions has been slightly lower than the rate used to determine the quota. This is because we have figured, that the instance in the department as shown here, 4.25%, was the amount we could afford to pay for selling in that department. In every department, there are some that fail to reach their quotas, and this slight difference, which in our case will average about ½ to 1%, is necessary for the protection of the store.

A further point is that only 75% of the amount of bonus due will be paid to the sales person monthly, the balance is used, first as a fund to protect the store in case sales person falls behind the quota in the following months, and second, to encourage the staff to remain entire six months.

On Chart No. 2 will be found a copy of a card, which has been prepared for each sales person, with an ex-

planation as to how this scheme works out. The form on Chart No. 1 will show how these different percentages have been arrived at.

In connection with this scheme, each sales person will receive before the first of the month, a slip, showing the required sales for the following month, which is the quota, and the amount that will be paid above it as bonus.

Chart No. 1 On Next Page

THE CAPITAL TAILORS of Ottawa gave away a Gillette pocket safety razor for full week during the month of September with every order for a fall suit or overcoat.

OSTROSSER & CO., have recently opened a branch store at Cochrane at the west corner of 6th Avenue and Railway Street. They are carrying the same lines of men's wear as in their Timmins store. W. J. Holmes who has been with the Timmins store is the manager of the new branch.



Interior view of Winter Bros. Store in Halifax, N.S.

CHART #1

DEPT. A

QUOTA 4.25%

MONTH	NORMAL % OF SALES TO TOTAL	NORMAL % OF SALARIES TO TOTAL	SALES	SALARIES	SALARY % TO SALES	QUOTA	BONUS
	1	2	3	4	5	6	7
FEB.	3.82	6.50	\$ 382.00	\$ 27.62	7.23	7.	6.
MAR.	5.56	7.50	556.00	31.87	5.73	5.75	4.75
APR.	5.33	7.50	533.00	31.88	5.98	5.75	4.75
MAY	5.63	7.50	563.00	31.88	5.66	5.50	4.50
JUNE	6.71	7.50	671.00	31.87	4.75	4.75	4.
JULY	6.49	7.50	649.00	31.87	4.91	5.	4.
AUG.	6.44	7.50	644.00	31.88	4.95	5.	4.
SEPT	7.29	7.50	729.00	31.87	4.37	4.25	3.50
OCT.	7.02	7.50	702.00	31.88	4.54	4.50	3.50
NOV.	9.20	10.00	920.00	42.50	4.62	3.75	3.
DEC.	81.32	16.00	3132.00	68.00	2.17	2.25	2.
JAN.	5.19	7.50	519.00	31.88	6.14	6.	5.
TOTA.	100.00	100.00	\$10000.00	\$425.00	4.25	4.25	3.50

EXPLANATION

1. Average monthly per cent. of business to total for a period of three years.
2. The approximate monthly selling per cent. over a period of three years.
3. Distribution of \$10,000. business over year on the monthly per cent shown in column No. 1.
4. Quota basis of 4.25 per cent yearly, equals \$425.00 on every \$100,000 of sales. Distributed over months on the basis of the per cent shown in column No. 2.
5. The per cent column No. 4 is of column No. 3.
6. Quota per cent determined from column No. 5.
7. The per cent to be used in determining the monthly commissions on sales in excess of quota.

TIMELY DISPLAY AND ADVERTISING WILL PROMOTE A RAPID SALE

Continued from page 40

and fawn which has prevailed so long. In the matter of finish, the newest models in raincoats are showing a marked improvement over those of other years. For colder weather, the advantage of a fully lined coat becomes readily apparent, and certain of the new models are thus made, combining sufficient warmth for really cold weather with a better appearance and finish. Besides gabardine, the utility coat of tweed is proving popular with business men for fall wear, in rainy weather.

Timely Advertising

A final hint which will bring business is based upon a plan followed by a large Montreal store. The ad. man prepares some good copy with descriptions of some of the popular raincoats and other raiment for wet weather, and sends this from time to time to the newspapers with instructions to keep it ready until the weather becomes wet and disagreeable, and then run it in a preferred position. The newspaper guarantees to run the copy only when the weather turns suddenly to rain, and thus the advertisement is most timely.

French Kid Gloves Prove Open Sesame to Valuable Mailing List for Bridgewater Merchant

G. A. Hubley Secures Mailing List Through Teachers in County Schools—A Whitewear Sale and Cotton Growing—Running a Pumpkin Contest to The Advantage of The Fall Fair—A Successful Limerick Contest

HOW to get a reliable mailing list is always one of the perplexing problems of the retailer. The silent step of time that steals so swiftly by is dotted here and there with removals from the community, deaths etc., that go by unnoticed by the dealer and it is not long before an up-to-date mailing list becomes a bit of ancient history. To keep this list up to the minute is an ever-present question.

A Novel Scheme

G. A. Hubley of Bridgewater, N. S., seems to have solved this problem very satisfactorily and, at the same time, to have secured a good deal of business in so doing. He had used voters' lists and other methods well known to the average dealer but had found that it was out of date owing to removals and deaths. Mr. Hubley started in business over twenty years ago and his store is known as the "Big Birch Block."

Mr. Hubley realized that a good deal of matter was wasted each year in sending out advertising matter that was "dead" because the prospects were not to be found. He decided that the heads of the different families in the community were the ones he wanted to reach with his advertising matter. The problem was, how to get their correct names and addresses. He decided to get them through the children attending the various schools. He sent each teacher in the county a personal letter in which he asked them to furnish him with the names and addresses of the parents of children attending their schools. Realizing that this would cause them a good deal of trouble he asked each teacher, in answering the letter, to give him the size of the gloves which they wore, also the color they preferred, and he would be glad to send them a pair of gloves for the inconvenience to which they had been put in securing the names. The response was full and immediate and although it cost him more than one hundred and twenty-five pair of French kid gloves, he believed the results were well worth the price of the gloves. In addition, many of these teachers subsequently became regularly customers of the store.

A Whitewear Sale

One of the first occasions on which Mr. Hubley used his new mailing list was a whitewear sale. Here again, he secured the co-operation of the teachers in another original way. A week before the sale he sent out samples of goods and circulars announcing the sale to be held to each of the teachers. In the letter he enclosed a ball of raw cotton, telling

the teacher that it was a souvenir of the whitewear sale about to be launched. Inside the ball was a cotton seed which, it was pointed out in the circular, would grow and would prove to be a valuable object lesson for the pupils. This immediately secured the interest of the teachers and the pupils who went home and told of the cotton plant that Mr. Hubley had sent up for them to study. In this way, the Hubley store was advertised and further interest created in the whitewear sale.

A Pumpkin Contest

One of the most novel schemes tried out successfully by the Hubley store was in the nature of a pumpkin contest. In this, the mailing list again played a big part. In the spring of the year, Mr. Hubley brought a large number of pumpkin seeds, putting them up in packages and calling them "Hubley specials." Two thousand of these packages were sent out to the farmers whose names were on the list with the information that, at the time of the fall fair, the persons having the three largest pumpkins would receive cash prizes. In discussing this feature with Dry Goods Review Mr. Hubley stated that he had never attempted anything that had created such interest. The farmers sent away to the Agricultural college asking for special instructions regarding the cultivation of pumpkins. A case was cited where one farmer, finding that a neighbor had a larger one than he, cut the stem to prevent further growth. It cost Mr. Hubley five dollars to hush the matter up.

Pumpkins! Pumpkins!

In the fall the pumpkins were brought in and they came so fast that it was hard to find a place to store them. In all, between three and four hundred were brought in. The understanding was that those submitted for the contest were to become the property of the store. When all were brought in they were loaded on a truck and taken over to the fair grounds and it was said to have been the best pumpkin exhibit that the local fair had ever had. The total weight of the exhibited pumpkins exceeded a ton. A wholesale house in Halifax wired offering to take all the exhibit off Mr. Hubley's hands, but the offer was turned down and the following Friday the pumpkins were returned to the store and given out in quarter pieces to all who cared to come to the store and get them. By four o'clock in the afternoon all the pumpkins were gone. The winning pumpkin in the contest weighed over two hundred pounds. A great many farm-

ers in the community are still raising pumpkins from these early seeds and they are still given the name "Hubley specials."

A Limerick

One other scheme tried out by Mr. Hubley was that of having a limerick contest to be written about the store. Nearly three hundred answers were submitted, some coming from the state of Massachusetts. After the winners were announced a half dozen of these were used as advertising matter in the paper and the longer they ran the more interest was taken in them. There were enough answers to supply advertising copy for a year.

"Bright advertising, unusual publicity and good service," sum up the reasons which Mr. Hubley gives for the success that has attended his efforts in Bridgewater.

THE BEST DRESSED MEN

(New York Herald)

There are many Americans who follow English fashions for men in their desire to be included among the best dressed men. The prize of approval for good dressing falls between Britain and the United States, in the opinion of the majority.

But along comes an expert, Sir Woodman Burbidge, managing director of Harrods in London, who says that the best dressed nation is the Argentine Republic. Sir Woodman excludes the peons and cowboys, but speaks of the sophisticated group when he writes as follows:

"Save for white duck suits and light colored pyjamas in which to lounge during the day, their clothes are like ours or those of France, if superior to both in style and decorum.

"The men must wear swimming suits with half sleeves, and trunks over the knees; and they may not appear in knitted costumes where there is mixed bathing.

"They regard in the same spirit any extravagance of pattern or color, and here the national custom abets their natural reticence, long spells of full mourning being decreed even for third cousins.

"As for the men, they too dress better than the Englishman or the American. An Argentine cutter who lately visited London was quite distressed by the gaucherie of London suits.

"You would never see an Argentine man in a check suit. You would never see him wearing a green tie with blue socks. He is neat, and he is not loud; he has ceased to be vulgar. It is a lesson which older nations have yet to learn."

Men's Wear Review

Issued on the first of each month

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FRAUDULENT ADVERTISING

There is cause for satisfaction in the amended statute which became operative on the first of September whereby a more vigorous prosecution of fraudulent advertisers will be undertaken. The fraudulent advertiser has always been a menace to the trade, with his flaring headlines, his ridiculous claims, his self-appointment to a position of separatism from all his brother traders who are casually consigned to a place of second or third rate importance. And about the next thing that happens this class of advertiser is a notice in Bradstreets' that he has made an assignment and is able to pay anything from thirty to fifty cents on the dollar to a list of creditors as long as your arm.

Machinery has now been established whereby it will be much easier to reach this type of fake advertiser. Formerly, it was incumbent on the Retail Merchants' Association, generally, to get after this man, and to bear the expense of the same. In future, the onus of prosecution will rest with the Crown once the information has been laid, and the Retail Merchants' Association, as an organization, is very anxious to take all responsibility of even laying such information, from the shoulders of the individual merchant.

What the Association asks is the fullest co-operation of merchants throughout the country in bringing to speedy account the fraudulent advertiser. If Mr. Smith in the town of A, believes that Mr. Brown is advertising fraudulently, is making claims that cannot be substantiated by the hard light of fact, he is asked to immediately communicate with the Provincial Office (by wire or telephone) laying the full facts of the case before a provincial officer. The provincial officer will do the rest.

There is every reason to feel that a new era has dawned with regard to this menace to the trade. Premier Meighen has promised the appointment of a special officer whose sole duty it will be to scan the advertising field to ferret out the fraudulent advertiser and bring him into the courts of the land. A few rigorous prosecutions will have a salutary effect both on the class of advertising done in certain quarters and on business generally.

POWER OF ADVERTISING

Ever and anon there comes to light additional evidence of the power of advertising. Some new trial is being given to it in quarters that, at first glance, might ap-

pear to shun this method of reaching the people with a message. While the principles of Bolshevism are abhorrent to Constitution-loving Britons, it cannot be denied that the hold which this new fetish has obtained in different countries in the world is, in no small measure, due to the world-advertising that it has done for itself. Its agents are everywhere, filling the columns of daily newspapers with propaganda setting forth the benefits of this form of government.

Quite recently it has been suggested to the government of the United States that an active campaign of advertising be undertaken to stimulate business in that country. In making the suggestion to President Harding, William H. Rankin, of the firm of William H. Rankin Co., of Chicago, states that, "I happen to know that the concerns which led the way in price reduction are today six months ahead of those who have not and I know that price reduction has stimulated buying and that advertising is the only way to let people know where they can buy goods at pre-war prices and on a basis where the long margin of profit has been cut down to a fair margin." Mr. Rankin goes on to suggest to the President that manufacturers and retailers alike should let the public know that they have reduced the prices and that now is the time to buy.

As a matter of fact, the provincial government of Ontario have already acted on this theory that aggressive advertising is a powerful method of helping to solve problems of unemployment and business depression. Acting in conjunction with a select committee of manufacturers, wholesalers, labor representatives and retailers, the government are launching a campaign the fruits of which will be watched with considerable interest.

Assuredly, now is not the time to regard advertising as an unimportant arm of any aggressive business organization. It is the one arm that should be worked for all it is worth.

SALESMANSHIP AND ADVERTISING

The duty of the advertising manager is to bring customers into the store. He sells the store, that is, he conveys the message to the consumer that here is a store that offers merchandise of a quality, price and general character worthy the attention of the buyer. But after the buyer has come into the store, the duty of the advertising manager is at an end. As powerful as his appeal might be, there is still something more to be done; the actual exchange of money for goods is to be made and that transaction is dependent upon salesmanship. Indifference, discourteous treatment, lack of knowledge of the goods being handled by the salesman—these and many other deficiencies in the character of the salesman may result in making the message of the advertising manager of no avail. He may have done his work well; but the follow-up of the salesman may lack a something essential to an actual transaction.

It is advisable, therefore, that these two branches of the organization work hand in hand. It has been found that conferences between the advertising staff and the salesman have worked out to the benefit of the store. By a better understanding of each other's position and difficulties, the message and the necessary follow-up of the salesman can be better harmonized.

At a time when salesmanship counts for so much in maintaining the turnover of the business, it is surely the part of wisdom that salesmanship and advertising work hand in hand.

Rigorous Prosecution of Fraudulent Advertisers Important Meeting of Ontario Clothing Executive

Officer to be Appointed at Ottawa to Scan Advertising Field for Violators of the Truth
—The Question of Underwear Prices Up Again—Legislation to be Sought for
Stamping "Seconds"—After More Clothing Manufacturers.

A MEETING of the executive of the clothing branch of the Ontario Retail Merchants Association was held in the King Edward Hotel, Toronto, on October 3, with President R. F. Fitzpatrick in the chair and Messrs. Ed. Mack, Toronto, M. Dedman, Lindsay, George Gray, Chatham, Wally Hern, Stratford, L. J. Pecord, Peterborough, Mr. Stephens, Barrie, Secretary H. Brimmill, Lindsay, and Provincial secretary, W. C. Miller, present. Many matters of importance to the retail clothiers of the province were up for discussion and some important decisions made.

Underwear Prices Again

A question that has been up for discussion at previous meetings of the Executive was again to the fore—that of a suggested retail price on underwear. There has been a good deal of correspondence on this subject with one of the leading underwear manufacturers of the country, and the opinion has been expressed by some of the members of the Association that the manufacturer did not, in his suggested price, allow for a sufficient margin of profit for the retailer. This is with regard to the well-known standard lines.

There was also a feeling of dissatisfaction expressed by some of the members of the Executive with regard to the prices that have been fixed on certain standard lines of fall underwear, and after a good deal of discussion on the matter the unanimous opinion seemed to prevail that if the co-operation of the manufacturer could be secured to the extent that he would submit to the Executive for private discussion his price list before it became an official document, a good deal of dissatisfaction might be avoided. Accordingly a resolution was passed asking the manufacturer to do this in the future. The Executive will then have an opportunity of making some inquiries from retailers to see if the list will meet with the general approval of the trade.

Clothing Manufacturers Again

Complaints are still coming into the Executive members regarding the practice of clothing manufacturers in selling direct to the consumer. The Executive have taken action in the case of one or two clothing manufacturers who have been violating this principle of merchandising and have secured satisfaction from such manufacturers. It is their intention to still further prosecute the matter and a special committee with Wally Hern, Stratford, as chairman was ap-

pointed to see such manufacturers and get from them an explanation.

In addition to this a strong resolution was passed by the Executive, a copy of which is to be sent to a number of clothing manufacturers who are believed to be violating this principle. It is the hope of the Executive that ample protection might be given the whole retail trade of Ontario from this kind of competition which is widespread in its scope. Direct examples were cited of cases where men or students attending schools or universities have left off buying their clothes till they came to the city where these clothing manufacturers are located. The Executive will make an effort to put a stop to this and if they are unable to secure the co-operation of the clothing manufacturers it is proposed that they take some drastic action in connection with the whole matter.

Marking "Seconds"

A matter of great importance to the retail trade, that of the marking of "seconds" was brought before the Executive by Secretary Miller. This matter was discussed by the Dominion Board at their Winnipeg meeting and Mr. Miller wanted to get the endorsement of the Provincial clothing body to the stand taken by the parent Board. As is well known in the trade there are some merchants who, in advertising sales of certain kinds of merchandise at tempting prices, do not

take the pains to explain that this merchandise is "seconds." The public, therefore, is more or less led astray by this kind of advertising. It is desirable that it be made impossible to mislead the public in this respect. The Dominion Board, therefore, on resolution of Mr. Humphries of Winnipeg, moved that legislation be sought making it compulsory that a manufacturer stamp all "seconds" before they leave his place of manufacture. The Ontario Executive of the clothing section unanimously approved of this motion and their stand in the matter will strengthen the hands of the Dominion Board.

Fraudulent Advertising

The matter of fraudulent advertising is being prosecuted with increasing vigor by the Retail Merchants Association of Canada. Legislation has recently been enacted and came into operation on September 1, whereby the prosecution of fraudulent advertisers now rests with the officers of the Crown. Formerly, this had to be undertaken by the Association and was a very expensive matter. As the law stands now, information may be laid by anyone against the writer of an advertisement that is believed to be fraudulent and it is incumbent upon the County Crown Attorney to go ahead with the prosecution.

What the Provincial office asks, how-

(Continued on page 61)



The opening fall display of clothing shown by Fitzpatrick & O'Connell, Ltd. of Toronto. This display was shown in the month of August and Mr. Fitzpatrick stated to Men's Wear Review that it had been a good business getter, this display he sold a goodly number of suits and overcoats.

Neckwear Situation is Improving

Retailers Are Indicating by Their Purchases that Their Stocks are Cleaned Up—Was the Narrow Tie a Profitable Line?—Fall Styles Drift to Wider Shapes—The Retailer and His Profit—Prices Advance

DURING the last four weeks there has been a decided improvement in the neckwear situation. Manufacturers state that the retailers are bringing them evidence that their stocks are well liquidated and that they are in the market again for new styles and patterns. The narrow tie gave temporary relief to a very dull period in neckwear that began with middle spring and lasted all through the summer. It followed the introduction of a narrow collar and had a strong vogue for a number of weeks. Manufacturers experienced a lively few weeks in meeting the demand.

Was It Profitable?

The question has been discussed in many quarters whether the narrow tie was or is a profitable investment either for the manufacturer or the retailer. Men's Wear Review has discussed it with manufacturers and retailers and has listened to varying views on the matter. One manufacturer, who takes the view that the narrow tie has been an unprofitable line, stated that the retail trade labored under the misapprehension that the manufacturer was making money on the narrow tie because he saved silk. As a matter of fact, the narrow tie takes the same amount of material as the winter tie. In the narrow tie, the silk on the under side of the tie is brought right down to the end; while in the wider one this is not the case. This manufacturer laid out a number of ties on his table, ranging in various widths. To the casual observer it appeared that the tie with the flowing end took much more silk than the narrow one. As a matter of fact, though there were five different widths they all took the same amount of silk per dozen ties. He strongly contended, therefore, that so far as the manufacturer was concerned there was not an inch of saving of silk.

The Life Of The Tie

There is one other phase of the question that is important that is, the life of

the tie. Undoubtedly, the narrow tie has a longer life than the wider, all-over pattern. If it be a dot or a small pattern it does not show the result of tying nearly as quickly as the wider, all-over pattern. Consequently, it lasts longer. There are retailers who have told us that they did not see their neckwear customers as frequently as they used to and they think that this may partially account for the fact.

On the other hand, there were other retailers who expressed the view that the narrow tie had not hurt business with them. "It has not affected our business," said one neckwear buyer. "Look at the knitted tie, for instance. The life of the knitted tie is much longer than the silk tie; yet the fact remains that our knitted tie business is growing all the time." It was the opinion of this retailer that the general slacking up of business was responsible for the little business that had been done in neckwear. He stated that his own stocks were heavy last April and that from that time up to a few weeks ago he had bought practically nothing save the narrow ties that there had been the call for. Now, however, business was picking up, he was in the market again and the consumer demand was for the wider ties again. Other retailers stated that they could not get the same profit on the narrower tie because consumers were not willing to pay quite the same price for a tie that looked so much smaller than the ones they had been in the habit of wearing. This, they considered an important factor in the neckwear trade.

Wide Ranges Shown

Another manufacturer stated to Men's Wear Review that the retailer was seeing the widest range of neckwear at the present time that he had seen for many years. The cause of this was that the stocks were still rather heavy and that all manufacturers were continually brightening up their stocks with novelty lines. This gave a very wide range for the retailer to choose

from. In discussing the question of range with a number of retailers, Men's Wear Review was informed almost without exception that they had no complaint to make with regard to the ranges shown. In both pattern and price, retailers, on the whole, seem more than satisfied. Here and there we have heard a retailer say that the novelty lines were not numerous enough and that one had to get such lines from British or American sources. We have also heard a few complaints about the "peddling" of neckwear lines by Canadian manufacturers, that is, that an insufficient effort was made to give exclusiveness to their lines. In Montreal, for instance, one retailer said that if Canadian manufacturers, that is, than an in the exclusiveness of a restricted area in that city, they would buy more from them than they did.

Too Much Profit

We have heard the complaint from a few of the manufacturers that retailers have been taking too long a profit on some of the lines that have been sold. "For instance," said one manufacturer, "we made up a line by reducing our own price, for the retailer to sell at \$1.00 and make a fair margin of profit on. It was a line of silk that we had used in making ties that formerly sold up as high as \$2.00, but we had cut the price to meet a popular demand for a dollar tie. We know of many instances where that tie was sold at \$1.35 and even \$1.50. That has hurt the neckwear trade and has restricted sales to some extent."

Manufacturers state that there has not been a great deal of placing as yet even for the Christmas trade and they point to the possibility of there being a shortage if they are not given a fair indication of how they should proceed with Xmas lines. Prices, they say, are showing some advances within the last few weeks. One manufacturer stated that a line of silk, Swiss, that they had bought to make up to sell at \$7.50 was now \$8.50 and \$9.00.



Exterior view of the store of Charles Magnusson and Co., of Dock Street, St. John. N. B.

A No-Profit Sale for the Jobless

If A Man Can't Work, He Can't Buy—What A Firm in Brooklyn Did to Help Solve The Unemployment Problem—Buying \$500,000 Worth of Merchandise and Selling at Manufacturer's Cost—showing Connection Between Buying and Working.

INDUSTRY is the basis of all commerce, whether it be industry in the field, in the mine, in the forest or in the stream. If men do not work they cannot buy—neither can their women-folk, that is fundamental. A hundred reasons may be given for the temporary lull in business; but the net result of them all is that men are out of work and cannot buy merchandise. The problem, therefore, is to get them back to work. There must be created the demand for the thing they have to sell—labor. If the man (the manufacturer or the wholesaler) for whom the unemployed has been working has a surplus of the things which he sells to the retailer, then there is no call for the unemployed—his ability or his willingness to labor is a drug on the market. Commerce's contribution to the problem of unemployment, therefore, is that of creating a demand for more merchandise. If the manufacturer or the wholesaler or the retailer has a surplus stock on hand, every conceivable effort should be made to get rid of that surplus. If there is no surplus an effort should be made to create a demand for legitimate purchases that are not being made because the public may be misinformed or laboring under a misapprehension with regard to the real progress of deflation. It is an absolute certainty that the purchasing power of the public will stand a much greater strain than it is bearing at this time. How, therefore, can the public be induced by the retail merchant to buy more goods which will create a market for more labor and thus help to solve the problem of unemployment?

A. I. Namm & Son of Brooklyn

The firm of A. I. Namm & Son of Brooklyn, New York, have tackled this problem in an altogether new and effective manner. They have made a valuable contribution to the solution of a difficulty that is confronting many governments in the world today and engaging the attention of many experts. On Wednesday, October 5th, this firm started a series of "No Profit" sales. They decided to do their bit by buying \$500,000 worth of merchandise from local manufacturers and putting it on sale at exactly the wholesale prices they paid for it with no charge made for handling, overhead or any sort of profit. A representative of Printers' Ink interviewed a member of the firm, Herman Neaderland. Mr. Neaderland said, "We realized that nobody was going to be able to do anything for us that we couldn't do for ourselves, so we decided to try to take the lead in increasing buying power

and thus put more men back at jobs in the factories producing the merchandise. We realized that manufacturers and jobbers were our partners in this effort, and that in a sincere attempt to start the wheels of industry going, we had no points of difference.

Could Not Believe Them

"When we first went to manufacturers and jobbers and offered to buy new merchandise then on their shelves and sell it at exactly the price they sold it to us, with nothing at all added, some of them at first scarcely believed our proposition. But as we explained the reason and the fundamental purpose we had to aid the government and to conform to Mr. Hoover's request for mobilizing the spirit of service of the American people, we found all sorts of co-operation. In this effort to put the dollars to work making jobs for other men we were talking a language that every manufacturer who sincerely wanted to help conditions could understand, and we found them as ready as ourselves to cooperate to give up present profits for the sake of insuring future purchasing power."

Open Letter to Manufacturers

In addition to approaching manufacturers, the Namm firm used a full page in local papers with an open letter to the manufacturers in which their plan was announced to the public. "Let the only profit from the sale of this merchandise" said the advertisement, "go into the now empty pay envelopes." The an-

nouncement was made that every department was ready to buy its share of the half million dollars worth of merchandise. In the meantime, their own stock was advertised at very low prices in order to reduce stocks and make way for new merchandise.

Evidence of Good Faith

Such steps were taken as would give the imprint of absolute good faith to the public in this "No Profit" sale. The price at which goods were purchased from the manufacturer or the wholesaler were printed in the papers. If, therefore, any fake claim were being made by this particular retailer, the manufacturer or the wholesaler could quickly label the whole thing as a fake. One way in which this possibility could be overcome would be by the retailer having fac-similes of his bill from manufacturer or wholesaler reproduced in his advertising.

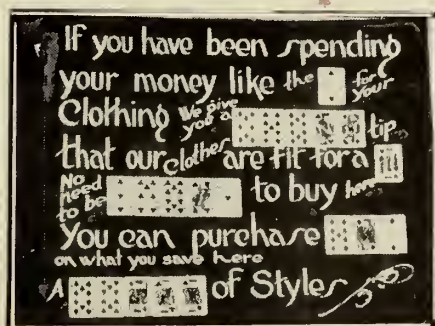
Educating The Public

In the advertising and the window display work done by the firm of Namm & Son, an educational campaign was carried out. It was shown the close relationship between buying when they see good values and general prosperity. No effort was spared to show that more buying would mean more employment to men who were out of work and whose purchasing power, therefore, was dead.

Is It Worth A Trial

Is such a plan worth a trial in Canada? There are many industrial centres today suffering from the unemployment that is rife. It is needless to point out the prestige that would come to a store that undertook such a scheme. If every precaution were taken to dissuade the public from believing that the whole thing was a particular kind of sale, a new merchandising effort, and that it was a really, truly "No Profit" sale, it would be a stroke worth the effort. While it is not a sound principle to ask a man to operate his business without a profit, the present conditions might warrant a trial of this plan. There is certainly something in it to commend itself both from the standpoint of the retailer and the buying public. Certainly, the men who were helped back to work by such a sale would not forget the man who put it across.

W. J. Morrissey has recently erected a new building on Agricola St., Halifax, N.S., where he is conducting a men's wear store. Mr. Morrissey was formerly with Isnor Bros., of Halifax.



David's of Montreal recently used the above novel card in one of their clothing windows. The work is that of their display man, Mr. Solomon. As can be seen, it is the use of cards and a devotee of the game can read the card as follows "If you have been spending your money like the deuce for your clothing, we give you a straight tip that our clothes are fit for a king. No need to be flush to buy here. You can purchase diamonds on what you save here. A full house of styles."

Handling Minor Store Complaints

Best in The Store's Interest to Find Out How Mistakes Originate and How They Are Finally Rectified — The Use of The Opportunity Slip — Tracing The Mistake—The Use Made of Slip

THERE are few things more annoying to the average department head than the customer with a complaint. Of course, it is trite to quote the time worn saw about the customer being always right, because in every up to date store this is so thoroughly understood that it is not even spoken of, except to raw recruits among the sales staff who cannot be expected to understand the ways of customers all at once.

The department head nevertheless has a perfectly legitimate desire to know just who really was to blame in the matter when a customer comes back with a complaint, and the store furthermore can provide exceedingly valuable and educative information to its employees, important and otherwise, by means of a tabulated list of causes and results connected with complaints.

It is not enough, by any means, to let Mr. Jones pick out another shirt in place of the one which was torn along the arm, according to his story, wrap it up and send him away smiling. The event should not be allowed to stop there. We are considering, of course, minor complaints in which the customer goes direct to the department in which his purchase was made and does not have recourse to the adjustment bureau, if such exists in the store.

How Complaints Originate

At the time the sale is made, the sales' clerk should make it clear that satisfaction is guaranteed and failing that the customer is invited to return and make his dissatisfaction clear. In the case, for example, of Mr. Jones who came in one morning and picked out a shirt costing, say, \$4.00. On putting the shirt on some little accident happens, the shirt is torn and the customer returns it, claiming that it is faulty merchandise. He is given a new shirt and there the matter ends so far as he is concerned. But suppose, Mr. Jones has purchased the shirt by telephone to be sent up to his address and charged to his account. after waiting at least two days to find that no shirt has appeared, he descends upon the store in question to ask why he has been treated in this fashion. Not having dealt with any sales' clerk in person, he seeks out the adjustment bureau, there to air his grievance.

Upon referring to the proper sources, it is finally ascertained that Mr. Jones did purchase the shirt and the same was credited to his account as desired. And the shirt had apparently left the department shortly after his telephone call was received, to be wrapped up and delivered. Where it has gone to is a mystery Mr. Jones could, of course, be im-

mediately given a new shirt as before, but the fact remains that the original shirt is yet to be found.

How does the store act in the matter?

Does it allow the matter to drop and trust to the shirt turning up, forgotten, it may be, in some van by a careless de-

livery man, or delivered at a wrong address or inadvertently packed inside another parcel?

"Opportunity Slip"

This is how one very up to date store handles its complaints of this description. The adjustment bureau keeps on

Form 324-1, 20M, 17-5-21

No. OPPORTUNITY SLIP Date Hour

Identification Tel. No. Book No. Check No.
 Salesperson's No. Paid
 Name Charge C. O. D. Phone
 Address Appro. P. T. No.
 Date Purchased

Cross Street Apt. No. Time

<i>Observations from Customer's Standpoint :</i>	<i>What might be done in the matter ?</i>	<i>Has it been done ?</i>
TRACER'S REPORT		

<i>To Dept. No.</i>	<i>In Whom and in What in them do you think is the cause of the above in your department only ?</i>	
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Contd.

<i>To Dept. No.</i>	<i>In Whom and in What in them do you think is the cause of the above in your department only ?</i>	<i>What might be done in the matter ?</i>	<i>Has it been done ?</i>
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Above is a reproduction of the Opportunity Slip used by an eastern Canadian retail store for the purpose of tracing complaints that arise in the store. Its use is fully outlined in the accompanying article. Where a line is drawn across to the word "Cont'd" indicates the other side of the slip.

hand a convenient form for just such contingencies, which is termed an "opportunity slip" upon which can be entered each separate comment necessary to the constructing of a correct hypothesis as to the cause and probable reasons for the defection complained of. First of all, the customer relates his story, and gives name, address, telephone, apartment number, the date of the purchase and whether paid, charged or C. O. D. He is also identified in some way upon the form for future reference. By reference to the sales clerk's duplicate slip of the purchase, the book number, date, etc. are verified and noted down. Every possible observation from the customer's standpoint is jotted down on the space provided and which may run as follows: "I telephoned down about 11 o'clock on Tuesday morning and ordered one of those shirts that you advertised for sale. The clerk said that it would be up at my house by 4 P. M. but after waiting until Thursday I decided it had never been sent at all, and I thought it best to ask if it had been charged."

Systematic Tracing Methods

After the customer has been questioned, the tracer next proceeds to work backwards from the sales clerk who took the order to the wrapper, parcel boy, delivery man, etc., investigating every possible source in any way connected with the department, as to the whereabouts of that shirt. He may note that the sales clerk is slightly hard of hearing and also has made not a few mistakes of the same sort in the past. This is duly noted down and retained in the record book against the clerk in order that his future progress may be watched. If no definite case seems established against the clerk but the blame seems due to carelessness or an accident, the

tracer may have recourse to the department head, asking him to enter his report upon the same form, emphasising in detail his reasons for attributing the cause of the error to any given person. "In whom and in what in them, do you think is the cause of this error in your department only?" runs the query put to the department head. This refers to the clerk and to his particular failing or shortcoming which may be held accountable for the loss of the shirt, but as the head may naturally feel inclined to place the blame upon some other branch of the store's personnel than upon his own, it is necessary to confine his remarks strictly to his own sphere of activities. Thus the words "in your department only" are underlined on the form.

A soon as the head's opinions in the matter are duly noted, the tracer proceeds to enquire what might be done in the matter. This naturally has only one answer, namely to ensure satisfaction to the customer at all costs, and to either refund his money or to provide another shirt if it is desired. A last column upon the form provides for another query, "Has it been done?" to which an affirmative is usually promptly attached.

Plenty of space is permitted in all the columns on the form for all the remarks possible from everyone consulted, as the store reasons that it is better by far not to condense such information but to write as fully as possible. Clearness and fullness are therefore insisted upon in all explanations, so that any tendencies to similar errors may be more easily handled in future.

Helps Educational Department Too

By constantly employing this simple form, a store can save itself much re-

petition of errors on the part of the staff, besides protecting itself against unscrupulous customers who are prone to take advantage of an over courteous sales clerk. It has another advantage as well, in that, by means of this system of tracing errors, very often it will be discovered that a certain clerk is suffering from deafness or is in some way unfitted for his particular work and would do much better if transferred to another section. Habitual errors will be entirely eliminated and the records provided by the department heads will enable the educational department to know how to act in aiding the sales clerk to overcome her difficulties.

Such a form therefore systematizes selling routine besides providing a really efficient method of clearing up the thousand and one little mistakes which seem so incapable of solution until a thorough search is instituted.

It might be added however, that in the case of minor troubles the customer will receive better satisfaction were he to take his difficulty to the department head himself. In matters concerning alterations etc., it is far better to ensure satisfaction if possible without recourse to the "money back" plan. The former ensures the future return of the customer, the latter is apt to breed uncertainty in the customer's mind and cause him to wonder if the shirt will really be all right or if it will turn out defective like the other.

The slip or form described, well merits its title, "Opportunity Slip" as it provides the store with an opportunity, best described as "golden," to improve its service just where the links of the chain are weakest.



An interior view of one of Ottawa's men's wear stores—McGiffin's of Bank Street. The equipment and arrangement of this store are very exclusive and harmonious in colorings and appointments.

Handling Tobacco Helps Men's Wear

Novel Idea Being Worked Out Successfully by Dupuis Freres of Montreal—Work on a Very Small Margin of Profit to Bring in Male and Female Customers—Island Showcase in Main Entrance to Introduce New Department.

A FEW months ago the Montreal firm of Dupuis Frères took over an adjoining store and turned it into a men's furnishing section in conjunction with their already large clothing department. In this furnishing section the usual lines were featured but in addition, the management decided to try out the idea of featuring a tobacconist stand, or rather a section devoted to smokers' supplies, and locate this right beside the front door for the greater convenience of customers.

According to A. J. Dugal, merchandise manager of the firm, sales in this department have doubled and tripled since its inception, and without doubt the idea has proved its practicability beyond all question. The problem now is to find an outlet in which to handle properly the overflow of business which at such hours at noon and between five and six, becomes almost too large to handle easily in the present space.

The Arrangement

The present stand comprises three silent salesmen, placed against the corner of the store to form a counter, the entire area of the section being no more than 9 feet by 5. The top of the cases is divided into display sections in which large quantities of pipes, and other smoking accessories are arranged, each section ticketed with the price of its contents. Pipes sell in large quantities and are bought as advantageously as possible, because low price has much to do with stimulating the sales in this section. Inside the cases, there is displayed a large assortment of silver and plated cigarette cases in all styles, and tobacco pouches, holders, cigar lighters, etc. In fact, all the more ornamental smoking accessories find their place in the display. In the farther case, a fine display of boxed cigars is on view, and in this connection it was pointed out that cigars provide the bulk of the day's sales on the average. According to E. Pigeon, manager of the department, boxes of cigars sell extraordinarily well, in fact so well that a shipment of 25,000 boxes received at the beginning of August is now practically gone. In an average day's business this little stand can dispose of from 50 to 100 boxes of cigars, both in the entire box and in single sales of three cigars or more.

Incidentally, it was pointed out to Men's Wear Review, that a decided wave of economy is becoming felt in the matter of smokers' supplies, in that formerly it was a habit with customers to purchase a single cigar or three for a certain price, just as they were needed. Now, however, entire boxes of cigars are bought at a saving of 50 cents on the re-



The tobacco counter in the Men's Wear Section of Dupuis Freres of Montreal. They say that this counter has materially helped business in the men's wear section.

tail price to the customer. Customers invariably enquire what saving can be effected in purchasing the entire box.

Close Margin of Profit

Despite this attitude on the part of the consumers, the firm finds it possible to handle tobacco supplies profitably by following the policy of buying and selling at a close margin. Even with little profit, the handling of this line undoubtedly interests customers in the store and brings in men who might not have called in but for this incentive. Matches are also carried of course, boxed in neat little cartons with the name of the firm. These are sold at present at two for five cents, but in the case of purchases of considerable amounts, matches are often included gratis.

Women Customers

As might be expected in a department which forms part of a large store, women form a goodly proportion of its customers, although be it understood, not on their own account. "Fully twenty-five per cent of our customers are women," explained Mr Pigeon, "and they count upon our assistance to a great extent to aid them in picking out the right brands or strength, of tobacco. We advertise this section considerably in the papers and consequently, the wives are most often the ones to do the shopping, as they come down to the store bent on buying other

commodities as well. I am quite sure that the presence of smokers' supplies has much to do with the growth of business in our men's furnishings, and as we have a separate entrance and a male selling staff, the atmosphere is proving more and more attractive to men shoppers as time passes."

"Island" Showcase

As an extra precaution to familiarize the public with the fact that smokers' supplies are carried in the store, Dupuis Frères have placed an "Island" showcase in the lobby of the entrance in which an enticing array of Panatellas or Ovidos is set forth. The passer by who stops to glance in at the contents of this case cannot help but notice the well supplied counters just inside the entrance. Location, in this instance also, has a pronounced effect on volume of sales.

The idea of selling such a line as this in a men's clothing section was also tried out with great success by the well known London department store of Selfridge and Co., in England, and according to reports from returning buyers, the same unprecedented success is being registered in the London store as in the case of Dupuis Frères. Tobacco may ultimately prove to be a universal side line in men's stores, at all events, it will never become dead stock and is altogether likely to prove the best fillip possible for a slack season.

The Markets at a Glance

Many Travelers Starting Out With Their Spring Lines — Immediate Business Fair in Clothing—Improvement in the Neckwear Situation is Noticeable—Brisk Demand for Underwear and Knitted Goods—Hat Manufacturers Still Busy

GRADING as between retailer and wholesaler or manufacturer, and retailer and consumer, pretty closely reflects the weather. During a recent week when there were four out of the six days quite like a Fall day should be, retailers had a busy time of it and the small stocks they were carrying in some of the lines of merchandise quickly gave an echo in a hurry-up call to the wholesaler for more goods. On the other hand, when the weather is unseasonable business is dull. The hope of the whole trade is for sharp weather that will bring the demand for seasonable wares.

Clothing

Many of the houses are just starting out with their Spring models. They have left their initial trip so late because they believed the retailer wanted to get an idea of how Fall trade would open out before committing themselves to any extent for the Spring season. Some of the houses have already been out but they have not taken many large orders, though they have said the retailers are interested, particularly in price. In a survey of the Montreal field which was recently given Men's Wear Review by a man whose information can be thoroughly relied upon, he stated that, on the whole, Montreal manufacturers were doing a better business than a year ago. They had nearly completed their Fall orders and expected to be closed down within a few weeks until manufacturers had some idea of what to expect for Spring. Then, the staffs would be recalled, section by section. He did not look for any radical cut, if cut at all, in the wage schedule for the Spring season.

On the whole, manufacturing clothiers have been doing and are still doing a very good business. In the matter of units, one manufacturer said, they had done a bigger business for Fall than a year ago; the actual dollars and cents returns did not equal those of last Fall because of the lower prices that are prevailing.

Neckwear

There has been a noticeable improvement in the neckwear trade during the last month. Generally speaking, it has been very quiet during the last few months, except for the business that was done in the narrow shapes. Now, however, the demand is for the wider ties and the retailer appears to have very small stocks on hand. His orders are not very large but very frequent. According to one manufacturer, there is not a great deal of buying from the West yet in neckwear and he expressed the belief that the retailers there had not taken their losses as quickly as the retailers in the East had done. He said, however, that business was also improving from that section of the country. Information which we have received goes to show that prices of neckwear silks are showing some advances within the last few weeks. This is not due, as one manufacturer explained, to the price of the raw material which has shown some firming up but rather to the stand taken by manufacturers that they will not manufacture any more silks without a legitimate profit. They have liquidated their stocks and

will manufacture on orders in future. This means a profit for them, and a profit in these days means that old stocks are gone and new ones are coming in.

Underwear

The tinge of frost in the air has resulted in a brisk demand for underwear. One manufacturer's agent stated to Men's Wear Review that one of the large houses in Toronto had recently almost begged for some goods that had been entirely cleared out during the few days of brisk demand that followed the cool weather. He did not fail to point out to this buyer that he had not taken his advice about buying more for fall. We know of one mill that cannot accept further orders until the first of December. On account of the mild Winter last year and the high prices, the retailer did not do a great business in underwear. His stocks, accordingly, are low. The consumer who really needed underwear last year put it off, where he could, on account of the price: this Fall he can buy at more tempting prices.

Hosiery

Wholesale houses have received numerous mail orders for supplies of hosiery during the last couple of weeks. Here, again, their stocks of Winter hosiery seem to have been very low and they are forced to rush to the market in a hurry for the merchandise they need. Manufacturers are about to begin the organization of their staffs for the Spring season and the number of orders that have already been placed for Spring are encouraging. Placing during the last three weeks has been much heavier than heretofore. Wholesalers state that the shortage being felt by the retailer is due to the fact that he did not place a sufficient order to meet his legitimate requirements.

Hats and Caps

Canadian hatters are still working to their fullest capacity to meet the immediate demand for Fall hats. A fair amount of plaeng is being done on Spring lines but there is still a feeling of uncertainty amongst the retailers as to the Spring prices. Their experience has been that there has been a good deal of price cutting and they do not feel sure that this will not be repeated before the Spring season opens. At a recent meeting of the executive of the Ontario Retail Clothiers there was a discussion on stability of prices and the opinion was expressed that there should be a guaranteed price on many lines of men's wear during the season so that the retailer himself would feel safer in plaeng his orders for future business.

Travellers out with Summer hats for 1922 have had fair success with their lines, though they feel that the orders placed do not begin to fill the legitimate requirements of the retail trade. This, combined with the fact that orders have to be placed a considerable length of time ahead for imported lines, leads one to think that there may be difficulty in securing the required lines next Summer when the retail trade place their Summer orders with a rush.

"What Is The Matter, Jim?" I asked my friend: "I Cut Down My Overhead Expenses," he replied

The Story of a Man Who Cut Down His Overhead at the Expense of Business—He Took the "Pep" Out of His Organization—"You Have Missed the Point" I Said to Him—Decreasing Overhead Percentage by Increased Sales

"WHAT is the matter, Jim?" I asked of my old friend whom I happened to meet in a hotel in a neighboring city.

Jim and I, in our boyhood days, had lived in the same town. After a few years in the high school we had come to the conclusion that we knew all that was worth knowing in text books, and we had left school unannounced. From there, we drifted to the largest provincial city, determined to make our fortunes and, with the sun still creeping up to the meridian of life, settle down to a life of ease and comfort. Jim's rise in the business world had been rapid and not without its spectacular features. He had entered a large clothing and furnishing house as a junior clerk. He seemed to have a natural gift for salesmanship and, taking advantage of courses in salesmanship conducted in the store, he soon had charge of a department, then general manager of the whole store. Connections which he had formed with large manufacturing and wholesale houses engendered confidence and he decided to start in business for himself. This was in the early months of the great war.

Made Money Fast

Jim, with many another man in business, made money fast during the prosperous years toward the end of the war and during the two years following the war. He was a careful merchandiser and a keen one. He seemed to foresee the depression following the fat years and, when it came, was not loaded with high priced stock. What he had he soon got rid of. Six or eight months ago he had as clean a stock as could be found in the province and he was, to all appearances, ready to meet the readjustment with equanimity.

My question to Jim was prompted by a worried look on his face, a look that I hardly believed would ever find its way there after the prosperity that had visited him during the last four years.

"Well," said Jim, with that frankness that had always characterized our life-long friendship, "my business is falling off much more rapidly than it should, even considering the temporary depression through which we are passing."

I did not tell Jim that I knew of numbers of retail establishments that were doing even a bigger business than a year ago in spite of the "temporary depression"; I wanted to hear his story because I had an idea what the trouble was. Jim was always somewhat of a crank on cutting down overhead to the

exclusion of other things that hung in the balance.

Cutting Down Overhead

"You know," continued Jim, "I believe we have reached the time when we should look to our overhead expenses and cut them down to the bone. When business was good I gave the members of my sales' staff good commissions. Some of them were making from \$75 to \$100 a week during the busy seasons of the year. When business slackened, I cut out the commissions and put them all on a straight salary. I didn't have a poor clerk in the place but I had to let two of them out. I cut down my advertising appropriation. I sold one of my delivery trucks. In one way and another I made a considerable saving in overhead expenses. Business did not seem to suffer to any great extent for a time. Then it became noticeable and each week I noticed it more and more. The "pep" seems to have gone out of my organization. And I'm looking for the reason."

He Missed The Point

"Jim, my boy," I said, with the utmost candor, "you have missed the point of the present period of readjustment. It is perfectly right that you should try to keep your overhead expenses down, that is, you should try to keep them from mounting higher than they have been. This is certainly not the time to add to overhead. But you should not have tried to lower your overhead in actual dollars and cents; you should have tried to lower the percentage of your overhead.

"What have you done? By cutting salaries you have struck a blow at the morale of your sales' organization. This, combined with the dismissal of the two clerks, has created a feeling of uncertainty in the ranks. Nobody is just sure; the ranks are wavering and no general ever won a battle with the rank and file of his men shaken with uncertainty and doubt. You have cut down your advertising and by so doing have created a note of uncertainty in the minds of your customers, not to say anything about lessening your striking power for business day after day and week after week. Altogether you have struck a reeling blow at the efficiency of your whole organization when your organization should be pulling together as never before.

Increase Your Sales

"I say, you have altogether missed the point. What you want to do is to decrease the percentage of your overhead by increasing your sales. I be-

lieve you have a perfect right to expect harder work and greater efficiency from every arm of your organization; it is certainly a time when the inefficient should be weeded out. Every ounce of energy you have should be devoted to more sales, more sales, more sales. People have dropped off from coming to your store as of yore because they see that the service you have been used to giving is not so good. The pep has gone out of the sales' organization; your delivery service is poorer and less certain; your advertising fails to carry the note of optimism and conviction that it carried a year ago.

"And the sum total of it all is that your sales are falling off, you are losing business. Take my advice and put the old-time pep into your sales' organization. Tell them that what you want is sales, sales, sales, and that you are willing to pay them for making these sales. Buy what you want and turn it over quickly. Don't lose sales for want of merchandise. The object you had in view in cutting down overhead was right enough. But you started to work it out the wrong way. Increased sales will decrease the percentage of overhead. Work for increased sales."

MEETING MARK DOWN

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costs of production and other factors that develop with the trend of business.

Higher Mark-Up

He believes that the solution of the problem lies in a higher mark-up, or, to put it another way, in averaging up for purposes of cost price the stock on hand with what new stock comes in, mark-downs have got to be taken care of, overhead expenses must be cut down; competition is so keen that it is impossible to so force business that these can be taken care of during the coming years when prices are seeking a stable level by taking in what remains of staple lines when new goods of the same lines are placed upon the shelves at the exact replacement value. There must be an averaging up on the cost price of this merchandise, he says. Suppose, for instance, it be the case of shirts. The merchant has three dozen on hand and he is ordering twelve dozen more of the same kind. The three dozen cost him \$18.00; the value of the twelve dozen cost him \$12.00. He takes them all in therefore, at \$15.00.

The merchandising manager stated to Men's Wear Review that this was what

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Contends for Educational Requirements and Apprenticeship Before Entering Retail Trade

Henry W. Watters at Convention in New Brunswick Makes Reasoned Appeal for Higher Ethics in the Trade—Condemns Sacrificial and Specially-Priced Sales as Harmful to Individual and Nation Alike.

AT THE September convention of the New Brunswick Provincial Board of the R. M. A. Henry Watters of Ottawa, Treasurer of the Dominion Board, gave an address on "The Social Value of the Retail Merchant." In the course of his address, Mr. Watters devoted some very appropriate remarks to the question of sacrificial or specially-priced sales, quoting Professor Taussig as saying that such sales were not profitable to the individual business nor to the nation as a whole. Mr. Watters then went on to say:

A Strong Argument

"The last reference constitutes the special reason and strongest argument against unsound business practices; that they are wasteful and unprofitable to the nation and should be condemned and their significance exposed for the enlightenment of the buying world. It is to be deplored that such a large number of merchants should feel compelled to imitate and follow those low standards of business conduct, thus creating the impression in the mind of the public that the retail business is devoid of all soundly established principles.

"That these low notions of trade methods have a degrading effect on everyone concerned has been strikingly put by Professor H. A. Adams when he says, 'Suppose ten manufacturers competing with each other to supply the market with cotton, assume that nine of them, recognizing the rights of childhood, would gladly exclude from their employ all but adult labor, but the tenth man has no moral sense. His business is conducted solely with a view to large sales and a broad market. As child labor is actually cheaper than adult labor he gives it a decided preference. Since his goods come in competition with the goods of other manufacturers, and since we who buy goods only ask respecting quality and price, the nine men whose moral instincts we commend would be obliged if they maintain themselves in business to adopt the methods of the tenth man, whose immoral character we condemn. Thus the moral tone of business is brought down to the level of the worst man who can sustain himself in it.'

Applies to Business

Continuing Mr. Watters said:—"The moral underlying the statement of Prof. Adams is as accurately applicable to the conditions of unregulated competition of our own times. It should be one of the prime objects of our association to, in every possible way, spread knowl-

edge and information regarding this unsound, unsocial manifestation of extremely crude, faulty notions of business conduct, knowledge and information not alone for the merchant or manufacturer, but, for the general mass of mankind, no less may even more, on the part of the general public. In the case cited by Prof. Adams it might be inferred that the tenth man supposed to be capable of setting the low standard of social ethics was alone responsible for the degradation of ideals. Now, while one cannot absolve the tenth man from responsibility in the circumstance we cannot relieve the nine other competitors from their share of criticism for having yielded its weak deference to the standard of competition which, were it the sole function to be considered, could not present an insurmountable element of competition. For consider, is it not an unassailable doctrine that the strength of business management is like the figurative exemplification of the chain—no stronger than its weakest link in the structure; so that it is a safe, sound deduction that the best competitor a merchant or a manufacturer could have is one by low ideals of business and social well-being. If we find the majority of manufacturers and merchants following the lead of inferior standards of business what shall we say of the mentality of the masses that unthinkingly favor and applaud any line of business appealing to the mere instincts of personal advantage, and advantage that could be shown dearly bought when its true significance becomes apparent. So are we not justified in charging the great majority of mankind with the responsibility of inspiring and approving unsound, unsettled systems of manufacture and distribution?"

High Ideals Will Stand

Mr. Watters admitted that a superficial interest in the matter might lead to the conclusion that the amelioration of social conditions by human effort was a hopeless task. Sixty years ago, Herbert Spencer had said that it would only be by general enlightenment that there could be any improvement in the morals of trade. Here lay the duty of the retailer; to understand and to diffuse the information that none of the laws of life—physical, moral, social or commercial—could be tampered with without a lowering of the social tone of the community and the nation.

Educational Requirements

"It appears," concluded Mr. Watters, "that only the most elementary education is considered necessary in general

lines of merchandise. In fact, instances are so numerous of individuals having no education and having no previous training and experience in business, but having a few hundred dollars capital, jumping into the retail business, generally with disastrous results to the individual and no little disturbance to the established trade. There should be some standard of educational requirements demanded of anyone aiming to serve the community in its necessary life requirements, with an apprentice period and final examination by competent, practical men as to the fitness to fulfill the function designated; and with especial reference to sound views as to overhead expense and the correct manner of applying its allotment of charge to any business transaction, and more especially as to the indecent, unsocial, unsound principle of attracting trade by inducements through publicity and otherwise appealing to the meanest standards of morals. This should be a worthy ambition on the part of our association. It has been and is the fundamental objective in its constitution, but up to the present it has had abundant scope for the pursuit of the more obvious manifestation of irregular trade conditions."

MEETING MARK DOWN

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they were doing in many of their departments and that it was working out successfully. In other words, it was taking care of the frequent mark-downs consequent upon falling prices of their staple lines. He stated that there were instances where this could not be done even on staple lines because competition often dictated prices and no rigid system could be adhered to for fear of having to take heavier losses later on.

Principle Recognized

It will be recalled that this principle of merchandising was recognized by the defunct Board of Commerce when the market was rising and not declining. Merchants were allowed to average up on staple lines when they had some in stock and were buying more of the same line. Of course, this was only felt in Toronto and others did not know how it worked out because the order of the Board of Commerce was only applicable in Toronto. But now that prices are falling this merchandise manager is finding that the operation of the same system is safe and will take care of whatever losses are bound to ensue if prices continue to fall for some time to come.

The Cullinan Store, St. John, N.B.

Caters to Workingmen and Says They Are Not the Kind Who Look For Cheap Clothing—Handles Only Union-made Clothes—The "Clearing House" of The Store—Business Established in 1875

THAT work clothes form an important item in a clothier's business in communities where there is a large laboring element needs no verification, and the same fact holds good where furnishings are concerned, for without doubt it is the small things that are most vital to the comfort of the working man since each and every trade requires its own particular equipment. Many stores have awakened to the fact that this line can be made an extremely profitable one to carry, not so much perhaps from the individual lines but because the working man wants other things as well and invariably shops for his leisure hours at the same store which serves him with satisfaction in the matter of work clothes.

