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Made in a manner which allows more ample opening in back assuring added comfort.

Buttons for back opening placed in position for more easy adjustment.

Blouse effect on shirt portion prohibits any strain on garment when bending over.

Properly proportioned—cut oversize—not skimpy to save material.

Details in make above the average; neatly seamed, strongly made, buttons sewn on to stay.

Made in the most saleable materials to retail profitably at popular prices.

Your customers will like this garment and always return for more of them.

PRACTICAL :-: COMFORTABLE :-: COOL

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Sole Manufacturers for Canada.

BEFORE and AFTER



*Before
Installing
"NEW WAY"
Equipment*



*After
Installing
"NEW WAY"
Equipment*



THE ABOVE photographic reproductions show the possibilities afforded by the adoption of the *NEW WAY* System. Here is a store that was struggling along for an existence, handicapped by the old fashioned methods of merchandising. The uninviting gloomy appearance was retarding sales and the antiquated conditions resulted in lost motion and tremendous depreciation.

"NEW WAY" Equipment transformed this store into a modern up-to-date establishment that now commands the patronage of the best trade in town.

NEW WAY designers do not lose sight of the practical things in providing for unusual effects. The increased capacity afforded by the *NEW WAY* System provided ample space to accommodate all the stock that had been carried on the second floor, bringing all departments to main floor.

*Install "NEW WAY" Equipment in your store
and be assured of equally gratifying results*

The *"NEW WAY"* System is completely manufactured in Canada and protected by Canadian patents. Do not be deceived by unscrupulous imitators who claim to give you equipment equal to *NEW WAY* under spurious names. They are only copying the outward appearances and substituting on construction.

Ask us to send you our interesting booklet "What Tom told Dad"

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EASTERN BRANCH
71 Bleury St.,
Montreal

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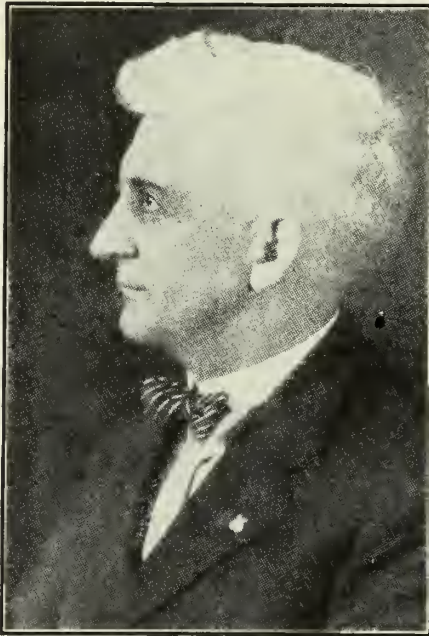
No. 10

What The National Retail Clothiers Association of the United States Has Done for the Retailer

Supplied Government With Information That Gave the Knock-out Blow to the Profiteering Cry—Acts as Clearing House for Trade Practices in Which 6,000 Participate—Secures Better Trade Agreements With Manufacturer—Improves Retailing Standards

Written specially for Men's Wear Review by FRED VOILAND, President of National Association of Retail Clothiers of the United States.

If Fred Voiland, president of the National Association of Retailers' Clothiers of the United States addresses the Retail Clothiers' Convention of Ontario to be held in Toronto in February, that feature alone is sufficient to bring the men of the trade all over the province to the convention. He is an outstanding figure in the clothing trade on this continent and has been for many years.



FRED VOILAND

FOLLOWING the close of the World War, when there was general and widespread effort to resume normal thinking, one of the impediments to industrial peace was the unreconciled disparity in the retail price of commodities and the compensation for labor. In America, the retail clothier—along with every other retailer—was pointed out as a profiteer by venal politicians and sensational newspapers. But when the government, two years ago, began investigation of the causes for the rise and fall of commodities—including, of course, clothing—the National Association of Retail Clothiers by reason of its large membership in each of the forty-eight states, was able to place at the disposal of the joint Committee on Agricultural Inquiry, a complete and highly specialized machinery for the assembling of reliable data relative to the clothing industry. Under government direction, but solely by the Association effort, a complete survey was made of the entire field of clothing retail, covering a period antedating and including war years. This work required less than 60 days time, but when completed it not only gave to the industry a reliable resume of trade conditions, but furnished the government the statistics that set the retailer "right" before the American people. It showed that there was no retail profiteering in this country during or since the war, and the psychological

Fred Voiland, of Topeka, Kansas, the ninth president of the National Association of Retail Clothiers, has been in the retail clothing business practically all his life. He was born 51 years ago and as a boy worked in his father's clothing store in Iowa before the family moved to Kansas in 1883 when his father opened stores in Topeka and Junction City. The business came under the direction of Mr. Voiland when his father died in 1907. During the war he was appointed chairman of the Kansas Council of National Defense and later went overseas as chairman of the entertainment division of the National Guard unit from Kansas and Missouri. Mr. Voiland has served as president of the Kansas Retail Clothiers' Association and vice-president of the National Association. He is known as the best orator in that organization and has been called upon to address state conventions in every part of the country. Mr. Voiland says he is making a big effort to arrange his affairs so that he may be able to attend and to address the Retail Clothiers' Convention here in February.

effect was tremendously to the advantage of the retail clothier.

During the war period—and since—there was disposition among retailer and manufacturer to change old customs. Manufacturers, by reason of demand for merchandise, found themselves able to abrogate arbitrarily some of the trade customs of many years. When prices were rising, they allotted merchandise in such a manner as to reap the greatest return for themselves; wiped out the usual datings; arbitrarily discontinued discounts and in many ways hampered the operations of the retailer by intermittent delivery of goods. It is unnecessary to review things we are all very desirous of forgetting. But to get back discounts and terms is not the work of just a few months. Our association has promulgated a uniform set of terms and discounts, and our work for the past year—and to-day—is to have this set of uniform terms and discounts adopted by all manufacturers. It is being accomplished by a co-operative effort not possible without organization.

Our association last year settled over one hundred disputes between buyer and seller, avoiding law-suits and damage to the retailers' credit, and otherwise promoting good feeling among men who should be friends.

One of the great advantages of the National Association is the teaching of technique and best trade practice to employees. This was accomplished by the promulgation of a code of business ethics dealing with fundamental principles of commerce. Amplification of this code opens up the field of salesmanship, advertising, and knowledge of textiles.

Over one hundred different activities are within association purview. Window trimming, advertising, store construction, distribution costs, are a few. Constantly widening the field of labor, the organization is rapidly becoming a recognized and authoritative source of information on subjects relating to men's apparel, and is so recognized by the government and the trade generally.

Gift Selecting Service for Xmas

An Idea That Has Worked Successfully in Big Stores and Can be Used Equally Successfully by Small Ones—Some Novel Ideas Carried Out in Advertising—"After Breakfast Sales" Encourage Morning Buying

EVERY recurring Christmas finds women facing that age old problem of what to give their men folks as gifts. Men's tastes are proverbially difficult to please and women are sensitive upon the point of joking references to their taste in neckwear, cigars and so forth and so the element of uncertainty enters more or less into every transaction involving the purchase of a Christmas gift for a man. A simple expedient by means of which all such uncertainty and worry can be actually dispelled and instead replaced by a satisfying sense of pleasure on the part of both recipient and giver, has been originated by various leading stores catering more especially to women's trade and which can be easily adapted to meet the requirements of a man's store with equal success.

The plan in question has been proved an unqualified success by such important stores as Marshall Field's and John Wanamaker's in the United States, and Almy's Limited, and the Jas. Ogilvy Company stores of Montreal, each of the latter having found that service was appreciated by customers and added to business in a satisfactory manner.

Gift Selecting Service is Practical

The plan may be called simply a "Gift Selecting Service," and is carried out in this wise: A desk or specially arranged booth is provided in the store through the month of December in charge of a competent clerk with whom the names and addresses of persons to be remembered can be left. On receipt of such names this clerk sends out a letter of enquiry to each such person asking them for a list of their wants in the way of Christmas gifts. The name of the enquirer is of course kept secret. After a reasonable lapse of time, the original enquirer calls back at the store and receives the reply, after which the problem of gift selection is an easy matter.

Here is a sample of the letter sent out by stores to those persons whom someone wants to please:

"Dear Friend:

"Someone whose handwriting you would probably recognize has personally requested me to ask you to send a list of items from which a gift for you might be selected. The name of this person—I must not even tell whether it is a friend or relative, man or woman—is listed in my book by a secret key. When your reply is received, it will be given to the enquiring person who will then find it an easy matter to select a gift

entirely to your liking. Please list the items that would be acceptable to you in the Reply Form on reverse side of this sheet, and return it in the enclosed envelope as soon as possible, because someone is anxiously waiting for it and may be keenly disappointed if you delay.

"Trusting that this letter will accomplish its purpose of mutual helpfulness and that you will appreciate the delicate courtesy shown by the enquiring person,

"We remain,

"Sincerely yours,

"Smith, Jones & Company.

"P. S.—You are invited to send in without charge or obligation, the names of any person whom you wish to remember. Please use form on last page. For manifest reasons, no information can be given over the telephone; all information is for the exclusive use of the inquirer."

This scheme is adaptable for use by the men's store as well as by the dry goods merchant, and the letter or leaflet sent out may bear a more masculine imprint than the above quoted specimen. Written or typed upon the store's best stationery and with or without a personal touch such as a signature by a member of the staff, such a letter will not be ignored by any recipient.

Elsewhere in this issue will be found an illustration of how the idea was worked out in the store of Almy's Limited of Montreal last year, when this service was tried out under the auspices of an enormous stork, called the "Wise Bird" which perched in a booth on the main floor of the store. Results from this plan were successful in the case of 95 per cent. of the letters sent out.

Feature Santa From a New Angle

Despite the fact that men's wear stores in general are averse to featuring Santa Claus at the holiday season, asserting the the genial saint is out of place in such surroundings, there is no denying the attraction which Santa exercises over the minds of the younger generation and their parents with them, whether he is to be found in the store or at home. The somewhat hackneyed theme of hand-shaking and present giving is not the only way in which Santa Claus can be utilized to advantage by the men's and boys' store nowadays. A little thought and preparation will result in the carrying out of more original ideas, such as was done by a Montreal store last year in the presentation of a Christmas tableau twice daily in which

the participants were Santa Claus and his charming little companion, the dainty Fairy Goodwill, who accompanied him from the North Pole. This tableau was quite simple in character, the setting being the main attraction, arranged as it was in the form of a North Pole winter scene amidst which Santa sat enthroned with realistic icicles, glittering icebergs, etc., about him. Behind his throne was a small stage cleverly arranged to represent a far off perspective by means of clouds of grey and blue tulle through which a star-spangled sky with a shining moon could be seen. Every five minutes or so, Fairy Goodwill crossed this little stage and waved her wand which was tipped with an electric bulb, and posed prettily behind Santa Claus who received the children seated on a rock throne. This pantomime was presented each day from 9.30 to 11.30 in the mornings and for two hours in the afternoons with the exception of Saturdays.

Novel Ideas in Christmas Ads

In connection with this Christmas tableau the store featured some especially novel advertising copy, much of which was in rhyme, particularly those items which were of interest to children. A Christmas tree filled an entire newspaper page on one occasion laden with gifts sketched from actual merchandise and shown clearly against a white space in which prices and descriptions were noted in small type. This tree bore gifts for every member of the family and across the top of the advertisement the words "The Tree Bearerth Fruit According to its Root" were printed, the root in question springing from the firm's name printed in artistic lettering below.

A Christmas alphabet is another plan followed by a Montreal store in its advertising last year, each letter of the alphabet being boxed in a neat square in which were sketched several gift suggestions beginning with the same initial, together with descriptions of colors, qualities and prices. This type of copy is helpful in assisting people to select appropriate gifts.

To Encourage Morning Shopping

If a new sales idea is wanted to encourage customers to do their shopping a little earlier in the day, thus relieving congestion in the store and improving the service generally, a series of "After Breakfast Sales" might be run for awhile during December, on special days such as Mondays, between the hours of 9 and 11 a. m. at which worth-

while offers in suitable gift merchandise could be featured. This plan was found to work out satisfactorily last year when well advertised on the preceding Saturday.

Features Gifts At \$1.00

An Ontario men's wear merchant informed Men's Wear Review last year that during the month of December he had featured a display of dollar gifts for men both in his window and on a separate counter in the store. This special department was given much publicity in the store advertising and the number of sales of these dollar gifts was far beyond what would have been sold in the ordinary manner. The secret of this idea lay in the attractiveness of the display, artistic boxing and the fact that the merchandise was not of the ordinary kind but possessed distinctiveness due to the fact that no duplicates of any goods were shown during the same week.

Women's Hosiery In Men's Store

A feature of several men's wear stores during the weeks preceding Christmas is the introduction of certain lines appropriate as gifts for women, reversing the usual order of things, but according to those retailers who have tried out the idea, the demand for women's hosiery and handkerchiefs was away beyond expectations. It was found best to box three pairs of silk hosiery or half a dozen linen handkerchiefs, both initialed and plain, and care was taken to assist the purchaser in the matter of choice. In every case where no color was specified, black hosiery was recommended as being safest. One store followed the plan of advertising its gifts for women: "Hand embroidered clocked hosiery of glove silk, sizes 8½ to 10, all colors, packed in white satin paper boxes initialed in gold to individual requirements if ordered before December 18th." The initialing was a simple matter, being merely conventional monograms formed of ordinary gilt letters which are supplied with glued backs. These form an effective and individual decoration and have the merit of being less stereotyped than holly covered boxes. The store name was printed on the inside of the cover.

A Montreal retailer added this suggestion with regard to Christmas advertising: "Be sure to stress the fact that a man prefers the kind of presents that come from a real man's store and which have the mannish touch not to be encountered in gift shops and the like. I believe in driving home some such slogan as 'Buy Men's Gifts At a Man's Store,' for it carried a lot of weight with women customers."

The store which caters more particularly to boys will find the time honoured Santa Claus reception as perennial as ever. Letters from the genial Saint begun in the store's advertising during the first week of December and timed to end with the spectacular arrival of Santa in town around the middle of the month should raise the kiddies' interest to a pitch of excitement which will be doubled if a reception is carried on right in the store window where an appropriate chim-



"THE WISE BIRD"

How this was used by Almy's during their last Christmas trade is told in the accompanying article.

ney piece setting is used. This is a favorite method with the Oak Hall store of St. John, N. B., which is headquarters for Santa Claus annually, with ever increasing success. The youngsters come from far and near to shake Santa's hand and do not fail to leave letters with him containing requests for gifts on Christmas morning.

Fred Voiland of Topeka, was elected president of the National Association.

McClockin Twins have opened up a new business at 1184 Bloor street west, Toronto.

The National Association of Retail Clothiers of the United States went on record as unalterably opposed to any

legislation that will tend to increase the cost of clothing.

It is estimated that over 100,000 people attended the style show in New York during the week of Sept. 11th. New York is working for an annual or semi-annual show of the same character.

J. E. McCann, who has been connected with the W. E. Sandford Manufacturing Company, Limited, of Hamilton, has severed his connection with that firm to assume the duties of secretary-treasurer of the Superior Cap Company, of that city. Prior to giving up his position, Mr. McCann was presented with a purse of gold by J. J. Greene the managing director of the company, in recognition of his services.

Gift-Giving at Christmastide is a Custom That Will Endure as Long as The Heart of The World Throbs With Sentiment.