Furthermore, the average workingman is not looking for cheap, inferior merchandise but rather for such goods as will give dependable wear. If he stands in need of hosiery or work gloves, he will select the heaviest and softest quality even though it does cost more in the beginning, and any attempt to foist cheap merchandise off on him will simply result in his going elsewhere.

Store Founded in 1875

The foregoing is one of the lessons learned throughout a very long and successful career by M. J. Cullinan of St. John, N. B. who succeeded his father in the business of J. Cullinan and Son many years ago and is now aided by his own two sons. Always located in the same neighborhood ever since the founding of the store away back in 1875, the firm has built up an extensive patronage from the steady and unceasing throng of industrial and other workers who pass their doors twice or even four times a day, going to and fro from their work.

The store is large and equipped with modern fixtures of the most approved type, and all merchandise is displayed under glass, well lighted when the occasion demands, and neatly arranged in groups and piles which appeal to the most discriminating taste.

There is one rather unusual feature, however, among the many different counter displays in evidence, and one which seems somewhat more suitable for a woman's store, yet which is one of the most popular features, according to Mr. Cullinan. This consists of a real old-fashioned "bargain counter," set

apart as such and heaped with boxes or other receptacles which contain discontinued lines of collars, neckwear, hosiery anything in fact which has not proved a quick seller in the regular way. In response to a question, Mr. Cullinan told Men's Wear Review that this counter needed no salesmanship, no special effort, it simply acted as the clearing-house for the store. Prices on each line were clearly marked on this counter as well as everywhere else in the store, and no attempt is made to introduce goods to customers either from the regular stock or from the bargain lines. According to Mr. Cullinan, the introduction system may be all very well where a well-to-do class is concerned, but in the case of workingmen and their families, especially at present, it is unwise to try to force sales. "Better by far let your customer buy just what he wants and no more, and have him return the next day for other things," is one of the axioms of the business.

Only Union-Made Goods

Another feature of the business is that only Union-made goods are handled in the store, and it has been found that this feature appeals to the workingman as much as anything in the way of publicity. No sales are ever held for the reason that the bargain counter takes care of any superfluous merchandise and disposes of it in short order. Great care is taken with the store's display windows which are frequently changed and always smartly dressed with whatever is most suitable to the season. The location of the store upon one of the main business streets of the city necessitates constant change since customers pass by so frequently. The proprietor however, maintains that location has nothing whatever to do with the remarkable expansion of his business, as he could do as well anywhere, but notwithstanding the evidence, the impartial judge would say that the secret of the success of the Cullinan store is its perfect adaptation to the needs of its customers, together with an atmosphere of cheeriness and neatness, typical of good management and constant care in small matters. The store, moreover, is always open in the evenings until ten o'clock and later on Saturdays, so that the belated workingman can drop in or send out for any article which he has forgotten and needs quickly.

A "Shopper"

Customers are invited to telephone for a selection of whatever they need, which will be promptly delivered at their house.



The "Whip."

A NEW ARROW COLLAR.

The style for Fall in Arrow Collars will be introduced to the public on October 5th. It is the WHIP, a nicely rounded collar with the patented form-fitting band and top. The collar is 2 1-8 inches high in front and 1 3-4 inches high in the back. It has ample cravat space, and its appearance is greatly added to by a double line of fine even stitching. Cluett, Peabody and Co., of Canada, Limited, in introducing this collar, have added to the collection of Arrows specially designed for small knot cravats a style that will appeal with great force to the younger men.

In the case of a man who needs an extra shirt or so, this plan is most acceptable since he can try on the shirts at home and keep whatever suits his taste. In the case of anything giving cause for dissatisfaction, the policy of the Cullinan store is to refund the customer's money cheerfully and promptly. Absolute satisfaction is more than a mere catch phrase in the business. The store aims to be something more than a mere shop, a place where people take goods in exchange for money. Mr. Cullinan prefers to emphasize the personal service note in every sale made, and takes not a little pride in remembering what sizes and styles suit individual customers. The workingman is quite as susceptible to such niceties of salesmanship as is his wealthier brother, and he is perhaps quicker to show his sensibility to such little courtesies.

The most successful store is not necessarily the one with the biggest windows and the most publicity. That it is possible to continue in an ever increasing yet unpretentious manner to build up a solid business connection, handed down from one generation to another, and founded upon methods of integrity and fair dealing, is the modest but eloquent claim of the Cullinan firm.

Many Pennies in Grandfather's Hat

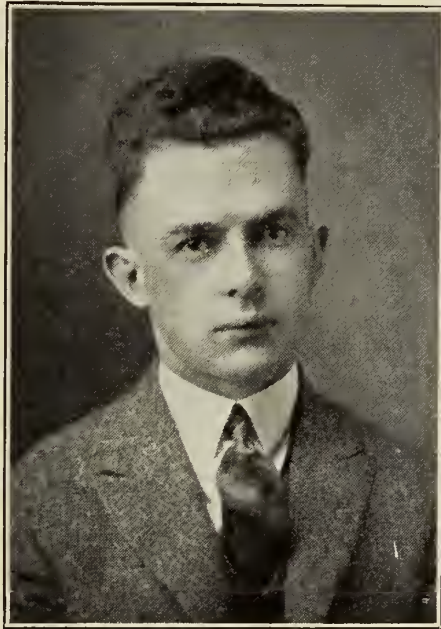
Successful Contest During Exhibition Week—Service to Exhibition Visitors—Some Christmas Features By the Magnusson Store of St. John, N.B.—Benefits Derived From Contests

A VERY successful guessing contest was recently tried out by the firm of Charles Magnusson & Son, of St. John, N. B., dealers in men's high grade clothing and furnishings, as a means of interesting and attracting both local and out of town customers in their fall displays both in the store windows and inside. According to Harry Magnusson, one of the members of the firm, contests of different sorts have proved of considerable worth from a publicity standpoint, to the store, but the one described herewith resulted exceptionally well in bringing people in who would not have thought of calling otherwise. For example, as there was no age limit as to restriction as to purchases being necessary in order to obtain a guess in the contest, entire families dropped into the store to try their hand at a guess or two. The contest was of course widely advertised in the press, and in each of the three largest windows one of the prizes was displayed. In the main window, the object of the competition was duly featured, namely, a gigantic silk hat, approximately sizes 14 or thereabouts, made for the store by a Canadian hat manufacturer for advertising purposes. In this hat were poured pennies of Canadian currency, small and large, and everybody was invited to guess "How many pennies there are in Grandfather's Hat."

Many Thousands Guess

A printed form was supplied by the firm, on which the guesses were recorded, together with the name and address of the contestant. A number on each slip corresponded with a duplicate stub memorandum. All together, the number of guesses recorded exceeded many thousands, and in the majority of cases, although no attempt was made to induce visitors to the store to purchase goods, sales were made in no small quantity. A feature of the case was that children would first call and register their guesses, later on returning with their father or both parents, who would apologetically remark that Willie had "wanted to try another guess and they thought they might as well have a shot too." As this competition coincided with the annual Provincial Exhibition, the number of out-of-town visitors was more than usually large.

The names of the prize winners were announced in the daily papers in due course and each was given his or her choice of either a pair of shoes or half a barrel of flour, a soft hat or a ham, a shirt or a bag of sugar. It was interesting to note that the shoes were pre-



Harry Magnusson of the firm of C. Magnusson and Son, of St. John, N.B.

ferred to the flour by the winner of the first prize, but the other winners elected to take their rewards in groceries.

"Baggage Checked Free"

The Magnusson store went still further in rendering service to its many friends during Exhibition week and later still inaugurated this same courtesy during Christmas week for the benefit of out-of-town shoppers. This consisted in the opening of a baggage checking department wherein any visitor to the store might check his or her parcels, grips or other impediments in order to be the more free to shop with comfort. A regular baggage check was provided by the management, equipped with number and string tag, together with the address of the store, and the courteous little reminder, "Baggage checked free." The firm made no restriction as to the length of time that packages might be left at the store, and quite frequently they remained more than 24 hours, while their owners made a prolonged shopping tour preparatory to Christmas. Many customers remarked to the sales staff that they appreciated this form of service more than any other that could be offered, and the management received many congratulations as well as a large amount of extra business on this account.

Features Luggage

A luggage department is one of the signal features of the store, and as the customer enters by the front door he is confronted by a high rack in which are

displayed four long rows of suit cases and grips of every sort of leather and fabric. These bags are merely samples and are not sold to customers, the reserve being kept elsewhere in the store. The idea of showing all these grips, clearly marked with their prices, in such a conspicuous manner is proving exceedingly satisfactory, and the suit case business done by the store would be a credit to any firm handling luggage exclusively. Trunks are also featured upstairs, and are another profitable line.

Christmas Features

At Christmas the Magnusson store makes elaborate plans for the entertainment of its customers, especially where the children are concerned. In addition to regular gift lines attractively boxed to appeal to both men and women shoppers, an extensive line of toys and dolls is carried, which has been proved increasingly popular and profitable as a holiday side line. Business men appreciate the fact that they can do the necessary but usually worrying routine of Christmas shopping for the youngsters of the family with a minimum of trouble and expenditure of precious time, and as they are waited on by the same staff who attend to their own personal wants, there is considerably less trouble all round to all concerned.

The window displays at Christmas time deserve special mention too, for several elaborate and seasonable settings are regularly carried out by the display manager with a view to attracting every youngster in town and not a few parents incidentally. Last season a large chimney was built in the window, together with the approved fireplace, and a handsome tree was set in the window also, loaded with a great variety of presents. Santa Claus was duly present at stated intervals during the afternoons and evenings for a week or so before Christmas, on which occasions he stood in the window and pointed out the various gifts scattered about the window. By means of a changeable sign he could keep the crowd outside interested and amused, and as every other sign he showed was an advertisement for the store, the main object of the publicity was achieved. The alternate signs were generally funny sayings and pictures which appealed to the sense of humor of grown-ups and children alike.

Apples for Children

The year previously the store made a great hit with local customers at the same season by having Santa Claus distribute rosy apples to every child who could catch them as they were tossed out from barrels in the store.

To Start Campaign Soon

Well-Known Advertising Agency Will Conduct Publicity Campaign for Provincial Government to Help Unemployment Problem—Hope to Create Confidence In Trade

THE Provincial Advisory Committee on Unemployment held a meeting on October 12, and took definite steps with regard to the matter they have had under consideration for some weeks past. As has been stated in a previous issue, the object which this committee has had in view is the urging upon people of the province the desirability of purchasing their needful requirements, rather than holding off for further anticipated reductions, so that many people out of work at the present time would be able to find employment during the coming winter months.

Will Launch Campaign Soon

As a result of the meeting held on October 12, this committee, backed by the Provincial Government, will launch a publicity campaign in the very near future in which it will be pointed out to the people of Ontario just what reductions and losses have been taken and sustained by the different branches of the retail trade during the past year or even six months. The government has given a well-known advertising agency full charge of this campaign. The agency will keep in touch with the different branches of the retail trade in the province and will ascertain from them for publication the losses they have taken in the last year and the reductions they have made on the merchandise they carry.

The deduction that will be drawn from these inquiries will be urged upon the buying public, that is, that rock bottom has been reached at the present time and that there is no necessity or justification for waiting longer to purchase goods.

This step has not been taken without foreknowledge that such is really the case. The Manufacturers' Association, for instance, sent out a questionnaire to their members on the question and found out from them their views of the matter and secured their willingness to co-operate on the lines suggested by the accompanying resolution. Every branch of the retail trade has been taken into consideration and will be asked to lend their full measure of support in the campaign. The Committee, as has been pointed out, includes representatives of the retail, manufacturing, wholesale, labor agricultural, financial and building trades.

Create Confidence

R. F. Fitzpatrick, who has been the representative of the retail trade on the Advisory committee, in discussing the matter with Men's Wear Review elaborated on the work which this committee had in view.

"What we are going to try to do," he said, "is to create confidence in the minds of the public so that they can go out and buy their requirements, knowing that prices are down as low as they can be. We will try to show the actual drop that has taken place in given periods, say, of six months or a year. It is the intention of this Advisory committee to appoint a committee of itself to assist the advertising agency to show where the reductions have taken place and to what extent."

George Sumner Passes Away at Montreal

Was Head of Hodgson, Sumner & Co. And Former President of Board of Trade

The death occurred on Sept. 25, of George Sumner, former president of the Montreal Board of Trade and head of the firm of Hodgson, Sumner & Co., at his residence, "Oaklands," Belvedere Road, Westmount, at the age of eighty-three. He has been taken ill about six weeks ago with pleurisy, heart failure which supervened being held responsible for his death.

Mr. Sumner was born in Leadwell, England, on Jan. 21, 1839, and when about 21 years of age came to Canada. Shortly after his arrival he married Miss Anna Hawkins, niece of Thomas Hawkins of Montreal. He took employment with the firm of Foulds and Hodgson, forerunners of Hodgson, Sumner and Co., in 1860.

Headed Board of Trade

Never very prominent in politics, Mr. Sumner, however, took a close interest in any questions affecting civic reform. He was a prominent figure in the Board of Trade, of which he was president in 1920. He was also vice-president of the Consolidated Mining and Smelting Company.

A member of the Council of the Art Association of Montreal, Mr. Sumner maintained an active interest in art matters. He was the owner of a valuable and carefully chosen collection of works.

The following is the report adopted by the Provincial Advisory Committee at their meeting in October 12th.

"The Provincial Advisory Committee on Unemployment, having considered the industrial situation endorses the following statement of proposals:—

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, knowing that costs of building at the present time have been considerably 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.

The above statement has been submitted to and endorsed by the following interests:—manufacturers, wholesalers, retailers, building and construction industries, agriculture and financial interests.

It has been impossible to consult labor in respect to concurrence in this statement but it has been submitted that labor is co-operating in this general scheme, but the committee hopes that labor will further co-operate."

Mrs. Sumner predeceased her husband in 1917. Three sons and three daughters survive, Frank Sumner, of Montreal; Ernest Sumner, of New York; Arthur Sumner, of Saskatchewan; Mrs. James F. Slessor, of Westmount; Mrs. L. Roever, of Barcelona, Spain, and Mrs. Bennett Webb, Truro, Cornwall, England.

The funeral service was held at St. George's Church following which interment took place in Mount Royal Cemetery.

Ross & Hamelin Start Business In Montreal

New Haberdashery Starts on St. James Street

The latest comer to the ranks of Montreal haberdashers is the new firm of Ross & Hamelin, which commenced business about the middle of September last at 2177 St. James Street. Not only is the partnership newly formed, but the store itself is only just completed and presents an attractive appearance. The senior partner in the firm, Mr. Ross, has had a wide experience in the furnishing business, having been connected with such well known firms as Lora & Taylor's and De Pinna's in New York, as well as with the better men's stores in Montreal, and it is his intention to make the new store popular with the residents of the neighborhood in which he has located. Although situated at a considerable distance from the heart of Montreal, yet the store has the advantage of being close beside a transfer junction for the street cars, and is also near to several very large manufacturing plants. On this account it will be necessary for the store to remain open until seven o'clock each evening and until ten on days and Saturdays.

Mr. Ross has arranged an artistic display of all the different lines which are to be carried in stock, and intends to specialize in neckwear more especially. For the opening, a pleasing effect was achieved by the use of quantities of autumn leaves against the white walls and brown hangings.

Mr. Ross does not intend to feature workmen's clothes prominently although these will be in stock, but more attention will be devoted to the featuring of really high grade furnishings, in an attempt to provide the same service as that rendered by uptown stores. That this service is appreciated by the people of this section is already an assured fact, and the demand for furnishings for off-duty wear is fully equal to that for the heavier grades.



New men's wear store opened last month by Ross and Hamelin at 2177 St. James street, Montreal. The larger window is devoted to the display of high grade furnishings, while the left-hand window contains a display of apparel for the workman.

Heaven Defend From Circular Letters

Martin O'Reilly of Prince Rupert Expects to Die From Brain Storm By One Cent Post

"Did y' ever see the loikes o' that," asked Martin O'Reilly of a representative of Men's Wear Reveiw in Prince Rupert recently. "And they talk about economy and exporse of doing business. And they keep fellows on the staffs of these manufacturers to write that kind of drivel."

Martin was mad.

He did have two specimens of circular matter that might well have died unborn. One stressed the point that some prices were lower than 1914—to that Martin said he had written offering to buy some of whatever it is. The other took him, as a retailer, to task quite seriously. It was all Martin O'Reilly's fault that the long-suffering manufacturer was only doing one-third normal business and, therefore, was having outrageously high percentages of overhead. The retailer was being slapped real soundly on the wrist and it was hoped that, having seen the dire consequences of his actions, he would hasten to buy. It is too bad that some direct-by-mail geniuses could not be on hand when their brain-child is received.

Advertising

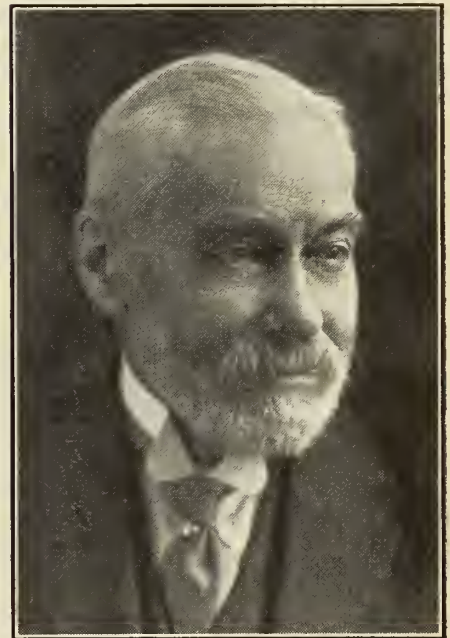
Martin O'Reilly has a splendid gent's furnishing business in Prince Rupert and to advertising he ascribes a good deal of the success of his business. The newspapers are used, calendars, dodgers and catalog pamphlets. The calendars are in celluloid and are of the vest pocket size with a picture of the proprietor on them. Fishermen and loggers have come into the store and have said they picked up the calendar in most remote parts, with the result that they have come to his store to buy. Some three years ago some fishermen were wrecked on the west coast of Vancouver Island. They reached land and after a long tramp came to a

deserted cabin. "When we lit the candle in the shack," said one of them to Martin O'Reilly, "there were two of your calendars stuck on the wall. When we left I took one of them and left the other for the other guy who owns the shack and I've always been curious to meet you and tell you about your cards." Two loggers passed the door of his store recently and pulling out one of the calendars said, "I think that's the old son-of-a-gun himself standing there." Many sales have been credited to these calendars.

Three Sheeted Pamphlet

A three sheeted catalog pamphlet featuring and illustrating some special suits at \$35 brought many into the store because of the popular price. Many purchasers bring in these pamphlets or newspaper advertisements, asking to be shown what is advertised.

"Advertising has played a great part in building up this business," said Mr. O'Reilly, "but heaven defend me from circular letters. If you hear of me dropping dead you'll know I have just received somebody's fool brain storm by one cent post."



The late George Sumner who was the head of Hodgson, Sumner and Co., Ltd., of Montreal.

TOO LARGE a variety of models is held responsible for a large proportion of the seasonal unemployment in the clothing industry by the American Engineering Council's Committee which recently submitted a report on wastage in industry. It estimates that the loss is \$750,000 a day on a yearly output of \$600,000,000. "What seems to be needed," the report says, "is for each manufacturer to limit the number of models and cloth styles to bridge the slack season by manufacturing for stock and to adopt vigorous, positive methods, backed up by effective national advertising."

Thirty Day Buying Policy Responsible for Series of Very Successful Sales in Ottawa

A. A. Fournier Co. of Ottawa, Run Some Novel Sales—Fifty Cent And Dollar Days—Giving More For The Same Money or The Same For Less Money — Old Fashioned Friday Bargains

BELIEVING that the day had arrived for a general price cut all round in merchandise the A. A. Fournier Company, of Ottawa, have carried out several unusually successful ideas in the way of sales this summer, the results of which have been instrumental in levelling prices permanently to a more moderate basis.

The policy of the Fournier firm is responsible for the holding of these unique sales, and briefly expressed it runs thus, "Always to give more for the same money or the same for less money," and whichever way the idea is carried out, the customer benefits and knows that she benefits.

To differentiate from the monotony of ordinary sales, this firm decided early in June to adopt drastic measures. According to Mr. Warren, manager of the store, a clean sweep reduction in prices was instituted in a series of "Re-adjustment sales," commencing in June and running for two months. An appeal was made to the Ottawa public to recognize that a big cut in prices had been effected in every line of merchandise carried in the Fournier store and they were cordially invited to participate in the feast of bargains at the new prices. The response to these sales was accordingly excellent and every bit of merchandise in stock was disposed of before the end of July.

Fifty Cent Sale

Then the management decided to devise some new style of sale to keep up the interest so plainly manifested in their efforts to bring prices down and keep them there. A "Fifty cent sale"

after the plan of dollar days, was tried out, announced through the medium of exceptionally striking advertising in the press, in which the figure 50 and no other appeared. Each distinct offering was boxed in heavy black borders and an entire newspaper page was filled from edge to edge with bargains. Again the response was prompt and exceptionally satisfactory.

"Again we racked our brains," said Mr. Warren, "and decided to run a dollar day, with every offering almost at cost price. We were fortunate enough to obtain a quantity of dainty voiles from a manufacturer at a very small price, and so we offered a limited quantity in two separate sales at 29 cents a yard, selling one length only to a customer. The first time that these were advertised there were fully 75 people waiting outside the store in the morning for the doors to open, and the entire lot were sold before four o'clock. On the second occasion of the voile sale, there must have been more than one hundred people waiting and again the goods were disposed of in no time."

When the question of early closing on Saturdays came up before the Ottawa merchants, the Fournier store decided to adopt the measure although it meant the loss of considerable business usually done on Saturdays by out-of-town people. It was decided to feature a series of "Old fashioned Friday bargain days," and to carry the said bargains over to Saturday morning in order to bring up the total sales as nearly as possible to an average day's business.

On Thursdays therefore, a large spread was featured in the press, announcing

the list of "Old fashioned bargains" and on Fridays, a smaller announcement was run in connection with Saturday morning's offerings. Later it was found, however, that people were asking for Saturday's specials on Friday and vice versa, so a combination sale was accordingly arranged, to run on both days, and this last arrangement proved to be the crowning climax in the series of successful selling events under the management of the Fournier store.

The success reaped by all these various events was due, according to Mr. Warren, to the fact that merchandise is bought in only sufficient quantities to carry the store over a month or so. They are in the market for fresh stocks all the time and consequently are in a position to offer rock bottom prices to Ottawa people. All the departments in the store record increased volume of sales and increased turnover this year, and changes and improvements in the arrangement of the various departments are constantly being effected, so that the very best service can be rendered by the staff. The store itself presents a most agreeable appearance, being flooded by daylight all round by means of a glass "clear story" above the display windows. These extra windows are large and uncurtained, and consequently, daylight and sunshine flood the entire building besides an improvement in ventilation which naturally follows. A new system of indirect lighting is also provided, which almost exactly duplicates natural daylight, enabling the staff to sell colored materials with as great a degree of sureness as though they were out of doors.

NOVEMBER SELECTED AS "PERFECT PACKAGE MONTH" BY THE NATION'S CARRIERS

All trades and industries have been asked to co-operate in the "Perfect Package Movement" to be inaugurated by the railroads, steamship lines and express companies in the United States and Canada, in November, which has been designated as "Perfect Package Month."

The purpose of the movement is to stimulate further public interest in good packing of shipments and to enable the carriers to improve the transportation service of the country. During November, an examination of all shipments

sent by freight or express, will be conducted, to obtain information as to the best shipping methods carried on by the various trades and industries.

In every city and town, the railroad and express people will form campaign committees, for "Perfect Package Month." "Exception Reports" will be made out for all faulty shipments discovered and these reports will be sent to the shippers' association for tabulation, to ascertain how high a percentage for "Perfect Packages," the shippers of that city have attained.

Comparisons of the records made by the various cities during November will be announced at the conclusion of the drive. The entire working forces of the railroad and express carriers, compris-

ing some 2,000,000 men, will aid in the movement. The railroads, through the American Railway Association, composed of practically all of the railroads in the country, are pushing the campaign, as a means of raising the standard of the service, while the express agents are also getting ready to interest shippers in the undertaking.

LECIERCQ-DUPIRE operator of large woolen mills of Roubaix, France, stated on a recent visit to Canada that strikes in his country were responsible for a retardation of trade. His own woolen mills have recently been involved in a strike due to the refusal of operators to accept lower wages.

To Travel on Reputation Alone Is Like Rowing A Boat With One Oar

Necessary To Keep Up With the Times And With Modern
Methods of Merchandising—Class Distinction Is No
More—Quality Is Good But You Must Tell
The People So

DO YOU know that there are dozens of stores in the United States and Canada which have been running for the last ten years on the reputation their founders established for them." This was the statement made to Men's Wear Review by a man who has just returned from a tour of thirty-seven of the leading cities of North America. "They are suffering from what I would call a 'dry rot,'" he went on to say. "During good times this was not so evident but the pressure of the last nine months has brought amazing facts to light."

This statement was made by a representative of one of the oldest retail stores in Toronto, a store which has a past reputation as well as a very present activity to carry it through. Years ago, this house carried on a large part of the "carriage trade" in Toronto. It had as patrons women who went nowhere else to shop. They came down regularly in their carriages and bought what they liked, with price a secondary

consideration. In those days price-tickets were never allowed to be displayed. It was, moreover, more correct to run charge accounts than to pay cash. High-class customers only were expected and the very best grade of goods was kept for them.

When this kind of business was carried on, even the wealthiest patrons did not go to New York to shop. If they travelled, which was very seldom, they bought clothes here before leaving. The woman who "shopped around" before making her purchases was very rare indeed. The word of the department-head was the guarantee for everything she bought. Most of the business of the day was done between the hours of eight and ten in the morning. The trade of the working girl was not considered.

Today all customers must be reckoned with and the business girl most of all, for she has more money and thinks probably more of fashion than any other class of patron. The carrying of reliable merchandise alone, will not do today. Every store that has any pretensions

has good as well as the cheaper lines. People have learned to shop and shop they will, because they want value received. One of the daily papers recently took up arms against the general attacks being made now-a-days on the extravagance of women. It stated that on the whole the woman of this generation is more economical than her grandmother was. She buys what she needs and only when she needs it. In the old days, women stocked up their houses with things which they were often never able to use. They had moreover not that acute sense of value which comes with experience and comparison:

Very recently a representative from Men's Wear Review made a call upon a firm established in Ontario nearly sixty years. Thirty years ago this house had a reputation for its linens and its woollen goods. Its clientele consisted of the leading families not only in its own city but in all the neighboring towns. Today that store is not turning over half the amount of business it did even ten years ago. The answer which was given when one of the managers was asked how he merchandises his linens in these troublesome times, is probably one of the best indications why this house is on the down-grade. He declared "We do not believe in using methods to bring in business. Cheap publicity is not wanted. We do not even send circulars. Our goods alone are our only advertisement." He was proud of this declaration. He is one of the type of business men who treat innovations much as the lordly heir to an old title treats those who wish to make changes in his family escutcheon.



An artistic and attractive fall display by Winters Bros. Men's Wear Store, Halifax, Nova Scotia.

Using New Business Methods To Cope with New Conditions

Ottawa Retailers Feel That Dealers Should Have Unusual Methods to Meet the Times—Link Windows with Advertising—Question of Prices

THE public is perverse at the present," declared a well-known Ottawa retailer to Men's Wear Review. "I might go so far as to say that they are displaying a spirit of plain 'cussedness' and simply cannot be induced into buying regular goods at regular prices. But I think I have solved the situation and can supply the remedy that will keep business going just as usual."

"In a nutshell," he continued, "we retailers have got to get out of the usual rut and use business methods that are unusual and different. In our advertising, our displays, our prices and even our methods of salesmanship, everything must echo the unusual note. The reason for this is plain. The customer will only respond when merchandising methods are sufficiently unusual to tickle his jaded and uncertain purse. This is the true aspect of the fall situation."

Newspaper Advertising

A concrete illustration was given to show how this retailer is going after fall business. "I do not believe in giving up newspaper advertising at this time," he pointed out, "but I do believe that we have got to alter our methods a little to get real results from the financial outlay. In my own case, I have decided to stick to my usual contract of 1200 lines a week in two papers, but instead of running 200 lines each day as in the past I am going to try the plan of running 100 lines only, the first three days of the week and then on Thursday, for instance, coming out strong with about 700 lines, following on the last two days with the remainder of the allotment, namely one hundred apiece. The reason for this plan is that customers tend to become so accustomed to the sight of regular unvaried copy that they cease to read it, but by keeping them guessing, the retailer keeps their interest continuously up to a fever pitch. Already one customer has said to me, 'You seem to be making a big advertising drive lately, are you getting lots of extra business?' and the joke of it all is that I am not spending one extra cent upon publicity but I am getting considerably more business."

Window Display

"Along with this new plan of advertising, and concentrating the biggest space in the Thursday papers, I am careful to link up my window displays to emphasize the same theme. The goods go on view at least three days before the sale is advertised. If I am staging a shirt sale I have the merchandise on view on Thursday, but I do not allow a single shirt to be sold until Friday. I count upon having people go by the

store all that time and taking in the values I am offering, reading about them in the press and observing what a big spread the sale is getting in the way of publicity. In this way, every shirt gets sold."

"In prices, too, monotony must be avoided this fall," continued this merchant. "The public does not want to buy goods at regular figures, but it will tumble over itself to buy a shirt at \$3.39 or three shirts for \$10. I believe the odd figures appeal to their sense of thrift, but certainly by using the more uncommon prices including the nineteens, thirteens, or other odd numbers, greater sales are recorded than by the old regulars."

Avoid Too Many Prices

"In the same fashion, I avoid the use of too many prices in marking my goods for sale, and try to average up on a lot of different lines varying say, from \$25 to \$29.50 wholesale, and sell them all at one fixed price of \$44.50. Overcoats priced at \$45.75 are another of my leading lines, not marked down in any sense of the word, but the public believes that the 'seventy-five' must somehow mean that the coat is reduced from a higher price, and so it buys a coat. That seventy-five is a very useful little figure, let me tell you and is proving more attractive than our old friend ninety-eight. It is an unfortunate fact that customers do not judge merchandise fairly, but are apt to purchase simply whatever seems to be cheap and marked down from its real price. I believe that retailers must scale down on fall prices anyhow, if they want to get and hold business, and suits that exceed the \$60 limit stand little chance with even the better class of customers. I shall concentrate upon clothing retailing between \$35 to \$50 and even carry quite a few lines lower than that. It is of course, impossible for one man to advise another what to do to get business, but I think that as we are all facing the same problems of how to increase sales and keep down overhead, the same remedies will apply in nearly every case. And so I say, keep out of the rut of monotony, get busy and feature things that are different, prices that tickle the customers' curiosity and make every line of your newspaper advertising pay its way. Instead of this being the worst fall season, it should turn out to be unusually interesting and quite a profitagale as other years."

PALTER SONS, 122-128 Wellington St., Toronto, have recently taken over another flat in connection with their manufacturing business. This adds considerably to their capacity output.

Does Lively Business with the Fishermen

A. Kirkpatrick of Prince Rupert Blasted Site for Store Out of the Rocks

"When you consider that the halibut fisherman makes clear from four to six thousand dollars a year," said Mr. McLeod, Manager of A. Kirkpatrick's Men's Wear Store in Prince Rupert, "you can understand how they can afford the best clothes. I only stock the better suits. When they are working they use corduroys, mackinaws and oil skins, but for street wear the best. It depends on the basis on which they work. Those merely making a percentage do not make as much as those owning their vessels and selling their own fish. Last week one fisherman told me that the four men in his boat averaged \$400 per week for the four. They own their boat and sell their catch to the shippers."

Established 13 Years Ago

Established 13 years ago when "Rupert" was in the making, this business has catered in turn to those engaged in railway construction, the loggers, the prospectors, the fishermen and now the city traders as well. Like other stores in Prince Rupert the site was blasted out of solid rock; the street and lane also hewn from the rugged surface of Kairn Island on which Prince Rupert is located.

When Prince Rupert was first mooted, Mr. Kirkpatrick was among the first merchants to arrive. At that time the townsite had not been surveyed and the townsite corporation would not grant permission to land and commence business. Nothing daunted, a couple of the old timers staked claims on the site and then were, by law, entitled to land on their claims. Thus, most of the businesses now flourishing in the northern city were enabled to open up their first modest establishment. Heedless to say, when the townsite was opened up they bought sites on the business street and Kirkpatrick's men's wear store is located in about the most desirable retail section in the city.

The Indian trade is a feature in itself. They like to "browse" around and not be bothered until they have made their selections. Nothing distinctive is carried in stock for this trade, the Indians choosing all their clothes according to the prevailing mode. When the salmon fishing is good they spend freely and buy the very best. This year however, has been a lean one for them all.

AN AGREEMENT has been reached between hat and cap makers and the employees that there shall be no reduction in wages at the present time. The matter was finally settled by arbitration.

"Smallest Percentage of Profit In History of Clothing Trade"

Report of Dr. Hastings, Toronto, Shows that Dealers Have Taken Big Losses—Reductions in Prices in Comparison with Year Ago are Startling—Cost of Manufacture Reduced—General Deductions

THAT dealers in men's clothing in Toronto are now working on the smallest percentage of profit in the history of the clothing trade is the declaration of Dr. C. J. Hastings, Medical Officer of Health, submitted in a special report to the Board of Health on October 12. This investigation was conducted at the instigation of the Board of Control of the city for the purpose of ascertaining something relative to the cost of living as compared with a year ago. Dr. Hastings, in conducting the investigation sought the services of two special men who visited several representative firms in the city. In this report, the names of the firms are, for obvious reasons, not given, but the percentages of decrease in the selling price as between September of 1920 and 1921 clearly show that the clothing men of Toronto have taken big losses during the last year and are selling their merchandise at replacement values. For instance, seven firms are quoted as having reduced their prices 33 per cent, 23 per cent, 38 per cent, 29 per cent, 33 per cent, 31 per cent, 33 1-3 per cent, respectively.

The manager of another firm, giving its decrease as 33 1-3 stated that the wholesale cost of his class of goods had not decreased in proportion to that of cheaper goods. Their suits sold at from \$75 to \$90. Their employees worked by piece work and were producing more this year because labor was more plentiful, in other words employees were not so independent.

Another firm, giving its decrease as 12 per cent, stated that it had been lucky in that it did not have large stocks of goods on hand when the drop in cloth came.

Cost In Manufacture

In dealing with the cost of manufacture in September 1920 and 1921, the following figures are given:—

	Cost 1920	Cost 1921
Cloth	\$35.00	\$30.00
Trimmings	10.00	8.50
Labor	30.00	28.00

Selling price \$110.00 \$100.00

"In an interview with the manager of one firm," states the report of Dr. Hastings, "it is found that their prices are practically the same as a year ago but it is offered in explanation that American and Canadian goods used last year have been replaced by superior English wools. Suits which sold for \$60.00 a couple of years ago are now sold at from \$30.00 to \$45.00.

"The information was also offered in connection with the business of this firm that the reason they sell a tailor-made, all-wool suit for \$25.00 is that they figure on a small percentage of profit and a large turnover."

In conclusion, the report gives some general information regarding the clothing situation and prices. "Dealers are now working on the smallest percentage of profit in the history of the clothing trade," says the report. "Clothing is now finished with greater care and better material used than formerly. An all-wool, tailor-made suit can be purchased for \$25.00. Cloth is 50 per cent cheaper now than in September 1921 and trimmings 35 per cent, less in cost.

"On account of the drop in the wool market and the consequent drop in the price of cloth, certain dealers are being compelled to sell their old stock at a loss of 25 per cent, which, in many cases, affects the profit made on their new stocks. It is claimed that the smallest tailors are compelled to charge more than the larger merchants as they are obliged to buy "ends" of cloth in place of larger quantities. Their overhead, they claim, is higher per suit on account of the smaller turnover.

"Labor costs are practically the same in every instance as in 1921, but it is claimed by some that there is an increased production on the part of the employees. The tailors are at the mercy of the unions as far as wages are concerned.

"It is the general opinion that when conditions are readjusted dealers will all arrive at the pre-war 50 per cent. gross profit, this to cover overhead and net profit. This pertains to custom tailors."



JOSEPH VINEBERG

of the new firm of Vineberg, Samit Ltd., Montreal

A new Montreal Clothing house will make its bid for business in October under the name of Vineberg, Samit, Ltd. Joseph Vineberg, with H. Vineberg Co., for many years, and Charles Samit of the Samit Rubber Co., have organized the new firm under the above name. They have secured large quarters in the Kellet Annex Building where they will manufacture men's and young men's clothes of high quality at popular prices.

Both Mr. Vineberg and Mr. Samit have had long experience in the clothing business and they have associated with them a staff of men whose ability augurs well for the new firm.

RIGOROUS PROSECUTION OF FRAUDULENT ADVERTISERS

(Continued from page 45)

ever, is that retail merchants throughout the province co-operate with their office to the fullest possible extent in this matter. They want, wherever possible, to take from the shoulders of the individual merchant, the responsibility of laying this information. The Provincial office is ready and willing and eager to go ahead with these prosecutions. If merchants, therefore, will communicate with the provincial office as quickly as possible when they have reason to believe that fraudulent advertising is being done, steps will be taken immediately to bring the case within the courts.

If, for instance, a merchant believes that there is fraudulent advertising in the statement printed in the daily press that a certain thing worth so much is being offered for so much, or that with a certain purchase a premium is being given away that is valued at so much, he is asked to either wire or telephone the provincial office, setting before them the facts in the case. A provincial of-

(Continued on page 66)

A CORRECTION

In the last issue of Men's Wear Review on page 69 and 87 there were pictures of two stores; one D. A. Gagnon of St. Dennis street, Montreal, and the other R. G. Reeve & Co. of Kingston (exterior view).—Through some error these two pictures were switched; the one on page 69 should have been on page 87 and vice versa.

The picture of several ties shown on page 74 should have been credited to the Will-tie Cravat Co., of Montreal rather than the source to which they were credited.

Sticks to Business—and Gets It

G. L. Myles of Ottawa, Believes That The Present Is a Good Time for The Merchant To Be on The Job All the Time—Conducts a Specialty Store—New Forms of Publicity—Looking For Good Business

HERE are certain retailers who apparently consider it good policy to dabble in a multitude of affairs outside the province of their own personal business, and who are rarely seen in their own stores except when obviously extremely busy. They seem to consider it effective to be pre-occupied and overwhelmed with work, so that when a customer drops in, or a stranger happens along with a letter of introduction, they are reluctant to accord the visitor more than a few seconds of time, but convey the impression that such interruptions are making serious inroads upon an already heavy rush of work. This type of retailer probably spends the greater part of his time in his office, when he is not out elsewhere at meetings or on other business, leaving the management of his store to clerks, under the mistaken impression that the personal element in merchandizing counts for little, where the customer is concerned.

The exact opposite viewpoint is held by G. L. Myles of Spark, Street, Ottawa, who celebrated the third anniversary of his successful business in August last. To a staff member of Men's Wear Review, Mr. Myles explained his own personal theory on a retailer's attitude to his customers as follows: "I believe in being on the job all the time, concentrating all my energies and mentality upon improving and extending the service of the store. I believe in being friendly with customers, not in keeping at a distance. Therefore, I do not have such a thing as an office in my store, a desk in a quiet corner is sufficient. If I had an office I might be tempted to spend all my time in it, but as it is, my customers find me right in the midst of things and always ready for a chat or a welcoming word. I call my store the 'young men's shop' but I find that an ever increasing number of women are patronizing it because I make a point of giving my best advice to them on the subject of clothing or furnishings. Women nowadays are desirous of obtaining the very best value for their money possible, and after you have established confidence in their minds, they will cease to shop around but come in again and again, as though it were a personal matter. It is rather unusual to do such a large trade with women, and I can find only one reason for it, namely that I am never too busy to serve them and advise them as fully as I know how on fabrics, colors, style—anything about which they know very little."

A Specialty Store

The Myles store aims not so much to feature a large and very miscellaneous

assortment of merchandise, as to confine itself rather to six or seven lines, carrying only one branch of each, so that it is rather in the nature of a specialty shop than a general business. It is, as Mr. Myles expressed it, a happy medium between the "ultra exclusive" atmosphere and informality. It endeavours to provide merchandise at moderate prices in a setting fully equal to the highest class. Being a Scotchman by birth, Mr. Myles comprehends the needs of the many British residents of Ottawa and many of his customers speak with the same soft "burr" in their voices. That they naturally gravitate to the store with the home-like atmosphere is not in itself surprising but shows conclusively that the policy of maintaining a friendly atmosphere is deeply appreciated by the "stranger in our midst."

Original Publicity

Publicity is constantly kept up through the medium of the press and by means of personal circulars which are profusely illustrated. Mr. Myles believes that all advertising this fall must be snappy and full of vigor, accenting practical points and quoting prices that appeal. He is not in favor of large spreads more or less filled by cut-service illustrations, having no bearing upon the clothing carried by the store but prefers to use his own original ideas without

illustration. Having experimented with various types of name plates, he has last designed one which he uses as street sign, as well as in his advertising and personal letters. He even goes so far as to have this name plate printed on neat oblong stickers which can be attached to parcels, etc., and which will tend to emphasize still further the name of the firm for future occasions.

"I am expecting a good season's business," said Mr. Myles, "because so far my turnover is twice as large as in the corresponding months of 1920 and see no reason to anticipate any change. We do not suffer from the same scourge of unemployment in Ottawa as they do elsewhere, but on the contrary, we are blessed with a perpetual demand from the government employees, which keeps us all on the qui vive to supply adequately."

The made-to-measure department of the Myles store is located upstairs and is largely patronized by the young men of Ottawa. The store has thus shown very satisfactory growth, necessitating the additional services of five sales clerks, so that its continued progress already well assured.

J. O. GAREAU of Montreal was recently asked to stand for mayoral honors in that city. He declined the invitation.

You Cannot Advance—

- IF YOU make a habit of coming to business late each day.
- IF YOU do not make a study of the goods you sell.
- IF YOU are not in touch with what is displayed in the windows and advertised in the newspapers.
- IF YOU wrangle and are always at odds with your fellow clerks.
- IF YOU chafe against the rules of your establishment.
- IF YOU fail to help those under you, and by the same token those above you in station and position.
- IF YOU are snappy or impolite to customers.
- IF YOU fail to understand that the customer is the mainstay of any business, and that you must cater to her wants in a businesslike and efficient manner.
- IF YOU simply sell enough to make an average showing. Advances come only to those a little above the average in sales ability.
- IF YOU do not understand the rules of counter order and cleanliness.
- IF YOU are not in a position to help the buyer and his assistant to get a firm grasp on the wants of the buying public.
- IF YOU fail to understand that customers like to be made to feel at home when they enter your section.
- IF YOU fail to heed the hints given by some customers as to their likes and dislikes in selection.
- IF YOU sell by such forceful methods that much of what you sell is returned.
- IF YOU allow the customer to depart without a pleasant "Thank you, call again."

Piece Goods Buyers Back to England

Likely to be Revival of English Buying Trips in January—Canadian Stocks are Well Cleaned Up After Cancellation Period — Belief That English Stocks Are Also Clean—Growing Canadian Competition

FOR a year or eighteen months many of the piece goods buyers in woolen houses in Canada have not taken their regular buying trips to the Old Land. There are various reasons for this, the first of which is that the depression in business began to make itself felt about that time resulting in the re-consideration of buying policies to meet the changing conditions. In the wholesale houses the need for curtailing buying began to make itself manifest immediately. Cancellations began to pour in on the wholesale houses to the extent of many hundreds of thousands of dollars and an acute and painful period in trade relations both between the Canadian retailer and his wholesaler on the one hand, and some Canadian houses and some English houses on the other, was passed through. At that time, Dry Goods Review wrote a series of articles on the whole question of cancellations and argued that some binding agreement should be drawn up that would be mutually acceptable to both buyer and seller. We believed then and believe still that, unless this is done, this same painful experience must be passed through again with the consequent disorganization of trade.

Stocks Were Heavy

Two conditions resulted in Canadian piece goods, stocks being very heavy about this time. First, the cancellations threw hundreds of yards of piece goods back on the wholesalers' hands. In the second place, the Canadian buyer, in fact, the Canadian business men generally, did not look for the "inevitable break" as soon as it came. He had, accordingly, followed a buying policy that took into consideration ever rising prices. He bought—and bought heavily—before the peak was reached, a peak that came in the spring of 1920. He had bought enough to carry him over that peak without the necessity of buying heavily at the very time of the peak. His own stocks therefore—heavy buying and cancellations combined—were very heavy when the first signs of the slump began to make themselves manifest.

Getting Rid Of Stocks

The first problem on the hands of the Canadian woolen dress goods man, therefore, was to get rid of his own stocks. It involved, in the first place, a non-buying policy with regard to English woollens, except for a "sweetening" of stock that was advisable if he were short on any one line. In the second place, it involved a heavy mark-down in present stocks, a mark-down

that amounted to millions of dollars to the Canadian wholesale houses. Those losses have been taken by reputable and aggressive wholesale houses without complaint; through a whole year losses have been accumulating in this respect, and are still being taken whenever the necessity arises to take stock on replacement value basis.

It has been a painful process to clear out these stocks to the retailer whose own stocks were heavy enough in piece goods. Being the last link between the manufacturer and the consumer, the retailer has had to keep step with the consumer demand, and that demand has been a tardy one for some months. At last, it is beginning to be felt by the wholesaler; in other words, wholesale houses tell us here that they are beginning to feel the consumer demand. The retailer's shelves have been finally cleared out of what stocks he had and he is waiting impatiently to see how strenuous that demand will be.

The National Exhibition

Canada's National Exhibition in many respects shows how the Canadian pulse is beating. It is the highest expression of Canadian art, science, industry and commerce. It provides the occasion for many retail buyers from the Atlantic to the Pacific coming to Toronto to see the Exhibition and, not less important, to do some buying. Last year Exhibition business was poor because placing had been done. This year, it is different. Very little placing had been done by the time the Exhibition started and wholesalers were expecting many buyers in to select the bulk of their fall stocks. They were not disappointed. Exhibition business was very good. But the significant thing about it was, perhaps, that all orders placed were small but there were many of them. It rather justified the belief of the wholesaler that retail shelves were cleared out of stocks. In future, the retailer will keep step with consumer demand and the echo of that step will be heard in the wholesale houses.

What of English Stocks?

Now that the Canadian stocks of piece goods are well cleaned up many of the buyers will soon return to the Old Land to replenish their stocks. January is usually the month for many of them to go. A few have gone during the year but their purchases have been small and of a sorting character. We have talked with a number of these buyers who have stated that they were going to renew their English business relations the first of next year. They believe that English stocks, too, are well cleaned up.

One buyer stated to Dry Goods Review a short time ago that the merchandise he was seeing now as shown by representatives of British houses was nearly all trash. It convinces him that this is the tail end of the accumulation of stocks held in England. Some Canadian representatives of British houses tell us that manufacturers' stocks are cleaned up there and that they are now back to a manufacturing basis where they will not proceed without orders or without promise of a legitimate profit. This is stabilizing prices and, in some cases, sending them slightly upwards. Future prices, they say, will depend considerably on the cost of production which might vary a little if those costs come down.

Canadian Competition

The competition of the Canadian woolen mills is becoming, is already a factor with which the British houses must reckon. They are turning out some very creditable piece goods and many Canadian wholesale houses have fallen back on them during the last year or eighteen months to tide them over the readjustment period. They have offered alluring prices and attractive patterns. With a wider range they will demand and probably secure a wider patronage from Canadian houses. It is as well for the British houses to bear this in mind—and to reckon upon it as one of the factors in their business.

PASSING OF T. A. JEFFERY

Thomas Arthur Jeffery, after an illness lasting nearly two years, passed away at Toronto General Hospital on the ninth of September.

Mr. Jeffery, who was in his forty-eighth year, learned the men's-wear trade with J. M. Treble who for years occupied a large store at the corner of King and Bay streets, later moving to King and Yonge streets, north-west corner. About 1899, Mr. Jeffery together with Mr. C. B. Purvis bought out the business and removed it to Church and King. The partners, under the firm name of Jeffery and Purvis carried on this business for some years. Later Mr. Purvis left the firm and Mr. Jeffery carried on till 1912, when he quit the retail end of the men's-wear and became a commercial traveller with the Reliance Knitting Mills. A few years after this he travelled for the J. A. Haugh Manufacturing Co.

F. J. CAMPBELL, who recently left Sarnia for Brantford, was presented with a handsome silver mounted umbrella before leaving.

The Oliver Legault Store, Montreal

Sells Eighteen Suits on First Day of Opening on Bleury Street—Is Now Carrying Full Line of Men's Clothing—A Handsome Interior—Is Situated in Theatrical Atmosphere

EIGHTEEN separate sales of men's suits averaging \$50 a suit, in one day, was the record achieved by Oliver Legault upon his recent opening after the reorganization of his exclusive men's shop on Bleury Street, Montreal. This splendid record was not brought about by any sensational methods, nor by any extraordinary publicity. Simply by the medium of a well dressed pair of windows, arranged with a few new fall models and a sprinkling of exclusive haberdashery, plus a few very small and artistic price tickets inconspicuously featured.

The Legault store has just been entirely renovated and decorated and several new features have been added to its already extensive range of merchandise. Although formerly exclusively a furnishing store, Mr. Legault has now decided to carry a full line of men's clothing in addition, and has been fortunate to secure the sole agency of a well-known line of hand-tailored clothing, which has enjoyed the reputation of being among the very finest produced in America. "The public apparently thought," remarked Mr. Legault, "that this line of clothes was very expensive and beyond the means of any but the very rich, and so the price tickets came as a great surprise and business was excellent from the very moment that the window was dressed. In fact, one brown suit placed in the front of the window brought in several men within a few minutes after it made its bow to the public. So it is quite plain that the price tag has its place with exclusive clothing just as much as in any other kind of display."

In order to cope with the increased volume of business which will naturally follow in the wake of this new installation, Mr. Legault has enlarged his store to the extent of 80 feet and has in addition a commodious office and sample room at the rear. In order to still further heighten the effect of space and length, clever use has been made of large mirrors upon the wall of the office, so that looking from the front of the store right through the office door, a vista of almost limitless length is noticed, the reflection conveying an impression of greater space beyond.

A Handsome Interior

A very restful and artistic color scheme has been chosen for the new decorative note, namely a warm brown flecked with almost invisible tones of

red, and the woodwork is entirely of solid quartered oak in severely plain design. The many windows are curtained in simple draperies of natural pongee silk and the hardwood floor is polished and overlaid with Persian rugs in dull blendings of brown and blue. Plenty of provision has been made for the comfort of customers by the addition of several easy chairs, and in the centre of the floor a unit stand is arranged to show one of the newest models in dinner jackets, neatly set off with suitable haberdashery. An unusual feature likewise, is the addition of large jars of flowers here and there, which lend the right color note to the theme of conventional severity customary in store equipment. The callings are heavily embossed in elaborately moulded patterns and eight very distinctive hanging lamps on the indirect system are hung from brass chains down the entire length of the store. These lamps are patterned in brown tracery and provide an effective illumination at all times. In the front of the store, the furnishings are carried, much merchandise being under glass.

Management

The store will be managed in two sections, the furnishings as usual under the direction of Oliver Legault and his assistant Albert Paquet, and the clothing section by "Arch" Moir, already well known to Montrealers through his long connection in the clothing business in that city.

The ideals of the new management, so auspiciously inaugurated, may be summed up as follows: "To provide the better kinds of merchandise at prices which represent their true worth, and to render service to customers, equivalent to that which they might receive in New York or in exclusive shops anywhere. To endeavour to please customers, even though a sale be sacrificed in the endeavour, and to feature nothing but what is truly the latest and newest style, whether in imported merchandise or of domestic make."

The policy of the store is to carry only a few lines of every type of furnishings necessary to the well dressed man of today, but to have them individual in style and character. "The best dressed men," pointed out the proprietor, "do not go in for fussy stuff, but prefer conservative things made of fine materials and designed after perfectly plain models. If we find that we cannot provide the exact thing he requires, we prefer to send him to the store where he can secure his needs, even though we do lose a sale. It means that he will come back to us be-

cause we are thinking of him before our own profit. The class of customers to which the store caters, are quite willing to pay a good price for the kind of merchandise that they require. We do not care to carry the cheaper lines, as they would tend to convey the impression that we are not particular as to exclusiveness," it was explained. "Therefore, four dollar ties and twelve dollar shirts are far more often sold than the cheaper lines. We do a large family trade in addition to the transient customers who drop in from simply noticing our windows."

The display windows merit a special word along with the rest of this attractive store. Finished in hardwood, unrelieved by any kind of elaboration the merchandise is displayed simply upon the usual stands, enhanced merely by soft drapes of rich velvet in subdued shades. Twice a week the entire display is completely altered and different drapes are put in, this being the sole form of publicity employed by Oliver Legault.

Theatrical Atmosphere

The store itself is located just beside the popular Imperial Theatre, which is thronged from noon day to midnight with pleasure seekers. What more natural than that the sight of a huge and brilliantly lighted electric sign, in which not fewer than 225 lights beckon the eyes should cause them to linger going in coming from the movies, to take in what is newest and most exclusive in head wear, ties, shirts, spats, etc. People who have been closely observing what Douglas Fairbanks or Wallace Reid are wearing in their latest pictures, are likely to appreciate the sight of exact reproduction of similar apparel obtainable right in Montreal. The movies undoubtedly exercise a powerful appeal on the average man to look his best, and few people are averse to paying a good price for any sort of apparel, provided the style is right and up to the minute.

LONDON, England, is seeing some very bright colors in hosiery. One of the latest styles to find its way to the market is canary with black clock at the side. Another shade is a beautiful tint of cerise.

THERE ARE 582 fur farms in Canada of which more than half are in Prince Edward Island. The total value of fur bearing animals from these farms in the year 1920 was \$4,632,605. Silver fox pelts alone were worth \$4,446,110 or \$331 each.

New Brunswick Association at Fredericton

The seventh annual convention of the New Brunswick Provincial Board of R. M. A. was held in the city of Fredericton on September 28th. The work of the Board during the year was set forth in the report of the provincial secretary, Miss F. P. Alward. In this report Miss Alward referred to the part which the provincial board has played in the abolition of the Luxury Tax, the adoption of the present turnover tax, and the decision of the courts with regard to the application of a manufacturer's tax.