Showcards That Reflect the Holiday Mood Hold Essential Place In Xmas Plans of Every Merchant

Commencement of the Yuletide Season Makes it Necessary for a Store to Give a Quality and Cultural Association to Its Merchandise That Will Interest, Attract and Persuade Gift-Seeker

GIFT-Giving at Christmastide is a custom that will endure as long as the heart of the world throbs with sentiment. And because of that happy circumstance, merchants at this period of the year are becoming radiantly interested in ideas and suggestions which will direct the eyes of shoppers to their establishments. Countless are the arrangements of practical, workable plans, but here we are going to discuss a method which forever holds an original interest and a new charm—the decorated Christmas showcard.

Marks of Christmas-Gift Store

You can tell the wide-awake appreciated Christmas-gift store the minute you cast eyes on it. It is the store where the stocks are in holiday mood and where the vigor of the season is observable in the showcards placed throughout the interior and in the windows. Such cards as are fascinating beyond the ordinary are the perpetual accomplice of the merchant at Christmas time.

The rare art of emphasizing the Christmas spirit in and about the store does not hinge upon the lavish display of wreaths and hanging garlands painted on full sheets and banners and stretched from pillar to post; rather, its success lies with the little things, well and artistically done.

Some Christmas showcards before which the writer has been tempted to halt and admire are examples of patience and slowness beyond comparison. Excellent to be sure, yet happily not indispensable since showcards of that type are hardly within the reach of many stores if desired.

Some Samples

The showcards illustrated in this ar-



The accompanying article by Jalexo was written especially at the request of Men's Wear Review for this Christmas Merchandising section. For this one month his regular article on showcard writing is dropped, but it will appear as usual in the November issue.

ticle are representative of current offerings of manufacturers. By examining them, you not only can familiarize yourself with noteworthy ideas and apt phrases but you very probably will find something which can be applied to your own store. Designed, colored and lettered in all their details and all their aspects these showcards possess the hue of Christmas which makes an instant Christmas appeal to the aesthetic taste. They project the desired atmosphere.

The showcard which implies "Everybody is going to find some hankies under the Christmas tree" ought to say so with, perhaps, a touch of holly for effect. Similarly, the suggestion of artistic refinement as showcards attesting other merchandise can be made through a variety of symbolic illustrations.

In the showcards reproduced herewith the ornament obeys a splendidly balanced rhythm. The illustration "A" shows a card 11 by 14 inches with the inscription "Gifts that truly express A Merry Christmas." The word "gift:" is in showcard writers' script and executed in holly green. The body matter is in lower case Roman and is done in flat black. The candlestick decoration shows a rich red holder with a white candle emitting yellow rays and flame. The whole is on a pale green card finished with a thin green border to match the caption. The ensemble is at once attractive, likeable and Christmassy.

Second Example

The showcard "B" reads "Holiday hints of beauty and practical utility" and is pleasing without being crowded. The caption is in Egyptian block italic done in black with a red initial "H" in the holiday. The body matter is Ro-



man in black. The tree is of evergreen shade showing red, yellow and blue candles thereon. The pot is red for a contrasting bit of color. The whole is on a white card finished with thin red border.

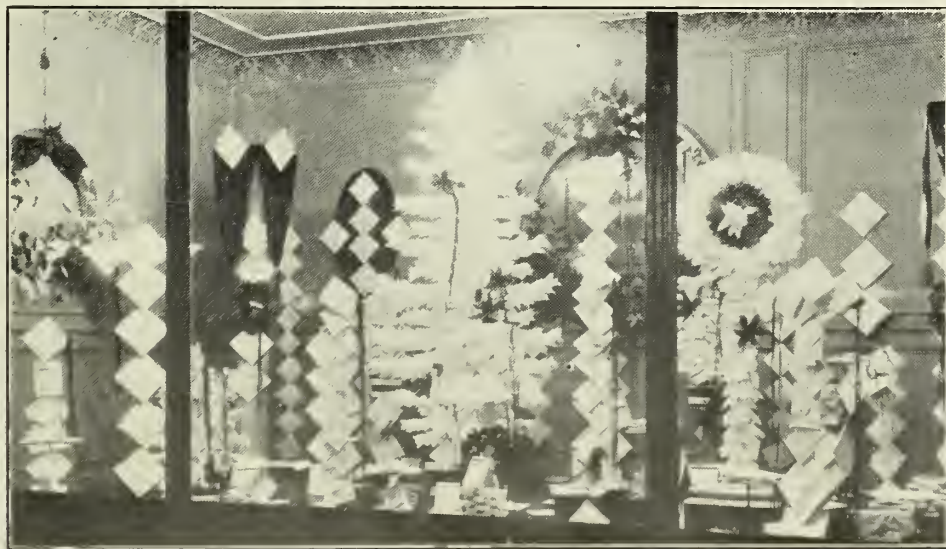
"C" showcard is the ever-popular holly wreath ornament with its flutter of red ribbon. The inscription, "Suggestions brimful of Christmassy remembrance" is modified Roman executed in black to contrast with the decoration. The whole is on a light gray card finished with the red border, an unusually interesting display.

"D" showcard 11 by 16 inches which is unsurpassable in layout and coloring. The wording "Gifts that delight the recipient" is done in holly green. The poinsettia, unrivalled among the decorative plants, is done in natural colors. The iridescent red of the bloom provides color balance for the entire card. Holly leaves are in a pale, shadowy green which does not detract from the lettering. The whole is on a white card finished with a thin light green border.

Colorful Specimens

The quartet of showcards above described are colorful specimens of a practical and positive kind. Through their emotive appeals they catch the fancy and pleasantly urge the gift-seeker to do his Christmas shopping here and now. The card writer who desires beauty combined with simplicity will find that in following the examples herewith described he will experience no difficulty in achieving his aim completely.

A new departure for the D'Allaird Manufacturing Company, is the making of lingerie. All of the twenty-one retail shops will carry high-grade silk undergarments.



A Christmas tree of handkerchiefs was the novel display featured by Henry Morgan & Company of Montreal, for one of their displays last year. Holly wreaths and streamers of holly ribbon lent a cheery note to this snowy setting.

FASHION PARADE IN ST JOHN, N. B.

A highly successful fashion revue was held last month at the Provincial Exhibition, St. John, N. B., under the auspices of a number of leading dry goods and furriers' establishments, at which local girls as well as professional models presented the latest in ready-to-wear and wraps as a feature of the event.

The revue was staged most artistically in the Amusement Hall of the Exhibition Buildings, and reflected great credit upon those in charge of the arrangements. Among the firms exhibiting models at the revue were F. W. Daniel & Company, Scovil Brothers, F. A. Dykeman & Company, F. S. Thomas, H. Mont Jones, Marr Millinery Company, Waterbury & Rising and others. The revue occurred each evening during the entire week of the Exhibition and drew large crowds of interested spectators.

"All That's New--That's All"

Slogan of New Orpheum Men's Wear Shop Which Dave Livinson Has Opened in Montreal—Second Theatre Lobby Store Opened Under Joint Management of Mr. and Mrs. Livinson—Interior in Mission Green—Service to His Customers

TRIG and trim and built for business is the compact little haberdashery just opened this month in the Orpheum Theatre Lobby in the heart of the theatrical district of Montreal by Dave Livinson. Theatre lobbies are getting to be a habit with Dave Livinson, this being the second such shop under his management, and the only two of this description in the city of Montreal. Shop number two is strategically situated in another sense, since it confronts the largest Childs' restaurant in the city, a fact which to the initiated means a constantly crowded thoroughfare at all hours of the day. Just across the street furthermore, is the Princess, noted as the snappiest vaudeville show in Montreal, so that all told, the "locale" chosen by this enterprising haberdasher is in the very vortex of the business and amusement life of Canada's largest city.

Cosy and compact the new shop is, with not so much as an inch of space wasted. So laid out that it can stow away an amazingly big stock yet not a sign is evident of overflowing boxes and superfluous piles of goods protruding above counters or under shelving. On the contrary, from the neat little tiled front entrance of polished red squares leading into the cosy interior with its unusual equipment, designed and placed by Dave Livinson himself, the epithet "trig and trim" is justified.

Interior Done in Mission Green

Theatre lobby shops must perforce be fairly compact in size but probably never was space so scientifically laid out to the best advantage as in the case of this new establishment. Even the 26 feet of window frontage is utilized above, underneath as well as within, to provide store room for stock which thereby leaves the central part of the shop entirely free and unobstructed. The severely plain mission green woodwork in which the fixtures are carried out is unusual in effect but is exceedingly appropriate in this atmosphere. The windows also are done in mission green woodwork, including the background, floor and unit divisions, which by the way, are designed to act as stands for merchandise as well as for the purpose of dividing the displays into some ten sections. The floor of the shop is tiled in white, and the ceiling is paneled in hardwood, while the entire front and tops of all the fixtures are of glass, permitting a clear view of all goods from every point.

Removable Shelving Expedites Service

All round on three sides of the shop are ranged display cases designed on the drop-front bookcase idea, the shelving



Interior of the "Orpheum Men's Wear Shop" just opened by Dave Livinson, of Montreal. Clever use of space is made in every part of the store, especially with regard to the use of the glass drop covers as extensions to the counters. The T stands are permanently screwed in place and all goods can be reached from either side of the showcases.

being removable trays, each of which can be lifted on top to show a range of goods more easily.

Goods can be got at from either back or front without disarranging the display in the least. Everything—shirts, neckwear, hosiery, handkerchiefs and so on—are thus arranged, while the top layer of all acts as a permanent display as well as a counter. At intervals along the edge of the rim which holds the glass sides of the fixtures together are screwed medium sized T stands finished in antique brass, on which neckwear is shown. These stands are thus immovable and are not likely to be pushed across the glass, thereby scratching it and possibly upsetting the stands. The back walls on three sides are faced by glass encased shelving along which stock is neatly and harmoniously ranged. A triplicate mirror alcove for fitting headwear is found at the left of the front entrance and cleverly conceals a roomy cupboard for stocking umbrellas at either side of the mirrors. Drawers beneath contain a large stock of handkerchiefs, ranging in price from two for a quarter up to the very finest imported silk novelties priced at several dollars. On the right is the cash register and desk space, while in

the centre of the store is a rather unusual island display case for showing smallwares, fitted with downward slanting shelving, permitting the entire range of jewellery, etc., to be seen at once. The smallware section of the store, incidentally, is one of the busiest, due possibly to the presence of a barrel full of collar buttons in one of the windows, suggesting the purchase of these handy little necessities in bulk.

Two Systems of Lighting

The lighting is another feature of the Orpheum Men's Wear Shop, as it is to be henceforth called, for both windows and interior are lit by an interchangeable system from indirect to ordinary electricity according as the day be dull or very sunny. At night the powerful lights burn till midnight when they are replaced by the ordinary style which burns all night long in both store and windows.

Owing to the extra entrance leading off the lobby proper to the store, considerable business is done with theatre patrons who have come to secure tickets for a future performance. According to Mr. Livinson this class of patrons re-

(Continued on next page)

"ALL THAT'S NEW—THAT'S ALL"

(Continued from previous page)

quire and appreciate special service, particularly in regard to prompt delivery of goods, and a messenger is kept in readiness to deliver goods at any time wanted. Women form a goodly percentage of Mr. Livinson's customers and have been quick to appreciate the type of merchandise carried as well as the cordial, hospitable atmosphere of the store itself. Later on, it is proposed to carry certain lines of goods for women themselves, such as fine tailored sports shirts or blouses or mannish gloves, etc., such as are so difficult to secure outside specialty shops.

Considering the space available in the new store, the resourcefulness displayed by Mr. Livinson in utilizing every nook and corner is a remarkable demonstration of the art of making a lot out of a little. Says Mr. Livinson, "We propose to operate this new store on a turnover policy by selling fast and keeping the stock moving every hour of the day. Just as the modern apartment with its small rooms is designed to give the maximum of comfort by various ingenious means, just so have we succeeded in using wall and floor space for storing goods in a way never before tried. I have endeavored to make the shop different, individual and attractive, to have the equipment in keeping with the character of the surroundings, yet not over obtrusive, and I intend to feature the smartest haberdashery it is possible to buy at really moderate prices. All that's new will be found here just a little bit sooner than you would expect to find it."

An Apt Slogan

Such is the future policy of the Orpheum Men's Wear Shop, which has adopted as its slogan the catchy phrase, "All That's New—That's All." Labor Day, the 4th of September, saw its official opening at which all the leading manufacturers of men's wear were especially welcomed, and everything was found in readiness for a successful Fall season. The gayly striped green and yellow front and the big sign with the raised lettering always used by Dave Livinson, were spic and span in shining paint just fresh from the hands of the decorators, and quantities of fall flowers made holiday within the shop itself. Such was the auspicious debut of the newest store on Montreal's gay white way, a store which is going to become known for its individuality, just as its predecessor at the Gaiety Theatre lobby has become known, and to both Mr. and Mrs. Livinson, under whose joint management the twin stores will be conducted, good wishes are being extended for the future success of both enterprises.

President R. F. Fitzpatrick of the Ontario Retail Clothiers' Association attended the convention of retail clothiers of the U. S. recently held in New York. Mr. Fitzpatrick proposed the formation, in due time, of an international association of retail clothiers.

Operating Expenses of Dept. Stores

Harvard University Research Shows Cost of Doing Business Higher in Percentage of Net Sales in 1921 Than in 1920—Salaries and Wages, Rentals and Advertising Cost More—Average Cost of Operating 27.8 Per Cent.

HARVARD University Bureau of Business Research has just issued a bulletin dealing with the operating expenses in department stores in the United States and Canada. The summary deals with 301 stores whose aggregate business approaches the half billion dollar mark. The bulletin states that the cost of doing business in department stores was higher in percentage of net sales in 1921 than in 1920, the chief item accounting for this increase being salaries and wages, rentals and advertising. The gross margin between the cost of merchandise and the net sales was slightly higher in 1921 than the preceding year, but the difference was less than the increase in the total expense, consequently the average net profit—the common figure for which, during this year of depression was nine-tenths of one per cent.—was lower in 1921. It is worth noting, however, that department stores showed a net profit whereas the retail shoe trade, jewelry trade and wholesale grocery business each showed an average net loss for the year. The increase in net sales over the former year was 4.3 per cent.

Definitions

The bulletin defines net profit as the amount that remains over and above all expenses, including the salaries of the proprietors or partners, rent of the store whether owned or leased, and interest on the firm's net investment as well as interest on borrowed money. It is to be noted, however, that Federal and State income taxes are not included in expense before net profit is determined but are rather a deduction from the net profit.

Hyde & Halliwell, British importers, have moved into larger quarters at 3 Wellington St. West, Toronto.

Sir Thomas Glen-Coats, Chairman of the J. & P. Coats, Limited, thread manufacturers, who died on July 12, left an estate valued at £1,800,000.

The Welland Cotton Mills, Ltd., with an authorized capital of \$1,000,000, and head office at Welland, has been incorporated for the purpose of manufacturing cotton yarns. The first of two units will be erected shortly, and will be devoted to the manufacture of coarse cotton yarns, suitable for carpets, rugs, hammocks and general cotton knitting trade. In this unit the company will also manufacture hose and belting duck and the minimum capacity will be 3,300,000 lbs. of finished goods per annum.

The common figure for net profit is not an arithmetical average but is obtained by statistical methods to give the most representative figures, not thrown out of line by exceptionally high or low figures from any individual store.

It is of interest to note the various items in operating expenses, which total 27.8 per cent. The common figures for the several items are as follows:—Salaries and wages, 15.4%; rentals, 2.4; advertising, 2.4; taxes (except on buildings, income and profits), 0.6; interest (on capital, borrowed and on capital, owned), 2.3; supplies, 0.8; service purchased (heat, light, power, delivery), 0.6; unclassified, 1.2; traveling, 0.5; communication, repairs, 0.2; insurance, 0.4; depreciation (losses from bad debts and other depreciation), 0.5; professional services, 0.1, making a total of 27.8 per cent.