Insurance Department

"Another thing we have accomplished," said Miss Alward in her report, "during the year which will, and has already to a great extent, been a great help to our New Brunswick organization, as well as of every other province in the Dominion. Last September at the provincial convention at St. Stephen the members agreed to establish an Insurance Department for our province and in pursuance of this, an agreement was signed by the provincial president and the secretary with the North Western Mutual Fire Association under the name of the Retail Merchants' Underwriters' Association. From September till March the insurance work which amounted to very little was carried on by the Provincial office. In March, the head office which was in Hamilton, Ontario, sent us a manager who made his headquarters with his stenographer and office equipment at the provincial office at Germain street. This arrangement did not work satisfactorily and our work was seriously interfered with for a time. In July 1, other arrangements were made and a new manager sent us. Since that time our work with the Insurance company has made great progress and we are sure that by January 1922 when the first dividend will be paid to one of our members, the Insurance department will be of great value to our work."

Other Work Accomplished

Miss Alward also stated that, during the year there had been 10,986 letters sent from the provincial office, and that the office had assisted the members of the Association to collect \$1,502.89 which was considerably under the amount collected last year. One reason for this decrease was the unemployment that was rife throughout the province. During the year the provincial office had received 748 calls from merchants outside the city of St. John, showing the interest taken by the merchants in the work of the Association and the reliance they had placed in it for help. The



A corner of the splendid new display window in the Henry Morgan and Co. store of Montreal, showing their fall opening display of men's clothing and furnishings. Period furniture and a profusion of autumn foliage in glowing colors were the effective accessories employed.

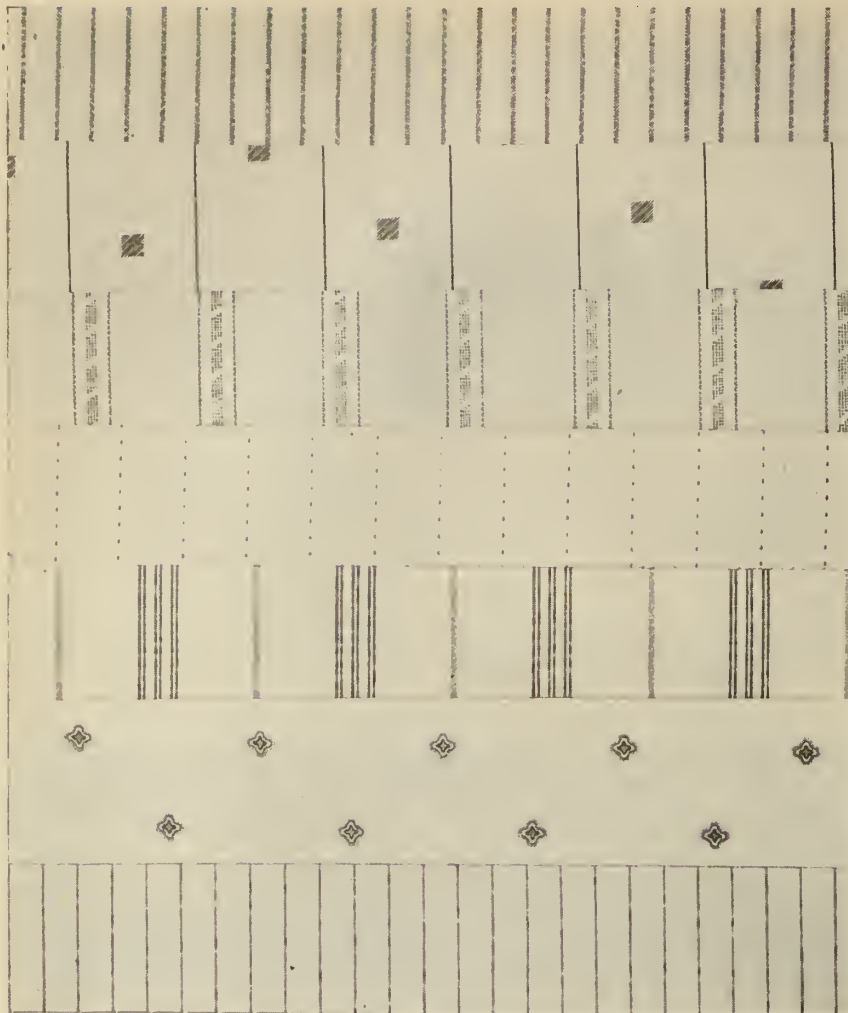
membership now stands at 735, an increase of fifty during the year.

During the convention, addresses were given by Vice-president F. W. Daniel of

St. John and F. A. Dykeman, president of the St. John branch of the provincial association.



One of the windows of Olivier Legault's Men's Store on Bleury Street, Montreal, featuring a neat display of fall clothing and accessories for the well-dressed man. This display was arranged in honor of the fall opening, following the opening of a clothing department in the store.



A collection of new designs in zephyr shirtings for spring, 1922, included in the showing by Tooke Brothers of Montreal. A feature of the patterns is the introduction of the small "object" design, which comes in different sizes and colors upon fine corded grounds. Stripes are decidedly less conspicuous and colorings are subdued.



RIGOROUS PROSECUTION
(Continued from page 61)
ficer will then take complete charge of the case and will take such steps as are necessary to prove that the advertising, in the first place, is fraudulent; and, in the second place, to get the case before the courts.

May Change Prosecuting Officer

There may be cases where the prosecuting officer or the magistrate might prefer not to act in the case; in such cases, provision is made for the selection of other officers. It is hoped, in this way, to overcome any local difficulty in the strict enforcement of the law.

Will Appoint Officer

The whole matter of fraudulent advertising has been brought to the attention of the Prime Minister, Hon. Arthur Meighen, and is receiving his favorable consideration. It is the intention of the government to appoint a special officer whose sole duty it will be to scan the advertising field and take all steps necessary to bring into the courts of Canada all people who resort to fraudulent advertising.

J. & J. Taylor's Safes

One J. & J. Taylor Safe, inside dimensions 15 inches deep, 2 feet 6 inches wide, three feet 11 1-2 inches high and fitted with a built in compartment. Price \$250.00.

One J. & J. Taylor safe 18 inches deep, two feet 9 inches wide, four feet 5 inches high, fitted with a steel compartment. Both safes are in good condition and can be bought at a price that will save considerable money to the purchaser. Price \$200.00.

Write, wire or call.

MACLEAN PUBLISHING CO.,
Limited

143 University Avenue, Toronto,
Ontario

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.

Interior of the store of Oliver Legault, Bleury St., Montreal, showing the extensive additions made in connection with the inauguration of a clothing department. The woodwork and furniture are carried out in solid oak and the color scheme throughout is of a harmonious tan shade. The clothing section is managed by Arch Moir, well known to the Montreal trade.

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 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

Deacon Shirts

For

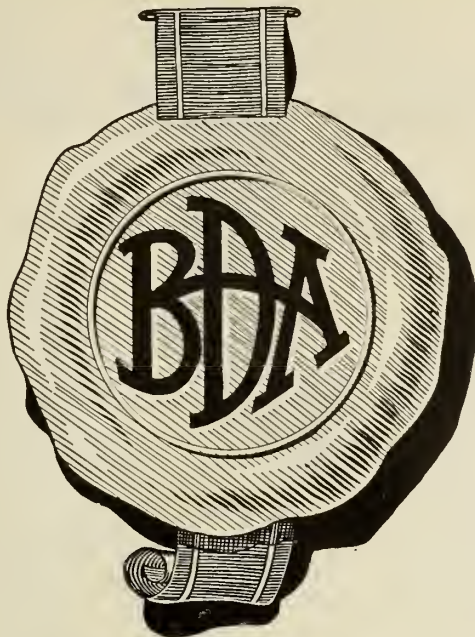
Spring 1922

Are now being shown by our travellers. Our new line will consist of suitable fabrics for starched shirts, or collar attached shirts. The workmanship is of the best, and of the same high standard that has made "Deacon" Shirts known everywhere as second to none.

We can furnish a shirt for almost every need of the Man or Boy.


The Deacon Shirt Co.
Belleville Ontario


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

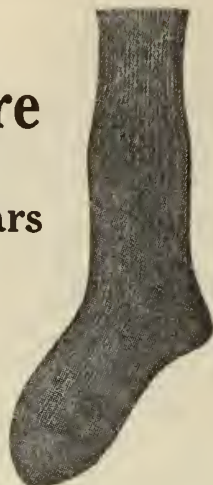
128 & 129
CHEAPSIDE, E.C.2


(COPYRIGHT)

Sox that give more

Imitated for Years

Sort up your stocks and order NOW for FALL and WINTER. HANSON'S ALL WOOL SOCKS manufactured to secure a lasting reputation for us will prove the line that you can honestly recommend.



than Value in wear

But Never Equalled

Of such quality and perfect knitting that they stand the wash and wear. If you are not one of our valued customers send a trial order, and note the customers you will get through recommendation.

GEORGE E. HANSON

Established

HULL, P. Q.

1878



The Two-clip Batwing Bow

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.

Ask your jobber or manufacturer for it or order direct.

Note — Clips are Gold Plated, easy to adjust and are indestructible. Price. \$4.10 net.

THE TWO CLIP TIE CO.
1188 QUEEN ST. WEST, TORONTO

Dress Your Window With

Delfosse's

Fixtures and Forms



Catch the eye of the Shopper, make it hard for folks to get past your store without seeing your windows. Make those windows worth talking about.

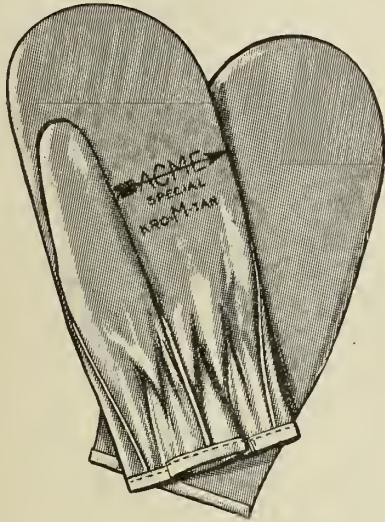
We are seeking always a wider field of usefulness, we like to open a new account with new customer. Let us prove to you, that by co-operation and service with a view to the increased success of your displays, we are entitled to place your firm solidly on our customer list.

Let us get acquainted now.

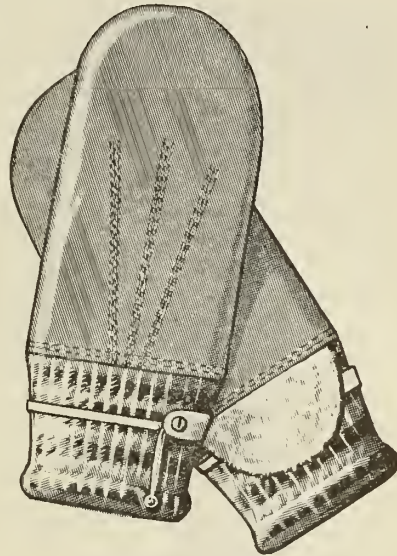
Write for Catalogue.

DELFOSE & CO.,
247-249 Craig St. West
MONTREAL

No. 2014 A
Newest Men's Coat Form.



417--Cream Horsehide Pullover Mitt, full-welting, elastic wrist



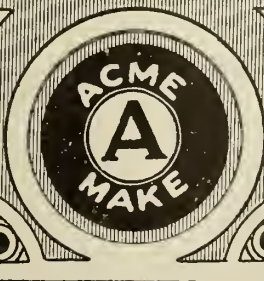
2234--Smoked Tanga Goat Lamb-lined Mitt, welting throughout, decoration on back, fancy knitted wool cuff, with tape fastener and protector on cuff

WE suggest these two numbers as especially deserving your attention immediately, if your stock in them is low.

They are winners!

Sorting orders for
FINE GLOVES
 Also filled promptly

Acme Glove Works Limited
 MONTREAL



Artercraft Embroidered Cravats



This specially embroidered tie in good assortment of colors

\$8.50 per dozen

New Goods, New Patterns. Both stripes and floral designs from

\$7.50 to \$13.50 per dozen

Do not buy a dollar's worth of neckwear for Spring until you have seen our samples. The goods and prices will surprise you.

The
Artercraft Cravat Co.

Manufacturers of High Grade Neckwear
124 Richmond St. W. Toronto, Ont.

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AGENCY WANTED FOR BRITISH COLUMBIA

PREFERABLY IN CLOTHING OR FOODSTUFFS LINES. GOOD connection with retail trade throughout British Columbia. Best of references. Advertiser at present in Eastern Canada and will make appointments. Address, Box 235, care "Industrial Canada," 1301 Bank of Hamilton Building, Toronto.

Spring Announcement "Look for Tooke"

Our travellers are now in your territory. With them are samples of what's what for Spring.

Authenticity—that's what they bring you, for were not ours the only Buyers to visit England this year?

—And they struck the market right; the genuine old English merchandise they show proves it!

*Peach Bleach Zephyrs, English Wool
Taffetas, English Woven Silks—
Pure Fast Indantrine Colors*

—Ah! what a line; how replete!!

And Listen!

We have secured the control of the celebrated and world-wide known

Potter's Prints

a household name for Shirting Cloths and Children's Clothes with England's retail shops and shoppers for more than 100 years.

TOOKE BROS. LIMITED

Shirts, Collars and Neckwear

MONTREAL

Toronto - Winnipeg - Vancouver

MADE FOR MAN
ON THE FASHION PLAN
—TOOKE SHIRTS





SELL TOOKE
COLLARS AND
COLLAR THE
DOLLARS

COLLEGE

Has Proven Itself

No better proof of the statement than the orders we hold.

No better proof of its popularity than the sales it promotes.

College is *the* Fall Collar.

Ready Now

Priced \$1.90 the Dozen

TOOKE BROS. LIMITED

Shirts, Collars and Neckwear

— MONTREAL —

Toronto :: Winnipeg :: Vancouver

MEN'S WEAR REVIEW

Vol. XI. No. 11

THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA

November, 1921



WHIP *The New Fall*
ARROW FORM-FIT COLLAR

CLUETT, PEABODY & Co. OF CANADA, LIMITED.

D

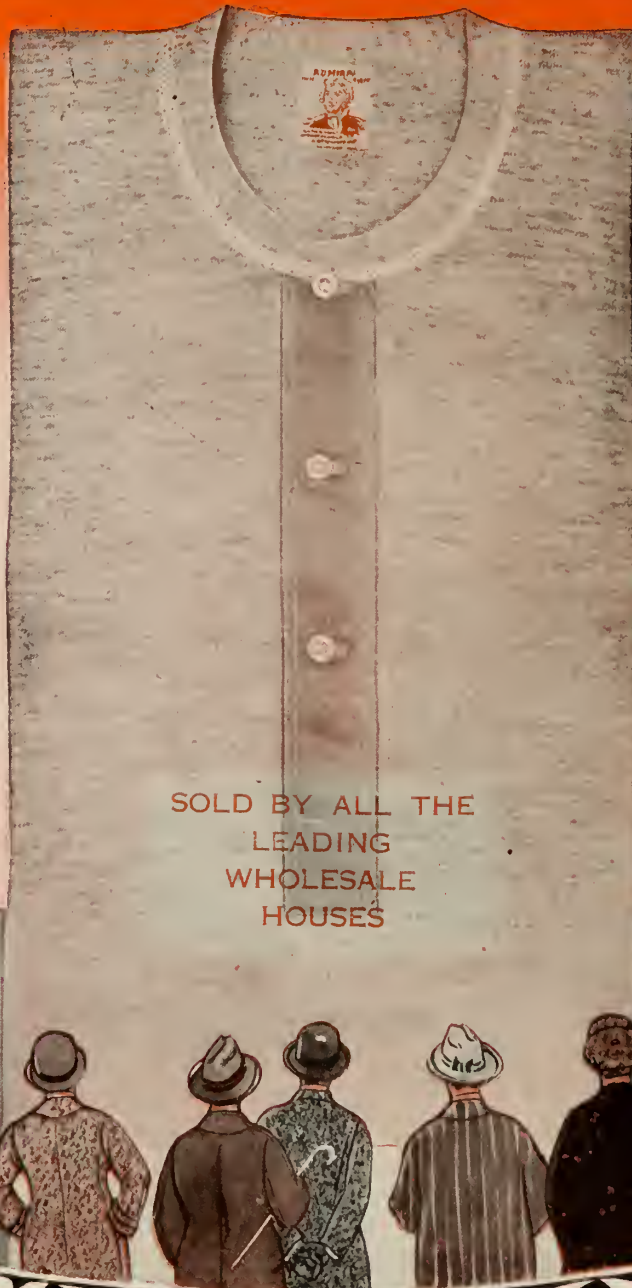
MEN'S WEAR REVIEW

ADMIRAL

COSY COMFORT

UNDERWEAR

THE HEIGHT OF SATISFACTION



MADE IN CANADA

GUARANTEED
UNSHRINKABLE

SOLD BY ALL THE
LEADING
WHOLESALE
HOUSES



CLOTHING

Future sales of clothing depend mostly upon the satisfaction a man derives from his suit in the months *after* he has been fitted. Peck's Clothing lives up to the expectations of the purchaser and the recommendations of the merchant. It creates repeat customers. Salesmen are now showing spring samples.

JOHN W. PECK & COMPANY

Limited

MONTREAL
WINNIPEG
VANCOUVER

For Instant Delivery Men's Better Grade Cravats

Anticipating a hurried demand for men's ties owing to recent light buying by the majority of haberdashers, we have ready for immediate delivery neckwear from our newest patterns in the latest shapes at the following prices:

\$7.50 the dozen, same quality sold last year at \$15.00.

\$10.50 the dozen, same quality sold last year at 18.00.

\$15.00 the dozen, same quality sold last year at \$24.00.

ALL NEW PATTERNS

DELIVERY BY RETURN EXPRESS

*If you sell fine goods at fair prices,
men will come to you sooner or later,
and those who come later will wish it
had been sooner.*

A. T. Reid Co., Limited
TORONTO

Makers of Neckwear of the Better Sort



Niagara Christmas Novelties

We are showing an interesting
new range just received for
Christmas—immediate selling:

\$ 7.50

\$ 9.00

\$12.00

Per Dozen.



Any line boxed individually for 75c. per dozen extra.

NIAGARA NECKWEAR CO., LIMITED
NIAGARA FALLS, CANADA

FACE THE FACTS

New business methods are required
to meet new business conditions

Old methods invite failure

This merchant is trying to meet present-day conditions with an out-of-date store system.

- (1) He can't get the records he needs.
- (2) He guesses about the amount of outstanding accounts.
- (3) His customers get slow service.
- (4) He gives no receipt to his customers.
- (5) There is no incentive for his clerks to do better work.
- (6) He hasn't been able to reduce expenses.

He complains about conditions.
He is discouraged. He fears failure.



WE MAKE CASH REGISTERS FOR EVERY LINE OF BUSINESS. NOW PRICED AS LOW AS \$100^{cash}

NATIONAL
CASH REGISTER COMPANY - TORONTO ONT.

FACE THE FACTS

New model National Cash Registers help merchants meet new conditions

New methods insure success

This merchant has installed a new model National Cash Register especially designed to help merchants meet new conditions.

- (1) It gives facts necessary for managing his business.
- (2) It provides an easy way to keep tax records.
- (3) It gives quick, accurate service to customers.
- (4) It prints a receipt for each customer.
- (5) It helps clerks sell more goods.
- (6) It reduces overhead.

He has made conditions in his store right.
He is meeting present-day conditions successfully.

A National Cash Register is the only machine that issues a receipt, indicates, adds, prints, classifies, and distributes records *at the time of the sale*, all in one operation. No figure work. No delays. No mistakes. Just read the totals.



WE MAKE CASH REGISTERS FOR EVERY LINE OF BUSINESS. NOW PRICED AS LOW AS \$100^{UP} CANADA

NATIONAL
CASH REGISTER COMPANY - TORONTO ONT.

*Will you answer these
five questions?*

1

IS THERE any reason why the people of your town or city should not have a shopping place which is as attractive or well equipped for service as other towns or cities in your community can boast of?

2

HAS YOUR town or city such a store or stores and if so, is yours among those which "really count?"

3

WHAT IS the probable view of the average customer regarding the store whose owner has permitted it to "go out-of-date" and otherwise slip?

4

WHY DO merchants who have modernized their stores recently, write so enthusiastically, claiming increases in volume varying anywhere from twenty to fifty per cent?

5

WHAT WILL be the outcome of the store which fails to progress while others all about are taking away its business by means of newer and better methods?

*Now read the
opposite page*



*A store that customers, merchant and
city can be proud of*



A corner of a New-Way store, every article in the store displayed under glass, convenient to clerk or customer, space saving, time saving, and profit making, made possible by the New-Way system of units, adapted for a single department or a complete store. Consult with

JONES BROS. & CO.

29-31 Adelaide St. West

TORONTO, ONT.



NOVELTY of design, combined with unusual harmonies of color, has placed Penmans Sweater Coats high in the estimation of men and women who love outdoor life.

Penmans have realized that this popularity can only be retained by backing up style and color with quality; and have accordingly knit comfort and durability into every garment.

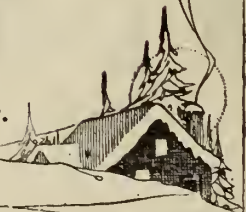
You will find it a pleasure to show these coats. Your Trade understands the value of Penmans label.

Penmans Sweater Coats

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris.

Also Makers of Underwear and Hosiery.



*About the biggest
thing of interest
to merchants
to-day is
Value*

Our Spring line will convince you that our main thought is quality at moderate prices.

The exceptional degree of refined Style, Masterly tailoring, rich fabrics and pattern exclusiveness at popular prices make this line one of vital importance to close buyers.

We have ready for immediate delivery snappy Overcoats and Suits, including every worthwhile style of the hour.

*Inspect
our range
of Made-to-
Measure Samples*

C N & R

Clothes

*Spring Fashions
for 1922*



*Coppley, Noyes & Randall
Limited
Hamilton, Ontario*

THE old saying is "what goes up must come down." This appears to be true of prices, although the descent of prices will be governed by the height of the ascent. Prices that climbed to dizzy heights are experiencing a big drop. Other prices that advanced moderately cannot drop as fast or as far as the high-fliers.



It naturally follows, then, that the price of *KantKrack Collars* cannot come down very far, because they did not go up very far.

In the meantime, we advise our dealers to carry well-assorted stocks of *KantKrack Collars*, which can be delivered quickly from our distributing branches, located from coast to coast.

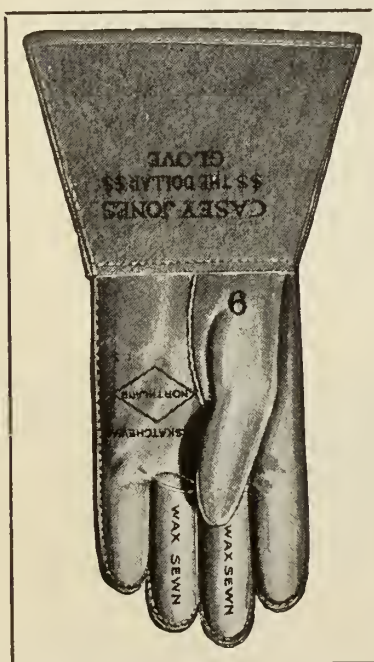
Parsons and Parsons Canadian Limited

Est. in U. S. A., 1879

HAMILTON, CANADA

Est. in Canada, 1907

PICKED BY OUR SPORTSMEN IN EVERY SHOW OF ATHLETIC OUTFIT



Manufacturers of the Northland Brand
Gloves, Mitts, Sweaters and Moccasins

At the first off-go, they took the eye and every new season's wear has but added fresh laurels to the reputation of the Knit-on-neck Athletic Sweaters.

Known as the **NORTHLAND** BRAND

These goods are made of highest quality yarns with the special feature that the neck is not sewn on to the body with cotton thread but is woven into the garment with its own woollen yarn. The effect of this needs no demonstrating. There can be no irritating breaks under the sudden strain and impatience of the play-ground.

A splendid variety in standard colors and color combinations are kept for immediate delivery, but we specially invite orders for particular club and school colors and designs. Shipment of these can be made in the shortest time it is possible for any factory to make them. Some of our standard stock ideas are: Boys' Pure Worsted, sizes 30-34. No. 109, Maroon and Lemon; Purple and Gold; Royal and Cardinal; Boys' Heavy Rib Cotton Back, sizes 28-34. No. 111 in Navy and Gold; Royal and Maize, etc.

OUR GREAT GLOVE LINE

is represented by the matchless "Casey Jones Dollar Glove" and its fellow—with-a-little-flourish—the "Knock-Out" \$2.00 variety. These splendid working gloves are now well-known and highly prized all over Canada wherever they have been tried out. To have them once is to sell them continuously. Made of high quality, perfectly cured leather, they are manufactured by experts at the job, every pair with wax-sewn seams. You cannot touch them for comfort and pliancy in working, and in wearing quality they represent the very best value in any glove market.

A sample line of any of these goods sent by mail on the day it is received.

Northland Knitting Co. Ltd., WINNIPEG
MANITOBA

Your Business Depends on the Year-in-and-
year-out Trade your Store Commands

Leishman[®] Made-to-Measure Clothes

are fine Clothes—everybody admits that.
They turn a new customer into
a permanent one.

LEISHMAN special-orders are individ-
ually tailored.

They are singly cut with shears.

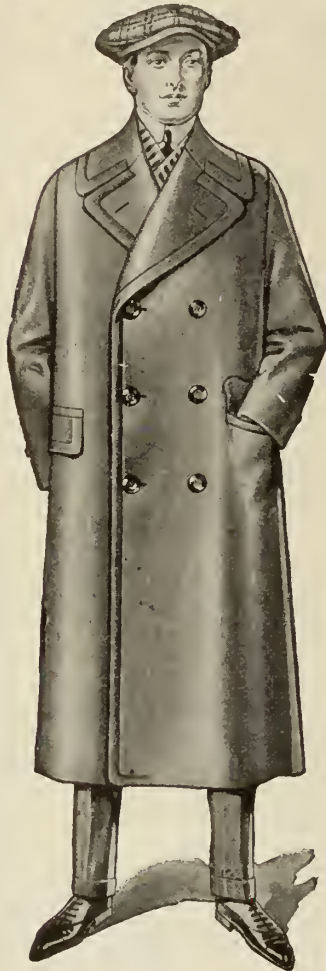
They are hand sewn like custom-made
clothes—with this difference:

Each worker performs but one operation
and performs it perfectly.

Individuality seldom equalled by the best
custom tailors is the result achieved.

*Get set properly for Spring. Write for the
Leishman Special Order Samples.*

Wm. H. Leishman & Co., Limited
192 Spadina Ave., TORONTO, ONT.
Makers of the Best Tailored Garments for Men



BARRIECLOTH ULSTERS

Weather is the best guide for buying and BARRIECLOTH ULSTERS are the best winter coats on the market. The Ulster illustrated is made of BARRIECLOTH, a fabric of our own manufacture, which means warmth and comfort to every customer. It embraces the highest quality of tailoring plus style and distinction yet moderately priced. This pleasing cloth is made in Heather Blue, Green and Grey shades. As it may not be possible for one of our travellers to call on you, we will be pleased to mail samples of BARRIECLOTH and full particulars on request.

The Robe & Clothing Co., Ltd.
Kitchener - Ontario



For all merchandise requiring threads

Fountain Brand

is absolutely the BEST. It will gain for you the reputation for RELIABLE goods.

May we send you quotations and samples?

Sole Agents for Canada—

Walter Williams & Co., Ltd.
MONTREAL TORONTO QUEBEC
508 Read Building 20 Wellington St. W. 533 St. Valier St.
VANCOUVER, 217 Crown Building



Sturdy Suits
For
Sturdy Boys

Feature "Lion"
Brand and you
will get the trade.

You Can Beat Price
Competition by
Quality Goods

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter and Hensall

We Have

That Overcoat Your Customer Needs

Staple and Nobby Models

That Suit He Needs

Good to Look at and Good to Wear



For distinctive high grade novelties for Young Men, we have an enviable reputation which is strengthened by each season's offering.

Correct Tailoring in accord with our usual high standard.

Low prices that answer the present day demand.

IMMEDIATE DELIVERIES

guaranteed. A large range of staples ready for your selection: Blues, Greys, Browns, etc., in Serges and Worsteds. Our travellers are out on the road to you, should they be delayed, order direct.

All your enquiries promptly answered.

THE PUNCHARD-BIRRELL CO.

549 King Street West
TORONTO



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

35

Deacon Shirts

For

Spring 1922

Are now being shown by our travellers. Our new line will consist of suitable fabrics for starched shirts, or collar attached shirts. The workmanship is of the best, and of the same high standard that has made "Deacon" Shirts known everywhere as second to none.

We can furnish a shirt for almost every need of the Man or Boy.

The Deacon Shirt Co.
Belleville Ontario

SALESMANAGER WANTED

A Man of Real Sales and Executive Ability Who
Seeks A Larger Field

An old established Montreal Clothing House (English) doing a large business throughout Canada, requires the services of a high grade man of experience and ability to devote his time to the promotion of business in the larger centres. An exceptional opportunity to make a permanent profitable connection for one possessing the necessary qualifications. Address in first instance Mr. Gallagher, Desbarats Advertising Agency, Limited, 161 Beaver Hall Hill, Montreal. All communications held in strictest confidence.

Safety!

The careful opinions—backed by solid facts—the accurate news and the weekly market reports that appear in *The Financial Post* are your sure guides to *the knowledge that means safety to your investments.*

The Financial Post

143-153 University Ave., Toronto

OXFORD

Overcoats

Immediate Delivery from Stock

The real Winter has arrived and the rush for Overcoats begun in earnest. This is a fine opportunity for you to secure—**OVERCOATS—ALL STYLES**—**PRICES THAT ARE RIGHT.**

SEND YOUR ORDER NOW

HIGH-GRADE GARMENTS FOR MEN AND YOUNG MEN.

See our range of Serges, Worsteds, Grey, Brown, and Blue.
Made to individual measure or from stock.

This line will enable you to make some splendid offers, and will draw a lot of Winter Trade to your store

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

A Year's Guaranteed Wear back of each pair of Nu-Ways

Nu-Way Strech Suspenders, Garters and Hose Supporters have stood the test for a number of years. Merchants find they are the fastest sellers and the wearers who once use them will have no others.

Prices range as follows:

Heavy Police Brace, Brass Trims	\$8.50 Doz.
Nu-Way Regular	„ „ \$8.00 Doz.
Nu-Way Garter	\$6.00 Doz.
Nu-Way Regular Nickel	„ „ \$6.50 Doz.
Not Guaranteed	

We have now in stock a special range of new patterns and designs for our Christmas trade. Individually boxed at \$10.50 per dozen.



Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.



Make sure that *you get the Genuine* in order that you may *give your Customers the Genuine*

It is well to remind Merchants and Manufacturers that "Cravenette" Regd. is a process—not a fabric.

Any cloth which has been made shower-proof by the "Cravenette" Regd. process is a "Cravenette" Regd. cloth.

Any coat made of cloth shower-proofed by the "Cravenette" Regd. process is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear this mark—either on every yard or inside the garment. When you order "Cravenette" Regd. Cloth or Coats, see that they carry the "Cravenette" Regd. trademark.



THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER

6 OXFORD ST
ST PETERS SQ.

BRADFORD

LONDON

128 & 129
CHEAPSIDE. E.C.2.

BDA
(COPYRIGHT)



FASHION-CRAFT

QUALITY CLOTHES

For Spring, 1922

New Models now ready. Our Travellers will call on you at an early date if you are one of our regular customers, if you are not and wish to handle our line of

Men's High-Grade Clothes

We shall be pleased to sell you if we are not already represented in your district.

FACSIMILE OF LABEL



Fine assortment of Woollens at prices which tell—

Make in all Cases—Uniformly the Best

Fashion-Craft Manufacturers

566 St. Lawrence Bld.

MONTREAL

Society Brand Clothes

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

MERCHANTS throughout Canada will do well to investigate our special Hot Weather range now being shown by our salesmen.

These Hot Weather Clothes have Society Brand Style and Tailoring — at popular prices from \$12.00 up with many patterns in Palm Beaches, Mohairs, Tropical Worsted s and Florodors.

Compare the values before buying any other lines and remember—by buying “Made in Canada” Clothes you eliminate duty and exchange.

We also wish to announce a new line of white Summer Trousers — Society Brand tailoring and style.

*A Letter addressed to us
will bring you full particulars*

Society Brand Clothes Limited

MAKERS

Mayor and Ontario Streets

- Montreal, Canada

Men's Wear Review

VOL. XI.

NOVEMBER, 1921

No. 11

Christmas 1921 will be Season of Sensible Gifts Big Opportunity for the Men's Wear Stores

Campaign For Christmas Trade Should Begin Early—Emphasizing The Sensible Gift For The Christmas Tree—Some Methods Tried Out in Montreal—Small Store Should Emphasize Better Service

A GOOD many retailers of men's furnishings appear to be anticipating the Christmas season this year with more or less misgiving. Business in many centres in Canada has not warranted the usual attitude of hopefulness and even assurance that "all will be well." The majority of retailers who have always argued that people will buy in December anyway whether any extra effort is made or not, are now in somewhat of a quandary and are beginning to ask themselves if some sort of business stimulus would not be a good thing to try out. If this Christmas is destined to reflect the present difficult times, it follows as a matter of course that it will be a "practical gift Christmas" and Friend Santa will distribute such things as wearing apparel and trifles for personal adornment and convenience in far greater proportion than the purely decorative but useless army of gifts.

Some retailers who were interviewed this month regarding their plans for the holiday season reasoned that the tendency this year will be to buy less expensive gifts, and consequently, as prices in general are reflecting a lower tendency, the volume of sales must be speeded up somehow, if this year is to result as satisfactorily as its predecessors.

With this point in view, as well as the fact that early buying of gifts is a great consideration at any time, some suggestions based upon successful ideas tried out by Canadian retailers are not out of place.

A "Canadian-Made" Christmas

First might be considered the question of the kind of merchandise to be carried this year. Every fair-minded person will be inclined to admit that the more Canadian-made products that are sold, the better will be business in general in the final analysis. It seems a logical time to advocate the purchase of neckwear, hose or other clothing made in Canada by Canadian workmen rather than the products of other countries which are necessarily high-priced. According to one Montreal haberdasher, the present time would be an excellent opportunity for Canadian manufacturers to get out some artistic Christmas

Toronto Again Convention City.

At the last meeting of the executive of the Clothing section of the Retail Merchants Association held at Peterborough it was decided that Toronto again should be the Convention city for the 1922 convention. The claims of other towns and cities were considered and there was no disposition on the part of the Toronto men to bring it to this city again. It was felt, however, that this was the most central point and it again fell to the Toronto men to make all arrangements for next year's conferences.

The convention will be held during the month of February and the actual date will be decided at the next meeting of the executive which will be held in Chatham during January.

The matter of clothing manufacturers conducting retail counters in their places of business has advanced a step since the last meeting and fresh assurances have been received from manufacturers that this practice has either been discontinued or is being gradually eliminated.

display cards, not necessarily advertising any individual product but stressing the immediate need for buying Canadian-made goods this Christmas. If such cards were widely distributed to the leading retailers of different lines, the public would naturally respond and the cards would also have the effect of heightening the atmosphere of the season. In any case, the idea could be adapted by any retailer according to his own needs, for the sentiment will certainly attract buyers to whom the purchase of imported merchandise is distasteful.

Advertise Early In December

Next to the kind of goods to feature, the retailer should consider the manner in which he is going to bring them before the attention of the public. As in the regular routine of merchandising, he naturally has recourse to the recognized mediums of window display, newspaper advertising and possibly personal

modifications of the usual methods are necessary in order to carry the Christmas campaign though with the maximum of success.

Most retailers begin to feature their Christmas advertising too late, and make the error of running the big spreads at the close of the campaign instead of the other way round. This latter method is the best, according to one retailer who has tried both ways, because the buying public is more impressed with a big opening spread right at the beginning of December, full of enticing suggestions, attractive prices and unusual cut features than they are later on, when every other store in town is doing the same thing. Furthermore, the full effect of a big spread featured towards the close of the shopping period prior to December 25th is lost because people are not as keenly interested as they would be at the outset. They are apt to become tired of shopping and to hurry it

through with the least expenditure of energy.

Christmas advertising should have unusual features about it, sufficient to differentiate it from ordinary every-day copy. Instead of the usual layouts with perhaps blocks of type set at even intervals, or the conventional cut, try putting your advertisement in the form of a memorandum slip, with names of different members of the family listed, besides which might be written several alternative suggestions in handwriting. This type of copy might be headed by an appeal to the ladies to consult this practical list of gifts when shopping for their men relatives and friends.

An attractive idea was tried out last Christmas by a leading Montreal men's store in its advertising. It featured cuts of the different lines of haberdashery here and there across the space, each little item being holly trimmed. The reading matter was artistically grouped in between each little illustration, and the whole was headed, "We Know What Men Want." The inference was that women might safely entrust their shopping problems to the store and would be welcome at any time.

Women Buy More Than Men

The main idea underlying the advertising of the more successful stores is the fact that they do not confine their efforts to attracting men shoppers, for it is well known that men do not buy many presents for men and what they do buy is generally left until the last three days prior to Christmas. The store that aims to do a better Christmas business this year than last year, has got to begin its advertising and its other publicity work at the beginning of December and to go after all the women's business that it possibly can.

In order to interest this type of customer, it is necessary to display and sell merchandise in a way somewhat different to that in vogue in a regular men's

store. Women like to see attractive displays of merchandise, and the more individual and distinctive the gifts, the more easily are they interested. One retailer went so far as to keep gift lines in a separate section to the rest of the stock and arranged the merchandise in attractive boxes, embossed with his monogram inside a holly wreath, upon a counter all by itself. Little cards for writing a personal message were supplied to customers, so that the parcel could be wrapped up by the sales clerk and either mailed, delivered or carried home by the customer in readiness for the recipient.

Even in selling the merchandise at Christmas time, methods have to be somewhat modified. It is well known that women do not like to be hurried in their shopping, and like to "look around" before committing themselves to definite purchases. For this reason therefore, neat displays of gift articles ranged on the counters where they are easily accessible for examination, are always popular with women shoppers.

Change Windows Frequently

If there is some attempt at Christmas decoration in the store, all the better, but there is no need for over elaboration. Better have the window displays well done, with plenty of holly and other seasonable schemes artistically carried out, than over-do the idea in the store. People are attracted to a store which radiates the Christmas spirit, especially if the displays are constantly changed. During the few weeks prior to December 25th, people are bent on finding the right thing for some particular person, and the more opportunities they have for seeing different lines of goods, the better will be business in gift lines.

Circulars Bring Business

A successful idea tried out by several retailers last year was the mailing of an attractive illustrated circular to a selected list of prospective customers.

Prices were quoted and an offer was made to deliver any goods bought at the store, either to the recipient or to the customer's house.

Most retailers agree that it will be an advantageous plan this year to encourage the purchase of groups of merchandise instead of single purchases. Special price inducements should be offered, such as three for fifteen cents less than the aggregate amount of the three separate items, or three shirts for \$10 instead of \$3.50 apiece. With prices lower than in past seasons, the inducement to purchase these extra quantities will not prove to be a difficult matter to promote.

Where the Small Store Profits

In larger centres where the department stores put forth such tempting displays of seasonable goods, it seems a difficult problem to attract trade to the men's store for the purpose of gift buying. Yet, department stores are always crowded and service is not all that it could be, particularly in the afternoons, and therefore the small store is possessed of an ideal opportunity to emphasize the fact that unhurried attention and expert salesmanship await both men and women customers in the men's wear store.

Encourage people to buy their gifts early and be ready to follow up your advertising propaganda with an attractive stock of goods. The merchant who fails to take due advantage of the holiday season will miss a valuable opportunity this year. He will miss a splendid chance to win the good will of a number of women customers and of educating his patrons with the idea that useful articles are after all, the most appreciated of gifts. The whole idea underlying the so-called "spirit" of Christmas lies in serving someone well so that the act will be appreciated and remembered.



The main window of the R. J. Tooke Stores of Montreal was appropriately given over to a Thanksgiving display just prior to the national holiday in commemoration of this bountiful festive season of the year. Staple grains of Canada—wheat, barley, flax, etc.—were shown, intermingled with samples of new Fall styles and colors in men's attire.

"It is Entirely Up To the Small Town Merchant If He is Going to Retain Local Trade"

Wiseman's, of Smiths Falls, Say There is Nothing to Fear From Outside Competition If Merchant Will Go After Business in the Right Way—Applying the Golden Rule

SEVENTEEN years of salesmanship in men's and boys' clothing has convinced the firm of Wiseman's of Smiths Falls, Ontario, that there is nothing to fear from mail order competition provided a store presents a neat, attractive appearance and prices its merchandise at levels equivalent to the values offered by the catalogue. "It's entirely up to the small town merchant if he is going to retain local trade," explained Mr. Wiseman to Men's Wear Review. "I maintain that it is quite possible for a retailer to win back trade which has been going out of town through the post office, if he will first of all endeavor to offer merchandise at prices as low as the catalogue and second, if he will create an atmosphere in his store as pleasant and well cared for as the most exacting customer has a right to expect. I think the trouble with most stores in small towns has been that they feature prices decidedly higher than are warranted, and furthermore, their counters, floors and windows are untidy, littered with shop worn merchandise or to appear to be neglected for months at a time. Customers are not to be blamed if they prefer to shop by mail. They get service that way, if nothing else."

Two Important Points

Mr. Wiseman's theories are amply borne out by his own business. From the standpoint of equipment and display of merchandise as well as from the equally important viewpoint of prices, the Wiseman store speaks eloquently of the success which has come through careful attention to both aspects of business. The interior, which is spacious and well lighted, is newly finished in polished oak with white paint everywhere possible. At the end just above the front door, a striking effect is made with stained glass in combination with pebbled glass, permitting the entry of plenty of light, yet softening the glare of too much sunshine. In addition to several silent salesmen of plate glass, there are plenty of display tables, on which both regular merchandise and units of new goods are effectively arranged. Even the radiators are utilized in an original way to save space and present a more attractive appearance than they would ordinarily. A table with latticed supports instead of legs has been specially made to be placed upon the radiators, on which parcels can be wrapped or odd lines of goods placed on view. The lattice work permits the heat to pass through freely, while it also disguises the real nature of the apparatus

us beneath. A small wrapping counter complete with a paper roll, adhesive fasteners, scissors, etc., is also installed, close beside the cash register, so that purchases may be quickly and promptly wrapped up by each sales clerk.

The windows of the store likewise reflect the same care in arrangement and are decidedly well carried out. Having a hardwood background saves the display man the trouble of arranging special ones, since the quality and color of the natural wood provides a setting entirely in keeping with good merchandise of the more harmonious colorings and patterns.

Simplicity in Store Service

When it comes to service in the Wiseman store, the idea of simplicity also prevails. For instance, Mr. Wiseman explained that he did not approve of the idea of featuring odd cents in the price of any commodity if it could be avoided. He prefers to mark goods at even figures in order to facilitate making change. On a busy day he figures that a good deal of time is lost if a clerk has to stop to figure out the change from a \$5. bill if a shirt costs \$2.19 or \$3.33 or any other of the odd-figure prices which seem to be so prevalent at present. The price is clearly marked on all goods wherever possible so that no time need be lost in unnecessary questions on the part of the customers.

Applying the Golden Rule

"If goods are plainly marked and kept in their proper places, a child could do the serving in a store," concluded Mr. Wiseman. "I do not believe that any retailer can expect to keep his volume of business up if he does not follow these two simple rules. "And to prove that my customers enjoy full confidence in my methods I might say that I frequently have little boys coming in quite alone, to buy clothes for themselves, sent by their mothers who are too busy to come with them. In such cases I just use my own judgment in picking out what I think the mother would select if she were there in person. I have never had anything returned yet, so it seems as though the golden rule were a safe one to apply in cases of the sort."

"All this talk about 'Buy-in-Town-Campaigns' is no use whatever if you do not show your goods effectively and give your customers the very best values you can," remarked Mr. Wiseman. "We find the nicer our store looks, the more people stop to look at our goods, and it

is a matter of pride with us to have the store spic and span constantly. We do not believe in sales or other publicity stunts, as we have no time for them. Everything moves in our store and we have no dead stock, for the reason that prices and quality talk louder than anything else."

How The Merchant Can Fight

The conclusion reached by the Wiseman store is worthy of consideration by any business which finds mail order competition gradually forging ahead in the locality. There is no use in ridiculing the catalogue, the time has gone when that method had any effect. Today the retailer must capitalize his opportunity while prices are lower and needs are greater. If he can carry the identical lines which the mail order catalogue illustrates, so much the better, and he can probably sell them slightly cheaper too. But what is better still would be the combined forces of all the retailers in any locality, so that the desired objective may be more easily attained. If the right sort of publicity is employed, and merchandise is bought that can be sold at catalogue prices, and a sympathetic understanding of the problems of the small town customer is sought for at all times, the grave problem of mail order competition will lose most of its terrors.

C. B. Lockhart, who for some considerable time has managed the men's wear store of A. E. Calhirst Co., Kentville, N. S., has recently taken over the business and is now operating it under his own name. New fixtures have been installed and Mr. Lockhart is embarking upon a bigger advertising campaign. Good results are already being shown.

W. S. Rice and Co., Glace Bay, have recently conducted a very successful sale. This is an annual event of the Rice store and while the gross sales have been a little smaller than last year the number of sales is much greater. The total sales up to date are actually ahead of this time last year.

L. Nicholson Ltd., Glace Bay N. S., have recently added a complete line of men's wear to the custom tailoring business that has been carried on in the past. Business has been steadily increasing and they contemplate increasing the premises in the near future.

The Showcard as a Salesman

Effective Showcards Can Be Made With Little Trouble and Are Valuable Assets to the Inside Salesmen — Some Points to Be Remembered In Preparing Showcards—Hints Regarding Them

AN authority on the subject of show-card writing is quoted as saying that the show-card is in the same category as the salesman, it creates in the mind of the possible purchaser the desire to possess and the power of its appeal lies in its own individuality and character.

There are many stores which do not yet realize the value of well-made showcards and price tickets in their business, arguing that the latter especially tend to cheapen merchandise while the former are too costly to be extensively employed. Scientific analysis of business methods has proved, however, neat artistic show-cards and price tickets will undoubtedly help business and sell larger quantities of goods than would be the case were these simple aids not employed. Furthermore, anyone can learn to make presentable cards with a little practice, so that no extra expense of having them done by professional firms need be considered.

The Equipment

Discussing the method of going about the making of a show-card, with different display men, Men's Wear Review has found that methods vary as widely as do recipes for making biscuits. One man uses a brush for lettering, while another employs nothing but penwork, one contends that show-cards should show lettering only, while another holds a brief for the illustrated style, and so on. The majority of writers favor the use of good brushes for their decorative work, and claim that the better the quality, the easier the work becomes. The best quality brushes are made from red sable and come in a number of sizes, the most useful of which are probably Nos. 6, 8, and 12. Stub pens of different styles for the writing of small letters and for rapid writing, and two or three bottles of show-card paint or ink, together with a fair sized drawing-board and a T-square will complete the beginner's equipment. The two latter items are not absolutely essential but assist the beginner to turn out rapid work.

First Steps

The elementary steps in the making of a show-card are as follows. Pin the card of the desired size and color to the drawing board, and with the aid of the T-square draw a margin all round. Be generous with this margin as the general effect of the finished card will depend a great deal upon this margin. Then rule top and bottom lines for the lettering and with a soft lead pencil lightsketch in the words. Take a small portion of the color out on a piece of

cardboard and proceed to charge the brush. The mere dipping of the brush into the color does not charge it, the brush must be thoroughly impregnated and the surplus brushed off. In this way the brush becomes thoroughly charged and the color will flow freely. The next step is the lettering. Choose a plain letter, that is, one which has not too many curves or scrolls. Set about the lettering carefully and deliberately and after a little practice the result will be surprisingly good.

Good "Lay-Out" Essential

The main thing to be particular about, according to all good display card writers, is the layout of the card. By this is meant the margin around the card, the position of the words and the spacing of the lettering. A good layout cannot fail to make a pleasing card even if the letters are not accurately drawn.

An illustrated card is considered by many to attract more attention than the plain lettered style and pictures are effectively employed with a little extra trouble by most writers. The pictures must, of course, have something in common with the text and are obtainable from many sources. Care must be used in cutting out pictures from the magazines as careless work will spoil the effect of the card. Often a little retouching will improve the effect, and a faint outlining around the edges will generally enhance the cut-out twofold. The newspapers and trade journals are full of suggestions regarding catchy phrases to use on display cards, and the general color scheme of the window or show case will be the best guide as to the choice of cardboard and paints to select.

Pen Work Effective

For the card writer who has progressed somewhat beyond the elementary stage, pen work may be substituted instead of brushwork and many unusually good effects can be obtained by designing silhouettes and entire sketches inked in with India ink. Another effective idea is to introduce a background of water colors behind a cut-out from a magazine. This lends greater artistic expression than a plain unmounted effect will achieve. Another good point to bear in mind is to finish off each line of lettering as evenly as possible with straight edges without indentation. A solid mass of lettering looks infinitely better than one which is broken up by uneven lines.

One clever display man in an Ontario store uses the publicity cards provided by manufacturers after they have serv-

ed their original purpose, as backs for his own display cards. The former usually have a supporting stand attached which makes the card show to better advantage than if it has to be supported against something else.

Cards do not need to be always oblong or square. Very artistic effects are obtained with ovals as well as by the use of picture frames as an additional setting.

Show-cards should never be so designed as to attract more attention to themselves than to merchandise which they accompany, and likewise, particular attention should be paid to the fact that they must be kept scrupulously clean and new in appearance. If it is desirable to use the same cards again, they must be put away carefully so that the corners are not bent, nor the face soiled by careless handling.

The Value of a Snappy Title

A pertinent tip from a show-card writer of experience is worth remembering. "If you can possibly give any line of merchandise a distinctive name which will enhance its character and lend value to the display, by all means use it. If you can get no good suggestion from the department manager, invent one yourself, and make the name snappy, timely, and apt, so that the man who stops to look at your windows will want to possess that particular article which is so new and different from the average sort of merchandise. It may be only wool hose, but with the nick-name of "Blighty" or some such brief title, the said socks will be invested with an atmosphere suggestive of English imported merchandise.

Simplicity the Safest Guide

The show-card must be brief, pithy and persuasive in its appeal, but the simplest effects are by all odds the most striking. Atmosphere is as essential to the character of a scrap of lettered cardboard as it is in an entire store display. To summarize the opening words again, "the show-card impels the desire to buy and its function is therefore as important as that of any sales person."

In connection with the provincial plowing contest recently held in Oxford County, Grafton & Co. of that city made a very novel window display. The display showed a model of the first gang plow patented and used in Canada and patented in 1867. The window created quite a stir in the city and was favorably commented upon.



This Year
The useful Gifts
will be the most
appreciated ones.



David's
Limited.

An attractive showcard is a valuable accessory to the sales' value of a window. There is nothing quite so repellant to the eye as a bit of cardboard, on which is hastily and crudely scribbled a few figures, placed in front of or on a bit of beautiful merchandise. Yet, there are many merchants who adorn their window merchandise with just such cards as these. A piece of cardboard, not even cut straight, is tacked on the goods in the window and the cost price to the consumer is written on with a red or blue pencil. Such a card has a strong tendency to make the merchandise look as scrappy and dirty as the card itself. It may well prove to be the barrier to many a sale that should be consummated because the merchandise offered is really a worth-while offer.

We show here a very simple little card designed by J.N. Solomon, of David's, Montreal. It is a very good Christmas suggestion and might well constitute the basis for many cards of a similar design to be used throughout an entire store. The uniformity of a well designed card is impressive, and, seen throughout a whole store, would lend itself to the artistic arrangement.

Whether or not this same card is used, the message which it conveys will be a useful message for the merchant to convey to the customer. Christmas ought to be a good Christmas for the men's wear dealer because it will be a Christmas when useful gifts will be selected. There will be a drift away from the things that are purely luxuries; women-folk will want to put their money into presents that are useful and that will give them a good return for their money. It would be well to bear this in mind when making the Christmas showcards.

Gala Event at Forsyths, Ltd.

CONFERENCE ENDS WITH GAY BANQUET

Conference day for salesmen was observed at the plant of the John Forsyth Company, Ltd., Oct. 14th. Salesmen from coast to coast were present.

In the evening variety was added to the conference in the way of a banquet and entertainment held at 7 p.m. A dainty repast was served in the charac-

teristic Forsyth manner. The sales force, staff and executive of the home organization, did ample justice to this annual pep feast of the Forsyth Harvesters.

Songs, speeches and toasts followed the banquet. Mr. Perry of the Toronto Saturday Night and A. E. David, the well known Welsh tenor of Toronto, provided an interesting and humorous program. A dance concluded the event.

Special features of the banquet were the unique menu cards and the place cards for each attendant. The Me-n'-u, All-in-Carts opened with United Farmer Soup (inhaled). Then there came Very Dry Martinis (sweetly pickled),

Squeezed Young Stenographer, the Last of the Squeal, Scalped Murphys, PpPpPp's with Office Paste, Bloody Salad, Shivery Shredded Salesman's Scalp, Hen Fruit vs. Salary, Pied Bald Ones (Dutch cut), Rat Poison, Chilli-concreemi, mixed goo, O. T. A. Stout, weeds, Minto Digestos, Coffin Nails.

The place cards had to be opened by the respective persons before sitting down. In them small humorous souvenirs were enclosed.

David's, Ltd., of 336 St. Catherine street, Montreal, were recently robbed of two suit cases full of clothes.

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THE MAIL ORDER HOUSE AGAIN

In talking with the merchandise manager of one of the most ably conducted stores in Ontario, the opinion was expressed to Men's Wear Review that the mail order houses would soon be issuing monthly bulletins, revising their catalogue prices and mailing them broadcast throughout the country.

Whether or not this is done by mail order houses, the opinion is a useful one in that it points to a condition that the small town merchant should take every advantage of in conducting his business. There have been many fluctuations in prices since the catalogues were mailed to customers of the mail order houses. Many of these prices have tended downwards to such an extent that the small town merchant is in a position to out-distance such prices by long odds. It is a vital mistake for the merchant to cast these catalogues aside as of no moment to him. It is rather vital to his business that he study them and make use of them in his own advertising and display work.

We know of a certain merchant in Ontario who is meeting the competition of the mail order house in a novel and effective way. He actually quotes from these catalogues in his own advertising and shows what better prices he is able to give right at home. That is one of the uses of the mail order catalogue to the merchants throughout the country. Competition is getting keener and keener as the days go on. The battle will go to the strong and the aggressive.

BRIGHT SPOTS

There are many bright spots in the business and industrial outlook. Recently, we paid a visit to one of the most keenly competitive centres in Canada so far as retail business is concerned. It is a large industrial centre as well, and there are many men out of employment; that means that the purchasing power of a large section of the community is at a low ebb. For if men do not work they cannot buy.

In spite of these somewhat depressing factors in business and industry, we could give the names of four or five of the largest stores in this centre that are doing a bigger business than they did last year. To begin with they have, long ago, taken their losses. That was their first step of the new merchandising era. Then, they re-organized their buying policies. We do not mean to say that they stopped buying; they watched it more

carefully and put it on a more systematic basis so that profits would not be eaten into by sacrificing good merchandise at a loss. A couple of years ago it didn't make a great difference whether a bad buy was made or not; today it makes all the difference in the world. These stores "go to market" more frequently than they did; they are in the market six days in the week for good merchandise that they can clear out quickly on a small margin of profit. It all helps, and it feeds public clamor to-day for good merchandise at low figures.