In comparing operating expenses of 1921 with those of 1920 it is pointed out that the increase took place in three main items—salaries and wages, rentals, and advertising. For the firms reporting for both years, salaries and wages in 1921 were higher by an amount equal to 1% of net sales, rentals by an amount equal to 0.5% of net sales, and advertising 0.3% of net sales.

A rapid rate of turnover, according to this report, has its compensation. It is pointed out that the stores which, in 1921, turned their stock less than 2.5 times had a common total expense figure of 29.5% of net sales and an average net loss of .8%, while those that turned their stocks 3.5 times and over had a total expense of 27.1% and a net profit of 2.3%.

**HAVE ORGANIZED
A NEW FIRM**

The Dutchess Clothing Company is the name of a new clothing firm that has been organized in Toronto, a firm that was formerly known as the Barrett Clothing Company. This new firm is making a specialty of the Dutchess trousers concerning which there are some features of interest to the trade. The most careful attention has been given to the workmanship in these trousers and actual tests have failed to break the stitching even when two able-bodied men take hold—one on each leg—and try to break the stitching. It is equally impossible to tear off the buttons. A written guarantee is given with each pair of trousers to protect the wearer against anything that is not claimed for this merchandise by the manufacturer.

Men's Wear Review

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Ready for Christmas

GREAT battles, be they military, political or commercial, were never won without a good deal of careful and painstaking preparation. The greater the stake, the nearer the leaders of the campaign get to the problems which bring the victory within their reach. For, on the final issue of the battle depended the home and the happiness and the all, not only of the leaders, but those who helped to work out the plan after the plan had been worked out.

It is somewhat of this same spirit that the men's wear dealer should approach the Christmas season now only a few weeks off. There is nothing that a dealer should get closer to than his business, for in its success is involved his future, his home and happiness. To be false to his business is to be false to a great trust and to be unfaithful to all that is committed to his care.

The Christmas season is one of the most profitable of the year. The time to lay plans for the selling campaign is now. There is certainly no dealer too small to make some special effort to give the kind of service that is most appreciated during the Christmas rush. For it is essentially a time when customers who are making selections quickly are looking for service. Well executed and attractive showcards can be made to take the place of salesmen many times if they convey the proper information as to style and price. If the retailer will make arrangements through a mailing booth to attend to the dispatching of the presents which customers may select he will give a service that will be greatly appreciated and much used. Every salesman should be quick with suggestions for presents for different members of the family or for the "best man" of many a young lady who will want something for "him." Everything that will contribute to the ease and facility with which gift selections can be made and sent to their ultimate destination should be taken into consideration by the dealer when planning his Christmas campaign. If the dealer is sometimes disposed to regret the amount of business that drifts to the larger department stores at this time of the year, he might well study the several services that are given by the

department store at Christmas. It is these services which entice customers and which send them away satisfied.

The Granny Service

THERE is a simple service that has been given by some of the American stores at Christmas called the "Granny" service. "Granny" is a lady, costumed to suit the name, who occupies a desk in the store. Her task is to render assistance to people who want to give a present to a friend but who do not know what that friend wants. Or, having decided on a present, the donor may not be sure of the size or the color or some other little detail about it. "Granny" will find out. She gets in touch with the friend whose friend is desirous of giving a gift at Christmas. She frankly asks if the friend would mind enumerating a number of gifts that would be acceptable as a Christmas gift and intimates that there is someone who really wants to know. There are only a few people who would not enter into the spirit of the occasion and give the information cheerfully. Or it may be that a decision has been made on a pair of gloves, a shirt, a smoking coat, but the giver is not sure of the size. Will "Granny" find out? Certainly Granny will and does.

A feature in connection with the service that should not be overlooked is that it can be made to get rid of a great many exchanges that usually develop after the Christmas season, exchanges which cut into profits and somewhat disorganize stock. The right size hasn't been given or something else has been given that is entirely unsuitable to the person receiving it. There are some stores that make a point of promising exchange if the gift is not suitable. Through the judicious use of the "Granny" service many of these exchanges could be avoided. It is a service worth considering, especially because there are many women in search of gifts for their men-folk at this time of the year who are in a considerable quandary just what to give them, and, having made a decision on the article, are uncertain about some of the details of it which are unimportant to her but quite important to the retailer.

A Wise Move

RETAILERS all over the country will follow with a good deal of sympathetic interest the efforts of the style committee and the committee from the National Designers' Association to arrive at some mutually beneficial arrangement whereby the cost of alterations may be cut down in the clothing business. Their meeting in January when designers will submit a certain number of models for Fall and Winter 1923-24 for the approval of the style committee is a new development in the clothing industry of this country. The style committee, being made up of retailers, feel that they can pass along some useful suggestions to the designers about models because they get closest to the ultimate consumer. On the other hand, the designer believes he can pass along some useful pointers about alterations which will cut down the cost considerably.

Nothing but good can come of the combined efforts of the two organizations to improve conditions. Co-operation between all branches is always desirable; the exchange of ideas cannot help but be helpful.

Suggestions for Showcards for Seasonable Merchandise

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

THEY'RE VERY STYLISH. YOU CAN'T HELP
LIKING THEM

EVERYTHING RIGHT—QUALITY, STYLE,
PRICE

OUR IDEA—VERY STYLISH, NEW BRONZE-
TONE SHADES

A TISSUE WEIGHT FELT FOR COLLEGIANS
AND OTHER SMART DRESSERS

A VERY SPECIAL PRICE CONCESSION EN-
ABLES US TO OFFER THE BEST UNDER-
WEAR VALUE OF THE YEAR

SCARFS IN FALL MOTIFS AND FABRICS

WE DOUBT IF EVER BEFORE SUCH FINE
CLOTHES SOLD AT SO LOW PRICES

SWEATERS AS POPULAR WITH THE
LADIES AS WITH THE MEN

FOR SPORT WEAR—SLIP-OVER SWEATERS,
SLEEVELESS OR WITH SLEEVES

SPECIAL VALUE IN BOYS' BLOUSES

THE BIGGEST MONEY'S WORTH FOR
EVERY DOLLAR YOU SPEND IS
OUR GOAL

WHEN YOU BUY THESE CLOTHES YOU
BUY SATISFACTION IN CLOTHES, IN
FABRICS, IN TAILORING, IN
PRICE

CAPS SMARTLY STYLED IN THE NEWEST
FABRICS

FELTS FOR SPORT OR KNOCKABOUT
WEAR

CLEVER STYLES, UNBEATABLE VALUES
IN NEW FALL FELTS

COURTEOUS, PERSONAL SERVICE ALWAYS

FINE QUALITY HATS, SILK LINED

FALL HATS! MATCH ME IF YOU CAN
(Quote price)

SILK CLOCK HALF HOSE—EVERY PAIR
GUARANTEED

THE TIE OF A THOUSAND KNOTS

UNUSUAL VALUES AT THIS PRICE

SOFT HATS FOR FALL—NOW IS THE TIME
TO MAKE A SELECTION

IMPORTED MADRAS SHIRTS AND COLLARS
TO MATCH

FASHIONABLE NEW FALL CRAVATS

IT IS EASY TO BE DRESSED IN THE
HEIGHT OF STYLE IF YOU COME TO
US FOR YOUR CLOTHES

THE SMART HAT STYLES FOR FALL—
MANY NEW SHADES FROM WHICH
TO CHOOSE

HERE YOU SEE THE NEW HEADWEAR
STYLES FOR FALL

CLEVER STYLE, UNBEATABLE VALUES,
DE LUXE QUALITY

ONLY A FEW OF OUR MANY CLASSY
SOFT HATS

QUALITY APPAREL FOR BOYS REASON-
ABLY PRICED

AN EARLY CHOICE OF AUTUMN
WEARABLES

NEW AUTUMN FASHIONS COMBINING
SMARTNESS, GOOD TASTE,
ECONOMY

"Gift Adviser"—Good Christmas Plan

One Store Found That the Advertiser Solved Many Vexing Problems for Gift Hunters—Featuring Gift Specials Aids the Customer to Make Quick Decisions—Display an Important Feature—Showcards Can Convey Information

CHRISTMAS season always awakens the sentiment of giving which means the purchase of gifts and the store which makes the strongest appeal to sentiment in its holiday preparations is likely to get the maximum amount of business.