These stores have aimed at better service, more intelligent salesmanship, a higher mark of efficiency in store management. They have not cut down their advertising because they believe in advertising—and believing in advertising means that it is something which gets business when business is hard to get, and that it brings direct results to the advertiser.

These bright spots in the business and industrial outlook have behind them greater energy, more aggressiveness and better service—three essentials of bigger business.

A CHANGED POLICY

We have talked with a number of window display men recently who are carrying out in their work a somewhat changed policy with regard to window display. When times were super-prosperous, they say, unit trims, or very artistic trims had an especial appeal in them which harmonized with the somewhat extravagant tendencies of the time. The higher the price of the merchandise, the better chance it had of being sold.

But it is somewhat different now, different both inside and outside the store. From the outside, people are looking for quality merchandise at lower prices. From the inside, the management is looking for ways and means of cutting down overhead. And these two conditions can be harmonized, can be made to co-operate in store management.

Display men, therefore, are putting more merchandise in their windows and are spending less on accessories that lend themselves to a strictly artistic display. Some of them are placing the merchandise so close to the windows that a good idea can be had of it from the outside. They are featuring price in their windows very strongly, realizing that it has a strong bearing on the majority of purchases that are made to-day. Display men with whom we have talked on the subject say that they are getting good results from this changed policy in window display.

WATCH THE BACK DOOR

The Retail Merchant is again the victim of many robberies being committed from one end of the country to the other, and none are visited more frequently than the clothing or dry goods merchant. Such crime is the common accompaniment to hard times and unemployment and there will, undoubtedly be a good deal of it during the winter months. It is up to the merchant, therefore, to keep his eye on the back door; in other words, to take all possible precautions against burglary. Insurance and the careful locking of all doors will go a long way toward overcoming losses caused by such misfortunes of business. These simple little precautions may well be the means of preventing a loss that would wipe out a good deal of profit made on many a hard-earned sale.

Suggestions for Show-Cards for Christmas Merchandise

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

THIS YEAR THE USEFUL GIFTS WILL BE THE MOST APPRECIATED ONES.

MI-LADY, IF YOU ARE LOOKING FOR A USEFUL GIFT—STOP! LOOK!

WE CAN MAKE ONE DOLLAR DO THE SAME WORK AS TWO DOLLARS DID A YEAR AGO.

IN THESE TIMES, USEFULNESS IS NEXT TO GODLINESS—HERE ARE MANY USEFUL GIFT SUGGESTIONS.

WHAT MORE USEFUL GIFT FOR THE BOY THAN A NEW SUIT?

THIS NATTY HOSIERY CAN BE PUT TO GOOD USE.

WHY SPEND YOUR MONEY ON LUXURIES? THIS WINDOW IS FULL OF THINGS THAT ARE USEFUL TO THE MAN OF THE HOUSE.

UNDERWEAR IS USEFUL. PERHAPS HERE IS A SUGGESTION FOR SANTA CLAUS.

THESE FUR LINED GLOVES WILL COME IN USEFUL ON COLD DAYS.

NECKWEAR THAT IS ORNAMENTAL AS WELL AS USEFUL.

A COMFORTABLE CAP MAKES A USEFUL CHRISTMAS PRESENT.

IS HUBBY'S HAT SHABBY? THIS NEAT STYLE MAKES A USEFUL GIFT.

IF YOU ARE LOOKING FOR CHRISTMAS PRESENTS THAT ARE USEFUL WE INVITE YOU TO LOOK OVER OUR SELECTION.

IN SUCH TIMES AS THESE, A GIFT THAT IS NOT USEFUL SHOULD NOT BE GIVEN.

A BOX OF HANDKERCHIEFS IS ONE OF THE COMMONEST AND MOST USEFUL PRESENTS.

HE WILL BE PLEASED WITH THIS CRAVAT—AND IT IS USEFUL.

OUR DOOR SWINGS WIDE OPEN TO SEEKERS AFTER USEFUL CHRISTMAS GIFTS.

A PAIR OF SUSPENDERS ARE BOTH NECESSARY AND USEFUL.

SILK HOSIERY FOR THE CHRISTMAS TREE—SENSIBLE AND USEFUL.

WHAT MORE USEFUL GIFT THAN A NEW SHIRT?

ECONOMY HEADQUARTERS FOR THOSE SEEKING USEFUL THINGS FOR THE CHRISTMAS TREE.

IN PLEASING HIM WITH THIS GIFT YOU ALSO GIVE HIM SOMETHING USEFUL.

COMFORT AND USEFULNESS ARE COMBINED IN THIS HOUSE JACKET.

YOU ARE USING YOUR DOLLARS WISELY IN SELECTING MERCHANDISE LIKE THIS.

THIS SILK SHIRT COMBINES BEAUTY WITH USEFULNESS.

A PAIR OF PAJAMAS MAKES A VERY USEFUL PRESENT.

IF HUBBY NEEDS A NEW OVERCOAT YOU COULD NOT SELECT ANYTHING MORE USEFUL.

SWEATER COATS COME IN VERY USEFUL ON BLUSTERING DAYS.

COULD HE MAKE USE OF THESE GARTERS?

NECKWEAR THAT IS STYLISH AS WELL AS USEFUL.

THIS IS HEADQUARTERS FOR USEFUL GIFT SUGGESTIONS.

Reaching the Boys by Competitions

Scovil Bros. of St. John, N.B., Find that the Boys Respond to Hard Cash Prizes—Testing Their Powers of Composition On a New Brand of Boys' Clothing—Delivering Messages by Balloon Mail Route

THERE is no doubt whatever that the competitive instinct is strong in every boy, as strong in fact, as his desire to win a prize as his just reward for effort. The prize moreover, has to be something sufficiently desirable to provide the right incentive to competition on the part of the boy. In the final analysis, when it comes to deciding upon what form a prize should assume, the majority will admit that money, whether in the shape of crisp bills or glittering gold pieces, is more to be desired by the youngster than all the other gifts in the world.

Working on this promise, the firm of Scovil Brothers, of St. John, N.B. are featuring a new kind of competition as a means of stimulating interest in a new brand of boys' clothes which they represent as sole agents in the city. This competition they have named a Scholarship competition, and it is open to all school boys of St. John between the grades of one and nine inclusive, who write the best essays of not more than five hundred words on this particular line of clothing.

The sum of one hundred dollars has been set apart as the reward to the four successful contestants, for there are to be four distinct prizes offered, \$40 for the first, \$30 for the second, \$20 for the third and \$10 for the fourth.

Discussing the manner of giving the proper publicity to the event, a member of the firm stated to Men's Wear Review that it was necessary to run several large spreads in the local press to announce the fact, and also they had sent out some 2000 personal letters to every boy on their mailing list, to make assurance doubly sure.

There were two reasons given for the holding of a competition of this sort at the present time namely, the fact that nearly every boy will want a new suit for fall and secondly, because essay writing comes more naturally once school has opened than it would at any other time of the year.

There are no conditions attached to the competition, with the exception that each boy is asked to call at the store and get an Entry form from the boys' shop. Nobody is asked to buy anything and there are no "strings" attached to the scholarship.

Advertising

In the advertising relative to the event, the boys are invited to drop in to the store and look at the clothing. The sales staff are to be on hand to answer all questions and to explain how reinforced clothing differs from ordinary lines. Suggestions are also given

so that boys may know from what angle the essays should be written. The only recommendation made by the store is that the contestants tell in their own way and in not more than 500 words what they have thus learned about this particular line of clothing, bearing in mind also that the judges will also give consideration to writing, spelling, composition and neatness.

The judging of the essays will be handled by the manufacturers of the clothing, who have agreed to submit all essays to competent judges in Montreal. The fact that the judging is done outside the city of St. John will lend an atmosphere of fairness which will appeal to all the contestants.

The time limited for the essays to be prepared in and submitted was three weeks and the present competition closes on October the 8th.

Another Competition

Ever on the alert for novel ideas to make their progressive store known to the entire province, Scovil Brothers lately featured another rather unique "stunt" which is said to have resulted in very satisfactory results. During the recent Provincial Exhibition held

in St. John one of the features provided on the fair grounds was a sensational balloon flight including a drop from a parachute by the passenger from a great height. The balloon was blown up on the grounds each afternoon and as the huge gas bag assumed its normal form, a long cotton sign became apparent announcing to all and sundry that Scovil Brothers' Oak Hall was the home of fine furnishings and clothing. Incidentally a novel advertising stunt was featured, namely, the dropping from the air of a number of letters each day by the air man.

According to the firm, this rather original method of attracting publicity won instant favour with the large crowds on the fair grounds and each afternoon when Bonnette, the balloonist made his ascent, hundreds of people were waiting for the signal of the fluttering white envelopes as they ascended to the eager, upstretched hands beneath. No more than 25 letters were distributed each day, making about 300 altogether in the week. Apart from the results from the letters themselves, the firm stated that the publicity gained from this idea proved invaluable.



During the very intense heat of the past summer, men in the city of Hamilton were too enervated to even go down town to buy a straw hat. Begg & Co Ltd. came to their assistance, asking through their advertisements that men should telephone for their hats, give the size and they would do the rest. They associated with this announcement, a novel window display in which showcards containing well-known phrases such as "Line Busy", "Hello Jaek", "Information" and "Trouble Department" were used. The Local Bell Telephone Co. immediately saw an opportunity to do a little advertising for themselves as well as give an extra "kick" to the effectiveness of the window display of Begg & Co. They asked for the privilege of putting in a switch board, wires, etc.

Handling Three Types of Customers

Dan Johnston of Ottawa Outlines Essentials of Salesmanship in Handling Customers—The Man Who Knows What He Wants, The Man Who Thinks He Does and The Man Who Doesn't Know It All—Hints to Salesmen

SUPER-salesmanship is the key-note of the Beament & Johnston men's store of Sparks Street, Ottawa. Every store possibly considers that it has the monopoly of energetic, intelligent, ambitious employees or it would not be in business, but in the Beament & Johnston store the selling staff has to measure upto a standard little short of perfection or it automatically ceases to fill its position. According to one of the firm D. Johnston, who has made a life-long study of the art of selling, any salesman who is worth his salt nowadays should be able to sell a customer quite a few other things beside his first purchase, and he instanced the fact that he himself had only just closed the door upon a customer who came in for a pair of braces but who departed with fourty-four dollars worth of merchandise.

That is what is known as super-salesmanship.

Analyze Customers

The retailer or the sales clerk should endeavour to analyze his customer after a few words of conversation, according to Mr. Johnston, and this should be fairly simple, since all persons may be placed in one of three categories. To give examples of what is meant, Mr. Johnston defined these classes as follows: First, there is the man who knows what he wants. In serving him, it is essential that the clerk do so in a business-like, courteous manner, avoiding any tendency to push other sales or persuade other merchandise, etc. This type of customer will tend to become annoyed at such selling methods and will perhaps become irritable. Prompt intelligent service, with just the right degree of deference in one's manner, and a willingness to show anything and everything in that particular line which might interest the customer, are the essentials to successful selling where this type of man is concerned. Second, there is the man who thinks he knows what he wants, but who unfortunately, is inclined to want the sort of merchandise which is unsuited for him. This type of customer is a difficult one to serve satisfactorily, because much tact and diplomacy is necessary in order that he may be pleased himself and yet not be allowed to make himself look ridiculous. Some men have a particular "penchant" for the wrong type of headwear or collars and absolutely no form of argument that the sales clerk can put up will convince them that they should adopt some other kind, which would be more becoming. This type of

customer can be made a friend for life, if once he can be awakened to what is really best for him. He probably has no eye for color and is averse to paying more than a certain sum for his furnishings and considers that anything above that figure is extravagant and quite unnecessary. The expert salesman, however, having sized up the "class number two" man correctly, can safely go after more sales, when once the first one is successfully put over. He requires to possess a ready fund of information on current market conditions, among other things, in order that he may counter the customer's arguments about the high price of collars with convincing facts in refutation.

The Third Degree

Finally, there is the third class of customers who don't know what they want and what is better still, admit the fact frankly and ask for assistance and advice. Here also, lies another golden opportunity for the alert clerk to harvest a goodly crop of sales. But in Mr. Johnston's experience this latter class must be even more conscientiously served than even the others, for the reason that this man will return home and display his newly acquired purchases to a critical assemblage of relatives or friends, and if the new hat or suit does not meet with general approval, the customer may possibly feel disinclined to return to the store in question lest he fail to find the right thing to please "friend wife." Generally speaking, however, the last named type are easily suited and can be greatly improved upon as to general appearance, provided price is not too strong a deterrent to quality and style.

The location of the Beament & Johnston store is conducive to just such a close study of mankind as this little analysis would indicate, since it is situated in the very heart of the busiest section of Sparks Street, side by side with the leading banks and law offices and but a stone's throw from the Government offices and Parliament buildings.

In February last the Beament and Johnston store cut the prices on everything in stock twenty-five per cent and ever since they have been featuring the new lower prices and values, pointing out that their invoices or books are open for inspection by anyone who doubts that prices are really down. The public may take a good deal of educating but in the end this sort of propaganda should result in a permanent improve-

ment of merchandising conditions, according to the management of the store.

Avoiding Sportiness

There is one point insisted upon by Mr. Johnston, in connection with the training of his selling staff. He stresses the need for a dignified gentlemanly manner on the part of his clerks, and frowns upon any tendency to "sportiness" or loudness. The majority of customers are of the conservative, old school type to whom anything savoring of the familiar or the slapstick is positively abhorrent. To prevent any such manner having a detrimental effect upon the salesmanship of his force, Mr. Johnston stages demonstration sales occasionally, after he has observed any particular fault which might properly be corrected, he himself acting as instructor and illustrating exactly how and how not to sell the merchandise. Even the manner in which the box of good is lifted off the shelf and placed upon the counter may unintentionally offend the customer, if the clerk is inclined to grasp the box brusquely and slam it on the counter, rattling the cover and inside paper and displaying the goods with more energy than is compatible with courtesy. The omission of the word "sir" is another little slip which many clerks are guilty of, and in the Beament & Johnston store, this type of courtesy is insisted upon from everyone. According to the manager, it is impossible to be brusque and sharp if the clerks add "Sir" to his remarks, as this little epithet naturally softens the inflection and intonation of the voice and imparts an air of deference very pleasing to every customer.

Demonstration sales are often valuable eye-openers to the selling force to whom the couplet:

"O wad some power the giftie gie us
To see oursel's as ithers see us."

may have become more in the nature of a prayer than an empty quotation. It is generally conceded that the little amenities of close personal contact may win friendship and confidence in even the most critical customers, and seeing that politeness costs nothing, it is not at all surprising that such qualities rank almost higher than any others in the opinion of those men who cater to the law-makers and the politicians of Canada and even to the Vice-Regal party itself. That the sales force must be perfectly groomed in point of personal appearance, goes without saying, but it is still more true, if one may pervert an old proverb, that "manners maketh the salesman" just as much as in any other walk of life.

The Markets at a Glance

Business is Spotty and Reflects the Weather—Varied Reports on Spring Booking in Clothing — Canadian Hat Men Have Had Good Season—Import Men Doing Good Business—Good Orders on Spring and Summer Underwear—Christmas Goods Move Out Quickly

MANUFACTURERS and wholesalers have felt the result of good seasonal trade enjoyed by the retailers during the last few weeks. Their business is quite as spotty as the retailer's is. Some mid-winter weather drove tardy customers into the retail shops and reports reaching us from many sources are to the effect that the retailer has enjoyed very good business during this period. In turn, he has either visited, written or bought through the travellers of wholesale and manufacturing houses. He is, as yet, only keeping step with consumer demand; his buying is of that rigid hand to mouth character which, he feels, dictates safety through uncertain times. So far as we are able to find out he is not likely to change this attitude toward buying for some time to come.

Clothing

Commitments for spring clothing by the retail trade have been fair and have been pretty much along staple lines, or a few fancies that seem an absolute certainty for next year. Most clothing houses have their travellers out, some for a prolonged period, others only a short time. They have worked hard with the trade and tell us that it is harder to get business than ever before. They are specializing on salesmanship—just like many a retail house is specializing on it to keep up his turnover. The results have varied considerably. We know of one house that has booked more than fifty per cent more orders than it did a year ago; there are others that have booked less. Many of the houses feel that sorting business, when the season opens, will be very good—better than it has been for some years.

The matter of arranging a wage schedule with the garment workers in the Toronto field for the spring season—which begins the first of December—has not yet reached a final decision. There is no agreement up to this time of writing and there is nothing to indicate that the garment workers are willing to accept a smaller scale than they did for the last season. In fact, it looks the other way. In conversation with one of the officials of the Amalgamated Clothing Manufacturers, Men's Wear Review was informed that the union expected that the same scale would be asked for by the union workers.

Hats and Caps

Immediate business in felts amongst the Canadian manufacturers can be said to be very good. We know of one Canadian manufacturer who has orders for a month and a half yet; others are also in very fair shape with regard to immediate deliveries. In straws, the booking orders have been very small; there is still uncertainty regarding the price and retailers are waiting until the turn of the year, at all events. Booking in felts for next spring is

encouraging and we learn that there has been very good business from the western field. On the whole, however, conservatism still marks the buying policy of the majority of the retailers. What felts are selling are running on the lighter shades—grays, browns and fawns. Wide ranges are being shown by the Canadian hat men and the quality is said to be better than last year.

Import men are doing a better business in booking, due, no doubt, to the length of time which it takes to get the merchandise on the shelves of the Canadian buyer. There is evidence, however, that there is quite a turning to English hats. One firm we know of has booked more business in English felts than they ever did in their history. Their prices are moderate and good deliveries can be promised.

Booking on straws on imported lines is also slower than on the other and there are evidences that deliveries can be made very quickly. We know of one firm that received a large order from a Canadian wholesaler and promised delivery of the goods within a month of the time the order was given on this side of the water. A year ago, it would have taken six months to have gotten delivery on the same goods.

Hosiery and Neckwear

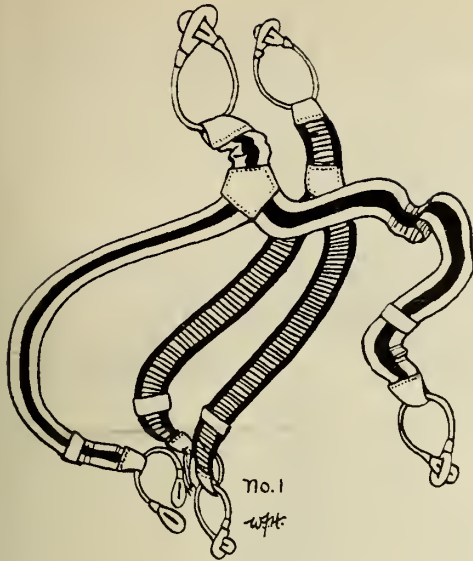
Lovat and heather shades in medium weight hosiery have sold very well and there are some manufacturers who have all the orders they can attend to for some weeks to come. All fancy lines are more in demand than the plain shades. Heavy weight hosiery is not moving quickly. With a very mild winter last year, the consumer is waiting and watching the thermometer before he indulges himself in the heavy weight lines. There is not a great deal of booking of spring lines as yet, though manufacturers have enough orders to indicate that there ought to be a fair season.

Neckwear is enjoying the usual seasonal and holiday business. Some of the manufacturers are behind with their holiday orders but hope to catch up with them in time for the Christmas demand. There is a good demand for all-over-patterns in fancy silks and the knitted men are also enjoying a good trade. Buyers who have been in the Swiss market within recent weeks state that prices advanced a trifle, due to the fact that manufacturers' stocks have been cleaned up and that they will now work on a profit basis. These advances, however, have had little or no effect on the finished article, and there is a disposition on the part of the Canadian manufacturers to keep prices stable.

Underwear

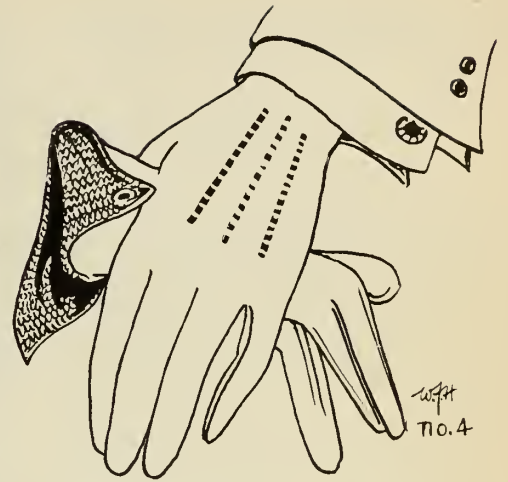
On nationally advertised lines of medium and light weight underwear good business is being

Continued on page 31



With the approach of winter and its incidental social activities, the leading men's wear shops have put forth more than their usual efforts in the way of seasonal displays. Many clever novelties imported from overseas are vieing with equally attractive ideas produced by Canadian makers.

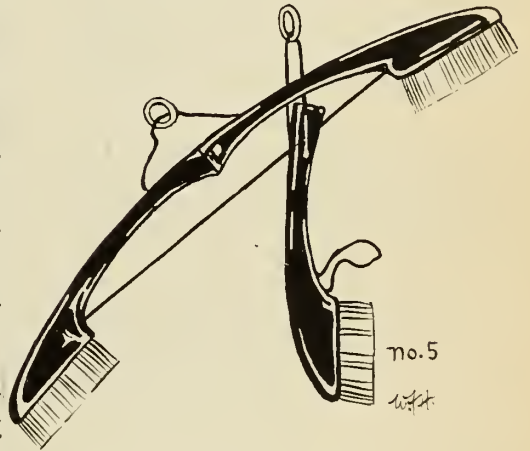
Figure one illustrates some new braces seen at Gibb and Company's shop on St. James Street. These braces are made of silk webbing in bright colors, and are finished with fine white kid fittings, hand-sewn. Two adjustable bars made of electroplated metal provide for the length desired. These braces are featured in regimental colors which also do service for college men, and are shown in all the brilliant contrasts familiar to ex-officers.



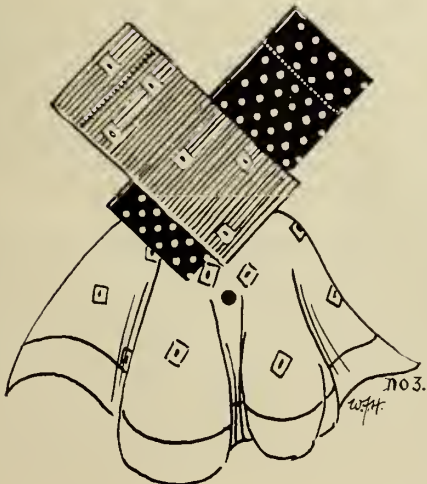
At Gibb and Company's were seen the scarves shown in figure two, which likewise feature regimental colors in soft silk in two inch wide stripes. Figure three shows three variations of fashionable handkerchief patterns in English foulard 19 inches square. With these handkerchiefs are sold smart open-end ties made from the same material with figurings to match—both novelties being recently imported from London by Gibb and Company.



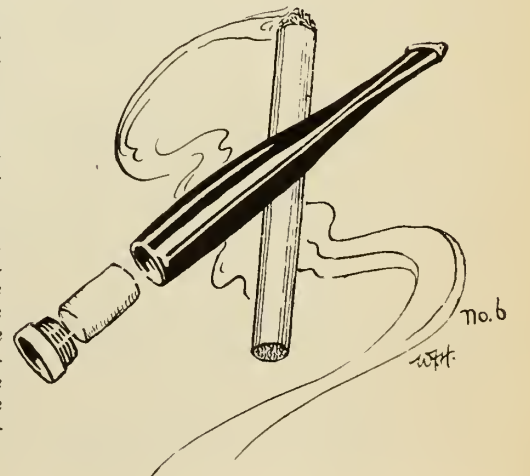
Figure four illustrates some new gloves noticed this month at Reid's Limited, of St. Catherine Street. They are of heavy knitted silk, lined with wool in a particularly soft fleecy quality, extremely warm and smart in a serviceable tan shade.



Every man will appreciate the convenience of the novelty represented by Figure five, namely, a combination coat and trouser hanger with a clothes brush. The sketch shows the hanger both closed for use as a brush and open as a hanger. A piece of heavy silk elastic is tightly stretched between the ends to serve as a support for the trousers, and a nickel ring is provided as a support in hanging up. Shown this month by the Henry Birks Company, Ltd., Montreal.



Cigarette smokers will appreciate the convenience of the cigarette holder sketched in Figure six, which is also shown by the Henry Birks Co. The holder is provided with an attachment to prevent the nicotine from passing through the holder. A cotton wadding plug is inserted and held in place by means of a screw cap. Four of these caps are supplied with each holder in a case, and can be changed when required. The outfit comes in a leather case.



Any line of merchandise which shows a leaning towards the unusual is especially good to feature in window displays as Christmas approaches. Men's wear can be successfully featured as gift suggestions by even the most exclusive shops, if the individuality of the merchandise is sufficiently stressed.

Suggestions For Christmas Window

Methods Outlined Whereby the Most Effective Displays May Be Made — The Use of Decorations — Christmas Trees and Santa Claus—How Sports Goods May Be Shown

AS THE great day approaches the merchant is confronted with the need of ideas for making things "just a little better" than they are. The window display can always be depended upon to do its share towards creating business if it is given the proper attention.

The Christmas settings given here may be depended upon to give the windows the proper Christmas atmosphere. They are not hard to construct, nor are the materials used in their make-up costly, or hard to procure.

The setting illustrated in Fig. 1 may be adapted to windows of stores offering women's and men's apparel and kindred lines. It is suitable for the background of any display that will not hide it from view. Where the merchandise is to be displayed compactly in pyramid form the Christmas tree decorations may be shortened and raised the necessary height.

Decorations

The decorations in this setting are entirely symbolic and some of them may be omitted from a setting, or they may be arranged in a slightly different manner without materially impairing their effect.

The permanent background may be covered with wall board panels painted holly red, or it may be covered with red crepe paper. This gives us one of the Christmas colors. The use of evergreens adds the other. If, however, the merchandise to be displayed will not harmonize with so much red the background may be green.

The ceiling of the window is hidden with imitation icicles made of cotton batting slashed into a fringe and the strands rolled into the semblance of icicles. These are attached to the ceiling, or to wires across the window where the ceiling is too high, in a zig-zag effect, the shorter icicles to the front. If desired the icicles may be hung in a straight line across the window at the glass, or across the back and sides of the window instead.

The clown ornament may be introduced in a number of ways. Papier mache ornaments may be purchased ready to use. A sign painter or show card writer may paint such an ornament or cardboard and cut it out around the edges. A fool's mask may be procured, a fool's cap and ruff made and the whole assembled to form the ornament. This is sure to delight the youngsters, but it not a necessary part of the setting.

Christmas Trees

The Christmas trees may be represented in many ways. They are set in



front of narrow panels so that their outlines are brought out more distinctly. Actual evergreen Christmas trees may be placed in the position shown, and when used should be decorated with the usual Christmas tree ornaments and lighted with strings of electric lights.

Cut-outs of every description have been adapted to window decorations. The illustration shows Christmas trees made of wall board. These are cut out the shape desired and painted a dull green. The candles are added as to a natural tree.

A very pretty effect may be secured in the window, which being out of the ordinary run of decorations will attract a great deal of attention. Instead of a flat panel being used a shallow box hav-

ing two sides the same size and shape of the panel shown, the other dimensions being about eight inches wide. The Christmas tree is either painted on one side of this box or a cut-out is set closely against it. Candles are to be used as on those already described, but where the light would come, openings are to be cut in the panels.

These openings should be exaggerated in size a little to give the best effect. The box is then to be wired and lights placed behind the openings. Different colors of glass may be fastened inside of the openings to give different colored lights. This is thought desirable.

The rest of this setting requires little explanation. A large holly wreath is hung in the center. Red ribbons are

wound around it in the conventional manner illustrated and festooned to rosettes at the sides. Holly sprigs may be attached to the ribbon at intervals. The rosettes and the large bow on the holly wreath may be made of silk ribbons or of crepe paper.

Toy Displays and Sports Goods

The second suggestion for a Christmas background, Fig. 2 is particularly suited for displays of small articles, toys and sporting goods, shoes, etc., The setting represents Santa Claus leaning on a brick wall, supposedly laughing with satisfaction over the display he sees before him.

The wall may be erected by using wall board panels, or lumber frames may be constructed with heavy paper covering. The bricks may be imitated with crepe paper printed in brick design. If this is not obtainable red paper or cotton may be stretched over the surface and white tape used to imitate the mortar and outline the bricks.

A Santa Claus figure may easily be made for this purpose. A good Santa Claus mask or false-face is necessary for the face, the rest is obtainable in almost any store or home. The knotted toque or cap should be large and roomy so that it may be drawn well down over the supposed head of Santa, which is to be composed of the mask and excelsior. The coatsleeves may be made of red materials, the cuffs of white fur or of cotton batting to imitate fur. The hands are a pair of red mittens which are stuffed to proper shape with excelsior or other waste.

This setting is so easily constructed that it seems a pity not to please the boys and girls with its use.

The step platforms may be dispensed with when not required. They are

shown here merely to suggest that the display be built in the form of a pyramid so that a stockier window may be the result. It is not wise to over-crowd, but at Christmas a greater amount of the right kind of merchandise may be shown with excellent results.

Merchants who secure the Christmas spirit in their displays by using these Christmas decorations will gain the good will of the public and better results from the displays.

How Six Apples Sold Forty Silk Ties

Novel Show Case Display
Tried Out By
Montreal Man

Using fruit—luscious red apples and great heavy bunches of Tokay grapes as a setting for men's furnishings was the novel idea tried out with extraordinary success this month by J. N. Solomon, Display Manager of David's Ltd., of Montreal. Few people can resist the sight of a fine display of fruit, particularly during the month of October when all kinds of apples, grapes, pears, etc., seem to be the order of the day. The possibilities in fruit as a means of selling neckwear for men are not apparent to every display man, yet according to Mr. Solomon, half a dozen red apples were responsible for selling more than forty knitted silk ties in an afternoon, while the grapes disposed of several dozen new polka dotted

cravats in short notice. Here is how it was done.

In a small "island" show case placed out on the sidewalk several smart new Burgundy red cravats were displayed on collars in a natural effect. Centring the group of ties was a huge bunch of Tokay grapes suspended by a ribbon from the top of the case, while at the bottom on a pedestal was placed an uncorked bottle of sparkling Burgundy with a wine glass half filled close at hand. The peculiar shade of the ties, was duplicated exactly in the color of the wine and the hue of the grapes, and was admirably described in the briefly worded show card which was artistically lettered in white, "Old Wine... \$1.75." This message, so delightfully reminiscent of other days, referred to the ties, of course.

A few days later, David's little island show case showed another display of neckwear, but this time the ties were knitted and in black and white effects. Each tie was shown adjusted in a smart new collar and just on top of the form, which supported the latter, was placed a rosy polished apple. A neat card beneath explained, "They're Pippins.... the ties of course." The apples lent just the right note of contrast to the soberly hued ties, and were instrumental in selling nearly four dozen of them inside an afternoon.

The United National Clothiers' Association at their recent convention in Chicago predicted a greater use of knickerbockers next year.

Hughes & Howie, formerly of 10 Market street, Brantford, have recently moved into larger and better quarters at 28 Market street.

MARKETS AT A GLANCE

Continued from page 28

done; in fact, this might be said of all medium weight or light weight goods. The real heavy lines are not moving with any degree of freedom. Booking for next spring and summer lines is better than it was a year ago, due to the fact, no doubt, that all summer lines were sold out by the retailers during the very hot months of the past summer. It seems reasonably certain that the retailer will have a good season in summer underwear next year and it is, perhaps, unwise to leave booking orders for too long a time.

Collars and Shirts.

Spring business in shirts can be said to be satisfactory in view of the fact that travellers have not been out for any length of time. The prices have been made very inviting to the trade and splendid ranges are being shown all along the line. The advent of the social season has made business in evening dress shirts and collars very good and, in this respect, trade with the retailers is very good, indeed. A shortage has been threatened in some of the evening dress lines.

Suspenders.

There are evidences that retailers all over the country have cleaned out their stock of suspenders and other kindred lines. One of the largest makers in Canada told us recently that they were getting splendid business from all over the country, business of a general rather than a strictly holiday nature which is usually the case at this time of the year. In spite of the fact that prices on webbing, have recently advanced a trifle, the Canadian houses are holding their prices firm and hope to continue to do so.

Business of the strictly holiday nature has been exceedingly good and sets of suspenders, garters and armlets have been in big demand. Some of the manufacturers are behind with their orders but hope to make deliveries in time for the Christmas season.

There is a brisk demand for all accessory lines, consequent upon the holiday season. Boxed belts, handkerchiefs, mufflers, etc., have had a good run and there is nothing in the trade that does not indicate that retailers are looking forward to the usual good Christmas business during the month of December.

Usefulness—Key of Christmas Trade

A Christmas When Many Buyers Will Search For The Gift That Combines Everything With Usefulness—Men's Wear Dealer Deals Only in Useful Things—Promoting The Idea of Usefulness—Four Points in Salesmanship

CANADA is so fortunately situated in comparison with many other countries in respect of unemployment and business depression, every merchant can look forward to the Christmas trade with optimism. There are still a vast number of people whose purchasing power is in no way impaired; they are more conservative in their buying because of general conditions. But their purse strings at Christmas time will be unloosened and they will be in the market to buy all that the season demands they should buy for the Christmas list. There is also a vast number of people who, though their purchasing power is somewhat reduced, will have saved for the Christmas season; and though they will not spend the same amount of money as they did a year ago, they will buy the same number of articles—perhaps more on account of the lower prices prevailing in all lines of goods. And even those whose times are hard will not neglect the spirit of Christmas to the extent that no presents will be bought. It is a reasonable certainty that this Christmas will undoubtedly see the same volume of business done by the retail trade, even though the actual dollar and cents return may not be so great.

Will Seek Useful Gifts

In keeping with the spirit of the times when conservatism with regard to spending money is an important influence in the household economy, the majority of the Christmas shoppers will be looking for useful gifts. Adornment, ornamentation will be combined with usefulness. There will be hosts of buyers who will be attracted by this and

that article whose first consideration will be "Is it useful?" It is not a time when they can afford to spend money in things that have no intrinsic value or worth. The superficial will have to give way to the substantial; people can ill afford to give up the substance for the shadow. It will be a time when buyers will again be looking for an opportunity to make a dollar do the work that two did for the Christmas of 1920. There must be no waste for many people this Christmas, even though they have the money to spend and are prepared to spend it. The whole tendency of the times is to make the most out of a dollar in the merchandise that is purchased and in the character of the merchandise itself.

Big Chance For Men's Wear Dealer

Such conditions afford a big opportunity for the men's wear dealer. Everything he carries in stock is a thing of necessity. Adornment and ornamentation combined with usefulness are to be found in all he sells over his counter. From a collar button to a handsome fur overcoat there is not a thing that is not an every-day necessity. While other lines of trade have to offer merchandise a great percentage of which is regarded by the ordinary person as being in the luxury class, such is not the case with the men's wear dealer. His merchandise is not in the luxury class in spite of all the Board of Commerce said during its tenure of office.

Use Of A Word

The men's wear dealer, therefore, has an exceptional opportunity in the Christmas trade that begins with the first

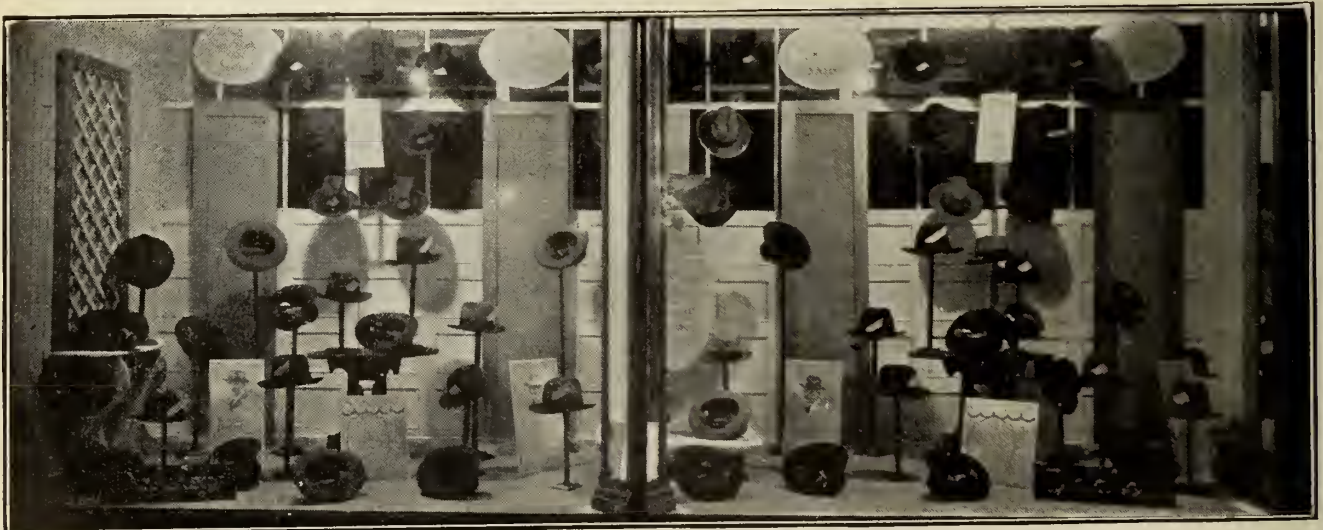
week of December. He can promote the spirit of usefulness throughout the entire store organization. In another part of this issue we have suggested some thirty showcards for the Christmas trade, all of which carry with them the word "use" in some form. It seems to us that the vigorous promotion of this spirit could be turned to very good account during the month of December. We know a certain retail firm that, for many months past, has promoted the word and the thought of "value" in all their advertising. And it has been done with signal results to them. People have become rather impregnated with the idea that this firm has sound values to offer and they have responded. Could not the same results be obtained in the Christmas trade by carrying this thought through all the advertising and the display work? By everlastingly hammering the word "useful" into the people's ears they will become more and more attracted to a store which affords them the very opportunity they are looking for, namely, to make the most of their dollars go toward the purchasing of useful presents.

Salesmanship

Salesmanship is bound to take an important place in the Christmas trade. There will be the same disposition to "shop" as there has been for some months past. Buyers will "look around" more than they did last year. It is well, therefore, that the four cardinal points of salesmanship be remembered.

Interest.
Attention.

Purchase.
Desire.



A display of Fall felt hats, grouped according to colors against a specially prepared background of blue panels with dull gold borders. The floor of the window was of blue with a three inch border of white around the edges, and white rustic trellis work was used at either end. Effective use was made of platcaus and stands to provide variety in the grouping. This display filled the entire left hand window which is a very large one. Window arranged by C. F. Johnstone, display manager of Delahey's Ltd., Pembroke, Ont.

"Try Hard to be a Little Different"

Suggestions for Christmas Display Work—The Wise Use of Colors—Too Much Time May be Spent on Backgrounds—Importance of Showcards—The Arrangement of the Window—Trying Something that is Different

Written For Men's Wear Review By Joseph N. Solomon, Display Manager of David's Limited, Montreal.

THE FIRST thing that display men should bear in mind in arranging their Christmas windows is to try to plan the effects so that they will be individual, different from any others in town that have appeared. All people are curious by nature and anything out of the ordinary is sure to attract attention and visitors to your store. Thousands or hundreds of people are passing your store every day, and during the evening hours; consequently, if you have windows that are out of the ordinary people are sure to be attracted to them.

I should like especially to mention the importance of one thing—window lighting. I believe that dry goods or a men's wear store cannot be too well lighted—the more lights, the better. One other thing to remember in this connection—never turn off your lights because the store is closed; they should be left on until midnight. There are still many stores which are kept in darkness after the closing hours. Many men call at a store for some article they have seen in the window on a previous evening when the store was closed. If, therefore, the windows are dark, the store loses the chance of picking up such window sales. If the display man will watch the theatre crowds, he will be surprised to notice how many of them are attracted by the windows along the streets.

The Use Of Colors

In arranging displays, it should be remembered that, perhaps, the most attractive windows are those in dry goods and men's wear stores. The artistic temperament, therefore, can be used to the very limit. Christmas windows should be made artistic and color schemes should be watched very carefully. Use a good deal of red and green in your holiday display and I would suggest that your price tickets be of white cardboard with red lettering. If the display man makes his own cards, holiday stickers as labels can be bought at any stationery store and placed on the price tickets, considerably adding to its attractiveness.

In dressing any window try to be as artistic as possible without over-doing it. The display man in any high-class store should be an artist in every respect for there is much beauty lost in not knowing the harmony of colors or when to use them.

Backgrounds

Next, a word about backgrounds. I have frequently seen the merchandise neglected to the point of carelessness—all thoughts were of the background.

That is, indeed, a wrong view of things. In most stores a mahogany, fumed oak, circassian or American walnut can be used with the greatest effect and will bring out the real beauty of the goods. Some display men, I think, give altogether too much attention to the background and forget the real object of their displays. I have seen displays with more plush and artificial flowers than merchandise which not only added to the artistic effect of the window, but actually accentuated the merchandise itself.

Showcards

Your showcards also play a very important part in your Christmas displays. Make them very bright and use good snappy phrases. I would suggest some of the following: A picture of the three wise men, and under it the words: "Be one of the wise men"—and buy gloves. Or a little baby, minus his clothes, and under it the words: "Give him something to wear." Little catch phrases like these are sure to attract. The current magazines very often provide suitable pictures which may be pasted on the showcards. It is always best for the display man to box as many articles as he can for gift suggestions. It is wise, however, to avoid crowding.

Arranging the Window

A Christmas window can be arranged in four divisions, or if there are two windows to dress, divide them into two sections each, making four sections in all. In the centre of each window a show card might be placed reading: "Gifts that will be appreciated—The Lord Loveth a Cheerful Giver," or any other good wording that might suggest itself to you. It is advisable that each section should have a showcard of its own, referring to the articles in that section as suitable for different occasions in either the life of a man or a woman or a child. The articles should be carefully selected for these sections; the very sight of them may help to solve the problem of the Christmas present seeker.

Try Something New

Always try something new. Don't let the old scare-crows of "It won't work in my store," and "that's all for the big fellows," frighten you away from new and unused ideas. It is a fact, and it has been demonstrated time and time again, that nine out of every ten plans that succeed in one type of store can be used for almost all sizes and classes of stores. Furthermore, competition is in-

creasing so greatly nowadays that it is necessary for display men to draw ideas from more than one source of inspiration.

I remember trimming a display case of Christmas gifts one day in August, when the temperature was around 90 degrees in the shade. People were thinking of anything but Christmas. I used artificial holly and red plush, showed Christmas neckwear and other suitable articles for gifts and in the centre of the card I had a card reading: "We are thinking about holiday goods now." Many women stopped and laughed at the early Christmas display. Men stopped and stared, laughed and mopped their brows. And at many a dinner table that night, women told their husbands how hot it had been all day around the kitchen. And he, no doubt, came back with the reply: "Hot! Nothing. I saw a Christmas display today at Blank's." That little conversation was worth money to Blank—people were talking about his store.

As one idea is worked out it develops another and before long it will be an easy matter to work out others and use them in your own displays. But, above all else try hard to be a little different.

To Make Hot Weather Clothes

Society Brand Clothes, Ltd., Montreal, are about to enter a new field in clothes manufacturing. Believing that the Canadian market offers a wide scope for extension in hot weather clothes, they are about to place on the market new models which constitute a complete and distinctive line of light weight fabrics—not merely summer suitings but real hot weather materials—Palm Beaches, Mohairs, Tropical Worsteds and Florodors.

This news is of particular interest to the Canadian retailer both because it is a Canadian enterprise undertaken by a well-known company and because the purchase of Canadian Palm Beaches and kindred lines will obviate the exchange difficulty. The intensely hot weather that prevailed last summer pretty well cleaned out the retailer's stocks of hot weather clothes and he will, doubtless, be in the market for a considerable quantity for the coming season.

There is also an advertising campaign under way which is for the benefit of the retailer.

Meets Mail Order House Competition by Sending Illustrated Circulars to Customers

J. A. McArthur, of Renfrew, Is Finding it a Successful Method—Getting After the Farmer's Trade—Is Keen on Value for His Money—Studying His Business More Than Ever Before

THE town of Renfrew, Ontario, is popularly known to the province at large by the title of the "Creamery Town," on account of the presence of one of the largest creameries in the Dominion as well as its location in the midst of a dairy farming community. To even the scanner of headlines only, the sobriquet suggests prosperity and industry, a combination of farming and industrial elements which naturally spell all-round development commercially, and the conclusion reached is to the effect that Renfrew must be a good place to do business.

To cater to the large number of the population who require clothing and other wearing apparel suitable for their out-door occupations connected with the manufacture of butter and cheese, as well as for the many hundreds of other factory workers who populate the town and turn out every thing from textiles to electric toasters, there have arisen numerous stores each of which possess an individuality and progressive character in keeping with the spirit of the town.

Among the longest established firms of this nature which has come to occupy a leading place in Renfrew business life is that of J. A. McArthur, located on Raglan Street, the most central part of the town. Twenty years ago Mr. McArthur opened his men's and boys' clothing business and today it ranks among the most successful in eastern Ontario.

Get The Farmer's Viewpoint

Discussing conditions as they exist in Renfrew this year, with Men's Wear Review, Mr. McArthur emphasized the point so often brought out by other retailers who are face to face with similar problems, namely, the attitude of the farmer in the face of declining prices for commodities such as hides, wool, beef, poultry, etc. "One cannot blame the farmer," said Mr. McArthur, "when he rebels against what he considers unjustly high prices. I often have to cudgel my brains to think of the right arguments to put before the man who feels he is being asked too much for a pair of gloves, for example. This man will argue that he does not want to pay as much for one ordinary pair of gloves as he gets for three whole hides from which such gloves are made, nor is he willing to pay even a reasonable amount for a new suit, when he compares its cost with what he receives for his wool. The farmer, although prosperous in a sense, is not the type of man who throws his money away or spends it without much forethought. I

find that once he is convinced that he is actually getting all the value possible for his money he will become one of the best customers a store has. But the clothier who would handle farmers' trade with any degree of success must possess patience—more than the ordinary amount, for the farmer and the farmer's wife must be convinced about everything, and only the most open and straightforward methods are of any use. There is always the tendency on the part of such trade to bargain for merchandise, but every retailer should adopt a firm stand against any such policy as the two-price system. In cases only where goods are practically dead stock is there any legitimate excuse for letting them go at a reduction in order to effect a sale."

Sells More At A Time

In catering to farmers and workingmen there is always a more marked tendency on their part to purchase an entire outfit at a time, when shopping for themselves. Buying clothes is somewhat of an ordeal and never a pleasure to the men themselves, and one to be got over as quickly as possible. If they drop into the store for a pair of gloves or a cap, they generally enquire the prices on other lines of merchandise and then the matter of introduction is easily effected. Tact and patience are the main essentials of salesmanship in catering to this class, while coupled with these qualities the policy of marking all goods with plain prices at the lowest possible levels must be strictly adhered to, according to Mr. McArthur.

Putting Personality Into Business

In common with other retailers in the same line of business, Mr. McArthur has found it necessary to go after trade harder than ever this year, but reports that in spite of the attitude of the farmers above referred to, he has been able to maintain a satisfactory volume of sales.

"I'm putting more personality into my business now," said Mr. McArthur in response to a query as to how he was maintaining his turnover up to its usual standard. "I am studying my business more closely and am making every part of it show results. Although the merchants here find that mail order competition is somewhat hard to overcome, I am going after fall business along the same lines as the big houses use, namely to send out illustrated folders showing my new winter models, to a selected mailing list in Renfrew and the

county. I expect to get as good results from this circular as the mail order houses do from their catalogues, and my prices are very moderate for the quality of clothing which I carry."

For Juvenile Customers

Mr. McArthur does not forget the children either in catering to the busy workmen or farmers. Just inside his front door was seen a collection of well-built express carts big enough to serve as a useful article as well as a toy, and with every purchase of \$20 or over one of these carts was given away to the customer. Everything for men and boys from hats to boots is carried in the store which is known to the customers by its catchy little slogan, "For Dad and His Lad."

The McArthur store has gradually come to fill an important niche in the commercial life of Renfrew, realizing that service of a special kind is essential to the workingman and farmer just as it is in the city store that caters to professional men. The main thing to recognize is the fact that the consumer must be convinced that men's wear today is honest value and ultimately he will place all his custom with the store which treats him squarely. "A good reputation for service and values is the one solid advantage which a merchant can fall back on in times like these," was the concluding remark of the proprietor of the McArthur store, as he stepped forward to greet another customer.

Kingston Factories, Ltd., is the name of a new concern opening up in the city of that name under the management of Bernard Sky and his associates. They will manufacture men's pants, flannels and work shirts, bath robes and pyjamas.

J. C. Clements of Edmonton has severed his connection with Clements, Ltd., and is busy preparing a store close by the old stand where he purposes carrying on agent's furnishing business.

F. K. Bishop who formerly managed the Waterbury store in Wolfville, N. S., has recently opened a men's wear store in the same town under his own management.

J. W. Patterson of Petrolia has taken possession of a store in Brantford and is to start a Fashion-Craft branch there.

Refinement will be Outstanding Feature of Spring Styles, 1922

Montreal Manufacturer Says that Quieter and More Thoroughbred Styles Will Find Greater Favor in Canada—Light Grays and Browns to Be Popular Shades

Each season sees its invariable changes in clothing manufacture, but perhaps no season more than the coming spring and summer can claim greater advancement in points of refinement of construction and general detail. Whereas echoes of the clamor over the so-called jazz styles have reached Canada from time to time, Canadian manufacturers report that the trend of opinion which characterizes the demand for spring clothing leans rather toward the quieter, more thoroughbred styles. One leading Montreal manufacturer stated to Men's Wear Review that none but conservatively fashioned models would receive his sanction, for 1922, in which nothing freakish or extreme would find expression. The dominant note in designs will undoubtedly be towards the emphasis of refined lines in place of the somewhat stocky, inartistic effects which have tended to attract attention in the past. This point is particularly noticeable in such details as collars and lapels, which have been fashioned more slender in effect, snug and graceful.

Rich Materials Employed

Materials for spring garments are richly patterned as a rule, but there is a general toning down in the quietness and plain severity of the linings and trimmings used, forming in the composite a very handsome, harmonious effect. Montreal makers who have embodied these essentials in their spring showings, have confined themselves to the use of Canadian, English and Scotch materials, featuring more especially herringbone effect and Glen-Urquhart plaids.

Greater Care in Designing

A special point brought out by a leading designer was the fact that development in manufacture is also a characteristic of spring lines, which show an unusual care in blending models to designs, with an entire absence of hasty, haphazard construction. Young men's clothes also show remarkable improvement as befits their character, and leading manufacturers have found it necessary to establish distinct departments in their factories to handle this range as a separate unit in order to ensure correctness of modeling.

In answer to an insistent demand for something out of the ordinary run of designs, one Montreal maker has brought out a new vest design cut on the "U"-shaped effect so prominent a feature of American clothes for young men, and predicts that this will be one

of the most popular of the coming spring's styles.

Colors

In colors, tweeds in light grays and browns are expected to prove very popular. Blues also will be good and small and medium checks and plaids are included in some showings. Pencil stripes will be as good as usual, and a heavy demand for sport models will undoubtedly be registered as the season advances.

Virgin Wool Replaces "All Wool"

A return to conditions approximating pre-war times has made possible, not only the return of expert manufacture and modeling, but has brought increasing benefits through the quality of materials and dyes used. Virgin wool replaces the so called "all wool," and once more absolutely fast-color dyes of the highest quality are used.

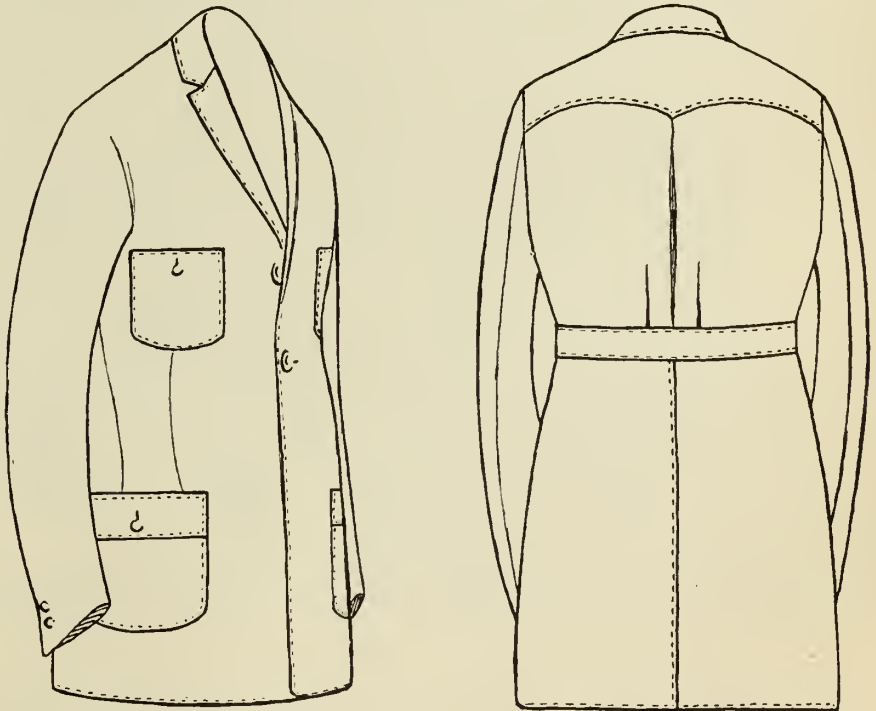
"Vigorously stimulated business" is

the watch-word for spring in Montreal clothing circles, "with a re-establishment of pre-war standards of quality and values."

November Issue Of Men's Wear

This issue of Men's Wear Review will be a very valuable one to the readers, especially at this time of the year. There are, in it, many suggestions that will be of use to the display man during the Christmas season. There are some useful suggestions for Christmas showcards, suggestions both as to lettering and actual execution of the showcard. There is also a special article regarding display work for this time of the year.

In addition to this, we wish to direct the attention of display men to the contest we are announcing in this issue, a contest in which cash prizes are given for the best Christmas displays shown.



The Donegal

Sport model coat featured for Spring 1922, with narrow semi-peak lapel and outside patch pockets, shaped yoke in back with inverted pleats to the belt. Open vent from belt down. The coat is cut on slender lines yet provides an unusual combination of comfort and smartness, decidedly appealing to young men.

Model shown by courtesy of the B. Gardner and Company, Montreal.

Clerk Can't Sell if He Doesn't Know Goods: Advertising Manager Not Mere Word Coiner

Address by T. T. Kelly of Kelly Sales System to Large Body of Business Men—Some Fundamentals of Successful Advertising and Salesmanship—Gospel of Life Is Gospel of Work.