The men's wear retailer should resolve to keep appropriate gift merchandise uppermost all through late November and the month of December this year and should seek out new ways and means of presenting the century-old theme of gift remembrances so that when his customers think gifts they will immediately think of men's furnishings or wearing apparel. The actual amount of ordinary buying that is done during December is negligible in comparison with that done in connection with Christmas and therefore the advice to concentrate upon goods having the requisite qualities should be heeded.

The second item of importance in connection with the holiday season is the general appearance of the store itself. It is fatal to try to save a few cents on holiday trimmings and thereby lose hundreds of dollars because customers are not coaxed into a holiday spirit by the sight of holly wreaths, big scarlet bows and the pungent odor of spruce boughs. All this is worth while, and there is no mistake made in spending time and money on decking out the store to reflect the holiday spirit. Men's Wear Review has visited many progressive stores in the course of the past year or two at this season, attracted by the sight of well-trimmed windows, only to find inside, that absolutely nothing suggested the Christmas season and merchandise seemed to be shown and sold in the customary manner prevailing the year round.

Enterprising merchants are agreed that apart from the general appearance of the store during the pre-holiday season, considerable attention should be devoted to the individual unit trims throughout the store, and one Montreal retailer goes so far as to suggest that some entirely new selling methods be adopted in order to inject the proper atmosphere of festivity and extra service which is appreciated and remembered by customers the year round.

Following out these two general ideas therefore, namely, the dressing up of the store as a whole, as well as featuring individual merchandising schemes which are different from the regular store routine, some suggestions are offered herewith which may prove helpful in increasing holiday business.

In planning the decoration of the store itself, the work must be done carefully, not hurried and finished up in a hit-or-miss effect. There must be a definite plan to follow, just as is followed out in trimming any public building or the home. In the average small store, the most effective plan to adopt is to get plenty of evergreen by the yard and run strands of it from each of the corners of the store to the centre where the ends can be gracefully caught up to the ceiling and hidden under a large bell or a huge bunch of holly. Where each of the strands leaves the wall, another length of the evergreen can be carried straight along in a dado effect to meet the corresponding strand at the next corner or else evergreen wreaths may be hung against the wall at equal distances, smartly tied with red bows. Do not overdo the use of red in connection with the evergreen, however, as too much entwining of crepe paper or ribbon tends to cheapen the effect rather than create the idea of dignity.

The silent salesman should be lined with scarlet, white or green and may be topped by tiny spruce trees here and there. Show cards and price tickets should carry out some symbolical motif such as a lighted candle, a plum pudding, a tree or a be-ribboned parcel. Show cases that are trimmed with such effects as these should be well lighted up and filled with merchandise which is of the newest vintage, boxed attractively, varied by plenty of velvet poinsettias or sprigs of holly here and there.

So much for the general effect in the store. Equally important are the ways by which extra business can be won during the pre-Christmas season. Some of these have been suggested many times before and are well nigh threadbare from use in some stores yet are still untried by others. All of them have been tried and found to be practical.

"Gift Adviser" Aids Christmas Shoppers

One effective idea was originated last year by one store and will again be used, having proved worth while as a means of aiding women shoppers especially in the matter of gift selection. This consisted of inaugurating a modified "personal service" department in the store, in the form of a "Gift Adviser." This happened to be a salesman of wide experience and excellent judgment, possessed of tact and patience. To his lot fell the duty of suggesting to customers who were in doubt as to the most suitable present to give, gifts for different male members of the family or for

friends. Under his expert guidance, wives were persuaded to select neckwear which harmonized correctly with Friend Husband's shirt or wearing apparel, rather than because the pattern looked pretty, and mothers were shown the newer things in jewellery or belts, etc., such information coming as a surprise in many cases where the lady happened to be of the old-fashioned type. The problem of the young fiancée who wished to choose something for her future husband, yet was not sufficiently certain about his tastes or size in footwear, was reassured by the fact that no matter what was selected, all gift merchandise could be exchanged after Christmas for other sizes or colors if desired. Men consulted this "Gift Adviser" also in the matter of gifts for other men, especially where they wanted to secure something unique and individual. Estimates of the cost of merchandise suitable for gifts for an entire family were also prepared and proved helpful because the prices were graduated to range from the cheaper to the most expensive kinds. The "Gift Adviser" also made a specialty of recommending gifts for women to men shoppers, and the store laid in a supply of suitable gift merchandise such as silk hosiery, handkerchiefs and certain kinds of knit goods such as scarves, sweaters and woollen hosiery to enable shoppers to purchase quickly. If desired this store offered to wrap and deliver gifts purchased there and in every case, an artistic tag or card was provided to enclose with the present if the donor did not choose to leave his personal card. All through November and December every parcel which left the store containing regular merchandise also contained a small leaflet or folder of gift ideas culled from the merchandise of the store. This was illustrated and was classified in groups under the headings, "Gifts for Men," "Gifts for Boys" and "For Her."

"Gift Specials" Cleverly Featured

Another store used a clever idea in connection with its window displays. In one window was framed the store's daily advertisement which featured a list of "Gift Specials" at attractive prices and from this advertisement red ribbons led off to different parts of the window and were tied to the very merchandise described, so that prospective customers could see the values offered for themselves. This idea was continued for several weeks, each week goods at a different price being featured. At

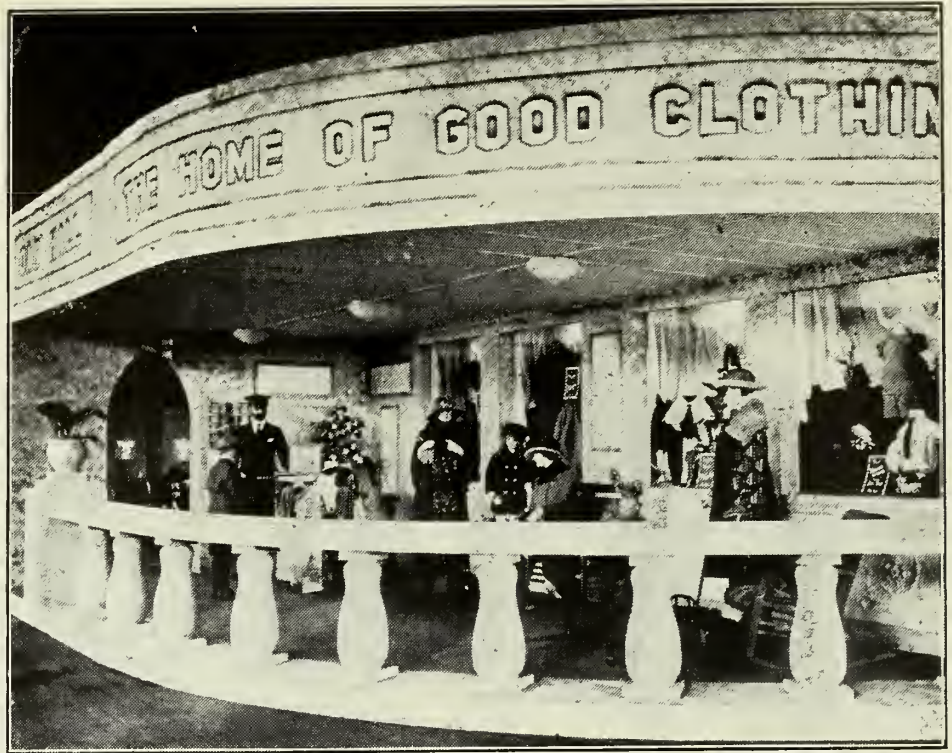
one time neckwear at 98 cents was a popular feature, another time hosiery at \$1, while later on, a most attractive display of sticks and umbrellas made an original trim. The red ribbons of course enhanced the holiday touch.