By Thos. K. Kelly

WHEN all is said and done, the gospel of life is the gospel of work. You have never found a lazy man a genius, because if he were an idler he would not be a genius. That is the reason why I work as hard to-day as I did when I worked in a general store from six a.m. to nine p.m., six days a week and cleaned horses and washed wagons after church on Sundays, thirty-five years ago for \$1.50 a week.

I realized and appreciated what my boss was doing for me—teaching me to work and think and that this would be the means in future years of keeping the "wolf from the door."

That was the definite reason why I put the best of me into it. I never assume that because I now happen to be the President of the T. K. Kelly Sales System that it will automatically prosper because of its big reputation. My whole attitude toward it is that it must "get over" and that only can be done through hard work and applying the "Golden Rule."

Careless After Success

I have known business men who became careless after a first success, because they felt that their reputation could carry the overhead burden of unsatisfactory service but that burden is always excessive, and in the end they go into discard unless they get back to the faith, enthusiasm and determination that marked their earlier efforts, before it is too late.

The moment a man slacks up in his sincerity, or thinks that he can afford to be slipshod, he sounds his own doom.

In years to come, we'll all feel grateful for the experience we have had the last year, regardless of how detrimental it has been, because conditions are such now that we must work and think and the man who does both is bound to prosper. But, if he works and doesn't think, he'll not reach the goal or, if he thinks and doesn't work he will not accomplish much.

Theory won't go today. The public wants facts quoted in reliable, easy to understand English. That is why advertisements should be written in modern language. That is why they should be written by a man who knows the goods and not by a mere academic word coiner.

Have Truthful Advertisements

A good plan to follow when buying merchandise is to make sure of having truthful advertisements and to advise your clerks to make a list of the chief points of quality and style at the time

of purchase from the jobber or manufacturer. This list should be passed on to the advertisement writer. Then your advertisement writer can write intelligent and descriptive advertisements—as describing your merchandise correctly is very important.

Also—how can you expect your clerks to sell goods if they do not thoroughly understand their stock? It is your chief duty as owner of your store, to educate your clerks regarding the quality and style of nearly every article in your store.

In fact first sell yourself your merchandise. Then sell your clerks 100%.

The first thing I do each morning upon arising is to impress myself anew with a greater sincerity and faith in my business, as well as to determine daily for its greater and steadier improvement. Primed to the core with this realization that I have the biggest and best business in the world, I cannot help but pass my enthusiasm, my loyalty, my faith, yes in fact, my deep affection for my work on to my fellow co-workers, associates and employees.

The Meaning of "Selling Himself"

This, in terms of the vernacular, is what a salesman means by "selling himself" first, then his customer, and it is this, my dear merchants, that I bid you do—sell yourself and do it strong, as to the merits of your store and stock. Then you can and will surely in turn, sell your clerks, your customers and all with whom you come in contact.

I regard our early morning meetings as the barometer of the day's happenings, virtually the pendulum upon which swings the enthusiasm and loyalty and unbounded efforts of all my employees in starting their day's work right.

It is this custom I would like to pass on to you. Try it out at your store—not once a week or bi-monthly; but give it an honest-to-goodness fair trial daily for 30 consecutive working days.

Assemble your clerks promptly at 8 a.m. in your office or the rear part of your store; having previously prepared yourself thoroughly the night before on the points you wish to impress. Take for instance, a sample garment or yardage from three or four of your slowest selling lines in the store. Look at them carefully yourself from all angles; their beauty; their style; their durability; excellent wearing qualities; splendid value embodied therein, etc., and when you have thoroughly sold yourself, start right in with dynamic force to sell your clerks. In this way you can eliminate from your stock rooms and also from the

vocabulary of your salespeople, the very term of slow movers as applied to anything specific in stock.

Pass On Information

Then for instance, take your new stock as it comes in from the jobbers. Has it been your custom in the past to delegate the task of unpacking, sorting, pricing and assembling this on your shelves without a word of detailed information to your salespeople as to the relative merits of same?

If so, I beg of you, stop this custom at once! When you are expecting consignments of new merchandise—be the articles great or small, assemble your sales force in advance of the goods' arrival, and elaborate at length and in detail to them upon the reliability of the makers of the goods, the class of stores handling the same brand; the great values therein, and advance style, the beauty of texture, or any one of the 100 per cent. good, impressive salesmanship points which they in turn can, should, and must pass on to their customers.

Because in 90 per cent. of the cases, customers in entering your stores have not in advance, centred their minds on specific goods; but particular brands of goods you carry that they want and need and must have.

Seventy-five per cent. of salesmanship is a thorough knowledge of the product you are trying to sell and the other 25 per cent. is not to follow the same plan in selling Mr. A. that you would in selling Mr. B., for they represent two opposite and diverse types of men.

In other words don't deal in generalities but study the personality of your customer, his likes; his whims; his soft-side; yes even in fact his grouches—for if you listen closely to his opening requests he'll usually give you a key-note to his preferences.

Several men's clothing and furnishing stores in Belleville recently made an unsuccessful attempt to have the council pass an early closing by-law, closing their stores at seven o'clock.

BACK FOR MORE RAINCOATS

S. Z. Fels of the firm of Fels Limited, Montreal, manufactures of gabardine coats, recently returned from a trip to Great Britain and expects to return shortly to the same market in search of high grade materials from English mills. Mr. Fels will also bring back ideas for new spring designs in both men's and women's raincoats.

Million Dollar Dry Goods Sale

Merchandise of Gault Bros. Co., Ltd., of Montreal, Purchased by Greenshields, Ltd. — Old Organizations that Look Back on Long History — Gault Bros. Operated for 67 Years

BY A transaction involving more than \$1,000,000, Greenshields, Limited, have purchased the merchandise of Gault Brothers Company, Limited, this completing the most important sale of dry goods stock recorded in Canada.

At one o'clock Oct. 19 when the doors of Gault Brothers Company, Limited, 240 Craig Street, West, closed for the usual Saturday afternoon holiday, there terminated the sales activities of a firm which has been continuously engaged in business in Montreal for a period of 67 years. The sale of the firm's merchandise followed as a result of the determination of the directors to close up the business, a decision which coincided with the desire of Greenshields, Limited, to augment their stocks of dress goods, woollens and a thousand and one articles which that organization sells throughout Canada.

The stocks of merchandise will be removed from the Gault warehouse on Craig Street, West, to that of the Greenshields firm at the corner of Craig Street West, and Victoria Square, the large premises which stand as a landmark for the many thousand pedestrians who daily cross the upper part of the square after the descent or before the ascent of Beaver Hall Hill.

Gault Brothers Company, Limited, will continue in existence until all the details of the business are completed but will no longer engage directly in trade.

The Gault firm was established in 1854 by the late A. F. Gault, a native of the North of Ireland, who formed a partnership with the late James Boswell Stevenson, familiarly known as "Jimmie," the organization being known as Gault, Stevenson & Company. The original warehouse was on St. Paul Street. Later Mr. Stevenson retired and R. L. Gault entered into partnership with his brother, the firm then being known as Gault Brothers. The business of the firm was one of continuous growth and eventually led to the formation of a joint stock company.

A Lengthy Service

A striking figure of the present organization is that of James Rodger, the president, who in January next will have completed a continuous service of 50 years with the Gault firm. Mr. Rodger is a native of Montreal, a son of the late David Rodger of the Montreal High School. As the office of the company will be in operation for some months yet, Mr. Rodger confidently anticipates completing his jubilee with the firm.

The present directors of Gault Brothers, Company, in addition to James Rodger, the president, are S. H.

Bethune, vice-president; W. E. Cushing, sec.-treas.; Leslie H. Gault, Col. A. Hamilton Gault, D. S. O.; C. H. Alves, H. S. S. Molson, C. G. Mussell and W. A. Williams.

The Greenshields firm antedates the Gault organization by a score of years, having been established in 1834 by the late Samuel and John Greenshields under the title of Samuel Greenshields & Sons. The original establishment was in St. Paul Street, then the heart of business of Montreal and continued in that location until 1852, when it was destroyed by fire. The firm then located in St. Sacrament Street, on the site of the present Board of Trade Building. In May, 1876, they moved to Victoria Square. When the firm changed its location at that time three of the present directors were then employees. These are E. C. B. Fetherstonhaugh, now presi-

dent of the company, who entered the service in January, 1876; George L. Cains and George B. Fraser, both of whom joined in January, 1875.

The business, which had been growing, necessitated further development and in 1891 Messrs. Fetherstonhaugh, Cains and Fraser became associated as partners with the late E. B. Greenshields. In 1903 the partnership was organized as a joint stock company with E. B. Greenshields as president, which office he held until his death in 1917. Mr. Fetherstonhaugh became president. In addition to G. B. Fraser and Mr. Cains, the other directors of the company are J. M. Fraser, J. V. R. Porteous, W. A. Cooke, George M. Newton, of Winnipeg; Edward Greenshields, Jr. and Graham Drinkwater.

A Disastrous Fire

On December 20, 1898, the Victoria Square premises were visited by a disastrous fire which caused the collapse of the structure. Temporary premises were obtained on St. Helen Street, and when rebuilding operations were completed the company returned to the present warehouse, which since that time has been considerably enlarged.



Above is an exhibition made by The Man's Store, Ltd., of Sault Ste Marie at their fall fair. This exhibition has not only an advertising value, but actual merchandise is sold while the fair is in progress. Speaking to Men's Wear Review with regard to the exhibition and the benefit it was to their firm, Mr. Mitchell stated that, in the first place, the display of the quality and kinds of merchandise handled in their store is of real benefit to them because of hundreds of people seeing it who, otherwise, would not see it at all. Moreover, they sell the merchandise that is shown, though none of it is removed from the exhibit until after the fair is over.

In the second place, Mr. Mitchell said there were thousands of people who passed the exhibition who have never seen their store. After examining the merchandise shown they are satisfied of the class of goods handled and the service that can be given. Each passerby is given a booklet on styles or some other advertising that may have a personal appeal at that time of the year.

The Man's Store have found it a very successful method of advertising and one that is new to the north country.

Eliminating Waste In Industry

Experiment in Montreal Field Proving Successful—Making Clothes on a Scientific Basis—The Use of the Expert Engineer—The Right Length of Thread and the Right Number of Stitches Make a Difference—Improving the Position of the Retailer.

FROM the standpoint of the entire clothing industry probably the outstanding problem that confronts the manufacturer is that of greater production on an efficient basis. There is a difference between "more production" and "more efficient production." In the term "more production" the cost of production may not play an important part. This can be illustrated by referring to the immensely prosperous years immediately following the war when manufacturers were at their wit's ends in meeting the enormous demands of the retail trade. Clothes were selling, good, bad and indifferent; and no one was concerned particularly about the expense in connection therewith. The easiest thing to sell was the expensive thing—and no questions were asked.

The Changed Times

But times have changed; the markets have declined and, we hope, are slowly but surely working themselves back to normalcy. The period of competition will, in all probability, continue for some years to come; and competition involves quality and price as they were not involved two years ago. In this "competition" efficiency is playing and will continue to play an increasing part. Production therefore, is the key to the situation, and the clothing manufacturer is facing the problem of greater efficient production from the garment workers.

Not Trying To Cut Wages

It should be understood that the thought in the mind of the manufacturer is not to cut wages. He is quite satisfied to continue to pay present wages providing the scale of production is increased in a measure to correspond with the ability of the garment worker to produce. Scientific methods that have been tried out in the Montreal field have shown that the scale of production can be increased to the entire satisfaction and happiness of both the clothing manufacturer and his employees. This method goes many steps beyond the method that has been tried in some clothing houses where manufacturer and employees have come together in a mutual agreement to raise the standard of production, where certain scales have been arranged and where the employees have been asked to measure up to them from week to week until a fixed standard is reached.

The Expert Engineer

The beginning of this method is with the engaging of an expert engineer who

is competent to the last degree to determine the fastest, the best and the most economical way of making a suit of clothes. He goes into the whole matter scientifically knowing all the ins and outs of the business. He knows how many stitches a garment worker should take to the inch in, for instance, working on the sleeves, the cuffs, the vent and the bottom of the coat. Perhaps the garment worker has told him that 16 coats a day is all that can be done. He admits it—that is, if the work is not engaged in in a thoroughly scientific way. But the scientific way, he says, will increase this number to 24 coats a day. Every moment in the sewing process is studied—the length of thread used to sew with, the length of time it takes to thread the needle, the number of stitches to the inch, the length of time consumed in going to lunch, in attending to those little vanities to which the human species is heir.

To illustrate this more fully. If a certain length of thread is used, it can readily be seen that fewer stitches could be made to the minute. The longer the thread the slower the stitch; therefore, in the interests of scientific production it is necessary that a certain length of thread be used in threading the needle—faster stitching is the result. Again, a garment worker may have been in the habit of making thirty, forty, or, perhaps, sixty stitches to the inch in sewing the sleeves in, in sewing the vent or the bottom of the coat. Scientific production says that there is a fixed number of stitches necessary for each inch of sewing; consequently the garment worker is shown that only this number is required and training soon teaches this exact number. Time is, therefore, saved.

The Result

The net result of this training is, of course, greater production. The mere straining for greater production does not set aside the desirability or the necessity for quality production. These scientific deductions are the combination of efficiency and speed. If many thousands of stitches are saved in the course of the day by the use of just the proper length of thread, just the right number of stitches to the inch, and just the right number of this, that and the other thing in the many operations required to make a suit of clothes it can easily be seen that greater production must inevitably result thereby. And where this scientific training has been given under the wise direction of the expert engineer

the results have shown a marked increase in production.

Is Likely to Spread

This system in Canada is likely, is bound to spread. Canadian industry cannot afford to stop short of the most approved methods of manufacturing. It is an expensive operation to train a staff of garment workers along these lines and, according to information which we have received, the time is not, perhaps, ripe for its wide-spread application. Normal times will give this method a better opportunity.

In the meantime, where it has been tried out the results have been more than satisfactory. For a time, there was dissension in the ranks of the garment workers. There was a feeling on their part that it was another form of oppression. But they have changed their minds because they are getting better salaries and have a feeling at the end of the day that they have done their best and have been rewarded accordingly.

To the retailer this is bound to react in his favor. Manufacturers are anxious to turn out clothing at the lowest possible prices so that the lot of the retailer is made easier in disposing of it. But to do this production must be brought to the highest point of efficiency; waste in industry must be cut out entirely. This scientific method is eliminating the waste.

CONDITIONS IN THE WEST

Men's Wear Review notes that W. R. Tendall, mgr. Canadian Richards-Wilcox, London, has returned from a business trip in the West. He reports that conditions in British Columbia are better than he had expected. Greater activity in building is evident there than in the East. In the prairie provinces the deflation in wheat prices has been discouraging and anticipating a rise, farmers stopped handling grain for a while. As seems customary under such conditions, payments are somewhat backward. The political campaign is assuming some importance, reports from rural communities indicating marked development in strength of organizations in the farmers' interests.

A RULING has been handed out at Ottawa that merchant tailors making uniforms for big companies by contracts will be obliged to pay a 3 per cent sales tax. Some of these contracts amount to over \$300,000.

Mailing List Through Movie Show

D.A. MacLeod Firm in Calgary Have September Morn Celebration For The Boys—Give Passes to Hundreds of Boys—Celebrate 17th Anniversary—Some of The Store Principles—Working With Clerks

"SEPTEMBER MORN" commented upon and parodied in so many ways, had a real live demonstration in Calgary not long ago, and it is doubtful if for real action, tip-top excitement, and energy expressing itself with a capital "E", it has ever been surpassed. The demonstration was given by eleven hundred small boys—in as many fantastic shapes and angles as there were boys—and the occasion was the first Saturday morning after the opening of the D. A. MacLeod Clothing store at the invitation of the proprietor to see what was going to happen this time. The fact that the MacLeod store is in the habit of making pretty good things happen was evidenced by the number of boys; you don't get the ordinary small boy "going," these days for nothing; in fact the store proprietor who can gain the confidence of the sophisticated 1921 boy, who is always on the look-out for a "frost," has probably accelerated his business in more respects than he knows of, for even Mother and Dad have been known to take Sonny's advice, and if a certain overcoat has, according to the boy's mind, to be bought at a certain store, oftentimes the weary parent, even if he holds a diverse opinion, gives in to get rid of the argument.

This particular Saturday morning the boys received passes to the Regent Theatre, the movie house putting on a specially interesting film for their benefit. As they filed in one of the floors of the big MacLeod store and passed out the other, they left behind them what the proprietor wanted—a slip with their name, address, age,

school and school colors. These slips had been clipped from the MacLeod ad in the daily papers that week and had been prepared at home by the boys, so there was no delay, the slip being exchanged for the theatre ticket, and even though the office had probably one of the most unique files on exhibit, with all sorts of higgeldy-piggeldy characters chasing themselves into the corners, smears and smudges, and all kinds of new spelling—still, it was a file, and a complete one when copied, for trust the small boy to get his own house number correct.

A Monthly Letter

The first of every month each boy receives a little letter from Mr. MacLeod—a general interest letter savoring of school sports and events, and if it is foot-ball season for instance a line or two regarding the wonderful suits MacLeods have for boys which are guaranteed to withstand the hardest rough and tumble tussle that can be put on. Each month brings its own interest and its own special advertisement, and so the store keeps in touch with the boys.

17th Anniversary

It may be of interest to note here that the MacLeod establishment passed its 17th anniversary this summer, and while seventeen years of business may not be an unusual record for the east, or even the coast, the prairie cities have been slower to form business connections, many firms coming and going with real estate fluctuations etc. Calgary is therefore proud of this splendid business which claims the distinction of being

the largest retail men's clothing store west of Montreal. The local papers came out with whole anniversary sections in August when the seventeenth year mark was passed, in which the rise of the business, Mr. MacLeod's constructive methods of salesmanship and the large staff of fifty members were all splendidly featured.

To anyone interested in running a clothing business D. A. MacLeod's experience would probably be of value.

He landed in Calgary in 1904 with less than \$200 capital, rather lonely, undecided where to locate, and with nothing but hard work, and no favors before him. Born in Bedeque, Prince Edward County, P.E.I., "Dan" MacLeod early showed a business "turn" and a shrewd boy's mind, and when as a lad, he went to Beer Bros., Charlottetown as a helper in their clothing store, he neglected to learn nothing that would be of value to him. He was generous with his services and his time, so much so that he attracted the attention of his seniors, and as a very young man—and much to his own surprise—he was sent on a buying trip to Europe for the firm.

Feeling however, that even a junior partnership in a big firm—which position he held—did not allow scope for enough development of his own ideas the young man struck out for the West deciding on Calgary as a stopping point, and opening his small clothing business in a modest way at first. The store grew with the city and in the first five years went ahead with such leaps and bounds that a branch had to be opened on 8th Ave. West. The expansion has kept pace with the population, till today



Boy's Day at Macleod Bros. Store, Calgary.

this wonderful store, with its well-manned departments is one of the "seeing" points of Calgary.

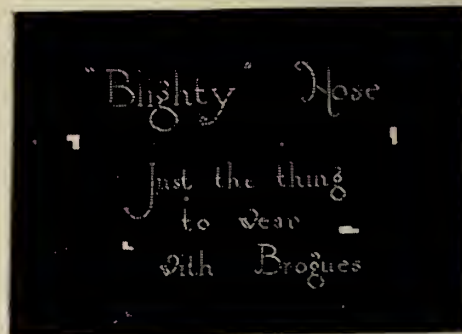
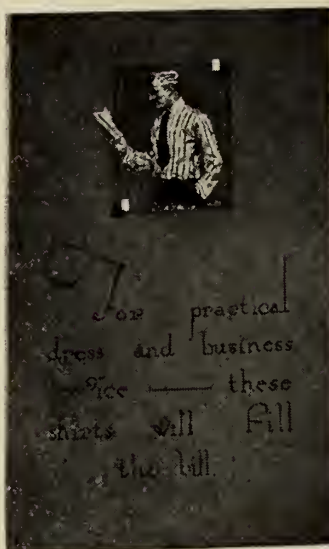
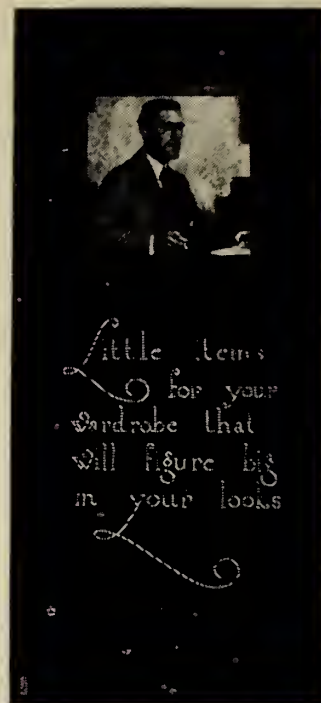
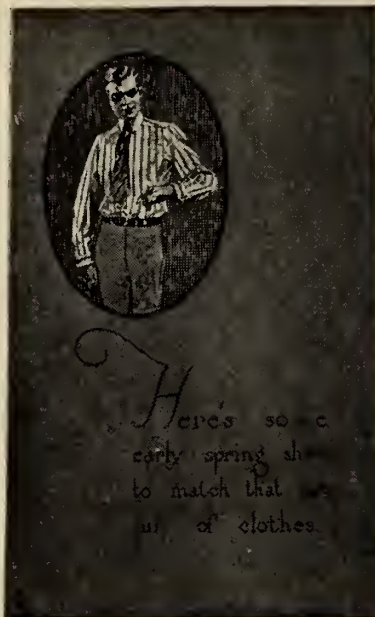
Business Principles

And D. A. McLeod accounts for a large measure of his success by the adherence to certain business principles; first and almost most important to know how and where to buy, then to keep stocks well assorted and all sizes on hand; then to sell for cash only, "Better to have goods on your shelves than on your books" says the proprietor, "credit is the ruination of business." By never arguing or haggling with a customer, by either replacing goods or refunding money you are sure to keep your friends, is another maxim of the store, and of course by paying strict attention to business and paying all bills promptly or by notifying the creditor if you are not in a position to do so.

Clerks Work With Him, Not For Him

Possibly the main secret of the McLeod success though, if an outsider might be allowed to judge, is the splendid co-operation between employees and management. The proprietor axiom "DON'T LET YOUR CLERKS WORK FOR YOU: LET THEM WORK WITH YOU," has assuredly paid dividends in service and loyalty. Mr. McLeod has worked by example and not by lecturing with the result that he has built up a wonderful business organization, with the head of each department as keen on its success as though it were his sole property. The McLeod staff feels that the personal contact between the head of the business and themselves has created confidence and sympathy; they feel that the management wants to help them to become better salespeople, that it will pay them more as soon as they earn it, and that eventually it will help them to become merchants themselves.

So, even to the casual visitor in this huge establishment, the excellent working of the store is apparent; there are certainly no sluggards there, and prompt service is the order of the day. Not only the small boy, but his big brother, his father and his grandfather are all catered to, and it is a rainy day indeed when the advertising manager, Mr. Jack MacLeod cannot think up some new "stunt" which will appeal to at least one member of the family. A tailoring establishment is the latest departure, and it is in process of installation at the present time. What the next ten years—making it the 27th anniversary for the McLeod stores will show—time alone will reveal. Needless to say they will not be standing still with their present owner at the helm. A mail order system is also one of this year's departures, and possibly for all we know—seeing that they are never caught mapping—an airplane service and a wireless may follow.



Above are some sample display cards drawn by F. C. Johnstone, display manager of Delaheys of Pembroke, Ontario.

More Advertising and Hard Work

That hard work and more advertising have been the means of increasing their business month after month during the last two years is the testimony of F. G. Burns, Manager of Winter Bros., Halifax, N. S. This firm started in business twelve years ago. Two and a half years ago they were visited by a disastrous fire which necessitated the entire remodeling of the store and the installation of entirely new fixtures. Mr. Burns says these fixtures have been the means of making many sales that otherwise would not have been made. They provide a constant suggestion to the person in the store and show the goods off to much better advantage. Moreover, they assist the clerk to give the customer an immediate and compre-

hensive selection whether it be in hats, caps, or clothes. Mr. Burns believes that merchandise shown from fixtures appeals more to the customer than if taken out of boxes or drawers where dust accumulates and merchandise has a tendency to become shop-worn in a very short time.

More Advertising

The Winter Bros. firm are doing more advertising now than they have been doing during the last two years. Mr. Burns believes that now is the time to do more advertising because business is harder to get than formerly. He is also a firm believer in hard work and suggests that if many of the merchants who are talking "hard times" would put this energy into their work there would be less cause for complaint. He says he worked hard for a full year to get the results that he is now getting in disposing of his merchandise.

"Store that Deals in Friendliness"

Methods Followed by Duff & Son of Pembroke—Going Warily
On New Fixtures—Keeps Close Record of Stock and Sales—
Using "Movie" Publicity—Keeping Trade at Home

DISARMING criticism and opposition on the part of customers who are habitually dissatisfied is one of the strong points of the service rendered by Duff and Son, Clothiers and Furnishers of Pembroke, Ontario. The slogan of the store emphasizes the idea, and impresses the policy of the firm through press and personal circulars upon all and sundry. "The store that deals in friendliness," is how it runs, and it goes without saying that the only way to obtain friendship is to show it yourself, and everyone will admit that a business enterprise can cultivate the friendly spirit just as much as can individuals.

In large cities where much of the trade done by the average store is among transients or passers by, the friendly spirit is not so much in evidence for the simple reason that four-fifths of the clientele are not habitual customers, but in the small town of six or eight thousand inhabitants, the instinct of neighborliness is possibly held in higher esteem than even a reputation for being a good business man. Where everyone's personal history is a matter of common knowledge and people have grown up together, the habit of being friendly becomes second nature and is an incalculable asset to the retailer as years go by. Sentiment is commonly held to be superfluous in business relations, and much of the so-called "personal interest" shown by a sales force

is palpably artificial and scarcely survives the duration of an ordinary sale. Genuine service implies friendship, which is a very real form of sentiment, and which is also emphasized by the Duff store in the following words, "We have no claim on your money until you are satisfied."

Gets Customer's View-point

"We are not so modern in equipment perhaps as we would like to be," remarked Mr. Duff to Men's Wear Review, "but we recognize that many of our customers look askance upon elaborate fixtures and systems of business, fearing that any such innovations savour of high prices owing to increased overhead expenses. Our store is therefore arranged with due regard to a neat, well-stocked appearance but no attempt is made to introduce the latest ideas in equipment for this reason." But although concession is made to this feeling on the part of their customers, Duff & Son are quick to avail themselves of all the most up to date forms of publicity and methodical records for the betterment of their long established business. Their newspaper publicity is tempered with a freshness and humor that is altogether unusual in a community of the size, and the style of copy would be quite acceptable in a business located in any large city. "Our Customers like this sort of publicity and it certainly brings good results," explained Mr. Duff.

Two years ago the business was transferred to its present location and a marked change in its policy was inaugurated. Instead of being modelled on the style of a general store, its owners decided to discontinue any but men's wear lines, and today they report that business with them has shown a monthly increase in sales without a break or interruption since the change took place.

Window Displays Emphasized

No sales are ever held in the store of "Duffs on the Corner" as it is familiarly called, but the large display window is constantly dressed in such a way as to attract attention from every passer by. Each year, the store has captured a prize for the best window in a certain nationally advertised line of shirts according to population of the town, and residents of Pembroke are justly proud of the publicity which the store attains through its constant effort to render service equivalent to city stores.

Using Movie Publicity

One of the best mediums of publicity according to Mr. Duff, that they have employed is the colored slide at the movie theatre. With an attractive illustration and a few explanatory words, their name is kept before the local movie fans at every performance for the small sum of \$2 a week. This idea results

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An effective shirt trim that won a prize in a nationally advertised contest. It was recently featured by the Duff and Son store of Pembroke, Ontario. This window was said to be the best for the population of the town of any sent in.

Furs as Medium of Exchange

Vanderhoof Merchant One of the Pioneers of Northern Interior—Use of Dyed Horse Hair for Embroidering — Splendid Collection of Basket Work from Indians

"I MUST have been over a hundred years ago that the Hudson Bay Co. introduced to the Indians the use of dyed horse hair in embroidering their ornamental designs on their moccasins, and clothing generally," said E. Patterson to a representative of Men's Wear Review when he was examining a multi-colored display of this unusual item. Mr. Patterson who conducts a business in men's wear and dry goods in Vanderhoof, B. C., has been in the northern interior since 1913. During construction on the G. T. P. line he had a similar business in Skeena City, or Kitselas, a mushroom city that sprang into existence on an island in the Kitselas Canyon where the freight used to be portaged from the boats below the rapids to those plying above the Hazelton and points further north. When the linking up of steel made river freighting unnecessary, the little city of tents and log houses ceased to exist and now Mr. Patterson's business—less picturesque and much less arduous—takes the form of selling fine dry goods and men's wear and ready to wear to the prosper-

ous interior farming community around Vanderhoof.

Furs As Exchange

Where the Ontario merchant would trade with his customers and take eggs in exchange, for butter, the trader in the northern interior will take furs, moccasins and baskets from the Indians to as great an extent as he can use them. Almost every merchant is necessarily more or less of a fur trader. Mr. Patterson has a splendid collection of the basket work of the Indians in that district. He is a keen judge of all this work, having traded on the Naas in the Klondike and elsewhere in British Columbia before coming to the Skeena at the time of the construction.

It is interesting to note that the Indians on the Queen Charlotte Islands had mastered the art of fine basket weaving a century ago. Small specimens of their craft command prices up to a hundred dollars. The weaving is done under water, is as fine as the finest panama hat and the decoration and use of color pigment are artistic in the extreme.

actual net profit is hard to reckon unless systematic records are kept.

Christmas Gift Table

With the approach of Christmas, Mr. Duff is planning his displays with an eye to the needs of the many women who patronize his store. A tableful of attractive merchandise suitable for gifts, boxed in distinctive boxes bearing the name of the store embossed on the covers, is a yearly drawing card in December. Considerable trade is done with visitors to Pembroke, since the store is admirably located exactly across the street from one of the leading hotels and its windows are brilliantly lighted as soon as twilight sets in, and are irresistibly inviting to inspect.

Anticipating spring business, Mr. Duff believes that the prevailing tendency will be to buy goods as needed, perhaps three or four times instead of in the old way. Conditions in his opinion are still too precarious to admit of any other form of doing business.

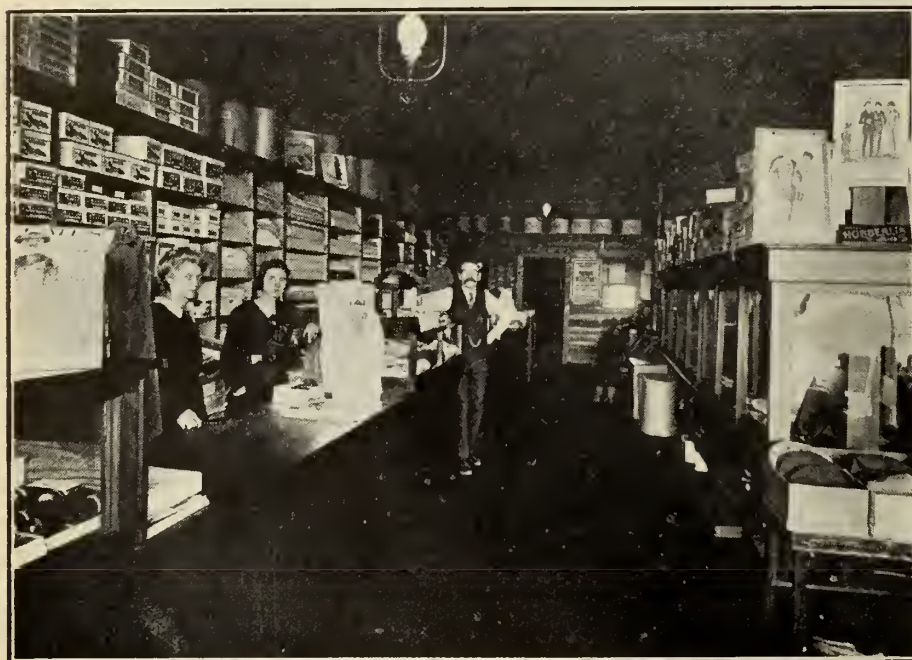
The Duff store makes it a practice of keeping the latest things in men's attire as well as the merely staple articles. A few models of smart wearing apparel are always displayed so that local men can feel assured of finding the same things that city men are wearing. There is no fear of trade leaving town when this policy is acted upon, and besides it has a beneficial effect in another way, namely of impressing customers who visit Montreal or Toronto with the fact that their own local clothier is up to the minute in his merchandise.

Keep Trade in Town

The merchant in the small town finds it imperative to keep posted on current styles and conditions in the various markets, both through reading the papers and trade publications. His customers look to him to act as their guide in things sartorial, and if he is not sure of what to advise, he is losing a most valuable opportunity. In the case of the Duff store the merchandise is picked with the one idea of keeping trade in town, and is judiciously selected to appeal to the older man of quiet conservative tastes as well as the younger one who wants something "snappy."

The all-round service rendered by the firm of Duff & Son is thus well balanced in all its branches, and it is a matter of satisfaction to the proprietors to be able to anticipate a better winter's business than last year's, which is not unreasonable in face of the remarkable growth of the town of Pembroke year by year. With no unemployment locally and the prospect of additional manufacturing plants locating there this year, Duff & Son expect to surpass all their previous records for business during the coming winter.

The American Tailors store has recently been opened in Glace Bay, N. S., with a complete line of men's wear and furnishings. The store is under the management of L. Gaum of Sydney.



A section of Patterson's Dry Goods and Men's Wear Store, Vanderhoof, B. C.

STORE THAT DEALS

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more satisfactorily than a personal circular according to the senior partner, and will be continued indefinitely.

Mr. Duff believes in maintaining a systematic record of all the sales made in clothing by the store, and can tell at a glance at the end of the month or the

year just how much of each line and how many sizes were sold. Without this guide buying of new stock would be much more difficult, he said, because unless a record is kept, a retailer has no idea of how much profit he has made at the close of a season. With small town customers especially, who expect a dollar off here and there, or something thrown in along with a sale of any sort,

The Babson Outlook, 1922

Hopes for a Turn in the Tide for Better Business Next Year—Industries First Hit Will be First to Recover—Some Not Yet Hit—Business Cycle Explained

AT a recent luncheon given in Montreal, Roger W. Babson, founder and head of the Babson Statistical Organization of Wellesley Hill, Mass., gave an address in which he outlined the business outlook for 1922. He said there were twelve spokes in the business cycle and expressed his opinion that we were now at the sixth which is that people must cut down living expenses, families double up, all of which results in declining real estate prices. This, he says, is the end of the general decline and improvement usually begins at this point of the cycle.

The Business Cycle

1—Every cycle begins at the peak of prosperity, accompanied by large profits and high wages.

2—This is followed by a period of inefficiency, accompanied by declining bond prices.

3—Next is a period of dishonesty and profiteering, accompanied by declining stock prices.

4—Then comes the periodical crime wave with declining commodity prices.

5—Lack of confidence is then everywhere apparent, which results in general unemployment.

6—People must then cut down living expenses, families double up, all of which results in declining real estate prices. This is the end of the general decline and improvement usually begins at this point of the cycle.

Improvement Begins

7—Thrift becomes more evident and this results in declining interest rates, allowing banks to loan money to start new building and again set the wheels of industry moving.

8—The unemployment period always results in greater efficiency, which is evident at this point in the cycle. Increasing bond prices are noticeable at this time.

9—People become more honest, fairer prices are asked by both merchants and labor. We get a dollar in value whether buying merchandise or labor, which we did not get during the period of prosperity.

10—Renewed religious interest is now evident, resulting in restored confidence, greater buying with the strengthening of commodity prices.

11—This followed by great activity in all lines, with labor fully employed.

12—The cycle has been completed; extravagance and waste are again in evidence with high money rates.

How Industry Was Hit

Mr. Babson stated that the boot and shoe industry was the first to be hit by the buyers' strike.

Directly after people stopped buying shoes, they began to economize on all kinds of woollen and cotton goods used in their homes and business generally; the first merchant to feel the effects of the present depression was the retail clothing dealer. The men's clothing industry was hit a very hard blow early in the depression and has not yet recovered. If, however, we have a cold winter ahead of us, there will very likely be a clothing shortage. The building of factories and office buildings came to an abrupt stop last fall. For some time there has been a shortage in homes, but not till a few months ago was building in all lines greatly contracted.

Farm Products Prices

A year ago wheat was selling at \$2.50 a bushel, corn at \$1.00 a bushel, and other products of the farm at correspondingly high prices. All at once the crash came and today the farmer is the best man in the country. Farm products were the eighth great industry to be hit and will be the eighth to recover.

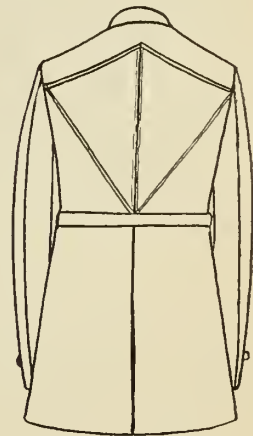
The next industry to be hit was iron and steel. The prices of steel products were one of the last to decline. Steel prices have not yet hit bottom. There is no immediate sign of recovery in the steel industry; machine tools and allied interests are at a very low ebb, with no prospects of an immediate recovery.

Even worse than the machinery products is the shipping industry.

Better Business in 1922

We hope that there will be a turn in the tide next year, but there is no sign of it at present. Of course it is wrong to treat all industries and all sections of the country as a unit. The industries and the sections of the country which were hit first will be the first to recover, but those industries and sections which were last to be hit will be the last to recover. Taking all industries and all sections and averaging them up, we hope the corner in the Babson chart cycle will turn some time next year. On the other hand for years to come we expect to see prices find new low points in each depression, while each high point of the periods of prosperity will be lower than the one preceding.

The great cycles in commodity prices run about fifty years. This country has experienced three distinct such cycles. In these cycles commodity prices go up for about twenty years and then decline for about thirty years. This means a great proportion of America's business men have thus far experienced only the upward movement. The man who has been in business less than twenty years knows absolutely nothing of the



PARISIAN CREATION

Novelty Parisian Creation, novelty yoke, high cut narrow lapels with very small notch, pinch back, and V shape effect. Open lap seam yoke, four rows of stitching, narrow three quarter belt going into side seams, link buttons both sides buttonholed, slant welt pockets which have a tendency to become very popular. Shown by Sterling Clothing Co., Montreal.

movement that this country is going to experience during the next ten to thirty years. It will be a new world to him and a new language to him. He will be obliged to do business under conditions that he never knew were possible.

Meeting Competition of the Capital

J. B. Pharand Is Not Content to See the Citizens of Hull Spend Their Money in Ottawa—Methods of Keeping It At Home Have Been Successful and Have Increased His Business—The Store Internal Management

HERE is a peculiar phase to business conditions existing in the city of Hull, P. Que., which probably has no parallel in any other part of the Dominion, and which apparently retards the normal development of local retail business which otherwise would be fully four times its present volume. This phase is best described in the words of a leading men's wear retailer as follows, "We're too close to Ottawa." This condition has had not a little to do with the constant up-hill fight which stores of all sorts have had to put up in order to maintain even a foot-hold in the local business field. Hull in itself possesses a population of over 25,000, and boasts many of the largest industrial plants in Canada among its enterprises, employing thousands of men and women and suffering little from the menace of unemployment which has injured the trade of the average town this year. With all its prosperity and growing importance yet Hull remains in the position of the son of rich parents who has grown dependent upon the protection and assistance of others rather than fall upon his own resources and self-reliance. The people of Hull have only to walk across the bridge to Canada's Capital City and there they may shop to their hearts' content leaving their local stores to get along as best they can.

But not all the stores in Hull are content to accept their fate with resignation. The firm of J. B. Pharand, clothiers and furnisher of Main Street, are numbered among the few who can record an increasing volume of business throughout the past ten years in which they have been in business, and in every branch of the store's activities, progress has been recorded of a kind satisfying to proprietor and to customers alike. Discussing the reasons for the store's rapid growth with a staff member of Men's Wear Review, Mr. Pharand pointed out that business in a city such as Hull depended entirely upon the initiative and energy of the retailer himself, and that if he is to compete successfully with the large and well stocked stores in the larger community close at hand, he has got to study their methods and put them into practice in his own business. He must model his store after the general lines of the most progressive city types and attract custom by exactly similar methods as the biggest shops employ.

In the case of the Pharand store, its growth has been a gradual development from a small commencement in the year 1911 to its present size, now

covering two large floors. "We would willingly acquire more space if we could," explained Mr. Pharand, "for our volume of business would justify such action this year, but I do not know if we could obtain larger premises close at hand. I have had to go after business as best I could, although I have had a good many handicaps. For instance, we have only one local paper and that a weekly, which is little or no use for advertising. To feature space in the Ottawa dailies would be not entirely satisfactory, as most of our citizens are French and we do not do much business with Ottawa people. Attractive display windows and a well kept store are my chief assets in attracting trade, and I think I can say that our prices represent the greatest values obtainable anywhere for the quality we carry. Although there are only about three clothiers in Hull yet competition is naturally keen and we are all faced with the necessity of competing with the many big stores across the Ottawa River.

"One of the chief reasons for the continued growth of my store is the fact that all the sales staff share an equal responsibility with me in its management. I make them feel that each one is just as much 'boss' as I am myself, and none but the experienced and ambitious man has any chance to make good here. In selling, buying and handling the different problems incidental to store life, I insist that they shall each assume as much responsibility as myself, consequently, they take the keenest interest in their work, feeling that they are not merely subordinates, but rather vital cogs in the whole machine. I now have five assistants with me in the store, and each one is a specialist in his own line."

The principle publicity outside of the windows, which the store features, is a personal circular mailed periodically to customers as new goods are received. This form of advertising meets the peculiar situation existing in Hull with excellent results, and much trade is done with boys and young men in consequence.

Industrial workers are good spenders nowadays, according to Mr. Pharand, who says this class want to look as smart and well-groomed during their off-duty hours as the wealthy man does in his. While there is little call for formal evening clothes, there is a heavy demand for well-cut, smart business suits of the best quality and workmanship, and customers are quite as finicky about the accessories such as gloves,



The revival of a well-tried suspender. It has been some years since the "Bull terrier" has been seen on the market. The Dominion Suspender Co., Ltd., of Niagara Falls, has recently revived it.

hosiery and headwear as professional men are prone to be.

Despite the growing tendency on the part of customers to demand more value than ever for their dollars this fall, Mr. Pharand expects to do an even greater volume of business during the coming season. If the customer demands value, the store accordingly emphasizes this in every possible way. But along with value the store also sells something more. It sells merchandise which embodies the kind of qualities which reflect the wearer's personality, his sense of pride, his personal worth and his responsibility. The whole method of salesmanship is based upon the foundation of the customer's personal pride in himself and his appearance—and the kind of service rendered by the Pharand store is designed to give character and satisfaction to the purchaser.

Imprint of Truth On Every Page

ONTARIO'S Lieutenant-Governor, Col. Henry Cockshutt, himself an outstanding success as a business man, paid an understanding tribute to the business papers of Canada when speaking at a luncheon in connection with the annual meeting of the Canadian National Newspapers and Periodicals Association at the King Edward Hotel, Toronto, on Thursday, Nov. 10, he said:—

"I am especially glad to be with you to-day because I believe that the influence of the business press will be one of the most important factors in re-establishing business conditions in Canada on a safe and sane basis. I make a distinction between the business newspapers and the daily press because I believe that your papers—the business newspapers of Canada—exert a greater influence than the daily press because of the greater confidence your readers have in them. People read the daily newspapers to keep abreast of the general news of the day. They are interested in what is happening around them and they read to satisfy their desire for excitement or interest or entertainment. What they read in the daily newspapers to-day is forgotten tomorrow.

"But this is not the case with the business newspaper. Business men need the service of these papers in the conduct of their everyday business life. I have noted that they usually have a business paper or two in their pocket when they go home Saturday night. I do not say that they read them on Sunday, that I do not know, but I do know that they study them carefully, and that a great number of your readers, will come to their business on Monday morning with some clipping from your paper in their pockets. They will say to their associates, 'This is the situation, I can show it to you in this clipping.' For that reason, gentlemen, I say that yours is the greater obligation, because you are leaders, because you are helping to build up the business fabric of the country.

"You should be very careful that everything that appears in your columns bears the imprint of the truth. You must be sure that the news you give is correct beyond question, because there are thousands of your readers ready to set their business course by the news and advice you give them. I am familiar with a good many of your publications and I can personally attest to their high character. It is of vital importance that this high character should be maintained, and that no effort should be spared to give in your columns the maximum of service.

"In these days when there is disorganization, dissension, disruption in all walks—business, politics and religion, there is a great place for the business paper to bring out more complete information, to assist in making us all realize we must work for a common

Your Old Overcoat is worth \$5 at Blumenthal's tomorrow!

(No matter how old. There are thousands of men out of work who need them)
Read on!

A Five Day Event to Serve the Community

The
Situation
is this.

Hundreds of men out of work. Ex-service men, some disabled, without money, unable to find employment. Charitable institutions besieged by request for overcoats. None to be had. A bitter winter coming, according to "old inhabitants." What greater service can we perform to the community than to make it worth while for men who can afford it to buy new coats and give their old ones to those who are in dire need of them. Bring us that old coat — buy a new one — and we'll see that the old one goes where it is needed.

No matter what price coat you select—\$20 to \$55—we allow you \$5 for your old coat—bring it with you!

Last year's—or five years old—you get the \$5 for any old coat. Some ex-service man can use it.

Let's Fill the Window

This idea is not copyrighted—every clothier in Canada ought to adopt it at once.

There's
an empty space
in our window

Will you fill it tomorrow? With your old coats? No matter how old it may be—it will be put into service. A button off—lining ripped, the pocket worn a bit—these are all repairable. Bring it with you. Hunt through your cupboard, you may find two or three coats. Of course, we can only allow the \$5 on one garment to each customer—but it would be nice of you to bring more than one. You've no idea of the demand for coats—by men who need them—badly. The need is great—cooperate.

Really effective advertising as shown by the above cut of the present season's winter overcoats was successfully linked up with an appeal on behalf of the army of unemployed men of Montreal to whom the purchase of a new coat is at present an impossibility, by J. H. Blumenthal Sons this month. The idea was novel and exceedingly practical, viewed from either angle—charity or personal publicity, and it is very probable that it will be adopted by other stores in other cities, since, in the words of the store ad, "This idea is not copyrighted—every clothier ought to adopt it at once." And the window was filled inside of a day or two, with garments visibly the worse for wear, yet still capable of providing plenty of warmth for months to come. Boys' coats were also contributed, as the store especially mentioned the fact that the same offer applied to these smaller garments, a reduction of \$2.50 being made from the purchase price of a new coat. The left hand window of the store was set apart during the week to feature a showing of smart imported overcoats in different designs, but a large section was reserved for the old coats which were heaped to overflowing just as they came in. A large bulletin posted outside the window urged passers by to "Fill This Window."

cause, the upbuilding of our country. The business men of this country need your assistance. They are looking to you for information and advice, and are expecting it. On your shoulders therefore perhaps more than on the shoulders of any other single agency, rests the obligation to meet the needs of these trying days, with a sane and sound presentation of the case as it exists at the present time, a presentation free from private bias, or the desire to serve a popular demand.

"You can, and I believe will be one of the largest factors in helping to bring about a satisfactory readjustment of the business conditions of this country."

We publish Lieutenant-Governor Col. Henry Cockshutt's talk verbatim because it reflects what our journal stands for. We are always adding one more link to our chain of service, and the convention which has just closed was really a gath-

ering of the forces to discuss ways and means of improving and adding to our present policy, so that our readers could be offered only authentic and valuable material.

GEORGES CARPENTIER has given the lead to a new French fashion among men—that of wearing corsets. These are about four inches wide, in fancy stamped leather or embroidered canvas and are advertised as a great aid to the manly form.

In the recent aldermanic elections in the city of Montreal, Ward 8 elected E. Langlois who conducts a men's furnishing business, and J. O. Gareau, president of the J. O. Gareau Co., Ltd.

Greenberg's of Windsor are conducting a "Forced to sell out" sale.

Prince George Men's Wear Dealers Able Public Men

L. B. Baird, a Former Mayor, Now Conducting Successful Business — Were Fourteen Men's Wear Stores at One Time—Carries Women's Shoes and Finds Them Profitable

ONE OF the early haberdashers of Prince George—and still one of the thriving merchants of that city—was L. B. Baird, one time Mayor of that prosperous city. He has stood up against a good deal of competition during the past few years, for at one time there were no fewer than fourteen mercantile merchants selling men's clothing and furnishings. That was in the days before the actual town site had been selected. There was Prince George, South Fort George and Central Fort George. When the railroad magnates announced the town site, the people and merchants of South and Central Fort George moved quickly into Prince George. That was the beginning of the city.

Business Has Grown

Mr. Baird's total stock in trade in those early days would not make a respectable invoice for him now. That is true of almost all those who are prosperous today in these towns. Today, his clothing racks, hat cases, glass-fronted shirt drawers and window fixtures are, in every sense, modern and a credit to any city store. He hopes, in the near future, to re-arrange his windows and stated to a representative of Men's Wear Review that he was getting some useful suggestions out of Men's Wear that would help him make these changes.

Three years ago Mr. Baird added boots and shoes for women and children. "This line goes splendidly with my other lines in this place," he stated. "I also find that I can sell ladies' hose with almost every pair of ladies' shoes, more especially with the shoes in shades other than black. In fact, I find that it takes very little suggestion to add a pair or two of sox to any purchase of men's boots, as well."

It is of interest to know that the men's wear trade in Prince George has contributed some very able public men to the city and state. As has been mentioned, Mr. Baird was, at one time, mayor of the city. H. G. Perry, another haberdasher, was also mayor at one time, and gave this up to become a member of the Provincial parliament. A third man is A. M. Patterson who has served with the council and is now the president of the local retail merchants' association.

Good Business

Big business is being done here now in warm outerwear suited to the life of the trappers, loggers, hunters, farmers and trainmen. Some idea of the magnitude of the fur business may be gathered from the fact that in the last three years over a million dollars has been paid to the trappers in the Fort George District for their pelts.

\$600 Worth of New Business in Two Days Adds to Mailing List—It Cost Only \$50

Little Plan That Norman Birrell Worked Out In Toronto—The Lure of Gold has an Especial Appeal—The Increase Over Same Days of Last Year—Time Ripe for New Plans

THERE is an allurements about gold that is hard to resist. It has a magical power all its own. Let the word go forth that a new gold field has been found and the heart of the prospector beats faster, his nerves tingle and a restlessness seizes hold upon him that can only be assuaged by the glitter of the gold itself. He will endure hardship that, at other times, he would consider downright cruelty; he will exert himself physically in a way that nothing else under the sun could induce him to do.

"Just Finding The Gold"

Yet, it isn't the gold so much as "just finding the gold"—so the poet of the Klondike tells in his immortal ballads. And, perhaps, it was because Norman Birrell, proprietor of three stores in

Toronto—and still on the sunny side of thirty—knew the lure of gold to mankind with his manifold weaknesses that he recently ran a little sale that, in two days, increased his business more than six hundred dollars over the corresponding days of last year. When he opened his store near the corner of Bathurst and Bloor streets a few years ago he gave away a Victory Bond and it paid him to do it. This time, in running his first fall sale, he changed the currency to gold.

The Plan

Mr. Birrell announced through a well circulated bill that every person coming into his store during the last three days of the week would be given a ticket with a number in duplicate. The customer was to keep one half and drop the other

in a box. The offer was good for the ladies as well as the men, for Mr. Birrell carries a small stock of ladies' hose. It was left for the president of the Bloor-Bathurst Business Men's Association to draw the lucky number, and the holder of it was to receive \$50 in gold. There were no strings attached to the offer. It was not necessary to purchase "goods to the amount of" to receive one of the tickets; a customer was one who bought anything during those three days.

\$600 Increase In Two Days

The scheme, through some delay in reaching the people, did not begin to operate till the Friday. It justified Mr. Birrell's hopes and the money it cost for it only cost him the \$50 and a little advertising that he does regularly in any account. "I got \$600 worth of new business over the same two days of last year," he said to Men's Wear Review. That \$600 increase in business cost us only \$50 in gold and it was one of the best bits of publicity that we have done for many months. We also had in view increasing our mailing list, and as a result of the effort we added several hundred new names to our mailing list."

These are days when new methods that have an especial appeal in them can be worked with success. The man who sits down and expects that business will search him out is likely to get left with a lot of merchandise on his shelves. It is a time to get out and hustle for business, to show customers that their dollar has a greater pulling power than it had a year ago and that you are willing to give the very best service that it is possible to give. It is a time when the small store with the better service than is given in the big store had a distinct advantage over his big brother. He should take every advantage of that opportunity.

This little story tells how Mr. Birrell got two good days' business by a very simple little plan. In the meantime he got rid of a lot of merchandise and put himself in contact with a lot of new customers.

THINKS MANUFACTURER SHOULD HELP

Mr. A. M. Patterson, men's wear merchant in Prince George stated that many manufacturers are missing a good opportunity to have their goods advertised by not giving the retailer any assistance when he shows a disposition to buy newspaper space and feature their goods. "I don't know how many firms I have written," said Mr. Patterson, "asking for electros or matrices. I'm not surprised that some of the old country firms should fail to keep electros with their agents here, but there is no excuse why the knitting people in Ontario should not have any people in Ontario that I am willing to pay to have published; but they do not warm up to the idea. Also I think that where goods are shipped by water, as from Vancouver to Prince Rupert, their shipper should ensure unless otherwise instructed."

Phonographs in a Men's Wear Store

F. C. McDiarmid of Carleton Place Finds It a Paying Line—
Does Not Interfere With Other Sales—Keeping In Touch With
the Sporting Element—Featuring Christmas Goods

MEN'S wear and phonographs are not frequently found side by side in the average store which sets out first and foremost to cater to masculine wants. Side lines are usual of course, in every store, but as a rule conform to the general business in a more or less definite manner. And when all is said and done there is no logical reason why a retailer should not carry in stock some particular line quite apart from the ordinary run of merchandise, if he finds that in so doing neither affects the other adversely, and can be combined and handled with no detriment to one or the other.

In the F. C. McDiarmid men's wear store of Carleton Place, Ontario, there is abundant evidence of the success of this plan. The familiar fox terrier greets the visitor to the store on the plate glass panel of the entrance, and inside, there is posted conspicuously the latest bulletin of records for the month. At the back of the store, apart from the clothing and collars and hosiery, are ranged the different models of phonographs in positions inviting the playing of any selection which a customer might care to hear. Although no effort is ever made to make a sale of a phonograph to customers who come into the store for the purpose of purchasing clothing, etc., yet it often happens that the sound of a rousing march or a dreamy waltz will attract visitors in the store to the rear, where they will enquire particulars about the machines.

Does Not Interfere

According to Mr. McDiarmid the selling of the phonographs is never allowed to overlap or encroach upon the regular business of the store, but is primarily handled because the proprietor happens to be the sole agent in the town and also because he admits being fond of music himself and enjoys handling his instruments apart from any profit they bring.

The present McDiarmid business dates back as long as sixty years, and has seen three generations of proprietors, all of the same name. Speaking of conditions in Carleton Place to a staff member of Men's Wear Review, Mr. McDiarmid explained that farming trade originally the mainstay of the town, but since the development of the many large textile and other industries which have located there, and the gradual absorption of farm trade in such co-operative ventures as the United Farmers of Ontario, the bulk of local business is done with industrial workers and business men, who require merchandise of the better sorts and are willing to pay for what they need without question.



"The Dawn of Shirt Satisfaction" furnished the theme of a very effective shirt display recently arranged by F. C. McDiarmid of Carleton Place, Ontario. The effect of the sun just coming upon the horizon was given by a powerful arc light and could be seen from a considerable distance.

No complaint as to conditions was voiced by Mr. McDiarmid, who expressed himself as perfectly satisfied with business in general, stating that they not only had a good population of wage earners to draw upon, but also they received orders from the near by towns as well, and had no cause for dissatisfaction whatever.

Mr. McDiarmid has found it advisable to stock the highest grades of the different lines of furnishings and can dispose of all the latest models in sports clothes, etc., to the local members of golf, tennis and hockey clubs, which are numerous among the hundreds of employees of the different mills. Business altogether is better than before the war, said Mr. McDiarmid, and scarcely any store finds it necessary to run a sale to clear out merchandise quickly. Apart from a pre-inventory sale once a year and an annual Dollar Day event in which all the local stores participate, Carleton Place stores do not favour the holding of sales, nor are such necessary in order to promote business.

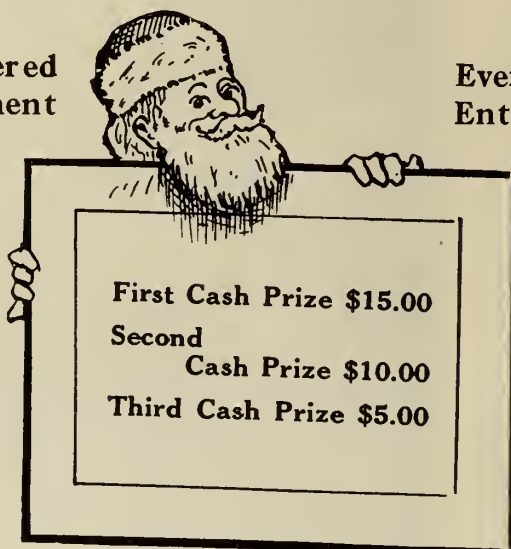
Gifts for One Dollar

In response to an enquiry as to any special methods of attracting business which has proved successful, Mr. McDiarmid said that the most popular plan they had ever tried was in featuring Christmas gifts each year. Their plan is to fill up a window with all kinds of seasonable merchandise nicely boxed and to advertise it with the words "Gifts You Can Buy For One Dollar." Gifts at popular prices are the best sellers, year in and year out, according to Mr. McDiarmid, and both women and men take advantage of the display thus made to purchase sundry small items, which suggest themselves by the showing. At the same time a comprehensive list of Christmas suggestions culled from the contents of the store is hung in a prominent position in the store all through December, and proves a decided assistance to women in search of the right gift for husband, father or brother.

Men's Wear Review Christmas Window Display Contest, 1921

**The Prizes Offered
Are an Inducement**

Every man sending in a photograph stands a good chance of capturing a cash prize. Should he fail in this his efforts will not go unrewarded for the displays in the "runner-up class" will be awarded certificates of honorable



**Every Dealer Should
Enter This Contest**

mention which he can hang up in a conspicuous place in his store for the public to see. And all photographs containing a selling appeal suitable to the season will be accepted by "Men's Wear Review" for reproduction in its pages.

Your Christmas Window Displays May Win You a Prize

Every Display Man in every Men's Wear Store in Canada will be devoting special care to his window work this year. More than ever, dealers realize the value of display at this time of the year; it is the suggestion box for the Christmas present seeker. This being the case, there are sure to be some exceedingly fine "trims" in the next two months.

Are You Proud of Your Displays?

There are few dealers who look upon the windows just as space that has to be filled. A well-trimmed window is an achievement of which to be proud, and it is only right that such displays as will be made this Christmas should be photographically recorded for future use. By having photographs taken of your windows you can be storing up practical suggestions for future years and at the same time stand a good chance to

Win a Valuable Cash Prize

that will pay for the photograph and net you enough in addition, to make any efforts you may put forth well worth while. What is more—it will be a distinct honor and a tribute to your ability to carry off a prize or secure honorable mention in

The Christmas Window Contest

being put on for the Canadian trade by Men's Wear Review. Cash prizes of \$15, \$10, and \$5 are being offered for the best window displays of Christmas goods, and certificates of honorable mention will be awarded displays which, while not winning prizes, may be considered worthy of special recognition.

To enter this contest all you have to do is to have a photograph taken of your window and send it to the Editor of Men's Wear Review, 143 University Avenue, Toronto.

The logo for ART CLOTHES is centered within a highly decorative, Art Deco-style frame. The frame features ornate scrollwork and vertical columns with circular accents. The text 'ART CLOTHES' is rendered in a bold, stylized, blocky font. Below it, 'COOK BROS &' is on the left and 'ALLEN LIMITED' is on the right, separated by a small circular emblem containing a stylized 'C' and 'A'.

STOP THE LEAK

The Customer, who, because of dissatisfaction, never returns but goes his way spreading evil report about the retailer, is the Hidden Leak that causes the most dangerous loss to the clothing merchant.

ART CLOTHES are easy to sell and sure to please — these are the clothes that are sure business and reputation builders for the retailer.

It's not too early to arrange for Spring Samples.

COOK BROS. & ALLEN
LIMITED
TORONTO,

*Builders of
Good-Will*

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.

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"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.

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"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.

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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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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.
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THE ACME OF PERFECTION IN FOOTWEAR.

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

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for Style, Quality and Value*

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Your Market and Your Factory

Your factory is insured—how about your market? The last six months have shown you can rebuild a factory to specification in a given time, but once a market slips away, it's a monster problem to get it back.

And the last six months have been a time of checking up. Merchants are in a process of adjustment; they are picking out lines to concentrate on—picking out live lines on which to build sure businesses.

It is natural they should choose lines that have paid them well where it was easy to co-operate and work with the manufacturer or wholesaler and it is natural that they should work on the lines they know best.

To most of us our market means the retail store—where the merchant because of his intimate knowledge of his customer's needs recommends and sells what he knows best.

What does he know about yours—you invest in plant, why not invest in your market?

Is he sold on yours? Through MacLean business newspapers, wholesalers and manufacturers are building markets and making salesmen out of merchants and clerks by teaching their selling points—by building confidence in the turnover possibilities of their goods.

Invest in your market through MacLean Business Newspapers, read daily by up-to-date merchants for reliable market and merchandising news.

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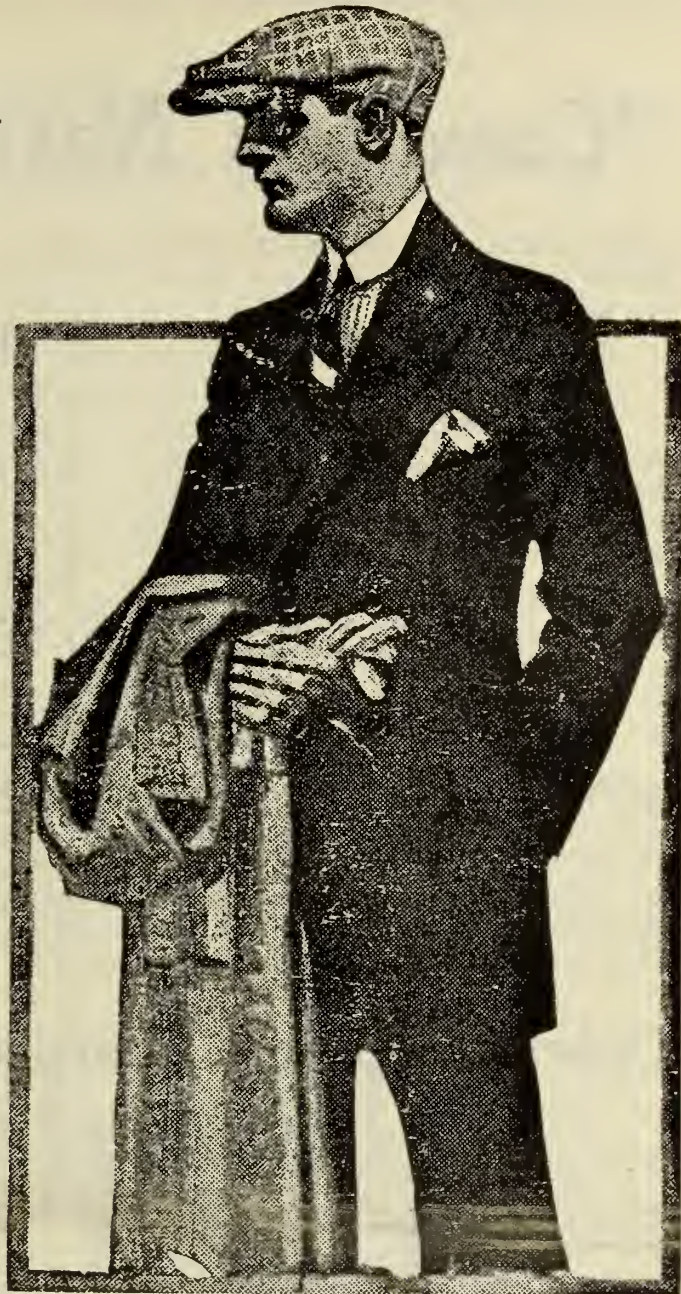
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Right Now—

as always the
“Tutt” Line
includes every worth-
while style
of the hour.

Our Line for
Spring

will prove how
efficient production
can be reflected
in both price and
quality.



TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES



WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST
TORONTO

"Canada's Next Premier"

No matter which he is—all three possibilities are pen-pictured in

November 15 MacLean's

"Scrutator," a writer of rare analytical power, holds the mirror up to Meighen, King and Crerar. Each of the three is "called up" in printers' ink as true to life as if they stood there separate and distinct in flesh and blood. It is one of the most searching, masterly articles ever written with public men as subjects. It is fair to each—and nothing more; a cold-blooded analysis of the virtues and weaknesses of the candidates in turn. It will surprise you, startle you, tantalize you with its subtleness and depth.

"Funny Thing That Tariff"—by J. K. Munro. This number of MACLEAN'S has four timely articles dealing with Big Politics, the whimsical observations of J. K. Munro are, as usual, full of amusement as well as information. Munro just can't help seeing the funny side of politicians and politics. Of Ottawa and Parliament Hill he makes a sort of continuous vaudeville performance. He gets some big laughs out of election activities.

Lt.-Colonel John Bayne MacLean

has been a watcher from the hilltops longer than most of the present-day school of Canadian writing men. As usual, in his article on the Dominion political situation in November 15th issue of MACLEAN'S MAGAZINE, he strictly maintains the detached attitude of the true journalist. But in his survey of the field and the political gladiators there is a warmth and an intimacy with both the men and the situations that could be imparted only by one who has long been a close and observant student of governments both Dominion and Imperial. This article appears under the caption—

"All Three Are Good Men."

"Our Election Enigma—Women!"—by Agnes C. Laut. How are they going to vote? Are they going to vote at all? Are they going to realize citizenship? These are some of the potent questions asked and answered by one of Canada's leading women authors—Agnes C. Laut. What influence will woman with her vote bear on Canadian politics? Will the woman wage-earner join the ranks of labor when it comes to the battle of the ballots? There is a fund of information for both men and women readers in this right-on-the-minute summary of Miss Laut's.

Other Gripping Features in This Issue:

If you like red-blooded fiction with the tang of the race track in it, W. A. Fraser's short story, "The Thumb Print," is sure to satisfy. It's a case of a pair of sleek double-crossers being neatly double-crossed by what they deemed a rich double-crosser.

"Whose Bride Was Mary," is a delightful, fast-reading short story of perplexing situations from the pen of Ethel Penman Hope.

The first of Rev. R. G. MacBeth's thrilling articles on old days with the Mounted Police, "Policing the Prairies," is given complete in this issue. Learn how the Mounties first invaded the prairies in the days of Indian scalp-takers and white "bad men," and in the face of tremendous difficulties.

Incidentally there are two generous instalments of the serials, "Mostly Sally," by Pelham Grenville Wodehouse, and "The Yellow Streak," by Valentine Williams.

What do you know about "Relativity" and the Einstein Theory?—An illuminating summary of Sir Oliver Lodge's explanation of it is one of the many interesting topics dealt with in MACLEAN'S "Review of Reviews."

"Food Facts You Should Know," by William Fleming French, and the regular departments devoted to Finance, Current Humor and Women and Their Work, complete a number bristling with good things.

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- 3 Special basket weave poplin, any style, six rich shades, \$8.00 per Doz.
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For your business profits are not real profits until you have them safely invested in reliable securities.

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Box 685	56
Box 401	56

WANTED—EXPERIENCED SALESMAN TO ASSIST IN MANAGEMENT of Men's and Boys' Ready-to-Wear Clothing Department. Apply with full particulars to M. Levy, c/o The Liberty, Hamilton, Ont.

ATTENTION BROKERS AND MANUFACTURERS' AGENTS: STENOGRAPHER WITH CONSIDERABLE EXPERIENCE WOULD like charge of clerical work either to be done at their office or at her own. Apply Box 685, Men's Wear Review.

EXPERIENCED WINDOW TRIMMER AND SALESMAN WANTS position in men's wear store in Western Ontario, Box 401, Men's Wear Review, 153 University Avenue, Toronto.

Broadway BRAND

Clothes
for exacting men

Co-operation

Value

Profits

Today's Best Selling Styles —for— Immediate Delivery

It will prove profitable to you to investigate our Ready-to-Wear garments for men and young men. Such suits here mean Comfort, Utility and exceedingly good style, everything about them points to their dependability and workmanship.

We realize the urgent demand for Young Men's Suits and Overcoats. We are in a position to give you the best material, well tailored and at MODERATE PRICES.

Fall Sorting

Spring Placing

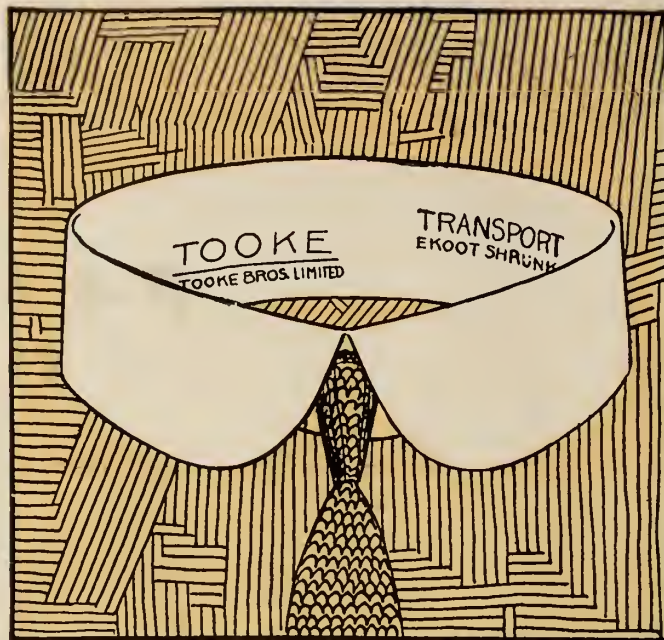
Tailored-to-Order



Ready Tailored

RANDALL & JOHNSTON, LIMITED
TORONTO

"Look for Tooke"



TOOKE TRANSPORT

*A Winter Collar
of Fashion*

No higher compliment to Tooke Transport than
its new rival.

No better proof of its correctness for Winter
wear.

*"Sell Tooke Collars and
Collar the Dollars"*

Priced \$1.90 the Dozen
Immediate delivery from all branches.

TOOKE BROS. LIMITED

Shirts, Collars and Neckwear

MONTREAL

TORONTO

WINNIPEG

VANCOUVER

MEN'S WEAR REVIEW

Vol. XI. No. 12

THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA

December, 1921

Greeting

To Our Friends in the Trade—

Christmas Gladness
New Year Happiness

May They Both Be Yours in
Abundance

ABERLEY

Knitting Mills

Limited

*Manufacturers of
Pure Wool Fabrics*

70 Bay Street
Toronto

ART CLOTHES
COOK BROS & ALLEN LIMITED



*Wishing you a
Joyous Christmas and a
Happy and Prosperous New Year*

COOK BROS. & ALLEN
Limited
TORONTO

*Builders of
Good-Will*



A MERRY XMAS

May every merchant and his assistant enjoy the festive season to the full and may the New Year swing wide the portals that lead to increased happiness and prosperity.

May we add our thanks for your liberal patronage of the past year and express our desire to serve you in the future.

The Lang Shirt Co., Limited

Kitchener, Ontario



They're Wearing Them in New York

Men's Knit Top Coats enjoy wide popularity.

Knitted Fabrics were the very newest materials shown in men's top coats in New York's fashion shops last Fall. The advertisements from the New York Times reproduced here show how prominently they were featured.

They will be in big demand in Canada's leading men's wear stores in the Spring and you should avail yourself of the opportunities for profit which are available in this line of coats.

HAWTHORN FABRICS

are second to none that are being produced on the North American continent. They are being made up into coats of the newest models by Canada's leading men's wear manufacturers.

We'll be only too glad to give the names of manufacturers who are using Hawthorn Knitted Fabrics for the smartest coats.



The label of dependability in garments made from Hawthorn Fabrics.

HAWTHORN MILLS LIMITED

Carleton Place - - - Ontario

Knit Topcoats

For Men

\$24.75

An Unusual Price

For all-round use the knit-fabric coat stands alone. May be worn for every occasion - it bears hard service lightly. And furnishes surprising warmth with little weight.

In Gray, Tan and Shades of Heather Green.



R. H. Macy & Co.
Herald Square Inc. New York

SALE TO-DAY LIMITED QUANTITY OF
Men's Knit Fabric Topcoats
— the best all-around topcoats made —

At 29.50

We were the first to introduce the... and still feature the greatest... and the best value... set-in sleeve models... with the... are at... wanted

Broadway **Saks** 34th St. AND COMPANY

Announce to Begin Today
A SPECIAL OFFERING OF
THE WELL-KNOWN SAKS

Knit Overcoats for Men

At 29.50

THE best all-around Topcoats made at a price far below their actual worth. No coats are nearly as practical, for they very seldom wrinkle or look the worse for the hardest wear. Smart set-in sleeve models, with large patch pockets, each revealing in its perfect workmanship the skill of an organization thoroughly schooled in the making of clothes for the Metropolitan man.

Oxford Grays and Rich Heather Shades
FIFTH FLOOR





Sincerely wishing you a
Merry Christmas
and a **Bright and**
Prosperous New Year
which may realize your
highest aims

Wm. H. Leishman & Co.

Limited

192 Spadina Avenue, Toronto, Ont.

Makers of the best Tailored Garments for Men



A Greeting



Sincerely wishing you a
Merry Christmas
and a Bright and
Prosperous New Year

TUTT CLOTHING CO.
MAKERS OF FINE CLOTHES

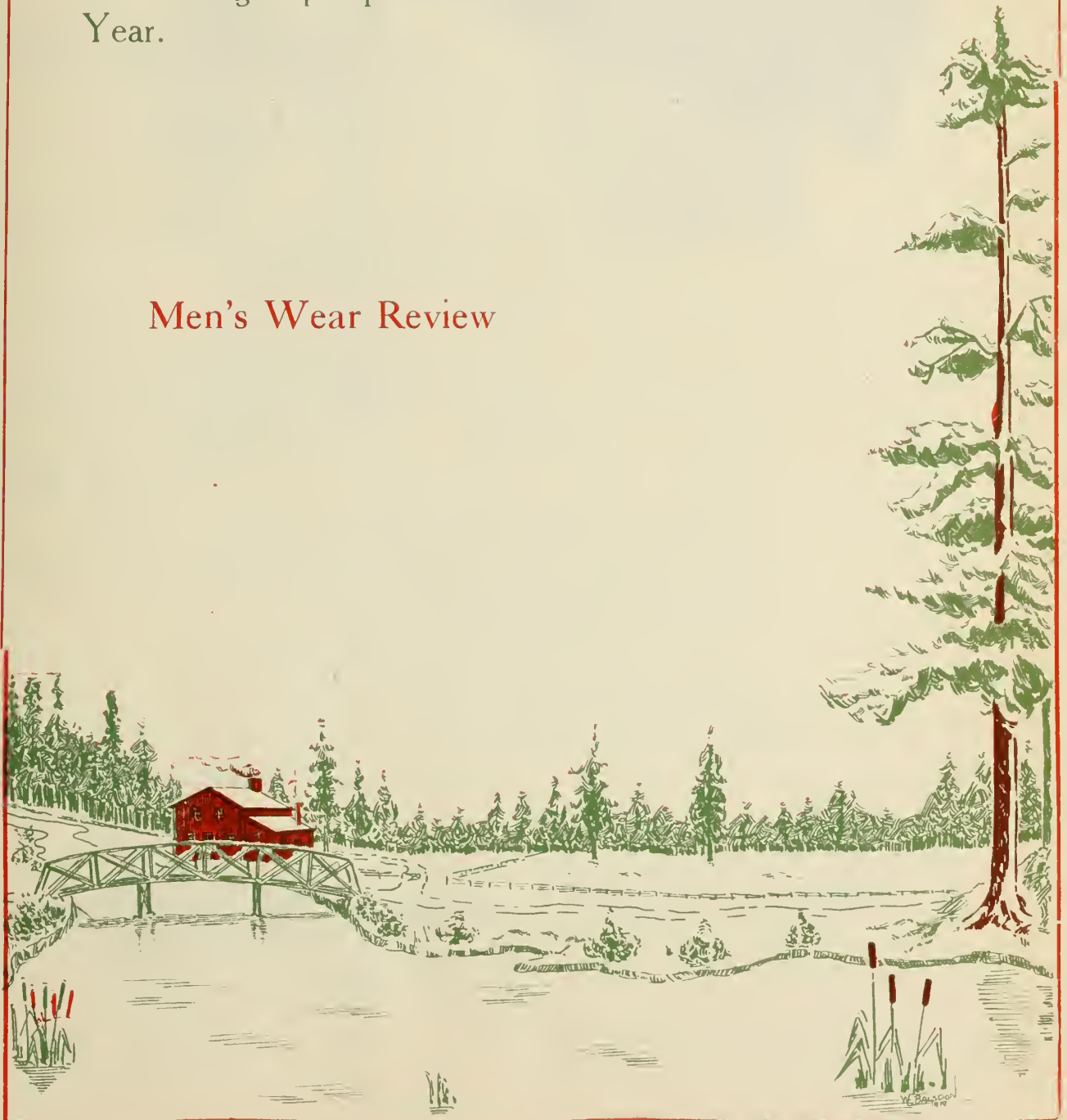


WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST.

TORONTO

At this season of the year when expressions of Goodwill are being exchanged between Individuals as between Nations we wish to extend to our Readers and Friends most cordial wishes for a happy Christmas and a bright prosperous New Year.

Men's Wear Review





Advertising for 1922

Palm Beach advertising plans for 1922 have been completed.

The campaign is now being prepared.

Newspaper and magazine advertising will cover every important point in Canada.

It is by far the biggest advertising campaign Palm Beach Mills have ever conducted.

It will emphasize the advantages of Genuine Palm Beach Cloth.

More about that later.

Palm Beach is nationally advertised

THE PALM BEACH MILLS

Goodall Worsted Company, Sanford, Maine
A. Rohaut, Selling Agent, 229 4th Ave., N.Y.



HAVE you ever stopped to consider that every suit of underwear you sell is either a credit or a reflection on the character of your store,—that underwear is worn morning, noon and night, and your customer is continually either pleased or irritated with it, and that permanent satisfaction is the only sure basis of a permanent trade connection?

The reputation of your store will benefit by handling Penmans Underwear not only because these lines are of the very highest quality in every respect, but also because their quality is so well known to your trade.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penman Limit d, Paris.

Also makers of Hosiery and Sweater Coats.

3T

Bright Spots In The Industrial Outlook

NO. 4

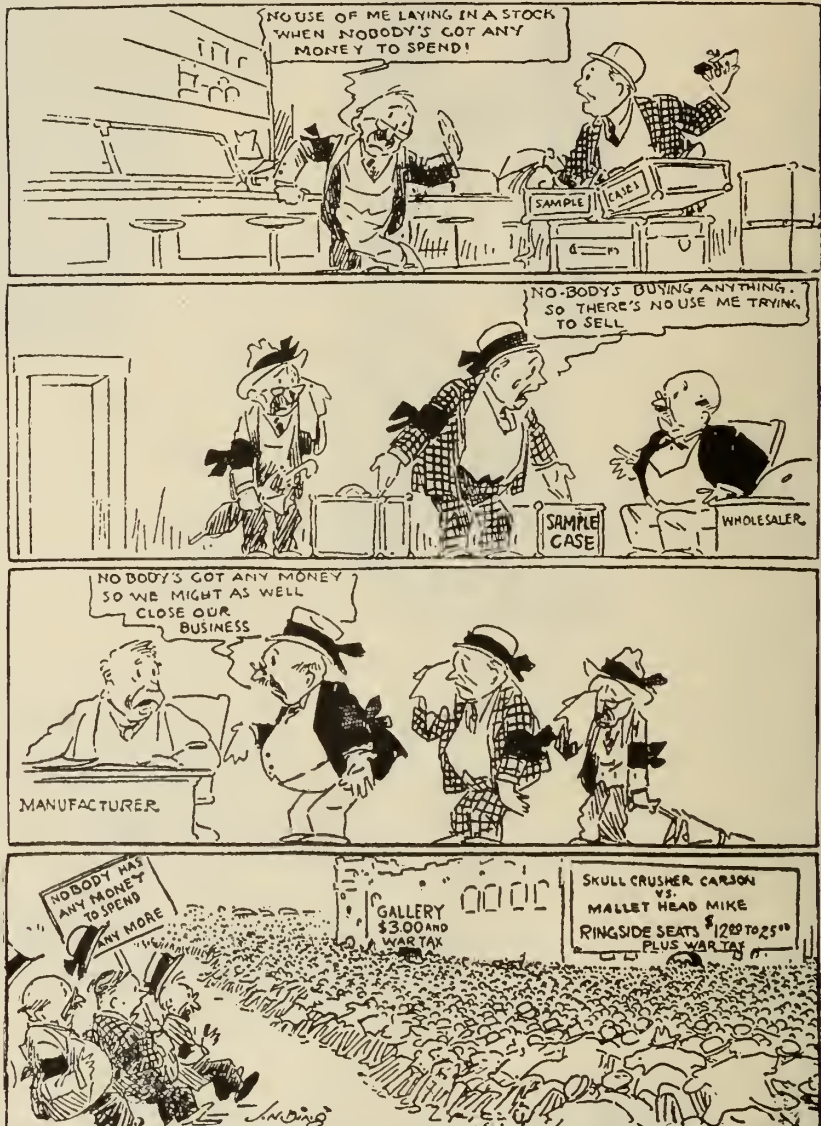
The accompanying cartoon aptly illustrates the lesson we have been endeavoring to inculcate by this series of advertisements, viz., that the present trouble with business is not so much that buyers refuse to buy as that sellers have discontinued their efforts or have made no special efforts to sell. We have given instance after instance of companies who have increased their business this year in spite of the general depression, yet in the very same lines in which these firms are engaged there are others who are bewailing the fact that business has gone to pieces.

Various reasons have been stated by the firms whose records we have given for the gratifying results reported, but one feature is always present, that is, increased sales effort. This is evidently the indispensable method which must accompany every other form of special endeavor.

Business can be secured by energetic salesmanship, judicious advertising to the merchant and to the general public is more essential and more important to-day than ever before. Our contention that where there is a will there is a way has been conclusively proved and it rests with each manufacturer or merchant himself to devise exceptional methods to keep business moving at its normal level or to increase it, instead of being content to sit still and await the coming of better times.

You can send your sales message throughout Canada from Coast to Coast by means of the following MacLean publications, all of which are members of the Audit Bureau of Circulations. Information regarding circulation, advertising rates and fields covered will be furnished on application.

What's Wrong? What's Wrong?



Darling in Des-Moines Register

Moral: It isn't the public that has quit spending so much as it is business that has quit selling.

The MacLean Publishing Co., Ltd. 143-153 University Ave. Toronto

Publishers of:-

The Financial Post
Canadian Grocer
Hardware and Metal
Dry Goods Review
Men's Wear Review

Bookseller and Stationer
Canadian Machinery
Canadian Foundryman
Druggists' Weekly
Power House
Canadian Motor and Implement Trade Journal

Marine Engineering
Printer and Publisher
Sanitary Engineer
MacLean's Magazine
Farmers' Magazine

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 of every garment.

It is well to remember that “Cravenette” Regd. is NOT a fabric but 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.



(COPYRIGHT)

Our Policy—The Golden Rule.

*Our Wish—Merry Christmas and Prosperous
New Year to all.*

KANTKRACK

One Grade Only and that the Best.

One Price to All.

*The exclusive patent feature of KANTKRACK Collars
insure double Wear.*

We sincerely regret the loss of our Salesman Mr. A. N. Sprague, who died on November 17th, 1921.

He has represented our Firm for over ten years, and this is to advise you, that we will keep the account open and any orders mailed direct to us on or before December 31st, 1921, will be credited to the estate and the regular commission paid to Mrs. A. N. Sprague the fore part of January, 1922.

Yours sincerely,

Parsons & Parsons Canadian, Limited.

Gen. Mgr.

Parsons & Parsons Canadian Limited

Makers of Composition Collars and Cuffs

Est. in U.S.A. 1879

HAMILTON, CANADA

Est. in Canada, 1907



OXFORD CLOTHING CO., Limited



**MAY CHRISTMAS BELLS RING OUT
THEIR TRUE MESSAGE of HAPPINESS
TO YOU ALL**

We wish to thank our many friends for their hearty support during the past year and extend to them sincere wishes for a Happy, Prosperous 1922.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., Toronto



And Now for a Bumper 1922

Anticipating that next year is going to be a REAL BUSINESS YEAR, we will be "On the Job" early.

Our Representatives are going out again early in January with a big range of

Everything in the Better Class Lines of Men's Clothing for Spring.

Paying particular attention to

SPECIAL ORDERS.

Watch for Them

A. E. Richardson & Co.

172 Simcoe Street

Toronto

The Better Your Forms and Fixtures the Better Your Sales Will be Next Year.



No. 832 Handkerchief Stand

We Wish You One and All A Merry Christmas and Even More Prosperous 1922

Dale Wax Figure Co., Limited
86 York St., Toronto.

Wishing you Prosperity and Happiness during the coming year.

You can be assured of a most profitable New Year if you handle

You will find them fine sellers and very profitable to handle, the kind that makes steady customers of your transient trade.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at
Clinton, Goderich, Exeter and Hensall



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.



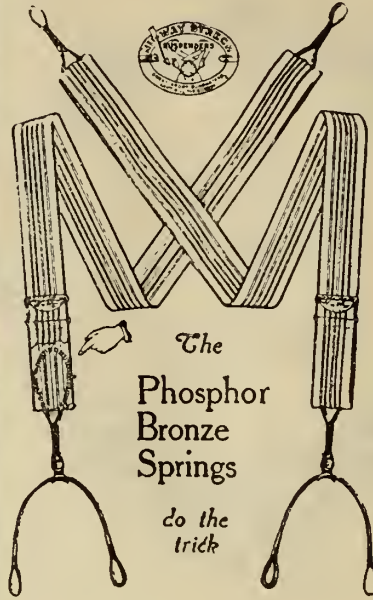
UNSHRINKABLE
The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR
LIMITED

MONCTON . . . N.B. 33

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces



We extend the Season's heartiest Greetings to all our customers present and prospective.

Your customers will appreciate this style of Suspender because it is built for service and has come to stay.

Nu-Way Stretch Suspender Company

MANUFACTURERS

St. Thomas - Ontario

Pure Irish Linen Thread

Manufactured by

Island Spinning Co., Ltd.

Lisburn, Ireland



Why Not Use The BEST?

Write us for Samples and Quotations

"FOUNTAIN BRAND" THREAD has been proven a winner, time and time again—for evenness, strength and durability. We extend to you our best wishes for Christmas and the New Year.

Sole Agents for Canada
WALTER WILLIAMS & CO.
LIMITED

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

GIMP YOUR PATTERNS

With Hardaker's "EASICUT" Machines
Economical, Fast, Practical, Neat.
E. W. McMARTIN
45 St. Alexander Street, - Montreal

WANTED—EXPERIENCED SALESMAN AND BUYER TO TAKE charge of Men's and Boys' Ready to Wear Clothing Department. Apply with full particulars to M. Levy, c/o The Liberty, Hamilton, Ont.

A YOUNG MAN—With ten years' experience in the clothing and furnishing business as buyer, window trimmer and card writer. Desires to change his position. At present employed. Excellent references. Apply to Box 765, Men's Wear Review.

Have you renewed
your subscription to
**MEN'S WEAR
REVIEW**
for 1922
?

"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.

Good Times Just Ahead

PROSPERITY is within our reach in Canada.

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

They are Industry, Integrity, and Faith.

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

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

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

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

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

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

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

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

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

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

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

Canadian Handkerchiefs, Ltd.

MONTREAL

DISTRIBUTORS TO THE WHOLESALE TRADE ONLY

Beg to Announce
Complete Lines of Handkerchief Samples
Ready for Season 1922

MEN'S

White Cambric
White Linen
Colored Woven Border
White and Colored Initials
Silk
Bandana
Khaki

LADIES'

White Lawn
White Linen
Dyed Cambric
Colored Woven Border
Initials
Embroidered,
plain and fancy packing

SELLING AGENTS:—

PROV. OF QUEBEC
MARITIME PROVINCES
W. F. MACOUN,
MONTREAL

ONTARIO
W. R. BEGG & CO.
TORONTO

WESTERN CANADA
E. H. WALSH & CO.
WINNIPEG
VANCOUVER

Men's Wear Review

VOL. XI.

DECEMBER, 1921

No. 12

Glance at The Old—Peep at the New

THE CURTAIN falls on the year 1921. It is a time for retrospection and introspection—a glance at the old and a peep at the new. He who has not learned his valuable lessons during this year of extreme difficulty in merchandising has wasted twelve months of possible experience that could serve as steadying guide posts for the future. The man who is a pessimist to-day is the man who has not applied every ounce of energy, every fibre of intellect to the business problems of the year just drawing to a close, and, therefore, stands on the brink of the new year with fear and trembling. In passing through what the closest observers believe to be the worst period of the readjustment, he has failed to note its lessons, he has missed the inspiring thrill of victory that comes with the stern battle in which seemingly irrecoverable ground has to be given in order that the banner of triumph may finally be raised. Or to put it in another way: The man who has not taken losses on all lines of merchandise that have shown a decline during the year 1921 and has not, therefore, got them down to a replacement basis is the man who peers into the coming year with even greater misgivings than he had a year ago. He is not the pessimist who looks upon the coming year as a continuation of the battle royal, as a year of hard fighting, as a year of extremely keen competition. The past year has helped this man to gird his loins with new equipment for the fight, and the curtain rises on 1922 for him with heart unafraid. His eye is clear, his nerve steady, his step sure. There will be no faltering, no wavering in the ranks of his army. The battle will be worthy the mettle of his steel, but the victory is sure and certain.

The Decline

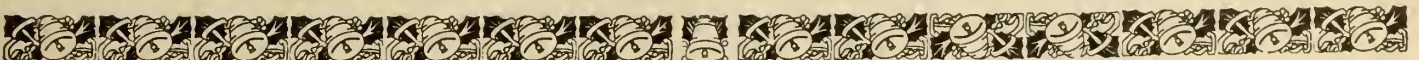
In this issue we trace rather clearly the trend of prices during 1921. It has been the downward trend throughout. He would be a venturesome prophet, indeed, who at this time would issue a decree with regard to the future of prices; but he would be an equally stupid observer who could not see that we are nearer stabilization than we were twelve months ago. To the retail merchant that means a good deal. With a careful buying policy, with his finger ever upon the pulse of consumer demand he can look forward to the coming year as one devoid of those serious losses that were inevitable at the beginning of 1921. Merchandising during 1922 is much nearer the point where it is a simple matter of regulating buying policy, overhead expenses and profits than it was twelve months ago; in very many cases it is now that problem, and that only. There may have to be some paring, some trimming of the sails to suit the wind,

some shaving of the margin of profit—but the profit is there because stocks are well cleaned up all along the line and it is now a question of mere buy and sell with dividends as a legitimate reward for the day's work.

Manufacturers claim that, with costs as they are at present, the cost of production cannot be lowered. It is undoubtedly a fact that many manufacturers have been operating at a loss for some time to keep things going. There is likely to be less of this in 1922 than there was in 1921, and one of the interesting developments of the coming year, we think, will be some readjustment of productive costs. Whether it will mean a lowering of wages in many industries, a return to the more general application of the price work system, or greater production on the part of the workers remains to be seen. It is safe to assume, however, that whatever readjustment there may be in productive costs the ultimate effort on consumer prices will likely be gradual rather than sharp and disturbing.

The Future

A peep at the new year is about as much of it as we can see and draw any definite conclusions from. To begin with, Canada is favored, above practically every other country in the world. The development of this country is still, as it were, in the cradle, and our prosperity is simply a matter of time. Sooner or later our broad, untenanted acres will be sought by peoples who have little or no place in the sun, and it rests with the statesmanship of this country to see that only willing hands, strong arms and sound brains find the golden way to these unclaimed areas. At the same time, we should not overlook the fact that we are of the comity of nations of the world. We are susceptible to world conditions, world movements, world disasters. It would be illogical to expect this country to enjoy her full measure of prosperity so long as the rest of the world is in turmoil, though it is not difficult to see why we should be and are in better circumstances than other countries. With the leading statesmen of the leading world powers sitting or planning to sit at conference tables to discuss and, if possible, to bring to a happy conclusion many of these problems that undoubtedly block the ordinary progress of the world's business, there is assuredly cause for hopefulness and courage that the in-coming year will see international relations established on such a basis that the world's business affairs will be conducted without further disturbances or interruptions. When that time comes, Canada, among all the nations, stands to benefit the most.



Year 1921 Has Seen a Marked Decline in Many Lines of Men's Wear in Montreal Field.

Period of the Great Readjustment Has Proceeded to Point Where It Can Be Said Prices Offer Tempting Bait to Consumer—Tables Showing Declines in Several Lines—A Glance at the Outlook

IN ITS editorial retrospect of the year 1920, which appeared in Men's Wear Review of December the same year, the coming twelve months were aptly described as "the period of the great readjustment." These words were nothing short of prophetic when viewed in the light of actuality, as borne out by even a cursory examination of the trend of prices in all kinds of commodities connected with men's clothing or furnishings.

The attitude generally accepted relative to conditions at the close of last year was that the industrial world was on the verge of a great period of deflation, during which prices generally regarded as fictitious would come down to a basis commensurate with their replacement values. This forecast was remarkably accurate, because in November practically all leading lines began to show marked revisions, which were again repeated in the spring for fall offerings and yet again in the fall in anticipation of spring 1922. Here and there, a certain inequality existed in the degree of revision, but at the present time, with scarcely more than one or two exceptions, the opinion is expressed that stabilization has been reached for some time to come at least.

Men's Wear Review also emphasized the fact that price reductions would not necessarily imply anything unless better values accompanied announcements of generous revisions downward. Retailers were advised to see that they got values commensurate with the prices quoted in lines of men's wear by the manufacturers at the close of the year 1920.

From a number of leading retailers in Montreal, the opinion was unanimously expressed that not only had price reductions been satisfactory but values had increased in a corresponding ratio. From the manufacturers themselves, came the confirmation of all that had been hoped for earlier in the year, and significant of the spirit which prompted the acceptance of conditions as they were. "We recognized the necessity of following the markets as closely as possible," stated one prominent manufacturer to Men's Wear Review, "and I think I may say that fully 80% of our manufacturers followed the downward trend and made huge sacrifices irrespective of their own made up stocks. It was our endeavour to protect our customers in each successive cut, and we felt that many retailers had no justifiable claim in expecting that we should protect them to the extent of refunding on merchandise previously accepted. No class of manufacturer in

WHOLESALE PRICES OF STAPLE NAVY BLUE SERGE SUITS

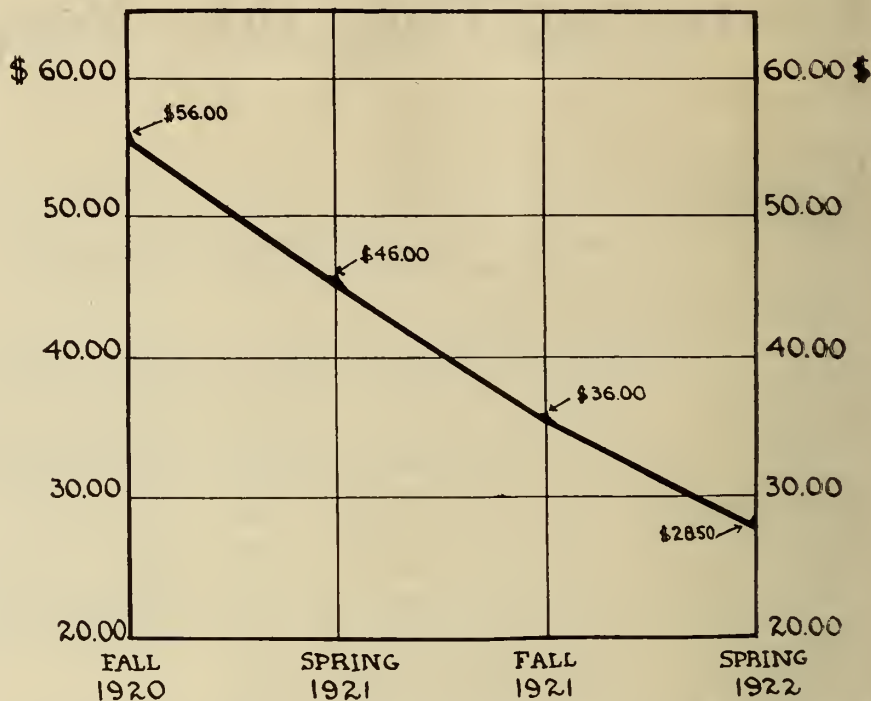


Chart showing downward trend of prices on one line of staple navy blue serge.

Canada have faced such conditions as have the clothing manufacturers, who have struggled against odds almost too great to be described. Yet what is the outcome after twelve months of sacrifice? Our products are now offered at prices which represent a closer margin of profit than ever before, and lower basis than any other line of goods, and this in the face of abnormal labor costs, and increasing overhead all round."

How Clothing Prices Declined

To substantiate his claim this manufacturer supplied the following figures which demonstrate clearly the remarkable change which has occurred.

In Fall 1920 the forthcoming spring lines were priced at:

\$18 for a popular priced suit, the same suit for spring 1922 is \$11.

\$33 for a medium grade suit, the same suit for spring 1922 is \$22.

\$45 for a better grade suit, the same suit for spring 1922 is \$32.50.

\$48. for a high grade suit, the same suit for spring 1922 is \$35.

A corresponding comparison was drawn between the prices of boys' suits now and in the fall of 1920:

Prices for spring 1921, \$10. is now \$6. on popular priced lines.

Prices for spring 1921, \$11.50 is now \$7. on medium grade lines.

Prices of Spring 1921, \$16 is now \$11 on best grade lines.

Overcoats

An even greater decline was noted in the different ranges of overcoats:

Popular priced coats \$25. in 1920 are now \$17.

Medium priced coats \$28. in 1920 are now \$20.

Highest priced coats \$56. in 1920 are now \$40.

Thus it will be seen that the peak price was reached in the fall of 1920 and declined sharply for spring 1921 and again for fall 1921, bringing the present percentage down to a level based exactly on today's market.

Another Montreal manufacturer supplied Men's Wear Review with further proof of the liberal reductions effected between the three seasons elapsing between fall 1920 and spring 1922:

Staple navy blue serge suits sold at \$56. in Fall 1920.

Staple navy blue serge suits sold at \$46. in Spring 1921.

Staple navy blue serge suits sold at \$36. in Fall 1921.

Staple navy blue serge suits will sell at \$28.50 for Spring 1922.

Retail Prices in Clothing Followed

The basis of comparison in retail prices as evidenced by one or two leading retail stores shows a markdown in price on high grade suits from \$75 retail in December of last year to \$55. at present for the same grade suit. The wholesale price on this particular suit \$48. then and \$35. now.

Underwear Took Big Drop

Leaving aside clothing, there are many other interesting differences to observe between last fall and now. In underwear the most spectacular drop occurred. Balbriggan shirts and drawers which were \$9. in fall 1920 have dropped to \$6.50 at present. Merino or plain natural wool declined from \$30 to \$19.50 and are now quoted at \$20 for the coming spring. Natural heavy ribbed underwear which was quoted at \$18 for fall 1920 is now only \$10.50 and represents 50% better value than the former price for the reason that a far greater percentage of pure wool enters into the composition of heavy underwear than was formerly the case.

Hosiery

Hosiery in cashmere, cotton and silk, also reflected the downward tendency to a noticeable degree, as the following table shows:

Cashmere hose in Fall 1920 were \$16.50; now \$8.

Cashmere hose in Fall 1920 were \$9.; now \$4.25 (lower grade.)

Cotton hose in fall 1920 were \$2.75; now \$1.75.

Art Silk hose in Fall 1920 were \$13.50 now \$9.

Mercerized cotton hose in Fall 1920 were \$7.50; now \$4.

Shirts

The decline in branded shirts became prominent following the declaration of new prices by the leading textile companies last fall. Lines of standard 60-64 percales opened last fall at \$21 and this fall opened at \$12. But consequent to the increase in the raw material, the spring price will be \$13.50 on all the branded lines. Zephyrs which were quoted at \$39 for the corresponding month of last year are now \$27 but will be \$30 to replace next spring. Silk shirts in finer qualities which formerly commanded \$108 in fall of 1920 dropped down to \$72 last spring only to rise to \$84 for next spring's selling.

Hats and Caps

Headwear of all kinds, both imported and domestic, followed in the wake of the other branches of trade. A leading Montreal importer of British made hats stated that in December of last year his best line sold at \$108 a dozen as against \$63 at present. This represents a gradual decline from peak to low level, not a spectacular drop. Domestic hats of course never reached the same height but have gone down in accordance with replacement costs. Last years price was \$45 as against \$30 at present. Cloth caps of domestic make sold at \$36 in the fall of last year but may be re-

placed at \$24. Future prices on felt hats are uncertain at present because of the sharp advance noted this month in the raw fur market, quotations being received showing an advance of 60 cents per pound for raw fur. An important feature in the hat industry recorded during the past twelve months is the abnormal falling off in demand evidenced throughout the country, so that factories are almost quiet and orders are discouragingly few for the coming season.

Collars

The most disputed commodity in the men's wear line from a price standpoint was undoubtedly the collar, both in soft and starched varieties. Owing to the fact that most leading lines are handled by wholesalers before they reach the retail market, there must inevitably be an increase in cost to the consumer, by reason of three things essential to distribution. The manufacturer insists upon his twelve and a half cents or more as the case may be, and a certain percentage in addition must be counted upon in the price from the jobber as well as the retailer's ordinary profit, which generally forms the bone of contention in every discussion on the topic of collar prices. Thus the endeavour to provide a twenty cent collar is not meeting with much success, except in bargain sales where profits are not considered. A leading Montreal maker whose lines did not soar to the same extent as some others quoted the decline as follows: Starched collars in March 1920 were \$2.55 a doz., November 1920 they dropped to \$2.10 and again in June 1921 to \$1.80. At this price he claims the retailer should be able to sell such a collar at 20 cents apiece. Soft collars in a medium grade piqué which sold last spring at \$2.10 a dozen are now quoted at \$1.50 for next season.

Gloves

Few lines of furnishings have been so much criticised as the different kinds of leather gloves, the prices of which seemed to be exorbitantly high last year. The makers however were comparatively helpless in the matter, since the raw skins were held by exporters to whom the matter of price increases was a matter of speculation rather than fair dealing. The most unreasonable advance was recorded in genuine Arabian blackhead mochas which went as high as \$66 a dozen last December and consequently ranked among the Christmas gifts de luxe, retailing as they did around \$7 or \$8 a pair. The same gloves can now be got for \$39 a dozen.

In the more staple varieties the following table shows the marked decline which has occurred:

Domestic cape gloves in 1920, \$26.50 now \$18 a dozen.

South African cape gloves \$48; now \$30 a dozen.

Mocha, commonly called fleshers, in fall 1920, \$19.50 now \$16.50.

Genuine buckskin gloves in fall 1920 \$54 now \$39.

Thus, the decline in leather gloves of

different sorts averaged between 16 and 42%, which is very little higher than the variation in price in other commodities of men's wear merchandise.

The Future Outlook

"What the future holds in store," remarked one manufacturer to Men's Wear Review, "depends largely upon production, standards of production must be improved or we cannot reasonably expect a continuation of lower prices. We manufacturers have sold our goods generally speaking at a loss in order to stimulate business and to keep our plants and staffs together. And besides production we want confidence on the part of the retailers and the public. In the period just ahead, manufacturers will face the most severe competition in a generation and they must set themselves to study the methods by which it can be successfully met. Simplicity is now the watchword in every branch of activity. Unless frills must be eliminated, labor costs must be kept down and increased efficiency in organization for production, must be promoted."

WHEN IT DOES NOT PAY TO RISE TOO FAR

It is irksome not to advance rapidly. It tries one's patience. It makes one sometimes feel discouraged. But the events of the last eighteen months have brought home to many that it is dangerous to rise too far, especially in abnormal times. What has happened in a great many concerns is this: During the boom period promotions were made pretty rapidly. Things moved so quickly and money was being made so easily that promotions and salary increases were not always scrutinized with care.

Then disaster came. Boards of directors ordered drastic retrenchment. In many instances outside experts were called in to recommend reorganization of forces. Their investigations revealed that certain men were drawing big salaries for doing comparatively little work and that these men often were not of calibre warranting the salaries received. When heads began to fall, the heads of such men were the first to drop. In a great many cases, their places were taken by assistants or others who had not basked in the favor of any higher-ups and who were doing a lot of work for relatively little money.

If a list could be compiled of the dismissals during the last year of men drawing salaries of from \$10,000 to \$50,000 a year, it would create a tremendous sensation.

During this same period not a few able, industrious, conscientious fellows have moved upwards to fill the places of those who rose too rapidly and too far. The law of compensation may often seem to us to operate heart-breakingly slowly, but it does operate. It is safer to be paid less than one is worth than more than one is worth. That's a thought worth keeping in mind.—Forbes Magazine.

Amalgamated Conventions Of Retail Trades Meet In Toronto February 13-17

Will Be Held in Conjunction With Textile Exhibit Covering Many Lines of Men's and Women's Wear—Canadian Manufacturers' Association and Retail Merchants Working Together—Conventions of Sections Arranged—Some of the Features

THE BIGGEST convention in the history of the retail trade of Ontario is scheduled for the full week beginning February 13th, 1922. It is to be known as the Ontario Retail Merchants' Amalgamated Convention and it promises to draw to the city of Toronto between fifteen hundred and two thousand delegates, representing several branches of the retail trade in this province. With this convention is to be associated an altogether new feature which will not only be interesting and instructive but of mutual benefit to the retail and manufacturing and wholesale interests of the province. This new feature is a Textile Products Exhibition which will draw manufacturers from even outside the provincial borders.

C. M. A. Interested

The Canadian Manufacturers' Association for some time have been interesting themselves in an exhibition of this nature and to bring it about have sought the co-operation of branches of the retail trade. To insure success it was necessary to organize something that would make it a big event for the retail trade and it was suggested that if retail sections could arrange their conventions during the days of one week it would assure the success of the Exhibition while the Exhibition would, in turn, be a distinct drawing card to the respective conventions of these sections. Before approaching the retail trade, the C.M.A. had got in touch with the Canadian Woollen Manufacturers' Association, the Shoe Manufacturers' Association of Canada, the Canadian Association of Garment Manufacturers, the Associated

Clothing Manufacturers of Toronto, the Clothing Manufacturers' Association of Montreal, and other allied industries. The co-operation of these manufacturing interests seems already assured.

Nature of Exhibition

The Mezzanine floor of the King Edward Hotel has been engaged for the full week beginning February 13th, and between 100 and 125 booths or spaces are to be allocated to the different manufacturing and wholesale interests for the showing of their various products. Many applications have already been received for these spaces and once the whole proposition gets into the proper stride, it is certain that the whole available space will be taken.

Textiles and their products will be shown. That promises a very wide range of exhibits. It will include both men's and women's lines. Clothing, the various fabrics used in their manufacture, woollens, furs, hats, shirts, neckwear, accessory lines in men's and women's lines, boots and shoes—these are among the many exhibits that will provide an excellent opportunity for retail merchants from all over the province to get a close-up view of competitive lines in their respective fields. It will afford an opportunity for spring sorting. Many of the fall models in all lines of men's and women's wear will be shown and a splendid forecast of the whole range of fall merchandise will be seen. If the Exhibition materializes as those in charge of it have reason to believe it will, it will be one of the best things ever staged in the history of the retail trade.

While the Exhibition is being staged, various conventions of the interested branches of the retail trade will be in progress. The branches of the trade which will have their conventions during that week will be.

The Dry Goods Merchants,
Clothiers and Men's Furnishers,
Merchant Tailors,
Furriers and Hatters,
Boot and Shoe Merchants.

It has been arranged that the Dry Goods merchants will have their convention on Monday, February 13th. On Tuesday and Wednesday, the Clothiers and Furnishers will hold their convention. On Thursday, the Merchant Tailors will convene. And on Friday, the Hatters and Furriers and the Boot and Shoe merchants.

Attractions and Entertainment

One of the outstanding attractions of the Clothiers' Convention will be the address of the well known advertising and efficiency expert, Frank Stockdale of Chicago. The Executive of the Clothing Section of the Ontario R. M. A. are now arranging other features of the two-day convention, which is their annual one. Two banquets have already been arranged, one on Wednesday night to include the Clothiers' and Men's Furnishers' convention; and the other on Friday night to wind up the amalgamated conventions of these branches of the retail trade.

A. P. Morissette has recently opened a men's wear store at 74 Wellington street south, Sherbrooke.

Things Not So Bad As They Seem

Things are seldom as bad as we think they are going to be. There are many retailers, for instance, who held that many other retailers would be driven to the wall if the Luxury Tax were allowed to remain. But a beneficent government (not forgetting that there would be an election some day), removed it and things are not as bad as we thought they would be. The Credit Men's Association, we are told, figured on many more failures in the retail trade than have actually happened during the past year; things, again, were not nearly

so bad as we thought they would be. At the beginning of the Summer, for instance, trade was very dull and retailers grouched because the outlook for Summer trade was poor. But Providence sent along some sizzling days for several weeks on end and the wires and post office service were busy with telegrams and letters begging for Summer goods of all descriptions. And, once again, things were not as bad as they gave promise of being.