It is a good idea to place a display of men's furnishing accessories right at the front entrance where it must be seen by everyone who enters the store. Among the goods which will sell readily prior to Christmas are men's smoking goods which may well be included as a special feature, shaving accessories and toilet articles, leather goods, including collar bags lined with a vivid contrast, handkerchiefs boxed by dozens with initials and with colored borders, golfing goods, belts and buckles and cuff links and buttons.

A Montreal retailer stated to Men's Wear Review that such a display as this invariably catches stray dollars for the reason that, costing comparatively little, a customer will often buy something out of the display as an extra gift, in addition to the one originally in mind.

Attractive Boxes Sell More Goods

This retailer advises especial care in the matter of boxing Christmas goods. "A gift well boxed is half sold," was the way he put it. Furthermore, when goods are shown on counters, he advises putting 3 pairs of socks or 3 ties into a box, instead of the usual single article. Women especially will buy three of a certain article when they see it attractively put up in a holly box and the idea of one pair of socks, for example, will appear to them to be too small a gift. Other good suggestions after this order would be a shirt and tie to harmonize, boxed together, a length of some fine shirting material, a box containing a belt and two interchangeable buckles, one with an initial and the other plain. A box containing a shoe polishing outfit and clothes brush was another gift suggestion, while a larger suggestion was embodied in a pair of pyjamas slippers and dressing gown, for his "hours of ease." The combination gift idea proved to be extremely profitable to this



Scovil Bros. Limited, of St. John, N.B., had the above display at the St. John Exhibition this year. It is a clever idea, the originality of which is an attractive feature and appeals particularly to the travelling public. The booth was arranged in two sections, one to represent the waiting room of a railway station and the other to represent the baggage room. In the waiting room section were four display windows such as are seen throughout the Grand Central Station at New York. These windows were devoted to men's hats, clothing and furnishings and boys' clothing and furnishings. The floor display was used for women's suits, coats and dresses and a customs officer may be seen inspecting the wardrobe trunk. On the trunk was a card reading, "Our merchandise will stand the closest inspection." In the baggage room was a big display of trunks, bags and suitcases. The booth was painted to represent grey granite, giving a very solid and dignified appearance. P. N. Woodley, display manager for Scovil Brothers, was responsible for the effective carrying out of this display.

store and was widely advertised with prices given in each instance, although this store does not as a rule give prominence to price tickets. At Christmas time, however, the customer is in too much of a hurry to stop to consider whether or not the merchandise loses caste by being priced, and is usually thankful for this opportunity of obtaining quicker service.

The small gift is not to be despised under any circumstances, and in more cases than can be remembered, the purchaser of a handkerchief will be attracted to something of more substantial character. In any case, it is advisable to encourage the idea of bulk purchases and play up the combination gift idea, which is as yet in its infancy insofar as publicity is concerned.

Workman Co. to Larger Quarters

Moving Uptown to St. Catherine Street
in Finely Equipped Store

Announcement is made this month by the C. A. Workman Company, of Montreal, that they will remove their men's and boys' clothing store uptown to St. Catherine Street, West, where they are to occupy greatly enlarged premises in the new building just erected between Balmoral and Mance Streets.

This move has been found necessary in view of the fact that the Workman store has outgrown its present building at the corner of Notre Dame and McGill

Streets. This present site has been occupied by the Workman firm for the past 25 years and is one of Montreal's most historic spots. History relates that several Americans were taken prisoner in the war of 1812 between England and the United States, on this spot which became known as "Recollet Gate" and later as "Workman's Corner" by which name it is still known.

The new store will be among the best equipped in Montreal, comprising three stories at one end and four at the other. Of modern design, the building will boast windows on three sides permitting a flood of natural illumination to enter the store. The interior decorating will include mahogany show cases and other equipment with a white background.

The first floor will be reserved for

men's furnishings, and on the second there will be the children's department, which will include a kiddies' hair cutting parlor and dressing room. The fitting rooms will also be upstairs.

The new store will cover some 15,000 square feet of floor space and will be in readiness for business on or about October 20th.

A Removal Sale of considerable magnitude was conducted by the Workman Ltd. store all through September when a clearance of all stock was effected in both men's and boys' lines.

A prominent work shirt manufacturer of Chicago states that the retailer is rapidly learning the wisdom of small stocks and quick turnovers.

Clothing Designers to Exhibit Models for Fall and Winter 1923 for Approval of Style Committee

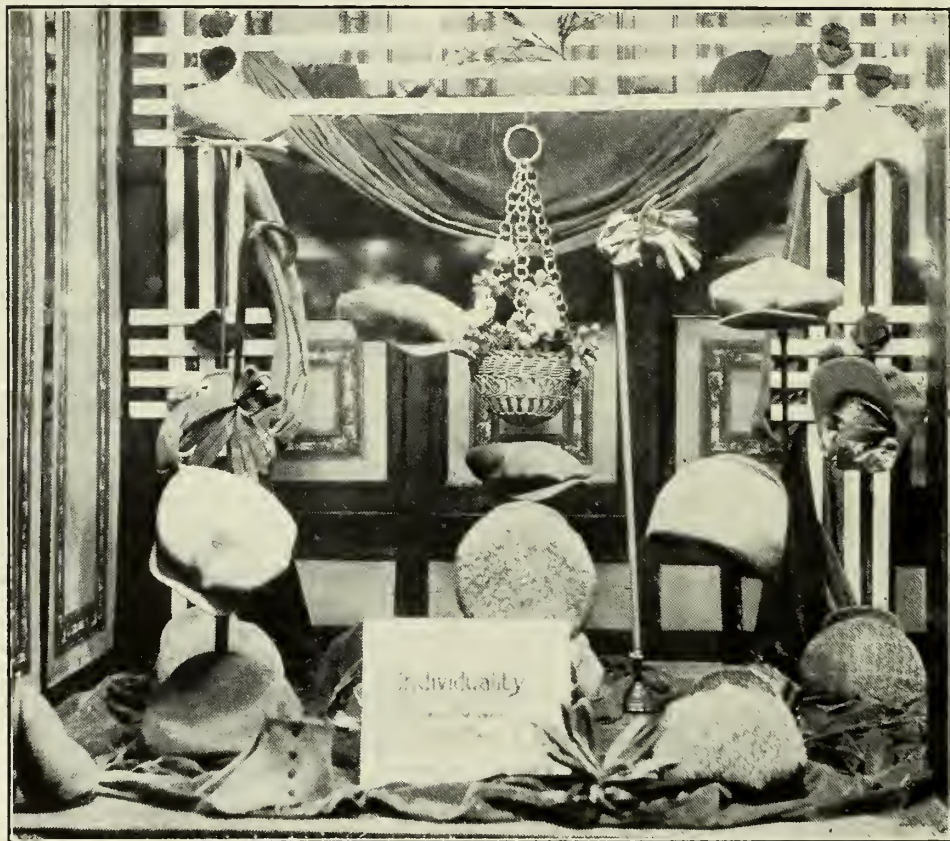
Retailers' Style Committee to Meet in January to Select Number of Models Which Will be Shown at the Convention in February—Hope to Cut Costs of Alterations and Manufacturing—Models to be Shown as Approved by Style Committee

IT WILL be remembered that something was said at the convention of Ontario clothiers held in Toronto last February with regard to a closer co-operation between the manufacturer and the retailer in the matter of seasonal models of suits and overcoats. A short discussion was projected in which the statement was made that a considerable saving might be effected in manufacturing and selling costs if fewer models were shown. It was pointed out that models numbering all the way from twenty-five to thirty-five and forty were shown, and that most of the buying was done on comparatively few of these models. The view was expressed by some of the clothing manufacturers that to materially alter the present system would somewhat curb the originality or designs submitted by different houses, that a considerable variety was required by any house that had two or more accounts in a given place, and that the saving in any case would be very little.