They seldom are. That was so of the year 1921 and it will be equally true of the year 1922.



British Industries Fair of 1922

Will Be Held in London and Birmingham from February 27 to March 10—Under Direction of Department of Overseas Trade — Britain's Annual Display of Manufactured Goods—Buyers from Overseas Dominions Cordially Invited

UNLESS a trade fair is of use to the trade buyer he will not visit it, and no fair can succeed without the trade buyer. The steady growth of the British Industries Fair is clear proof that the buyer who visits it finds what he wants and places orders.

How the Trades are Grouped

Since its inception in 1915 the British Industries Fair has grown until it is today the most important national trade fair in the world. In fact, one of the great difficulties with which the organizers have had to contend has been the lack of adequate buildings, for the Fair has grown to such an extent that it has been no easy matter to adhere to the policy of housing each section under one roof. To those familiar with the continental fairs which are held in innumerable separate buildings scattered throughout the length and breadth of a city, the advantages of such an arrangement will be obvious. For the 1922 Fair it has fortunately been possible to secure enough additional accommodation both in London and Birmingham to provide not only for the annual growth of the Fair, but also to find room for the great industries which have hitherto exhibited at Glasgow. Textiles will, however, not be included in the 1922 Fair. This concentration will save the visitor unnecessary travelling, and at the same time there is every indication that the resulting advantages will prove a great incentive to British manufacturers of the trades affected to exhibit, so that a more representative display of goods will result.

The London Section of the Fair will, as in 1921, be housed in the White City, an enormous range of exhibition buildings within a few minutes of the centre of London, and connected with every part of the London area by trains, omnibuses and trams, while the Birmingham Section will again be in the great buildings of the Castle Bromwich Aerodome, which may now be regarded as permanent Exhibition Buildings, within easy reach of the centre of the city.

Not only are both sections of the Fair, in London and Birmingham, in each instance under one roof, but it has been found possible so to arrange matters that the various trades are themselves in separate but adjoining buildings, with the result that the buyer need not waste time wandering through section after section which does not interest him.

The careful grouping of exhibitors according to their various trades is of the greatest help to the buyer, as he finds

side by side with well-known firms businesses of which he has probably never heard, but which are of equal interest. To the trade buyer new sources of supply are as important as are new markets for a manufacturer.

Another great advantage enjoyed by the buyer who visits the British Industries Fair is the fact that participation in it is confined to manufacturers. There is therefore no duplication and no confusion caused by finding identical articles unnecessarily repeated at different prices on different stands. This does not mean that merchants do not do business in connection with the Fair, for many exhibitors prefer to pass orders, particularly those for export, through merchant houses who have special facilities for handling them. None the less, from the buyer's point of view, the Fair has the great advantage that he comes into personal contact with the actual producer.

A Strictly Trade Fair

Moreover, the British Industries Fair is purely a trade fair, and not an exhibition. Admittance is restricted to trade buyers, and business is not impeded by crowds of sightseers.

In organizing the Fair the Department pays particular attention to the comfort and convenience of the foreign buyer. A special club is provided for him, where reading and writing rooms are available, where the gratuitous services of interpreters are placed at his disposal, and where he may consult specially qualified officers of the Department of Overseas Trade, who will be able to assist in indicating the sources of supply of any goods required and to give information regarding tariffs, shipping and transport, trade conditions, etc., etc., throughout the world. Last, but not perhaps least, he will find in the catalogue which is given to him a mine of information, for it is not merely a list of exhibitors but a book of reference of considerable value. It contains, among other things, a comprehensive index translated into seven foreign languages, thus ensuring that practically every foreign visitor shall be able to find readily each exhibitor of the class of goods which he requires.

Support of British Manufacturers

In a word, the function of the British Industries Fair is to bring buyer and seller together, and to facilitate business between them by every legitimate means. It is obvious that the promotion

of a successful trade fair cannot be achieved by good organization alone, for the latter is, after all, of minor importance in comparison with the quality and price of the goods shown. Much as the organizers in London and Birmingham pride themselves on the convenience and completeness of their arrangements, they congratulate themselves still more on the support and assistance which they receive from British manufacturers. In both centres the management enjoys the advice of Committees which include the names of prominent business men known all over the world. Busy as they are, they yet devote much time and thought to the perfection of the British Industries Fair, in which they recognize such an admirable and up-to-date method of extending British trade.

The Stimulus of Competition

The progressive man of business, whether he is a buyer or seller, has recognized in the trade fair an essential component of the machinery of modern commerce. Indeed, for many of the participating industries it is the starting point of the year's trade cycle, for at past fairs many firms have booked orders sufficient to absorb the whole year's output of their factories. This is especially the case in those industries which depend for their existence as much upon novelty and ingenuity of design as upon good workmanship and finish, such as fancy goods, jewellery, toys and games, etc. It is at the British Industries Fair that new models make their first appearance. The buyer who wishes to keep up to date cannot, therefore, afford to miss the opportunity of inspecting the latest novelties and of placing his orders for the following season's trade.

Another point which it is important that the buyer should remember is that the Fair provides a great stimulus to competition. With all the principal manufacturers in an industry side by side, rivalry is naturally very keen, and the buyer profits accordingly, especially when he comes from a market which is new to the exhibition and which the latter is anxious to enter.

The goods exhibited in the London Section comprise boots and shoes, fancy goods, paper and stationery, pottery and glass-ware, scientific and optical goods, chemicals and drugs, jewellery, electroplate, cutlery, watches and clocks, toys and games, sports goods, hard haberdashery, furniture, musical instruments.

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THE CONVENTION

Officials of the Clothing Section of the Ontario Retail Merchants' Association are already laying their plans for the convention to be held in Toronto on February 14th and 15th of next year. They tell us that it is to be the best convention ever held because of added attractions that will be on in the city at that time, attractions that are closely allied with the clothing trade.

It is not too early to begin to figure on attending this important convention. Association work can only be of its greatest good to the trade in proportion to the interest manifested in its efforts by the members of the trade from one end of the province to the other. If each individual does not make some effort to contribute to the work of the Association—and its worth, too—it will be of no avail and will miss an opportunity to promote the interests of the trade throughout the whole country.

It is not a great contribution simply to come to the convention. But that contribution, at least, should be made.

THE WAGE DISPUTE

While at this time of writing there is no actual strike threatened by garment workers either in the Montreal or the Toronto fields, the wage schedules for the next season are being either discussed or arbitrated upon. It is the earnest hope of the trade from coast to coast that no strike will eventuate at all and that the whole matter will be settled to the entire satisfaction of the contending parties. The time is most inopportune for a strike, either short or prolonged, and hardship or misery would undoubtedly follow in the wake of such a misfortune. Unemployment breeds unemployment and the effort to stave off any more of it should command the earnest consideration of all parties concerned. A real service to this country can be done by the men who will settle this or any other similar difficulty without a resort to strike methods.

How it is settled is a matter of interest to the trade, of course. The very heart of the matter is that manufacturers want to cut down the costs of production. If that is done, the trade stands to benefit, of course, though we doubt if they would care to benefit at the cost of decent standards of living amongst the clothing workers in this country. It has been suggested that three courses are open,

any one of which will give a lowered cost of production, namely, piece work, lower wages or more production. We know that opinion is divided amongst the manufacturers in Toronto and Montreal as to the wisest of these three courses to adopt and there is undoubtedly a mass of evidence to support their respective opinions. But so far as the trade is concerned, we venture the opinion that they earnestly hope for a settlement without a strike and one that will rob no man or woman of his or her self-respect in the battle of life.

THE BUSINESS PAPER GETS AT THE FACTS

A striking illustration of the service the technical or trade paper renders its readers and of the difference in the reliability of the information it supplies and that furnished by the average daily newspaper is afforded by an article in a recent issue of the "Railway Age" with reference to Henry Ford of automobile fame and railway management.

Mr. Ford, as many of our readers will have learned from the newspapers, recently purchased the Detroit, Toledo and Ironton Railway, a small road which was practically in a state of bankruptcy. In the same papers they will also have read how Mr. Ford put in his management in March, and in April the net operating income had risen from \$78,000 to \$276,000. For several months past the various newspapers, magazines and labor publications of the States have been jumping at conclusions and drawing deductions from this one month's figures, enlarging upon the fact that, in spite of higher wages, Mr. Ford had succeeded in making his railway a paying proposition, and in many cases it was hinted that here was the man who could straighten out the railway systems of the country and place them upon a stable and profitable basis.

The "Railway Age," however, was not content to accept these hastily drawn conclusions as decisive and started an investigation on its own account, with the result that when the figures for several months of Mr. Ford's regime were examined a very different tale was unfolded. The income of \$276,000 in April had dropped to \$187,000 in July and in August to \$70,000, lower than it was when Mr. Ford took the road over. Expenses, moreover, had increased from 52.7 per cent. to 59.7 per cent. in July and 71.8 per cent. in August—this in spite of the fact that gross earnings which were \$713,000 in June had increased to \$744,000 in July and still further to \$763,000 in August. Moreover, while the operating expenses had thus increased 46 per cent., those of the ordinary railways of the country had increased only one per cent.

The point in this incident which immediately concerns our readers and ourselves is not so much the success or failure of a railroad as that to a business paper is due the fact of the truth being made known. During the last few years occurrences of this nature have been frequent in connection with the series of trade and technical publications of which this paper is one. Inaccurate and misleading information giving rise to serious complaints has been published on one subject or another by the daily papers. The public have been worked up to a pitch of indignation by some statement which upon investigation has been found to have no foundation, and it has been left to the business paper to show that the complaint was therefore groundless.

Getting After the Seamen's Trade

A Maritime Store That Specializes On Seamen and Does Not Overlook Workmen, Firemen and Farmers—Charles Magnusson Was Once a Sailor—Coming Winter a Time for Caution

ONE of the most interesting and unique clothing and furnishing stores in Eastern Canada is that of Charles Magnusson & Son of Dock Street, St. John, New Brunswick. Its claim to interest on the part of members of the trade lies not so much in any open attempt to seem unusual, which is utterly in discord with its policy, but rather on account of an atmosphere rarely met with except over in England or in certain sea-port towns of long established prestige. The Magnusson store combines the brisk and up to date methods of a regular city store with the romance of the seven seas, for a part of its regular trade is comprised of marine business, which is still one of St. John's leading industries.

Although the days of square rigged ships, and dashing brigs and heavy sailed schooners have passed to some extent, there is still a plentiful number of more modern vessels including the merchant marine, the West India service and other important branches of the Atlantic ocean traffic which make St. John their port of call throughout the year. The winter is naturally the busiest season, for then all Canada's richest products are poured forth into the waiting ships which jostle by scores in the St. John harbour which is always free from ice.

Was Once a Sailor

Charles Magnusson himself once followed the sea before he decided to locate in St. John and devote his energies to the selling of furnishings for men, and it is undoubtedly due to his intimate knowledge of things nautical, that his progressive store has gradually become the centre of interest to seamen of all sorts who are in need of equipment. The entire second floor of the Magnusson store is set apart as a marine department and in it are carried such things as yellow oiled suits, black oiled coats, rubber boots, cooks' caps, aprons, dunnage bags, heavy coats, towels, sheath knives, bedding and mattresses, etc. All this has a distinctly different sound to the average stock carried by a mens' furnishing store, yet it is but a mere fraction of the entire stock contained in the large three storied building occupied by the Magnusson firm.

Discussing the store's manifold activities with a member of the firm, a staff member of Men's Wear Review was informed that the store has found it possible to build up two distinct lines of business on a purely transient class of trade, and its success may be said to be due entirely to the fact that both Mr. Magnusson and his son Harry are con-



The Chas. Magnusson Men's Wear Store of St. John, N. B., designed an original window to signalize the opening of the winter port season in which a light house and various other marine effects took a prominent part. The beacon light seen in the light house had a red and a green light on either side, signifying port and starboard. Accessories such as bags of flour and apples stood for the Canadian products which find their way out of the port at St. John. Warm winter underwear was featured with the message,

stantly on the look-out for new methods to attract and build business, and are never content to let "well enough alone."

The location of the store is distinctly advantageous, being in the direct line of traffic from the Union Station and the steamship and boat termini. Furthermore, it is only a stone's throw from the Market Slip, where all the schooners lie up to load or unload their cargoes of fish, molasses, coal or timber. In summer, when river navigation is at its

height, hundreds of out of town people visit the city and are duly circularized by the Magnusson store in plenty of time to attract their attention to this progressive store while they are visiting St. John.

Getting After the Crew

In handling the marine trade, a rather interesting procedure is followed, the details of which prove the thoroughness with which Mr. Magnusson has built up

(Continued on Page 37)

Substantial Reductions of the Year

Toronto Field Shows That Merchandise Has Declined Considerably—Clothing Prices Down Fully One-Third—Neckwear Prices About the Same—Big Drop in Hosiery and Underwear—The Hat Situation

EVERWHERE in this issue of Men's Wear Review, a review of prices and conditions in men's wear lines is dealt with, covering particularly the Montreal field. It is quite evident, of course, that there should not be a great variation between it and the Toronto field. The cleaning up of stocks that has taken place in the Toronto field has been accompanied by a gradual, in some cases, sharp decline in prices. Certainly—and there is cause for assurance on this point—markets are much more stable today than they were in December of last year. It is not to be expected that there will not be further fluctuations in prices—but they will be "fluctuations" rather than disturbing factors in the whole business outlook. If the stocks are clean throughout the country—and, generally speaking, we believe they are—the outlook for the coming year is less fraught with uncertainty for men's wear dealers than the year just closing. Merchants who have weathered the storm through the past twelve trying months should step out to 1922 with a firmer tread than they did a year ago.

Clothing

In talking with clothing manufacturers regarding the outstanding features of the industry during the year 1921, two or three things of interest to the clothing dealer have been mentioned.

Reputable houses have unquestionably taken heavy losses on their stocks. Some of these losses in fact reach into the year 1920, but the aggregate of them, could they all be known, would reach into seven figures. We could name off three or four firms at a moment's notice whose individual losses ran around \$150,000. We believe that it has, by no means, been a year of profit for the Canadian clothing manufacturer; quite the reverse is nearer the point. That is equally true of many progressive retail houses. "It will take 1920, 1921 and the greater part of 1922 for us to make up the losses we have taken in the last eighteen months," said one manufacturer to Men's Wear Review. There is still a little "warstock" left but it is very little and is being sold out by the yard rather than being made up in men's suits and overcoats. Stocks are clean on the manufacturers' shelves and he is in a position to supply a bigger and brighter range of better quality merchandise than he has been in for some time. The buying he did for his spring range was advantageous to himself and to the trade. All lines have shown appreciable declines. Worsteds that, at the peak, were 35 shillings have been bought for 15 shillings. Generally

speaking, the better grades of cloth have shown a smaller decline in price than the cheaper ones; and the whole trend of the clothing business is certainly toward higher quality merchandise. If the consumer is asking for lower prices he is also asking for better merchandise and in clothing, he is going to get it. "Quality" can be played as a trump card in spring merchandising so far as clothing is concerned.

Decline of One-Third

And while he has been buying merchandise at lower figures, the manufacturer has also been selling it cheaper. The consensus of opinion amongst the Toronto men is that the decline has been, on the average, about one-third. Of course, there are many variations as dealers will know. Even in the worsted class, the declines have differed as the cost of the yardage has differed and still differs. There are hard worsteds and soft worsteds, and the prices of these vary. A strictly high-class house, dealing only in the best materials, would not show as great a decline as some other house that specializes on the more popular-priced lines. A high-class house told us that a staple blue serge that sold last fall for spring delivery at \$60 was now \$40. Another house that makes a popular-priced line told us that a fair figure showing the decline would be \$37.50 for last fall and \$25.00 for this fall. The lines from this house last fall ranged from \$35.00 to \$50.00; this fall for spring they are \$15.00 to \$32.50. It is safe to assume, therefore that wholesale prices on the average are down 33-1/3 per cent.

May Be Shortage

Another manufacturer who also referred to the year as being a clean-up year ventured the opinion that there would be a shortage of merchandise in the spring. "The English mills are making but very little stuff," he said, "and the Canadian mills will not begin to make up till they get orders; in fact, they do not place for their yarns till they have the orders on their books. I believe there will be a shortage of yardage this spring. The retailer has been spoiled during the last year because the Canadian manufacturer had a big stock and he stalked the whole country selling it at any price he could get for it. Stocks are now clean and this will not be the case in the future. The retailer is liable to get a jolt as he got a jolt on overcoats this fall. So far as we are concerned, we could have sold 3,000 overcoats if we had had them made up

and ready for immediate delivery, but the orders were not placed."

Too Great A Margin

One manufacturer when asked what he believed to be the outstanding feature of the clothing trade during the year said it was the too great distance between the wholesale and the retail price of clothing. He said he knew there were overcoats selling on Yonge street at \$34.00 that cost only \$16.00, and he ventured the opinion that this was the case pretty generally throughout the country. "The public will not buy till this condition is righted," he said. "It is not only the case in clothing either. The same cut of beef that sells for 34 cents in Calgary sells for \$1.10 in North Bay. The trouble has been in the last year to get down to normal prices. The wholesaler knows what is being done but for obvious reasons he does not say so. This disease is prevalent all over; the big city is not as bad as the smaller places because the competition is keener and prices are forced more than in the smaller places." This manufacturer states that retail stocks are lighter than they have been in twenty years and he does not think the retailer has bought enough for spring to cover his ordinary requirements, though there is no case of "sour grapes" as far as he is concerned, for they have sold more units than they did a year ago.

Neckwear

"The year has been a clean-up for the neckwear man" said one manufacturer to Men's Wear Review and his opinion was agreed to by others. "I believe that by the first of January the retailer will have clean shelves in neckwear. He is ordering very heavily for his Christmas stock and when Christmas is over and the new year begins we feel that there will be good business ahead. The call is not for cheap merchandise but for a tie to sell at \$1.00 to \$2.50 and I think that will be the popular price for next year."

The decline in neckwear prices, on an average, has been about the same as in clothing. There have been some violent cuts in some lines and they have been sold away below the cost of manufacturing. Some \$12.00 ties have been peddled for \$2.00, and \$24.00, neckwear has gone for \$8.00 and \$10.00. But the average decline on a standard line—which is about \$12.00—is about 25 per cent. This \$12.00 line is now selling for \$7.50.

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Pumpkin Contest For Boys And Girls

Begg & Co., of Hamilton, Have Launched a New Contest as Business-Getter—Think It Wise to Attack Strongly This Year—
The Largest Pumpkin Wins the Prize—\$100 in Prizes

SOME time next Fall Begg & Co's. store at Hamilton is going to be filled with pumpkins, for Begg & Co. have gone in for a pumpkin contest. This store has been singularly successful in its various contests among the boys of that city and vicinity, and in the one that is now developing they are including the girls in the contest because they have recently added to their lines of merchandise a ready-to-wear department which carries girls' dresses. It has been the policy of this store to run contests for the purpose of creating and maintaining an active interest in their store and its merchandise. Through them they have secured valuable mailing lists which still are used in much of their advertising matter. New contests are run for the purpose of adding to these lists from time to time. This, together with the advertising value derived from the "noise" made by the contests, makes them well worth while.

Launched At Fall Fair

The present "Pumpkin contest" was launched at the Hamilton Fall fair and some of the Fall fairs in the smaller centres contiguous to that city. An envelope with a pair of goggles in it which when worn, gave a Harold Lloyd appearance to the wearer was given out at these fairs. There was also the announcement of the contest in it, together with some pumpkin seeds to be used in the contest which will really begin when nature reawakens next spring and the garden seeds are planted. Hundreds of these were given out. Begg & Co. believed it wise to attach a string to their contest this year because they wanted to place some obligation upon the shoulders of the entrants to the pumpkin-growing event. With the trade he has worked up amongst the boys in Hamilton he felt that he could do this without impairing the interest in the contest.

Rules Of The Contest

The prizes to be awarded and the rules of the contest are as follows:

- 1st Prize—Choice of any \$25.00 Suit or Overcoat.
- 2nd Prize—Choice of any \$20.00 Suit or Overcoat.
- 3rd Prize—Choice of any \$15.00 Suit or Overcoat.
- 4th Prize—Choice of any \$10.00 Suit or Overcoat.
- 5th Prize—Choice of any \$7.50 Suit or Overcoat.
- 6th Prize—Choice of any \$5.00 Pair Shoes.
- 7th Prize—Choice of any \$3.00 Hat.
- 8th Prize—Choice of any \$2.00 Pair of Gloves.
- 9th Prize—Choice of any \$1.50 Cap.

10th to 20th Prizes—Choice of any \$1.00 Stockings.

Note:—"Girl winners may select suitable merchandise of same values."

Conditions Are:

1st.—That every boy who purchases a suit or overcoat, and every girl who purchases a coat or dress at the Begg & Co. Store on or before April 1st, 1922, can be entered in the Pumpkin Contest by filling out an entry blank. Age limit, 16 years.

2nd.—Contestants will be supplied with Pumpkin Seed, or may use their own. Pumpkins must be delivered to the Begg & Co. Store with entry blank attached on or before September 15th, 1922, and all entries will become the property of the Begg & Co. Store.

3rd.—An expert judge will be called in and under the supervision of Mr. W. G. Marritt, of the Ontario Department of Agriculture, will decide who have produced the winning pumpkins.

A list of those winning the twenty prizes will be published in the daily papers, and also will be invited to come to the Begg & Co. Store and select their prizes. Winners must make selection of their prizes from our stock on or before December 1st, 1922.

A Snappy Letter

Begg & Co. usually have a snappy letter for the boys shortly before the opening of the fall school days. This was not done this fall for reasons which are explained in the following letter which announced the contest:

Hamilton, Sept. 22nd, 1921.

Hello! Boy—

WELL I'LL BE GOGGLED!

Here we are again—Talking Boys' Clothes, and another contest.

We did not write you at school opening time—about a new suit. The weather was so hot that a bathing suit was about all you needed. But now—Fall is here and Winter is just ahead of us and you'll surely need a new suit or overcoat soon.

Oh Boy!—We have some dandy suits with one and two pairs of bloomers at \$7.50 and \$9.50—overcoats just like the swells wear at \$15.00 and \$18.50. We want you to pick yours while the assortment is at its best, and say;—be sure and show the folks the little folder we are enclosing that tells about our new line of suits for boys.

Now as to the contest—The Goggles and the Pumpkin Seeds. Would you not like to win a new \$25.00 suit or overcoat—you can do it. We offer this as first prize to the boy or girl who produces the best Pumpkin next season.

Nine other prizes are offered making a total value of \$100.00. Full particulars may be had at the Begg & Co. Store. Every Boy who buys his next

suit or overcoat here—will be eligible to win a prize.

Now then—You grow the big pumpkins and we'll supply the big values in boys' clothing.

Your friends,
BEGG & CO.

P. S.—This contest is also open to girls buying their dresses or coats in our new misses' department.

The result of this contest will be awaited with interest.

SUBSTANTIAL REDUCTIONS

(Continued from Page 22)

There is some distress neckwear silk on the market yet and this may influence prices for a little time. The general tendency of silk prices, however, is upward. Since July, these prices have advanced about 30 per cent. This has not been felt by the trade yet and we do not venture an opinion on future prices other than to say that, when distress silks are out of the way, the price will be on a manufacturing basis entirely and that means the manufacturer is going to make a profit which many of them have not been making. The distress silks, we believe, will have almost no effect on future prices.

Underwear and Hosiery

A manufacturer's agent who handles a number of lines of underwear stated to Men's Wear Review that he believed the decline during the year would average about 40 per cent. In underwear, as in many other lines, there are variations. The coarser grades have shown a bigger decline than the finer ones. A standard lisle thread line that was quoted at \$11.75 for spring 1921 is now quoted at \$5.75. In hosiery, the decline has been about the same—40 per cent. A well known line that sold a year ago at \$4.50 is now selling at \$2.50. This agent told Men's Wear Review that the tendency was definitely towards better merchandise. He has disposed of more units of ladies and children's underwear—not so many in men's—and they have been a better quality than a year ago. He states that the mills are now in good shape, having disposed of their stocks and taken their losses. So far as the coming year is concerned, he believes that if there is to be any loss it will be, not on stock, but due to factories being shut down if there is not enough business to keep them going.

Hats

"The most outstanding feature in the felt hat trade during the past year," said an importer to Men's Wear Review "has been the decline in prices and while the reduction in the early part of

(Continued on Page 30)

1921 Has Been Great Clean-Up Year

Manufacturers, Wholesalers and Dealers End the Year With Clean Stocks—Trade Will Reflect Consumer Demand and Consumer Demand Somewhat Depends on World Conditions—An Altered Buying Policy

BUSINESS records will probably show that the year 1921 was the great "clean-up" year for manufacturers and dealers in men's wear line. No matter what the year 1922 may have to write on its unrevealed pages of history, it can safely be assumed that it starts out with clean stocks—generally speaking—and that the volume of business will be quickly reflected in the trading that goes on between the dealer and manufacturer or wholesaler as the case may be. Conditions that are wide-spread in the strictly Canadian in their aspect will, in a large measure, govern the consumer demand during 1922. We are no longer an isolated people, self-contained and self-containing; we are an integral part of the comity of nations. It makes a difference, after all, whether the volume of the world's business seeks its ordinary channels, or whether its progress is interfered with by revolution here and there, unstable conditions somewhere else, and hardship and even stark famine in another quarter of the globe. The world's business to-day is so international and inter-dependent that the buying power of the average Canadian consumer is, in a measure, governed thereby. Some of our basic products, such as wheat, are price-fixed by world markets. The cost of producing wheat in Alberta or Saskatchewan or Manitoba has little or nothing to do with the price of wheat in Winnipeg; wheat is a world commodity and its price a world price. And the price received by the western farmer for his wheat is the dominating factor in his buying power, and the buying power of the west is, in turn, a dominating factor in the progress of Canadian business. In taking a peep, therefore, into the year upon which we are soon to enter it is well to bear this in mind. It is not mere foolish patriotism and clap-trap to say that Canada, at this time, is the most favored country in the world. We believe it to be literally true; the statement can be verified by every returning traveler from any country in the world. At the same time, let us not forget that normal times in this country depend upon normal times in many other countries. If there is any consolation ever in the fact that one's neighbor is worse off than one's self, then Canada has abundant cause for consolation and can pass into the year 1922 with a light and confident step.

January 1921

January 1921 commenced, for the men's wear dealer, with heavy stocks, a considerable proportion of which was

high-priced merchandise. A good deal of apprehension prevailed in many quarters. A very trying time had just been passed through on account of the luxury tax which had been removed only a few days before Christmas Day of 1920. The baneful effects of this tax were still casting a shadow over the in-coming year. The public, urged on by a superficial press, were demanding lower prices, lower than were justified, having regard to a safe and sane readjustment.

By this time, however, the decline was well on its way so far as its certainty was concerned. World conditions established the fact that it had to come. Over-burdened countries that had engaged in the war were already incapable of entering the world's markets for their legitimate requirements, and the succeeding twelve months have not alleviated their condition in this respect. Many of the leading Canadian wholesale and retail firms had already taken heavy losses on their merchandise and were straightway operating on a replacement value basis. But it is safe to say that the great bulk of the retail trade did not start to cut on their merchandise till January 1921. It was but natural that the trade "get from under" with as little loss as possible; and who shall say that it has not been better for the financial stability of this country that the decline has spread over a considerable period and that the shock has been absorbed rather than taken all at once? The records go to show that the number of failures has been much smaller than was expected in the early part of the year.

The Clean-up Begins

Speaking for the bulk of the trade, the great clean-up began in January of the year now drawing to a close. Sales were the order of the day from coast to coast and radical price-cutting was seen in many quarters. An altered buying policy was very noticeable; in fact, there had been evidences of this even before the turn of the year. Some of the most progressive houses began operating on a thirty days' basis; others on a sixty. The agitation for a four-season buying policy was swallowed up in practice—dealers began to buy not four times a year but some of them as often a month. The "hand to mouth" policy has now become pretty well an established policy with most buyers; in some cases, it might be pointed out, to the detriment and prestige of their own house. Sales have been lost because commitments have not been made on certain lines of merchandise that have

reached a fairly stable basis. It is safe to assume, however, that a careful buying policy will be followed for many months yet.

Stocks Now Clean

There is a unanimity of opinion from many quarters now that stocks all over the country are well cleaned up. The Financial Post recently sent out a questionnaire to hundreds of bank managers all over the country asking them about the conditions of stocks in their respective communities. Their answers have all been to the same end—that stocks are clean. Not a few managers state that these stocks are lower than they have been in many years. Our actual contact with retailers all over the country confirms this unanimous opinion of bank managers. The number of small orders that keep pouring into wholesale houses week after week from all sections of the country is a clear indication of the condition of stocks. It appears to us that this is a hopeful omen for the coming year's business. Whereas January 1921 began with heavy stocks and the grim necessity of liquidating them on a declining market with consequent losses, January 1922 will begin with clean stocks and fairly stable markets, and a chance to merchandise stocks with fair profits in sight.

Woollen Men From Scotland Are Coming

To Study Conditions And Protect Trade Mark of Scottish Woollens in Canada

Of special interest to the retail trade and manufacturing firms in Canada is the forthcoming visit of a delegation from the Scottish Woollen Trade Mark Association which is scheduled to leave Liverpool on the 31st of December and to make a tour of Canada and the United States. The delegation is to be in Montreal January 24th, 25th and 26th, in Toronto January 27th, 28th and 29th, and in Hamilton and Niagara on January 30th. From here, the delegation goes to Buffalo, Rochester, Cleveland, Chicago and back to New York. Prior to its arrival in Canada, Philadelphia, Boston and Washington will be visited.

(Continued on Page 26)

The Markets at a Glance

Seasonal Business Reported Very Good—Dropping Off in Demand for Heavy Lines of Merchandise From Retailers—Shortage of Winter Overcoats—Underwear Placings Only Fair—Sharp Advances in Hatter's Fur—Neckwear Moving Quickly

SEASONAL business is good. Christmas goods are moving rapidly from manufacturer and wholesaler to the retail shelves. If the actual cash returns from Christmas business, 1921, do not reach 1920 levels, the volume of merchandise promises to be quite as heavy, if not heavier. A year of unsettled trade conditions does not appear to be damping the Christmas ardor of the Canadian consumer, if the orders for Christmas goods placed by retailers are any indication of the way the wind is blowing. Many houses handling these lines of merchandise are being hard put to it to keep up with the demands, and behind this heavy demand they see a better light dawning for the new year because they are convinced of the depleted stocks on the retail shelves.

Retail business, especially in the heavier clothing lines, has fallen off in many sections of the country during the last two weeks. The same was the case with a number of retailers a year ago. The demand is centering on the smaller lines of men's wear. In Montreal, for instance, many retailers (including some of the big department stores), are running discount sales on some of their lines of merchandise. There are some running in Toronto, though the sale orgy is not so pronounced at this time as it was a year ago.

Clothing

There is some disappointment in clothing manufacturing circles over the spring placing. Many travelers have now completed their trips and, on the whole, the placing was not as heavy as a year ago. This is not universally the case, however; there are houses that have booked more units than ever in their history. Undoubtedly, competition is exceedingly keen. One manufacturer believes that there will be a shortage of yardage by Spring because the retailer has not placed enough for his legitimate Spring business and British mills are making little, while the Canadian mills will not make up without the actual orders being on their books. It is undoubtedly true that many retailers ordered below their requirements for Winter overcoats and lost sales. A manufacturer stated to Men's Wear Review that he could have sold 3,000 more if he had had them made up, while a retailer mentioned that if he could have secured the overcoats he wanted, he would have ordered a hundred more.

The relations between the Associated Clothing Manufacturers and the Amalgamated Garment Workers are always of interest to the trade. The present state of the case is this: The manufacturers have stated to the garment workers that productive costs must be lowered. There are three ways suggested: First, lower wages; second, piece work; third, more production. Talking with one of the leading spirits in the Association, Men's Wear Review was informed that they did not want to lower

the standard of living of the garment workers. That standard, he said, has been improved during the last few years and there was no disposition on the part of the manufacturers to see it other than it is at present. "There is not a garment worker here," said this man to Men's Wear Review, when chatting about it in view of many of his workers, "who could not do twenty-five per cent. more work in a day and not go home tired in the evening." That is probably the way the wind is blowing—the manufacturers believe and want the garment workers to increase their production. They have placed the matter in the hands of the committee from the garment workers for their report thereupon. In the meantime, there is no change in the scale that has been in force since June.

Neckwear

Manufacturers have all they can do to fill Christmas orders from the retail trade. Many of them are working nights. There is no quibbling about price, the popular price seems to be the tie that will retail for \$1.00 or \$1.50. One manufacturer stated to Men's Wear Review that he had sold dozens of ties a few months ago at \$15.00 that he could get \$18.00 for now without the slightest trouble. For the first time in four years, so one manufacturer stated, he is getting deliveries of Paroli's hand loomed grenadines, the famous Italian silks. Incidentally, he said, they had been coming to him since August. And they were all sold out within a very short time.

Neckwear men believe that stocks are clean throughout the country now and that the new year should bring them ordinary business again with a fair profit. They think the "peddling" orgy is over. In comparison with a year ago, the standard price—say, \$13.00 a dozen—will be reduced to about \$7.50, or about 35 per cent. Since July there has been a gradual upward tendency in silk prices; the increase since that time has been about 30 per cent.

Underwear and Hosiery

The Spring placing on men's underwear, according to one manufacturer's agent, has not been quite as heavy as was expected. Undoubtedly, the majority of stocks of Summer underwear are cleaned out, but in spite of that fact, the retailer does not appear to be running any risk of having much stock left on his hands if the next season should not be a good one. The placing on ladies' and children's underwear has been much better and more units have been sold than a year ago. The drift, so say manufacturers, is noticeably toward the better qualities in underwear and the mills are, also, turning out better garments than formerly.

The movement of hosiery has been fair and some of the fancy lines that would serve for suitable Christmas merchandise, have moved very freely. Placing on this, as on all other lines, is conservative.

Use Price Tickets If Windows Are To Give Maximum Results

Policy That Has Proved Successful With Gilker's, of Nelson, B.C.
—Some Hints on Windows That Will Give Best Results—Careful Display of Children's Suits

THE SEARCH among the designers of windows, whether they be architects or merchants, is to find the arrangement that will take the least floor space from the store, permit of the most effective display, save the most effort in window trimming, and display the dressed window to the largest section of the street at one time.

If the window is shallow, and parallel to the street, its range is necessarily limited to those immediately in front. If deepened considerably the range would be slightly increased, but the angle at which the plate glass would meet the eye would kill clear vision of the window, taking up more floor space without a corresponding increase in display value. Where greater window space is gained by deepening the window, the back presents window dressing difficulties well known to the one interested in this work, and the portion of the "trim" that takes the back position is too remote from the observer to

either excite or permit the careful scrutiny that promotes sales.

Victoria street, in Nelson, is quite broad, so it will be apparent that the display window on the "far" side is plainly visible for a great distance in either direction. Every article displayed can be closely examined by the interested observer, and even those approaching on the other side of the street can see the display for quite a half block before they come opposite.

"To permit a show window to fulfill its best work," said Mr. Gilker to Men's Wear Review, "the price should be shown. With the price known, and the garment well displayed, all the needful information is in the observer's possession, and it is only a matter of exchanging the money for the garment, to consummate a sale. If the matter of price is in doubt, there is a strong possibility that the interested prospect will 'resist the impulse' and wait until a price is displayed which strikes him as 'fair.'

"This is especially true of suits, overcoats, etc., where the various differences in price are more apparent."

Children's suits well repay careful display and aggressive selling. The Canadian youth is probably better dressed, and more discriminating in his choice than ever before. It will be noted that in the window shown, boys' suits are displayed with the men's suits, and boys' shirts with those for men. What boy does not like to get his clothes at a men's store?

Mr. Gilker mentioned that a heavy valance is being tailored for the windows. This valance will conceal the lights at the top of the windows, and above each will be embedded the name "Gilker's."

Mr. J. A. Gilker introduced, as "second in command" his brother Arthur Gilker. The credit for the well dressed window shown was unstintingly given to Frank Cryderman, who also prepares the show cards.



Exterior view of Gilker's of Nelson, British Columbia.

WOOLLEN MEN FROM SCOTLAND (Continued from page 24)

Association's Aims

The history of this Association is, in a very real sense, linked up with its visit to Canada and the United States. Two years ago a great deal of mischief was being done to Scotch Woollen manufacturers by a flooding of many markets with tweeds purporting to be Scotch tweeds. Many of these so-called tweeds were neither made in Scotland at all nor contained much of the pure

virgin wool. It was mostly shoddy, frequently adulterated with cotton. To protect themselves in the markets of the world some thirty-five manufacturers who represent about three-fourths of the entire output of woollens in Scotland, organized what is now known as "The Scottish Woollen Trade Mark Association" whose object was to give publicity to a national trade mark guaranteeing the cloth upon which the trade mark is used as "made in Scotland of Pure New Wool."

In order to have first hand knowledge

of conditions on this side of the Atlantic and to study the best methods of increasing the demand for genuine Scottish woollens in the North American market, this delegation has been arranged. There will be about twenty members who, in themselves, represent about half the entire output of woollens in Scotland. Arrangements have already been made in Montreal to have the delegation meet the Dry Goods Association and doubtless similar arrangements will be made in other centres to be visited by the members.

"A Man Must Have A Hobby"—Therefore The Proprietor Proceeds To Build His Own Store

Mr. Fraser, of Alex. Fraser & Son, of Renfrew, Ontario, Makes All His Own Fixtures—Music as a By-product—The Store News—Features of Store Management and Arrangement—"Thank You"

IT WOULD be difficult to discover a store with more unusual features and possessed of as much individuality and distinction in appearance as the "Quality Clothes Shop" in Renfrew, Ontario. Known to citizens of Renfrew under the name of its owners Alec Fraser & Son, the store ranks high among the many points of local interest and is always pointed out to strangers as a model in point of progressiveness and good management. Well equipped shops are the order of the day, however, in Renfrew, which aspires to the proud position of being Canada's model town, and thus it is not extraordinary to find that all the different forms of retail business carried on are characterized by the same attention to modern appearance and efficient management as is so strongly emphasized by the "Quality Clothes Shop."

Item number one which calls for attention when visiting the store is its appearance. A few months back this store was a flourishing movie theatre, "Imperial" by name, and exceedingly modern and well finished in equipment. For some reason however, it was sold and remodelled into two commodious stores one of which is now the property of Alec Fraser & Son. Its front is designed to provide the maximum of window space and is smartly finished in mahogany with pebbled glass panelling as a background, while overhead the same glass is employed to give a lighter effect than solid woodwork would afford.

A Fine Effect

Inside the store the same glistening freshness and immaculate neatness prevail. Shelves, tables, racks all show evidence of super-care and patience in

maintaining order down to the last detail, not a box shows even the slightest deviation from the regular rows in which it is placed, nor is there so much as a scrap of waste paper on the polished hardwood floors. The equipment is modern and seems to fit into its surroundings with more than usual effectiveness. In a word, the store radiates that intangible something rarely met with and usually associated with the idea of exclusiveness in the average mind.

Music as a By-product

So much for the external aspect of the business. The next point which merits prominence is the fact that the greater part of the actual construction of the aforesaid equipment and fixtures was the work of the proprietor himself, for Mr. Fraser is not only a successful retailer of men's clothing but is also an expert cabinet maker and carpenter. As will be noted from the photograph of the interior of the store, all the show-cases appear to be the products of some leading factory which turns out goods of that description, yet every one was built and finished by Alec Fraser himself. Nor is this the extent of his ingenuity. At the far end of the store may be seen a staircase leading up to a mezzanine floor. This balcony is used partly as an office and partly as a music room where anyone who cares for music may sit down and enjoy his favorite phonograph selection as reproduced upon a marvellous new instrument originated and constructed by Alec Fraser himself. Mr. Fraser is always delighted to entertain a friend or customer and to explain the many wonderful features of his invention, several of

which are pending patent and which will prove a boon to lovers of phonograph music. The construction of the machine is entirely a hobby with Mr. Fraser, who looks upon his magnificent instruments with a natural pride. His workshop is located just over head, and is filled with phonographs or "Renaphones" in all stages of completion.

"A man must have a hobby," explained Mr. Fraser to a staff member of Men's Wear Review, "and I happen to be fond of the finer kinds of cabinet making. It does us all good to get away from business for awhile."

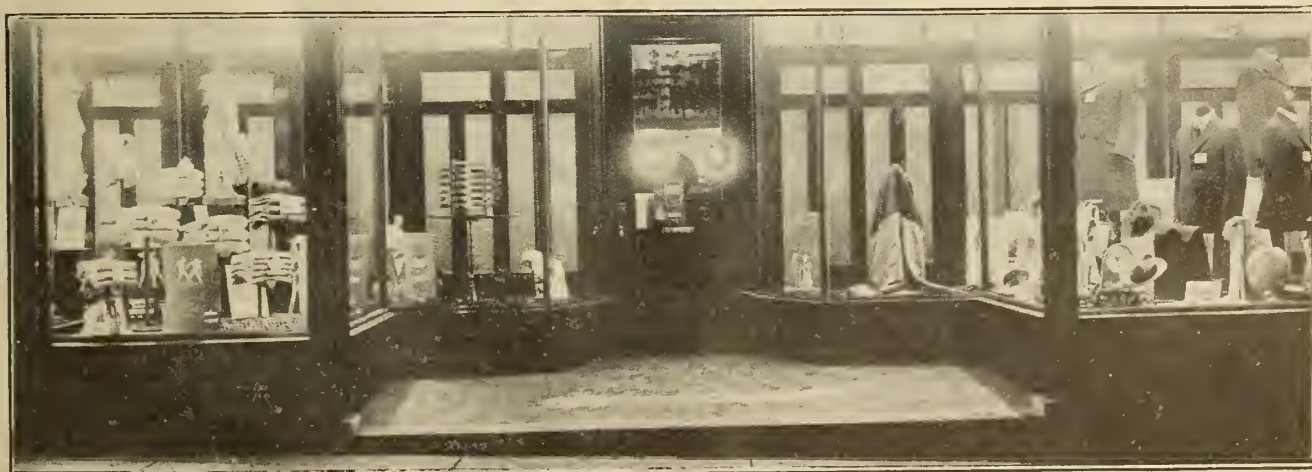
"The Store News"

The Fraser store believes in unusual publicity methods, which are snappy and up-to-date, yet thoroughly in keeping with the dignity of the business. On the first of each month a clever four page circular entitled "The Store News" is mailed to some 500 customers in and around Renfrew, and it is safe to make the assertion that every copy gets read. Ostensibly an advertisement for the merchandise of the "Quality Clothes Shop," it yet combines purely practical advertising with humorous touches, and here and there a straight forward statement of the policies and aims of the store. In the November issue, the slogan used repeatedly was the phrase "waiting for you!" and each separate item of merchandise was cleverly featured over these words. One example might be given:

Ties That Call

But not too loud, for nothing too loud is allowed.

(Continued on Page 36)



The "Quality Clothes Shop" of Alex. Fraser and Sons of Renfrew, Ontario. The handsome panelling at the background is very effective in setting off the window display.

Keeping Tab On Consumers' Erratic Demand For Certain Lines Of New Merchandise

System That Is Proving Successful in Central Ontario Store--A Weekly Report on Trend of Trade That Works in Conjunction With "Want Slip"—Co-operating With the Advertising Department—Getting New Profits

"BUSINESS is spotty" is a very common phrase heard in the trade these days. It is another way of saying that consumer demand is fickle; it is governed by a multitude of conditions that vary with general national or international trade conditions, or with the more strictly local conditions such as capacity at which industries are working. With stocks clean and consumer demand uncertain, there is bound to be this spotty condition for some time to come. The weather is bound to be a big factor in trade. The belief of many manufacturers that novelty lines are needed to awaken the lethargy of people able to buy will also be a factor—a factor with which the retailer is acquainted probably to a greater extent than the manufacturer. While there is, generally speaking, a depression in trade it should not be forgotten by the dealer that there are still many people able and ready to buy and who are little influenced or affected by this depression. It is, perhaps, this class of people which can be induced to buy with novelty lines and whose demand, also, for regular merchandise is still consistent.

Watching Trade

It is this uncertainty in trade that is worth watching. That is the opinion of the merchandising manager of one of the successful department stores of central Ontario. And he is watching it systematically—perhaps, the only way that trade or anything else should be watched. It is the store with the system today that is able to trim its sails—and it's sales, too—to the popular wind. This merchandising manager realizes that if a man can't work, he can't buy. But he also knows that there are only a comparatively few men out of work and while this may have a conserving influence on others, there is still a considerable number of people who are not influenced at all and who are buying as consistently as they ever did. "We feel that the people who are buying," he said to Men's Wear Review, "are the people who have money and they are not all buying cheap goods, either. They are buying as good merchandise as they ever did; in fact, we find that the very cheapest merchandise is the least salable of all the merchandise we carry on our shelves."

Demands Changing

It is at this point that the spotty condition of trade enters into the merchandising problems of the present per-

Questionnaire For Department Heads

Fill In, Sign and Return to Advertising Office

What goods were most in demand last week in your department?.....

.....

What developments have arisen that would make it essential to have any other particular lines of goods in your department?.....

.....

Are there any goods called for that you have not in stock?.....

If so, name these goods.....

.....

iod. Consumer demands are ever changing. "For some time," said this merchandising manager, "we feel that there will be an erratic demand for merchandise and that this will jump into abnormal demands for certain lines. In these lines there is profit to be had and we do not want to miss this demand when it develops and as it develops. We are finding and seeing this demand from week to week and we are doing our very best to keep in touch with it and to meet it from behind the counter."

Questionnaire For Department Heads

The method that is being employed in this store to keep a careful watch of this development for certain lines of profitable merchandise is shown in the form reproduced on this page. As will be seen, it is a weekly report that reaches the proper source and is very carefully studied and acted upon in due course. Department heads, of course, keep in closest touch with the sales' staff not only in a personal way but by means of the "want slip" that is used in many department stores. This "want slip" is filled in by each clerk and it is a written record of a demand made by a customer that the store has been unable to fill. We know of cases where it

has proved very beneficial to the store and has enabled it to give better service and to add new departments to the store in course of time. A definite development in trade can be watched by the department manager through the use of these weekly reports. The first faint murmurings of a new fad is a worthwhile thing to every live merchandiser and keeping in touch with it may add considerable profit when this demand grows as a result of consumer demand co-operating with a demand that is partially created by the advertising department of the store. That is not the least valuable feature of this weekly report. It will be noticed that it is signed and sent to the Advertising office where the advertising manager scans it, sees that there is a definite trend toward a certain line of merchandise and promotes that demand through his daily advertising.

This store is finding this little system a very helpful and valuable one. It is proving the means of new profits. It is bringing the wishes of the consumer under the very eyes of the merchandising manager; and, wisely, the merchandising manager is bowing to the wishes of the consumer and getting him or her what he or she wants—when they want it.

Since Variety is the Spice of Life Give 'em Variety in Forthcoming January Clearance Sale

The Month of Sales Makes the Retailer Think About New Methods—Some Sales That Have Been Tried Out and Worked Successfully—Avoiding the Injudicious Sale as Harmful to Business

WHAT can I do to keep business stimulated right after Christmas?" asked a Montreal retailer the other day. "Business has not been as lively as usual this month and I am running a 20% discount sale right now instead of waiting until January or February. Everybody seems to be holding a sale of some sort and it looks as though there would have to be something pretty unusual to attract business after the New Year."

This man expressed the opinion of many retailers in these words. In Montreal the month of November has been signalized by the holding of innumerable discount sales ranging from 20 to 50% off the regular selling price of clothing and furnishings, so much so that a man was overheard to remark on a street car that "there must be a reason for all the cut-price signs." All the stores seem to be joined together in a truce against high prices and from the huge posters which flaunt across their window fronts, down to the double-faced "sandwiches" propelled by man power about the snowy streets, everything bespeaks the festival of bargains arranged to unloosen reluctant purse strings.

A staff member of Men's Wear Review was informed that business has been unusually quiet during the past four weeks and retailers in general found it necessary to resort to the clearance sale earlier than usual. Even the department stores have announced a cut of 20% in certain lines, and now the exception to the general rule is practically nil.

There are however, here and there, stores which refuse to be tempted out of their accustomed routine with regard to the holding of clearance sales. They argue that two sales a year are necessary for the purpose of clearing up stock, of brightening trade and of keeping the store in the public eye as prominently as possible, and January and July are the appointed times for the holding of such events. These stores usually make little fuss over the sales in question but merely allow the regular discount off prices in their advertising, while at the same time they are inclined to fill up their windows with in-artistic piles of merchandise announced by means of glaring signs which often cover the back of the window or the front of the store.

Although no one will assert that this method is not useful to a certain extent, yet it has been overdone in many places and has come to be associated with "going out of business" sales and "bankrupt stock" events. Such methods of publicity are inevitably associated

in the average man's mind with a falling off in business and a resort to exaggerated statements.

Appeal to Emotional Feelings

It is quite true that some catchy idea should be back of the sale in order to lend it the necessary spice but those retailers who have made really noteworthy successes of their sales during the past few months attribute the reason for the results obtained to the fact that they have appealed to the emotional side of human nature and have ignored the time-worn discount expressed in terms of percentage. "People never think of discounts in terms of percentage," explained one leading Montreal clothier to Men's Wear Review. "They must be told particulars, and informed of a good reason for holding a certain sale, and the more definite the particulars and the stronger the appeal to their emotions, the more effective will be the advertising of that particular event."

This man stated that he had discontinued the holding of sales under the title of "20% discount off" and preferred to utilize a striking adjective which would not only explain the "raison-d'être" of the event but arouse curiosity and interest in the widest possible number of people. A few suggestions for such sales were offered which would obviate the employment of the percentage discount while conveying an idea of generous reductions for the purpose of reducing stock at the usual season.

Some Successful Sales

1. A "Confession" sale as held recently by the firm of Blumenthal Sons of Montreal, provided an unusual stimulus to curiosity as to what the firm had to "confess." The said "confession," needless to say, referred to the fact that the firm wanted to unload certain lines of merchandise, since prices had come down and could be replaced more cheaply still. This sale was an extraordinary success, as was also their unique idea of refunding \$5 for every old overcoat brought into the store to be given to needy men among the unemployed. The latter idea has since been adopted and carried out with equal success by leading clothiers in Winnipeg, London, Hamilton, Ont., and in Connecticut, U.S.A. In this case the emotional appeal was especially strong and more than compensated in results for the absence of definite percentage discounts.

2. A "Lonely" sale, as held by the R. J. Tooke stores, Montreal, to dispose of single garments remaining after the close of a season. These "lonely" articles when properly describ-

ed and advertised promptly found owners, although a set discount was not definitely fixed throughout the store.

3. An "only 3 to a customer" sale proved a great success last year on the principle that a grocer follows when he advertised tomatoes at 14 cents a can and limits purchases to three cans. The idea of limited quantities stimulates interest to a great extent, and will attract more than mere mention of a reduced price.

4. A "cash refund" sale was also tried out by another store last January when business had slumped lower than usual. This idea consisted in refunding the full amount of the purchase made by every 20th customer to the store in question upon a certain day, which happened to be the store's 20th anniversary. The customer in each case, of course, was in ignorance of the fact that he was the twentieth and was usually delighted beyond words at his good fortune.

5. A "Quick-Action No-Profit" sale is another feature of the present month as conducted by the Allen Men's Wear Store of Craig and Bleury Streets. The sale is held to raise money quickly and emphasizes the fact that no profits are asked for—only ready cash. The sale prices are substantially lower than regular figures, but no percentage is used.

6. Across the street in "The Hub" another prominent clothing establishment, the idea of the federal elections plays a leading part in their November sale, since all the advertisements announcing the event accent the note of "Voting for Good Clothes." Their sale is announced as "The Strongest Clearance of Good Clothes in the Entire City."

7. The "Anniversary" sale, in which the prices reflect the number of years in which the store has been in business. A tenth anniversary therefore features prices which include the figure "10" prominently, and groups of merchandise are featured which offer wonderful values for a "ten spot."

Some general reflections on the causes and reasons why sales are necessary will often convince the retailer of the un wisdom of holding a sale out of season or merely to cause a flurry of excitement in dull times.

The Ontario Associated Boards of Trade in session in Brantford this month expressed the opinion that Canada has turned the point in business depression and is on the path to better times.

Are you Watching your Sales Cheques?

Are Invaluable to the Careful Merchandiser—Number of Sales Should, at Least, Show Increase in Proportion to Decrease in Cost of Merchandise — Co-operation at a Time When It Is Most Necessary

DO YOU keep track of the number of customers you serve, every day, every week, every month, every year?

Complete records of all store's activities are indispensable to a properly conducted business. Unless a man can see every arm of his business's service moving, he does not know whether or not it is moving in harmony. And unless he keeps records he cannot see the different arms of the store's service moving at all. At the end of the day, the merchant may have accumulated certain impressions which lead him to the conclusion that he has had a very busy day. The cash box tells him that it has been a good day, all things considered.

"All Things Considered"

But what are the "all things considered?" It is here that the value of the records comes in. Does he mean when he says, "all things considered," the condition of the weather, the general trend of business in his particular locality or his country, or the fact that he has offered some "specials" and the response has been good? Or what does he mean? The growth of a business is written in comparisons, not only in dollars and cents. A merchant can tell if his business is growing by examining his records—if he has them. If he hasn't them, he is at sea. In that indefinite phrase, "all things considered," his records should come first. And among the most, if not the most important records today are those which tell him of the number of customers being served every day, every week, every month.

Difference of Opinion

There is a difference of opinion among business men as to what constitutes a better year's business this year as compared with last year. Some think that a better business in 1921 in comparison with 1920 can only mean more money made when the books close on the 31st of December. If that were to be the test of every merchant's business, there are, doubtless, many who would have to confess that they had not done as good a business as a year ago. It is not the test that one large firm known to us applies, for instance, when it says that it is well satisfied with the year's business though it has lost something that runs close to seven figures. In other words, this firm believed that 1920 would not be a year of profits because heavy losses had to be taken on account of declining markets. What they have regarded as of more importance is the retaining of their clientele. This is the other opinion

to which reference is made. We know of many merchants who feel that the year's business will have been as good or even better than last year if they can show that they have served the same number of customers—or even more. That is the indication to them that their business has not gone back in the esteem of their friends; customers are still frequenting their store and are being satisfied with the merchandise obtained and the service given.

Increasing Customers

There are not a few stores that are both increasing their number of customers and the actual dollars and cents returns from their business. But there is one thing certain—if a merchant is to equal his business of last year, or any other year, in dollars and cents he must increase his number of customers. Declining prices in nearly all lines of merchandise make this imperative. To keep on the level with the records of 1920 means that the increase in the number of customers must equal the decrease in the selling price of the merchandise. If merchandise, therefore, has decreased one-third, the number of customers served must increase one-third. Such a showing should make for a comfortable feeling at the end of the year, at all events. If the profits have been less, at least the number of customers has been greater—and the days of legitimate profit will come again, have come again to many firms that have completely liquidated their stocks and are in a position, financial and otherwise, to make purchases at the right time and, by aggressive methods, make quick turnovers of stock.

How Keeping Count Helps

Of course, the only way to keep one's finger on this important development of business is through the sales checks from day to day, week to week and month to month. We know of a certain store in Hamilton, Ontario, which is following these sales checks very closely from day to day. They figure that merchandise has decreased, on an average, of one-third in comparison with a year ago. Therefore, they work for one-third more customers, and they are getting them. But the value of the records is appreciated from day to day. The sales checks of one day are compared with the sales checks of the same day a year ago and if, in actual numbers, they drop behind, they know that a little more "pep" is necessary. It is the occasion for reminding the sales' staff that if the reputation of the house is not to suffer, salesmanship must be of the

highest standard. It is the occasion for getting in touch with the advertising manager to show him that an effort must be made to get more people to come to the store for their merchandise or there will be a falling off in business. It is the occasion for reminding the merchandising manager that the most aggressive methods of merchandising, consistent with the retention of the customers' respect, must be sought out and put into operation or there will be unfavorable reports at the end of the year. It is, finally, the occasion for a general get-together push for more business.

It is only by having a record of the number of sales checks from day to day, week to week and month to month, that this development in business can be watched and can be used to good account in working for better records from week to week.

SUBSTANTIAL REDUCTIONS

(Continued from Page 23)

the year was based on the reduction in the price of hatters' fur and not on the cost of production, it seemed justified. During the last three months the cost of hatters' fur instead of receding has risen to a point that is almost a pinnacle in the price chart and while hats are still selling at the reduced prices there is no telling how long this will continue. My own opinion is that it cannot be for very long." As the trade knows, the price decline has been very marked both on imported and domestic makes; in some cases more than fifty per cent. The decline in straw has also been very considerable. These declines are given in another part of the issue.

Another feature of the hat trade that has developed within the last year or two has been the tendency toward more stabilization in styles. It used to be that a new style came out every season. We do not mean that there are not some changes, even now, every season. But in shades and blocks a hat now can be considered very good for three seasons. Take pearl greys, for instance. Dealers know that they have been in strong demand for three seasons. The back bow is another instance in point.

There is one feature of this that strongly favors the dealer. It makes his hat business considerably less of a speculation that it used to be. There is little gambling about it—at the present time, less than there has ever been in the history of the hat trade.

Another feature of the hat trade is the very slow movement of stiff hats. As one importer stated to us, "they are almost dead."

B.C. Trappers Expect Normal Demand

Expect a \$250,000 Catch This Season—Pelts From Western Province Rank High Among World's Furs—Trouble Over Beaver Skins—Indians Ate Beaver and Threw Away Pelts—Indians Busy Catching Beaver Now

FOR OVER a hundred years—in fact ever since that doughty Nor'Wester Simon Fraser, established a fur trading post at the Junction of the Nechako and the Fraser Rivers, and called it Fort George, the markets of the world have received some of their most beautiful pelts from the Fort George district. "British Columbia interior" is a grade and a grade that ranks as high as any in some pelts and higher in most. Fort George martens cannot be excelled by the famous Labrador skins, and a good share of the pelts that have gone out of the district, ever since the days of the "fur brigade" have been marten, known in the finished product now as "Hudson Bay Sable."

How Canadian Furs Rank

The Silver Foxes trapped in the district are only excelled by the Russian silver fox; the cross-fox, the mink and fisher are unexcelled. The lynx, red fox and otter are splendidly furred, and the black and silver-tip grizzly bear pelts are highly esteemed. The musk-rat alone of all the pelts taken from the district, cannot be ranked with the best. The trouble in this case is that though the color and growth is excellent, the fur is too fine to permit of its fabrication into Hudson Seal. It must be conceded too that though the ermine skins command a fair price, they are second to the Alberta pelt. One who has trapped and traded in furs in this district for the past twenty five years, states that the fur of the animals caught in heavy timbered country is darker than that from animals trapped in the open country owing to the fact that the coloring of the fur is a protective measure of Mother Nature's, and where the color scheme of the countryside is shaded and dark, the fur imitates it, and where the country is open and bright as in Alberta the best coloring for the ermine or weasel is naturally white; as it is found to be.

Value of Catches

In the season of 1918-19 approximately \$400,000 worth of fur was bought in Prince George and the Fort George District. Last year when the fur market went quite to pieces about \$100,000 was the value of the "fur crop." This year the trappers are expecting that the demand will be at least normal, which is a \$250,000 crop for this district.

Trouble Over Beaver Skins

No mention has thus far been made of the beaver. Yet the beaver has in former years been one of the most important of the catches, and the beaver caught in the British Columbia Interior



Bears, the "mischievous small boys" of the fur country.

is one of the most highly prized specimens on the market. The story of the beaver in British Columbia is neither satisfactory to the Government, nor to the Indians, nor to the trappers.

Two years ago, viewing with alarm the rapidity with which the beaver was being killed, Dr. Baker, chairman of the Game Conservation Board was instrumental in having a closed season declared on beaver in British Columbia. This was in effect for two years. At the present time, the state of affairs is this. The Indians have fished, hunted and trapped in the interior of British Columbia for generations. They kill the beaver for food. They cannot be changed into farmers and section hands in a few years. The traffic in beaver skins is illicit. There is a heavy penalty for being found with a beaver skin in one's possession. As previously stated, the Indians kill beaver for food, and as they dare not be found in possession of the skin, they have been, up until a few months ago, simply destroying the pelt.

Illicit Trade

A few months ago, it was commented upon that an illicit trade was being done in beaver pelts. Beaver skins were being "boot-legged" and smuggled out of the country. The impression got around among the Indians, that they would be well advised to start saving their beaver pelts; surreptitiously, of course; that the government would shortly raise the "ban" on beaver skins. They did not refrain from killing beaver in the closed season, and feeling that something might be done to save the Indians' loss owing to the unfounded opinion getting abroad that the season would be opened the government decided to make a monopoly of beaver in B.C. The government would appoint certain fur traders to be licensed buyers of beaver pelts from Indians only. They could pay the Indian \$5, they would be allowed \$2.50 profit and "reasonable expense." These licensed buyers started out. The "boot-leggers" were paying \$10

and \$12. It was whispered around that one of the "more ancient" fur trading companies was paying more also, and finally one buyer who holds a certificate to pay \$5 for a beaver pelt stated to the writer that he has seen, in the possession of another licensed buyer certificates, all from the same governmental department authorizing payment of \$6 and \$4 for charges, and \$10 and another authorizing him to pay \$12. It is common gossip among the buyers that certificates have been issued to still others as high as \$15.

Indians Busy

Meanwhile, the Indians are as busy as bees catching beaver. Although the buying season and term of the buyers' licenses expired with September's passing, the Indians are quite convinced in their own minds, that in spite of all the contradictory proclamations that might be made in the meantime, they will be able to sell all their beaver next fall as well. And the agents who had bought skins for the B. C. Government, were in some cases still appealing in vain for prompt remittances from the Department, covering their outlay for purchasing for the Government.

Music Hath Many Charms

Found Phonographs Help Business

When a representative of Men's Wear Review called on Mr. Duncan of the R. W. Duncan & Co's. store in Sackville, N. B., the first thing that greeted his entrance was the sound of music coming from the store and upon entering, it was discovered that this was not for the amusement of the customers but rather as a demonstration of the wonderful phonographs Mr. Duncan had for sale and the records that he was also offering. When we presented ourself to Mr. Duncan he immediately showed us a copy of Men's Wear Review describing the enterprising Montreal store that was selling tobaccos and cigars and likened the novelty of that store to his own with the music department.

The sales on records and phonographs had been good and the line is in the store to stay. Asked how he came to instal this department, Mr. Duncan stated that the representative of a well known phonograph record company was in town looking for somewhere to place

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Lining Up With Men And Boys

Successful Contests Run by Canada Clothing Co., of Smith's Falls
—How a Boys' Writing Contest Was Operated—A Blue Serge
Week Brings Good Results—Window Displays

"**S**AY George, what's your number?" was the query heard on all sides this month among school boys of the busy town of Smiths Falls, Ont. The said question was generally accompanied by a close scrutiny of a large white button prominently pinned to the youngster's lapel. The reply given in the majority of cases proved unsatisfactory as the boys generally parted with some such remark as "Well, if you come across one like mine, be sure to tell me."

A staff member of Men's Wear Review happened to be in Smiths Falls while the aforesaid search for some mysterious number was in progress. To the first person who seemed likely to know anything about the game, a query regarding its nature was promptly made.

The worthy citizen to whom Men's Wear Review applied for information waved a hand in the direction of a smartly dressed window across the street, in which men's and boys' clothes were prominently featured. "Go over there and ask the Canada Clothing Company," he said, "they know all about it."

And the Canada Clothing did know all about it. "It's nothing very unusual as ideas go," remarked Manager Cohen in explanation, "but it has proved exceptionally good as an advertisement. Here is the idea. We got out a number of large white celluloid buttons on which was printed a number in plain figures, as well as our name, and the directions to find the boy with the same number as this. If a boy did find the mate to his button, both boys were to come to our store and each would receive \$2.00 in value from our merchandise. Out of several hundreds of buttons, there were only about 50 duplicates distributed, so that there was sufficient uncertainty and difficulty about the game to keep the boys constantly on the 'qui vive' to find their own particular double.

"The buttons were distributed to every boy who would come to the store and ask for one," continued Mr. Cohen, "and all they had to do was to wear it. We do not believe in attaching any conditions to contests of this description for the principal benefit from them to a store is the publicity they promote. The youngsters were really more attracted by the idea of discovering the mate to their own number than in obtaining the merchandise, but the winners were always ready to tell anyone and everyone that they had discovered the 'lucky double' and of what they received from the Canada Clothing Company as a reward for their trouble."

The Canada Clothing Company prides itself upon stocking "everything for

men and boys" but it is especially noted for its service to the mothers of Smiths Falls' rising generation. Scarcely a season goes by that the firm does not feature something of distinct appeal to the wide-awake boy, who loves a competition of any sort. Previous to the button matching contest, the store featured a writing competition, which also proved exceedingly popular. The idea behind this also was merely publicity, and no "strings" whatever were attached thereto.

The competition was named a "boys' writing contest" and it consisted merely in filling out two lines on a specially prepared card on which the simple rules of the contest were printed as follows:

Rules of Contest

1. Fill in the lines below.
2. Writing must be done by the boy.
3. Two prizes will be awarded every tenth day.
4. No boy to enter after receiving one prize.

The space reserved for writing was merely sufficient for the name, age and full address of the competitor, which it is needless to say, was filled in with meticulous care and was as legible and painstakingly done as was possible. The prizes offered were two in number, \$5 on any boys' suit and \$2.50 worth of merchandise of any sort in the store. The winners' names were published in the local newspaper every ten days, and the judging was done by a school teacher not then connected with any of the schools of Smiths Falls. Out of 1000 cards printed, fully 800 were called for and filled out by boys between the ages of five and ten years. The judging of the handwriting was of course based upon the age of the youngster rather than its individual merits.

A Lucky Number Contest

A third successful idea tried out by the Canada Clothing Company was simplicity in itself, yet it also proved highly interesting to all the boys in and about Smiths Falls. Anybody and everybody of school age was invited to come into the store and get a number and then every two weeks a suit was drawn for in the usual manner by putting the numbers into a hat. Interest in this contest became very keen, and practically every boy entered his name for a number. The fundamental benefit from each and all of these competitions was the building up and yearly revision of a live mailing list.

"Blue Serge Week"

But the Canada Clothing Company does not confine its activities in keeping the boys in touch with its store. It does not overlook the fact that in Smiths Falls there are many men who require

suits as well as other furnishings for their working as well as their off duty hours. A particularly effective method of reaching this class of patronage was recently tried out by the store with excellent results. This idea was the sending out of a number of personal letters to the men of Smiths Falls and vicinity explaining that a "Blue Serge Week" was to be featured shortly, and enclosing a sample of the material from which these suits would be made. This sample, although only a few inches in diameter, gave the recipient of the letter a good idea of the quality and color of the serge advertised, so that the price of the finished suit could be more readily appreciated for its excellent value. Thirty dollars was the price for a suit of blue serge, which was sufficient to attract a large volume of business, coming as it did last year when regular prices were far in excess of that figure.

Clever Window Displays

The Canada Clothing Company is impressed with the need of providing the best possible value in clothing and furnishings at the lowest possible figures at the present time. Never before have people been so desirous of obtaining value for their money as now, according to the management. The firm endeavours to maintain a service which is equivalent to that afforded by a city store and their windows especially reflect only the smartest and most up-to-date novelties. One window recently featured a knitted goods display, including colored sweaters, underwear, hosiery and gloves, all well balanced and artistically enhanced with neat show cards and stands. The second large window featured two smart top coats accompanied by unit displays of felt hats and walking sticks. The two windows together were an effective demonstration that city ideas can be copied and handled by the small town merchant if he will only take the trouble to study the methods of display men in large centres. The excuse so often encountered that country people do not care for such things or that it is a waste of time, no longer holds weight with wide-awake clothing men. They realize that if they do not keep abreast of the times, there are plenty of ways for the townspeople to obtain merchandise through the medium of the mail order catalogue or the nearest city department store.

Passive unresistance and lack of progressive power have long been the failings peculiar to stores in smaller towns. It is satisfactory to find that in the case of men's wear stores especially, there is a tendency to make an exceptional effort this winter to keep business in town by means of live methods combining publicity and real service to customers.

"Business Never Better Than Now"

So Says Manager of Baird & Riddell Company, of Carleton Place, Ontario—Specializes on Catering to Stout Men—Dresses Windows Four Times a Week—Other Features

"**B**USINESS was never better than it is now," said Elmer Robertson, manager of the Baird & Riddell Company store of Carleton Place, Ontario, to Men's Wear Review. "The town is prosperous without any unemployment and the population is not obliged to practise economy. The many large industries located here provide us with a vast number of skilled and industrious working people as well as a considerable quota of office and professional men, so that the local stores are kept busy all the time supplying the wants of this community."

The bugbear of financial stringency so dreaded by merchants because of its attendant depression has happily passed over Carleton Place, and instead of short time prevailing in the mills, the workers are actually obliged to be employed night and day. Consequently, says Mr. Robertson, the local stores are endeavoring to keep up with the unexpected good fortune which has befallen them, and are featuring the best merchandise procurable. Display methods and arrangement are decidedly better than in most towns of four thousand odd inhabitants. In the case of the Baird & Riddell store particularly, it is found necessary to change windows and interior displays as often as four times a week in order to avoid too much monotony and to attract the attention of the large number of workers who pass the store four times each day.

An Exclusive Atmosphere

The most striking feature about the inside of the store are its two display cases situated close to the front door. These are particularly interesting to visitors on account of the unusual manner in which they are dressed. Both cases are of heavy plate glass of the usual size and are trimmed with a background and floor of pastel colored silk and lighted by a mahogany table lamp shaded in the same color. This month the color scheme happened to be yellow of a warm sunny shade, which caught and reflected the light as well as set off the dark hued merchandise smartly disposed about the cases. Black silk knitted ties, hosiery, gloves and small accessories were carefully placed in artistic groups within the cases, and on top, several racks of the newer ties were displayed beside another shaded lamp. The atmosphere of this furnishing section was indescribably smart and had all the ear-marks of a high class specialty shop. Yet Mr. Robertson modestly confessed that the decorative appearance was his own handiwork and took little time to work out. Even common-place merchandise would take on an air of exclusiveness when shown in

such surroundings as these, so it is not to be wondered at that superior qualities are rendered still more attractive by reason of the close attention paid to harmony of appointments and setting.

Systematic Arrangement

Systematic arrangement of stock is another of Mr. Robertson's hobbies, and the shelves backing the left hand side of the long shop are models of order and neatness, displaying minute labels indicating sizes, etc., in legible lettering. Close beside the front door is a novel shirt display case designed after the style of a sectional bookcase, with glass drop fronts. Each size from 12½ to 18½ is kept in its own division, clearly marked, so that even without lifting the glass front, the full range of its contents may be seen by the customer who can judge what patterns attract him most. This plan is considered preferable, by Mr. Robertson, to the display show case filled with shirts, for the reason that artistic miscellaneous displays attract more interest than would one complete line of goods.

Caters To Stout Men

In connection with this display, Mr. Robertson pointed out that the store does a large business in "stout wear" for men, and considerable quantities of shirts in 18 are sold, as well as underwear in size 48. Whether this is due to the fact that prosperous conditions tend to create "embonpoint" was not explained, but the fact remains that few stores find it necessary to specialize in outsizes to the extent that Baird & Riddell are obliged to do.

Hosiery is another line which is methodically arranged in this store, including stock of boys' and men's together. No boxes are used at all for the merchandise on the shelves but small racks large enough to hold half a dozen or more pairs are ranged in rows from the floor upwards to the top of the fixture. The boys' hose are placed on top and comprise two rows, and the men's are placed below, each size to a row, at the different prices. The different colors are kept distinct too, so that when a man wants a pair of socks he has only to state the size and color and he can have his choice from 25 cents up to as high as he likes, all out of one rack. This obviates opening and putting away a number of boxes in order to show goods of different qualities. Although men are not supposed to care about values particularly, yet they do appreciate the convenience of a full display at a glance, when contrived in this way.

Uses Perpetual Inventory

A perpetual stock inventory is another of Mr. Robertson's systems, which he says keeps him informed every day as to just how the stock stands. No elaborate forms are needed for this, merely an ordinary exercise book such as school children use. Several pages in this are ruled off in columns, a page at a time being given to one line, such as suits for boys, coats for men, etc. In the former, for example, there would be 7 columns, each headed by the number of the size of suit carried, beginning at 30 and going up to 36.

In the columns are listed the stock numbers of each suit according to size and its price. As each garment is sold it is crossed off, of course. The entering of the numbers and prices is done in a few hours when the stock comes in at the beginning of a season, so that there is no need of after hours work before stock taking, etc. Buying is a simple matter with such a system, says Mr. Robertson.

Founded in 1887

The business was founded 34 years ago by the two men by whose names the store is known. Recently, however, Mr. Riddell retired from active business, leaving Mr. Baird to handle affairs with Elmer Robertson as manager. Various side lines have been added to the ever-increasing custom, including baggage, boys' scouts lines, etc., and in addition to the regular trade, the store will make clothing to order for customers.

A final point emphasized by the management in regard to the policy of the firm was that no sales are ever held, and no price concessions are ever asked for by customers. "We make prices right and business keeps on growing," was the explanation.

Pollack's store in Three Rivers, Quebec, moved into a larger store on December 1st. He carries a complete line of men's wear, and reports business good.

The Men's Toggery Shop have commenced business with an up-to-date store and stock at 1635 Queen street, west, Toronto. W. H. Spencer and J. A. Godard are the proprietors.

Wm. A. Breglia has opened a men's wear store at 1642 Queen street, west, Toronto.

MacLeod Bros. of Calgary ran a half million dollar sale the end of November.

Arch Moir On Clothing Salesmanship

Well-Known Clothing Expert Outlines Some Essential Points in Clothing Salesmanship—Says Prompt Deliveries One of the Most Important—Style Sells Quicker Than Price—Personal Appearance and "Pep"

"MY ADVICE to the ambitious young clothing salesman might be summed up in these words, pay attention to details," was the message given to Men's Wear Review by "Arch" Moir, the well-known expert on clothing salesmanship during an interview this month. "When I am asked what constitutes a successful salesman, I am always tempted to reply in one word, namely, diplomacy, but I also believe that the man who can be depended upon to give a square deal is the one who wins out."

Mr. Moir speaks on the subject after nearly two decades of experience, during which many interesting changes have occurred, and the contrast between "then and now" affords in the description, an enlightening aid to the better understanding of conditions as they are now. Glancing back over the sixteen years Mr. Moir pointed out briefly the manner in which clothing salesmanship has increased in difficulties instead of becoming more simple. Like other lines of business activity it yearly becomes harder to break into, and the plaint of many managers is summed up in the words, "Where are the young men who used to be such good salesmen?"

Fewer Difficulties in Old Days

To sell a suit of clothes a few years back required little technical knowledge and still less definite information relative to the handling of customers from a psychological standpoint. There were very few varieties of suits compared with the arrays which puzzle the would-be purchaser nowadays. If a man wanted a suit, he merely decided upon the color and the approximate price, and took whatever was in stock. Now there are dozens of different styles to select from and almost as many colors and patterns. The young man of today is as fastidious about the style of his clothes as is his sister about hers, and salesmanship has become a matter of deciding whether the single or double breasted style, in either one, two or three buttons would be most becoming to the customer. All these changes and improvements have made the business of selling clothing infinitely more difficult than it ever was a few years back.

Deliver Goods on Time

Asked what the essential details were which the salesman should bear in mind, Mr. Moir explained it thus.

"I have known of innumerable cases where the store has lost good customers merely because it has failed to deliver the suit on time. That sounds almost

too trivial a thing to mention, but nevertheless it is one of the most important details about the clothing business. Almost fifty per cent. of clothing stores ignore the necessity of delivering goods when they are promised, and argue that any old time will do. I have always placed myself in the position of the customer and considered that if he has ordered a dress suit for a certain day, he probably expects to wear it that evening and he will want to try it on before hand, may be to see that his vest, etc., are alright. If the suit is not delivered until the store sees fit, and it causes the customer to telephone frantically to find out if it has left yet and so on, the chances are that that customer will never patronize the store in future. And I don't blame him either," concluded Mr. Moir.

"My simple plan has always been to deliver any suit wanted at a certain time at least a day sooner than promised, and if it is unavoidably delayed owing to circumstances beyond my control, I send it by special messenger to the customer, telephoning him that it will be there in plenty of time, so as to save him any anxiety. The messenger boy costs but 25 cents, but it means immense satisfaction to my customer, besides a feeling of confidence in the store."

Never Argue

Next to the importance of delivery, Mr. Moir emphasized the attitude of the salesman to the customer. "Never under any circumstances argue with a customer. It should be every store's policy to consider the customer as always right, no matter what the matter may be. Even though the customer's demands may be preposterous, it is absolutely essential to heed them and to convey the impression that they will be followed out to the letter. I have in mind a man who wanted all sorts of pockets put into a coat which never should have been touched, but we endeavored to suit him in every particular yet when we had all but ruined the coat in order to please him, he said he would never come near us again. He was one of the cantankerous kind who are always dissatisfied, yet they should be catered to with just as much assiduity as the rest. I heard a designer once say that he would put three sleeves into a coat if it would make a customer satisfied, and absurd as that sounds, yet it expresses the idea perfectly. My own principle in selling is not to confuse the purchaser by showing too many different suits at once. If the man comes in just to look around, by all means encourage him to do so, and

impress upon him that values are better than for many years past. Prices have dropped to a level nearly 50 per cent. lower than the peak price, and yet the workmanship is better than ever. On the other hand, if your man seems likely to settle upon something and the choice narrows down to two or three suits, I advise eliminating two of them as quickly as possible and emphasizing the very points about them which most appeal to the customer. For example, if he says that he feels that the color suits him, and the cut makes him look slender, by all means agree with him if this be true, and concentrate upon this suit which interests him. By eliminating all other distracting influences the salesman can quickly close the sale and give the customer a less dissatisfied feeling, as though perhaps another might have been better."

"The young salesman should learn to classify customers in his mind, so as to be able to judge quickly whether they require to be drawn out sympathetically as to their needs, or whether they must be waited on impersonally, or again, if they need to be dealt with from their own point of view or their wives'. If the wife happens to come with her husband, of course, the salesman will set himself to satisfy her, not the husband, for in every case he might as well leave his opinion out of the matter entirely. The average man leaves it all to his wife and is generally satisfied with the result."

Style Sells More Goods

"Is style more important than price to the customer of today?" was the query next put to Mr. Moir. "Most decidedly," was the reply. "The man who needs a new suit or coat to-day rarely quibbles about the cost provided he finds something which suits him. Style is the most important thing in men's clothing and it is a much more difficult matter to select the right thing than it used to be. I consider it advisable to use price tags in window displays, especially if the line carried be recognized as a very high class range, because often the price will bring men in who never believed they could afford a suit of the make. One cannot always tell much about a customer's purse by his appearance, and it is generally best to let him ask the price of any suit tried on, rather than tell the customer in so many words. If they like the garment well enough, they will take it, even though it may cost more than they expected. I remember a sale I made once," continued Mr. Moir with a reminiscent smile, "a poor charwoman came

(Continued on Page 37)

Started with Small Store and Wagon

Thirty Years Ago the Kaplan-Stein Business Began in Yarmouth, N.S.—Planning the Window Displays—Growth of the Business—Monthly Organ—Original Window Displays

COULD you take the time to tell me something about your business?"

The writer asked the above question of one of the proprietors, while on a visit to Yarmouth recently. He was directed to the workshop on the top floor, with the remark: "You'll find Kely up there. He's the man who can give you whatever information you desire."

Accordingly, I climbed the three flights to the top floor, intending to make a brief stay. I remained all day. Why? Well, just because of the unusual interest that radiated all around me. "Workshop" was right. It was the most interesting workshop I ever visited. Once I had the good fortune to go behind the scenes of a big New York theatre during the preparations for an elaborate show. The "workshop" reminded me again of this—only on a smaller scale. In explanation I must say that Mr. Kely, the "advertising man" of Kaplan-Stein's was once upon a time a theatrical man. That accounted for it. First there was a platform along one side of the shop, exactly the size of the display windows where every display is set up before it is put in the window. Back of this is a regulation—to use a theatrical term—"paint frame," upon which the various backings are painted. Another section is devoted to the carpenter shop and here is the complete outfit to turn out good work. But, most interesting of all is the row of miniature models upon the shelves, of the various window displays that have attracted so much attention. "Explain it," I said, surprised at finding such an equipment in such a small town.

"The bosses are different that's all. They believe in me and I guess I'm different. They engage me for ideas and they let me alone once a plan is accepted. Did you ever read any of Elbert Hubbard's ad stuff?" he questioned. "Well, I'm a believer in Hubbard's ideas and one quotation has always remained with me. Write it down—it's a good one to hold on to." So saying, I wrote as he dictated;—"The Bromidical Bosco reasons that to advertise Lard, he must talk Lard, eat Lard, sleep Lard, and swim in Lard. That Lard must be smeared all over his copy, his whole advertising stunt must smell of Lard. 'Tis a very great error. For, be it known, that the chap who makes a success of it is the one who wraps his Lard in Paraffine Paper, and slips it into the centre of a bunch of violets."

"That's what we do here. Something different from the ordinary—something to make people talk."

"Tell me something about the beginnings?" I asked.

Started Thirty Years Ago

"Let's see. About thirty years ago," he said, "I. H. Kaplan, senior member of the firm, then of Omaha, Nebraska, took it into his head that if he came to the Maritime Provinces, he could build up a business that would take care of his old age. He arrived in Yarmouth with his son 'Abe' and started the ready-made clothing business in a small way. You see, his vision of thirty years ago is verified, for to-day, the Kaplan-Stein establishment is one of the finest in the Maritime Provinces. In the early days, I. H. attended to the sales in a small store on the main street, while 'Abe' worked the surrounding country with a wagon, founding, among the people of the South shore, a reputation that is the ground rock of the concern to-day.

"On sound principles, the business grew and in a few years the building alongside was acquired, and an archway cut through and the two stores combined. Then a clerk was employed. Abe still followed the road.

"R. G. Dun Co., states that the 'average life of a successful general store is twenty years,—then it fails.' If a store wasn't successful, it wouldn't live, but by the time twenty years had elapsed in the Kaplan business, a third store was acquired, the three thrown into one, and the advertising slogan of the concern was 'three stores in one.'

"The advantages of healthy advertising were realized, and they soon had the name of being the biggest advertisers in Yarmouth. Next, Mr. Kaplan's son-in-law joined the firm, adding a new vigor to the establishment, assuming the financial and buying end of the business.

"Next—the J. D. Dennis building, one of the finest in Yarmouth, was acquired, Mr. Dennis retiring from the dry goods business. The building was entirely remodelled and fitted up for as fine a ready-to-wear store as there was in the Province. Then, I joined them though I knew nothing of the clothing business. I have been with them two years, now, so I guess they're satisfied."

Kaplan-Stein issue a monthly house organ in the form of an eight page newspaper, entitled the "K-S Gadabout," the circulation of which is about 3,600, each issue being on the first of the month. About a third of the paper is used for advertising purposes, the balance being interesting reading matter, or, as Mr. Kely puts it, "the paraffine paper in which the Lard is done up." The result of this paper is that out-of-

town patrons, and they do a large mail order business, are kept constantly in touch with the store, its various departments, and its special offerings. Asked how he kept his mailing list up-to-date, he replied, that he kept constant watch on all local newspapers, noted everybody's movements, jotted it down for reference, and kept a card filing system for such information as was desired.

But it is the window displays that are ingenious. They are unlike any other, in that they are theatrical. They are not show cases—they are attractions—they make people talk about the store.

The store itself occupies three floors, 90 x 55, the main floor being devoted to the Men's department exclusively; the second floor to the Ladies' Ready-to-wear. The Bargain Basement is all that its name implies and more, for here, the unseasonable articles, broken sizes and odd lots, are put to clear out. The third floor is occupied by the workshop and store rooms.

MUSIC HATH MANY CHARMS

(Continued from page 31)

the agency and the thought came to him that this would be a good idea, so he immediately hunted the man up and signed the contract.

This department while showing a good profit itself is also bringing good results to the regular furnishings department as many a time a person comes in only with the idea in mind of buying records and before they go out they have purchased a tie or shirt. It is when the records are being played over that the most good is done as it usually takes some time to choose the particular selections wanted and quite naturally a man or lady will look around the store, very often seeing something that they want but hadn't thought of. This same condition is brought about when people who had made purchases very often stand around to hear some particular piece and before going many times buy something extra. The same thing applies to the sales on records and machines as those who came in for furnishings very often decide it would be nice to take home a surprise for the family in the form of a new record.

To regular customers of the store. Mr. Duncan allows the privilege of taking home a number of records to play and from which to make a selection before purchasing. This has proved particularly good as many times a number of the records are kept whereas if the decision had been made in the store it is most likely that there would have been only one record bought.



Interior view of A. Fraser and Son's store of Renfrew, Ontario, showing the handsome show cases built by the proprietor of the "Quality Clothes Shop."

A MAN MUST HAVE A HOBBY

(Continued from Page 27)

Some quiet as a darkened parlor whisper—none that shriek. Ties that are extremely smart without being extreme.

Waiting For You

From 75 cents to \$1.50.

All the various lines of men's and boy's clothes and furnishings have prominence of this entertaining nature in the "News," which is well printed and fully illustrated.

Another idea which has already been mentioned in these columns but deserves further emphasis is the little courtesy practised by the "Quality Clothes Shop" in enclosing a small card of thanks with every parcel that leaves their store. What customer would not feel impressed with the courtesy implied in the words, "Thank you. The patronage you have given us today is appreciated and we hope to have the privilege of serving you permanently. If for any reason you are not satisfied with your purchase, feel free to return the goods. Exchange will be made promptly or your money cheerfully refunded."

In the near future the store expects to send out a Christmas Suggestion List to its many customers to help them in the arduous task of finding just the right thing for "Him." None but practical and unsensational ideas are ever featured as part of the service of the store, even sales are not considered good policy except once a year for the purpose of clearing out any discontinued lines only.

Last winter when conditions looked fairly ominous, Mr. Fraser decided to write off his loss on the declining mar-

ket at once and be done with it, and accordingly he did. Prospects for the coming year looked bad then and it was expected that fully \$20,000 would be lost, but after the mid-winter sale was over and the spring gradually gave place to summer, Mr. Fraser found that instead of being behind last year's turnover, they are actually ahead. And another satisfactory sign is the fact that their customers are now beginning to ask again for the more expensive grades of merchandise.

Once a man purchases merchandise at the "Quality Clothes Shop" he becomes a permanent customer, not because the town is small and opportunities for shopping elsewhere are not numerous, but Alec Fraser and Son believe firmly in the policy that "proper attention to individual requirements" spells success as well as service.

Summers & Frost Baseball Team Win League

"Get the boys' trade," said Weston Frost, of Summers & Frost, Men's Wear Store, at Kamloops, B. C., "and you will just naturally get the trade for men's wear in a very short time. If the boy is pleased with his "Knicker-suit" he will come to you for his first suit of long pants."

"Just how do you get after the boys trade," the writer asked. "We have been bidding for the boys trade for the last several years," said Mr. Frost, "and we are getting it. A good many of the lads that we sold 'boys suits' to then, are regular customers for suits now.

"We have always taken a great interest in the boys sports. The one reason—the first reason—was because we like the boys, and we like sport. This is one of the liveliest towns for sport that you could find on the continent; I mean, among towns of this size, roughly five thousand people. I challenge any other town of five thousand to show a baseball league with four teams that has been in existence for three years, self-supporting, with money in the bank, and a record for never 'begging' for support. We have that league here, and all the lads play ball.

"At Christmas, Easter, Summer holidays, and various seasons between we give knives, baseballs, bats, etc., with the purchases of various sizes. I tell you 'that goes big with the kids.'

"We also outfit most of the clubs. Where necessary we finance the purchase of the suits, giving the boys a couple of months to pay up their balances.

"It might sound like bragging, so I won't tell you with pardonable pride that the 'Summers and Frost' team won the league trophy both this year and last. You needn't mention that." We won't.

"Then the climate around Kamloops does wonders for those with pulmonary troubles. The sanatorium at Tranquille is one of the finest Government institutions in Canada, and many a man regains his health here and goes forth with lungs as good as new. If possible, we try to give service in the way of suits and overcoats to these chaps.

"Business is good here, I don't mean that it 'comes easy,' but we find that the trade responds to intensive merchandising."

GETTING SEAMEN'S TRADE

(Continued from Page 21)

his business. Following the arrival of a vessel at the port, the firm takes steps to ascertain the names of the crew and sends them a circular or letter setting forth the fact that they may obtain all the necessaries in clothing and equipment at their store. The next step is taken by the seamen who visit the store, generally together, and make whatever purchases are necessary but no money is paid over. The goods selected are parcelled up and delivered to the ship at one time and an itemized bill is rendered to the captain who pays the store in full and the money is later deducted from the men's pay when they again reach the other side, where they are always paid off after each trip. This method is satisfactory to both parties and is infinitely more efficient from a service standpoint than were the crews to call separately at odd intervals. A further convenience to the marine trade is the fact that there is a separate entrance and stairway leading up to the second floor, so that they need not foregather in the main store and be confused by the sight of so much other merchandise which is not what they require.

Workmen's Trade

All the year round the Magnusson store goes after the workman's trade with vigor and studies the needs of different classes of workmen, so as to be in a position to supply the right kind of gloves or overalls or shirts as the case may be, to fill the needs of the engineer's, longshoremen, stevedores, firemen, etc. For instance, this fall, while the new C.P.R. Cantilever bridge was under construction across the Reversing Falls at St. John, the Magnusson store got out a special glove for riveters, and a member of the firm took the glove over to demonstrate to the workmen. So great was the demand for this new glove that a large order was quickly placed with a manufacturer who promised to conform to the specifications required and the gloves are about to be delivered this month. Several excellent criticisms regarding the glove were received from the riveters and their suggestions were closely followed out, so that the glove should be an ideal protection for the men when the cold weather sets in.

A similar idea was tried out in connection with longshoremen's gloves, when a special variety with two fingers only was introduced and also met with an unqualified success. Besides gloves, there are numberless styles of gauntlets, mitts and pullovers featured for workmen, not to mention all the other furnishings and headwear and footwear which also find a place in this comprehensive store.

Display Work

There are five large display windows fronting the store, in which seasonable merchandise is always featured with a

weekly change to keep its variety constantly fresh. One window especially is set apart for the latest goods, so that the touch of fashion is not overlooked in favour of more utilitarian merchandise. Price tags are always present in these displays but are small and of harmonious design. Both these and the showcards are original and are turned out by one of the firm, with a decided knack for the original and artistic.

Advertising

The Magnusson store uses a large space in the daily press once a week and the rest of the time uses locals in one of the papers which has a wide circulation. On the rare occasions when a sale is featured, usually twice a year only incidental to stock-taking, a half page of bargains are featured which always results in a clean sweep. Telephone orders are encouraged and every attention is given to phone calls.

Some of the reasons why the firm has been able to sell good merchandise at exceedingly low prices were quoted as follows:

"1. Because we buy all our merchandise for cash and give customers the benefit of our cash discounts.

2. Because we sell for cash only and have no book debts; therefore no book-keeping or collecting fees to pay.

3. Because we have no high rent to pay. We were lucky to have secured a long lease on the three story building we now occupy, at a very low price, when we consider present high rents.

4. Because we do a large volume of business and are satisfied with small profits and quick sales."

The management of the store believes in buying carefully at all times and in proceeding warily during the coming winter months, when conditions will be still difficult in the maritime provinces owing to the general industrial depression. Mr. Magnusson is of the opinion that a further period of adjustment may be in store and his advice to all retailers is to be familiar at all seasons with the cost of overhead as well as with the condition of stock in the store. If ever a time for definite merchandising knowledge has come, it is the present, in his opinion, and he advocates the employing of system in every branch of business.

The Magnusson store is almost a department store so comprehensive is its scope, and so thorough are its business methods. The policy of the business is always "money back if you are not satisfied, and our guarantee stands behind every sale." The salesmen are specialists in their particular lines, and customers are assured of the best service as well as the highest grade of goods.

Mr. Magnusson occasionally uses a cotton streamer sign on his own motor car when any particular event needs special publicity, and he anticipates in the near future sending out personal letters bearing a photograph of his store as well as advertising a new brand of clothing which he expects to feature this

fall. As he expressed it himself, "merchandising methods at present should be adapted to each merchant's peculiar needs, and if they are somewhat odd, no matter, if they bring in business, its no one else's affairs."

ARCH MOIR ON CLOTHING SALESMANSHIP

(Continued from Page 34)

into my store with her 15 year old son and asked me to fit him into a suit. I asked her what style she preferred and she selected a very expensive kind, silk lined, which cost about \$55. I did not dare not tell her the price, but let the boy try it on. Finally she asked how much it was, and when I told her with an apologetic accent, she merely opened her hand bag and laid the \$55 on the table without a word. I knew that she scrubbed floors in the bank across the street and to say that I was surprised, puts it mildly. One cannot always tell who is going to be a good customer, you see."

Instalment Payments

Another word of advice emphasized by Mr. Moir referred to the avoidance of payment by instalments. "Insist that bills be settled at once, or you will have difficulty in collecting them at all. Once a suit is worn a few weeks, the desire to pay for it will automatically cease."

The Salesman's Appearance

"I would also emphasize the importance of the salesman's own personal appearance," remarked Mr. Moir, "and I hold that his first duty be to appear well groomed and turned out every hour of the day. How can he expect to convince customers when he himself has on an unpressed suit, or an old fashioned cravat, etc.?"

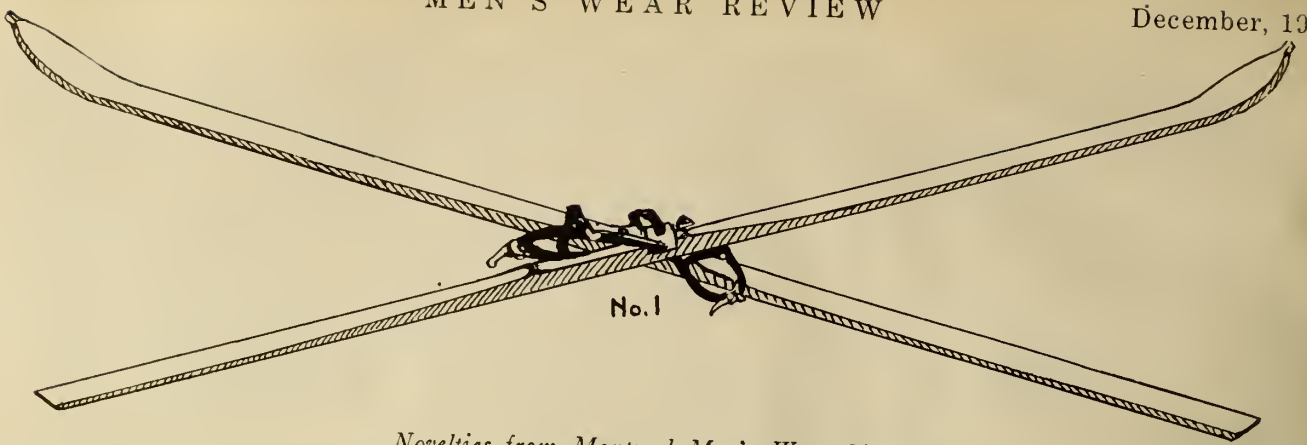
Mr. Moir believes in attracting college students as customers because they appreciate good advice and help in selecting clothes for business and social functions. Sending out a plain card announcing a 10% reduction off the regular price during the college year, has proved a very successful plan with Mr. Moir and one which the students took full advantage of. The advantage of a card is that it can be slipped into the pocket and kept as a reminder instead of being thrown away as old letters too often are.

Tuxedos Lead in Formal Dress

About now is the time when the majority of customers are interested in new evening clothes, and Mr. Moir explained that this year many more tuxedos are selling than full dress coats. The average price for such a suit is now about \$65. and an ordinary business suit, around \$45. as against a former cost of \$95. and \$80.

"All customers believe the price for suits should be away down lower than it is," concluded Mr. Moir, "and every

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No. 1

Novelties from Montreal Men's Wear Shops

Sketch 1 shows the newest development in Norwegian skis, made of hickory wood, unbreakable, about 10 inches longer than the ordinary style and used by all the champions of world contests. These are a leader in all sporting goods sections now and are being played up with unusual hosiery, boots, scarves, etc. Shown by Spalding Brothers of Montreal. Sketch 2 represents a silk dressing gown designed for travelers complete with

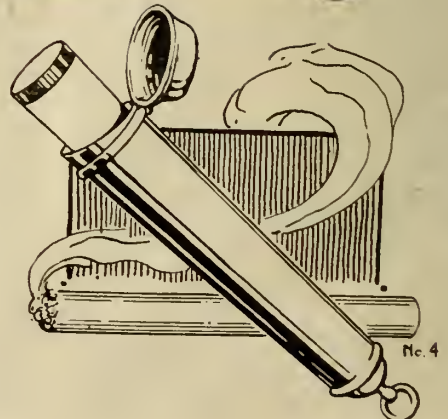
cap to match and carried in a silk envelope. The gown is made of English Foulard and comes in different color combinations such as old blue or mauve. The cap is a new feature and is much appreciated by discriminating men. Shown by Glen Case of St. Catherine Street West. The third sketch shows some very new cashmere socks imported from England by Arthur Moquin of St. Catherine St. The feature of these socks is the dotted line effect which gives a smart mottled effect to the front part. The color combinations achieved are arresting, such as brown with blue or white, blue with purple, red with blue, etc. Sketch 4 features the latest development in masculine accessories, namely a sterling silver case for one's cigarette holder to be worn on the watch. The case is of English make and is fitted with an amber arm gold holder. The opening cap is held in place by a pivoted hinge which protects the holder from injury in the pocket. Shown by Henry Birks and Company.



No. 2.



No. 3



No. 4

Price Card More Essential Than Formerly Useful Hints Regarding Display Work

Well-Known Display Man in Buffalo Says Price Card Carries Explicit Message on Question of Values—Avoid Uncertainty in Using Price Cards—Sameness in Window Display—Photography and Its Uses to Display Men

DURING a recent visit to Buffalo, Dry Goods Review had a chat with a window display man whose reputation as such in the United States is of the very highest. He has been awarded numbers of prizes for his displays in many of the contests that have been engaged in in that country by display men from the Atlantic to the Pacific. Of course, he believes profoundly and fundamentally in the value of the window as a salesman. He says the window is the passerby's introduction to the store—and what lasting impressions are created at the first introduction? Favorable impressions or lasting prejudices are created on introduction that even time can hardly eradicate from the mind or subsequent dealings obliterate. That is one of the first lessons to be learned by the display man—that he is introducing his store, his firm and its entire service to the public as it passes the door. That fact alone emphasizes two others—that the display man should be careful how he makes his introduction; and the firm should be careful in selecting the man who is to make the introduction of what they have to offer to the public.

Price Card More Essential

We recognize the fact that there are two distinct views with regard to the use of a price card. It is rather a coincidence that, in the city of Buffalo these two views are represented by two very successful stores, one immediately across the street from the other. But then, they are two different kinds of store. One is the very essence of conservatism; the buyer in this store recently told us that they were doing more business than a year ago and he assigned the reason to the fact of their traditionally conservative policy. They do not use price tickets because their merchandise is high-priced—with quality to correspond. They believe that the price ticket would scare many a buyer away even before he entered the door. They argue that the character of their merchandise will bring people into their store and, once there, they depend on salesmanship of high quality merchandise which gives service and makes lasting friends.

On the other hand, the store to which we referred in the first instance, is a thorough believer in the use of the price card. The display man whose name is known from coast to coast stated to Men's Wear Review during a conversation that the price card was more essential than ever to successful merchan-

dising. The reason he gives is a simple one—people are looking for values as never before. It makes a difference now whether a garment is \$50 or \$45, whether it is \$2.00 or \$1.50. Price carries weight that it did not carry two years ago, or rather it might better be said that it carries a different sort of weight. Two years ago, the higher the price the easier the sale. Now it is not the same, as all dealers know full well. The message given through the price card is more explicit than it formerly was, and for that reason, has a new bearing on the whole merchandising problem of the modern dealer.

The Card Itself

The card itself is an important factor, says this display man. Uniformity is a very desirable thing; it lends attractiveness to a display. Of course, if there are many sections to be dressed—as there happens to be in the store referred to—it is not necessary to have the same sized card in all the sections. But each section should have the same sized cards—with one exception. There might be a large card in the very centre of the section with the price displayed prominently enough to be seen from across the street. The cards he uses are one inch by two and a quarter which gives 128 cards out of the ordinary sized sheet of cardboard.

Avoid Uncertainty

One of the things to be avoided in the use of price cards is uncertainty. One will often see a unit display with a large card in the centre, reading from \$1.50 to \$5.00. The mind of the passerby is immediately thrown into confusion. He wonders which is the \$1.50 and which is the \$5.00, and if he takes the trouble to go into the store to make inquiries he often finds that the article desired was the \$5.00 one but he believed it would be the \$1.50 article. It leaves an unfavorable impression on the mind and the thought takes root, perhaps, that reasonable values are not obtainable. And this is all due to the simple fact that the price card has lacked definiteness, it has not been explicit where it might easily have contained both of these features. This display man holds that each piece of merchandise should have a separate price card. The double purpose is then served; the passerby sees what value is offered and knows the exact price of each piece of merchandise shown in the window.

Avoid Sameness

It is very necessary that the display

man avoid sameness in all his displays. If not, one gets the impression that the windows are never changed even though they always look very attractive. This display man cited the case of a well known display man whose windows were always artistically arranged and every law of window display properly observed. But the impression grew on the minds of the firm that the windows were never changed because there was always the same look about them. They were wrong insofar as changing the windows was concerned—they were changed very frequently but the display man lacked the quality of variety in his work.

Study Photography

By the study and practice of photography this fatal habit of sameness can be largely overcome. On one other occasion we have referred to the Display Men's Associations that have been formed across the line in many of the American uses. One of their uses of recent development is the study of the camera and photography. Each member of the association is taught how the camera is used by an expert, with special reference, of course, to the taking of pictures of window displays. With this knowledge put into practice, the display man has a record of his work and can avoid sameness and can, further, make a careful study of his own work. This record serves an additional purpose in the Association. The displays are criticised by other members of the Association and improvements are suggested.

Can Sell Himself

There is one other feature of this photography that should not be overlooked by the display man. The time may come when he will want to sell himself to another firm on the strength of his display ability. What has he to show to justify his contentions? In such a case of photographic record is indispensable.

Can Help Manufacturer

Display men across the line have found out their photographic record of displays has been invaluable to manufacturers who advertise nationally. By producing the pictures of their windows they can show the manufacturer they are co-operating with him in his national campaign. The manufacturer, in this way gets a bigger conception of the power of national advertising—and that is good for both manufacturer and dealer.

Normal Conditions In England Depend Upon The Righting Of International Exchange

Returning Buyer Says Distress Merchandise Would Quickly Move Out if United Kingdom's Export Trade Were Resumed—Manufacturers Have Cleaned Out Their Stocks—Righting of Exchange Would Soon Cause Shortage of Merchandise

NOT UNTIL the exchange situation is righted—or, in other words, not until European and other countries are able to buy advantageously from England and so bring about the resumption of her normal export trade—will conditions in that country warrant a more optimistic outlook. That is the opinion of the buyers and one of the directors of one of the large department stores in Toronto who has recently returned from a trip to England and France. Just to what extent the United Kingdom is dependent upon the world for trade, both import and export, was indicated by Rt. Hon. A. J. Balfour at the Washington Disarmament Conference the other day when, in announcing the Empire's viewpoint with regard to naval disarmament, he stated that provisions for only seven weeks out of the year were to be found in the United Kingdom at any given time of the year. The buyer to whom we talked referred to a fact not less significant to industrial England when he stated that while they had a population of, roughly, 45,000,000 or 50,000,000 of people, their manufacturing capacity was sufficient for 500,000,000 of people. Not only is home consumption cut down by reason of the fact that there are upwards of two millions of men out of work but foreign countries, good customers of big British mercantile houses, are unable to buy on account of the exchange situation.

Wipe Out War Debts

According to our informant, a good deal of talk is heard on every side about the cancellation of the war debts incurred during the last few years. He stated that Englishmen were disposed to agree to the cancellation of these debts providing the United States cancelled their (England's) large debt. But nothing concrete had either been done or suggested, with the result that the exchange rate was such that foreign countries could not buy in the English markets and export trade from the United Kingdom was, accordingly, nearly wiped out. This, of course, resulted in unemployment; and our informant quoted a leading British financier—a man whose name is a household word even in this country—as saying that in a year's time there would be twice as many men out of work if the situation were not righted.

Would Soon Create Shortage.

If this situation were righted, said this gentleman to Men's Wear Review, there would soon be a shortage of merchandise in many lines, a shortage that

would be much more acute than that which occurred shortly after the signing of the armistice. "If the exchange rate were normal tomorrow so that European countries could go into the British markets and purchase their requirements," said this man, "there are men who to-day cannot pay their bills and are being carried by the banks who would be millionaires within a week's time." There are, he says, great quantities of distress merchandise in the United Kingdom to-day; some of the warehouses are filled to the very doors with it. There is no outlet for it, comparatively speaking, because of the inability of foreign countries to buy. There are a number of Canadian and American buyers there, but their trade is but a drop in the bucket. Moreover, it is restricted in many lines because there is very little that is new on the market to be bought. This buyer stated that he had only bought about 25 per cent. of what he intended to buy, on this account.

Cause of Distress Merchandise

One of the outstanding causes of such quantities of distress merchandise, said this man, was cancellations. When the first clouds appeared upon the horizon more than a year ago, cancellations began to pour into the British houses from foreign countries. At the same time, contracts had been awarded British manufacturers. The net result was that from two sources—manufacturers and firms cancelling their orders—merchandise began to pile up in the wholesale houses. They have been quite unable, up to the present time, to clear out much of this merchandise. The manufacturer has clear shelves; it is the wholesaler who is suffering from distress goods. And it is this merchandise which would soon be cleaned out if the exchange rate were righted, if debts were cancelled and if foreign countries were able to buy normally so that export trade would be resumed in normal proportions, manufacturing resumed, and unemployment relieved.

Two Prices

There are two distinct prices obtaining in England to-day—prices for made-up merchandise, and prices for merchandise, to be made up. Our informant stated that there were houses there to-day that had operated on a one-price policy for a hundred years now prepared to listen to buyers regarding prices. The re-action of this condition, he felt, would make itself apparent to some extent in Canada. More buyers

were going to England than formerly, and were picking up merchandise at prices that would be considerably under some of the Canadian prices now being asked. He said that some of the leading Canadian houses were again revising prices on some lines of imported goods as a result of recent trips to the English markets and he believed that this would continue for some time to come.

Trouble With Labor.

This buyer from observations and conversations he had with prominent business men in England believes that there is still a good deal of trouble with labor. The unions are making a very strong stand for union wages in face of prevailing conditions, increasing unemployment, and the development of foreign competition due to smaller productive costs. If they work, they demand union wages; if they don't work they demand government doles equal to the union wage. It must be either one or the other, and the solution of all these vexed problems, according to this buyer, is being left to the government. Outside of government circles, there seems to be little effort made to solve the problems which keep pressing more and more severely as time goes on.

ARCH MOIR ON CLOTHING SALESMANSHIP

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salesman should be able to do a little educating upon the subject, explaining that costs cannot go any lower at present, and pointing out what a big drop has already occurred. What men don't realize it."

Need For Young Men As Clerks

Finally, according to Mr. Moir, there is no room today for the old man as a clothing salesman. This work requires the services of young, alert and wide-awake men, who are interested in the current sports and interests of the day, as well as being up to the minute in knowledge of styles and conditions. Mr. Moir himself is a life member of the Montreal Amateur Athletic Association and is one of its most active members. He is interested in many outside lines as well as in his work, and modestly explains his success in the clothing field by the fact that he likes to meet men and be a good mixer. The fundamental qualities of a good business man cannot be better summed up.

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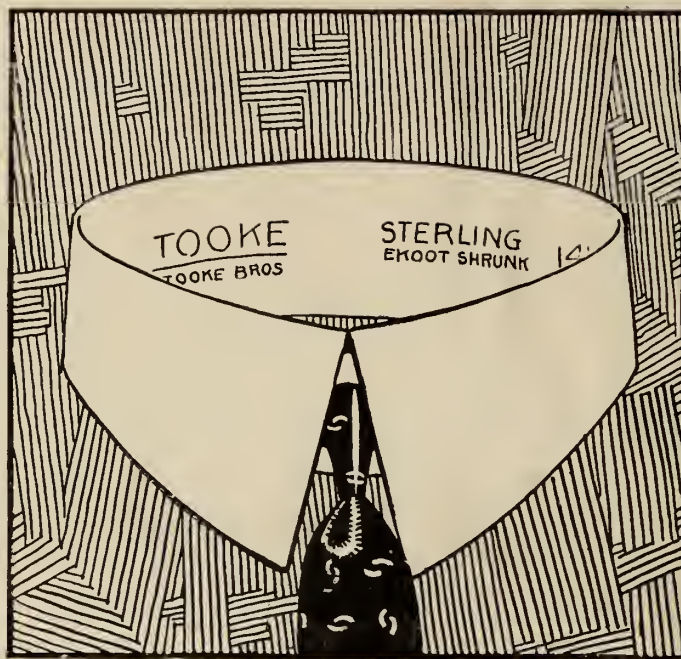
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