Matter is Proceeding

The matter has not been allowed to drop. The executive committee of the Ontario Association have held important conferences with a committee of Canadian designers who are members of the National Designers' Association. As a result of these conferences important decisions have been arrived at and considerable progress has been made toward an important goal.

As explained to Men's Wear Review by R. F. Fitzpatrick, president of the Ontario Clothiers, one of the outstanding purposes which retailers have in view in co-operating with designers in preparing their models is to cut down the cost of alterations and, if possible, the cost of manufacturing as well. There is no desire to limit the number of models which the manufacturer may wish to send out with his travellers, or to curb in any way their initiative or originality. But because the retailer comes in a more direct contact with the consumer than the manufacturer and, therefore, gets to know what imperfections there are in a suit of clothes or an overcoat, he knows of alterations that have to be made which might be largely avoided if the retailer had a chance to pass upon manufacturers' models before they were selected by him and his order made up according to them. Retailers get to know where little changes have to be made in the shoulder, the sleeve,



Display of Fall Caps

A white lattice work background is effectively draped with soft plush in this neat display of fall caps, centered by a hanging basket of flowers in autumnal colorings. The show card reads, "Individuality stamps the wearer of our caps." Display arranged by Cyril Colwell of Colwell Bros., Halifax, N.S.

the vent, the length of the roll or the cut of the vest; and it is their belief that a good deal of trouble and expense could be avoided if there were more uniformity as to general outline than there is at present.

What Will Be Done

The designers have shown every willingness to co-operate in this matter and a concrete proposition is now being worked out along these lines. In January—a tentative date is the third Tuesday of the month—the committee of designers representing the national association will meet a style committee composed of retailers from coast to coast. They will lay before this style committee a number of models in both suits and overcoats for the Fall and Winter season of 1923. There will be not the slightest indication of the source from which these models come—no manufacturer's name

will be mentioned and no designer's. All models will be examined carefully and the fact will not be overlooked that certain models will sell in one part of the country and not in another part at all.

Will Make Selection

It will devolve upon this committee to make a selection from these models, a selection which might number anywhere from ten to twenty. If the committee agrees that certain alterations should be made on several of the models to do away with subsequent alterations when they are sold to the ultimate consumer, such alterations will be made then and there. In turn, the designers will inform the manufacturers that these models have been approved by the style committee. As we understand it, when the traveller shows his models he will make special mention of the models that have—

(Continued on next page)

"Service and Sound Values— High Class But Not High Priced"

Slogan for New Store Opened in Montreal—Specialty Shop for Boys From Three Years to First Longs—Handsome Interior Described—Will Make Elaborate Use of Telephone as Business-Getter—To Stress Style Appeal

A HIGH-GRADE specialty shop for boys was formally opened during the second week of September by a new firm, known as The Bett Company, at 555 St. Catherine Street, West, Montreal. The new store is to be managed by Charles A. Goldstein, who is well known to the trade, having been for six years with the firm of J. H. Blumenthal Sons, of Montreal.

To Men's Wear Review Mr. Goldstein pointed out that there is a decided field for specializing in high-grade clothing and furnishings for boys between the ages of 3 years up to "first longs" and in a city the size of Montreal the demand for better merchandise is steadily on the increase. To meet this growing appreciation of quality, the new firm has made a special study of conditions in the retail field and is now ready for business with a most up-to-date and well-equipped establishment.

New Motto

"Service and Sound Values—High Class But Not High Priced" is the slogan of the new business, which is not to be an empty catch phrase, according to Mr. Goldstein. Although the window displays and the character of the interior of the store are almost continental or English in their extreme good taste and harmonious balance, an effort is to be made to cater as much as possible to all purses rather than to concentrate upon the wealthy class entirely. A well thought out campaign of publicity and display will be put into practice shortly which will prevent any such misconception arising as to the scope of the business, which it is ultimately intended, will embrace every want known to the normal boy, not excepting footwear.

Store Interior

The store interior is decidedly worth visiting as an example of dignity and harmony in decoration. Finished in dull finished walnut with walls of warm buff and floor of polished hardwood overlaid with rugs, the first appearance is artistic in the extreme, an impression strengthened by more careful study of the type of equipment used. Specially designed cases and fixtures have been installed, which conform to junior sizes and are not identical with those to be found in the ordinary store. All the shelving and the clothing racks, etc., are just a little smaller than customary, so that no space is wasted by using the



Exterior view of the new store for boys, the Bett Company's Specialty Shop, which featured this attractive window for its opening display this month.

usual style. Half way down the store two niches are visible, equipped with full length mirrors in triple effect for fitting, and in addition several dressing rooms are provided in which youngsters can change their clothes. Clothing is stocked all along the right side to the front entrance, while furnishings occupy a corresponding space to the left. Headwear of different sorts is located just at the front door while the various items of smallwares can be glimpsed in glass cases down the main floor which embraces some 86 feet in length by 25 feet width.

A concealed switchboard cares for the myriad of softly-shaded lights which add much to the effectiveness of the interior on dull days. By means of various switches, the lighting can be adjusted to suit the needs of any atmospheric condition as well as the comfort of customers.

Permanent displays of haberdashery will be installed near the front door and kept lighted, and a quantity of sword ferns, potted in artistic jardinières, will be used here and there to soften the somewhat severe lines of the colonial style of the fixtures.

Services

A telephone is conveniently placed on a table adjacent to the front door for the convenience of customers who may need to put in an emergency call, and plenty of comfortable chairs will be in readiness for tired shoppers. Much of the business will be derived through systematic telephoning of regular customers who have expressed a wish to be informed as to any new arrivals in the way of merchandise, and the staff have found that this form of service is appreciated greatly.

According to Mr. Goldstein, the selling of boys' merchandise need not necessarily be a price business where no

attempt is made to "trade up." On the contrary, he feels confident that the public does appreciate style and quality in boys' merchandise, just as it does in adults' lines. It is intended to emphasize the fact that the well-dressed boy should not be expected to wear adult size neckties, for instance, since his necksize is probably four inches less at least. He should be provided with a selection to choose from in which suitable patterns and colors are included. In every detail concerning the boy's appearance therefore, the Bett company store is already proficient and intends to maintain the reputation of specializing by keeping the matter of detail uppermost in mind.

CLOTHING DESIGNERS

(Continued from previous page)

been approved by the style committee.

One member of the joint committee of retailers and designers stated that he believed 75 per cent. of the business secured from models under this plan would be on the models selected by the style committee; another member put it as high as 90 per cent. If such were the case, retailers feel that they have done something to reduce the cost of manufacturing because the output of the various manufacturers will be less varied than otherwise. In addition, of course, they can and doubtless will have other models expressive of their individuality or initiative, but it seems to be the feeling of the two committees that have met that a good deal of the trading would follow the recommendations of this committee.

It is the intention of the executive of the Ontario clothing association to have a special showing of these selected models during one of the morning or afternoon sessions of the February convention.

Men's |Wear Markets at a Glance

Business Keeps Step With the Weather But the General Outlook for Fall and Winter Trade Good—Nice Repeat Orders Are Coming in on Clothing—May Cut Manufacturing Costs—Better Feeling in Cap Trade—Cut Silk Neckwear Situation Better

THE THERMOMETER is a good indicator of business as well as weather, for business is very dependent upon it these days. The first few days of the month seemed like a few July days gone astray and business was very largely at a standstill in retail circles. But seasonable weather in September and October has been accompanied by a briskness of trade that is most encouraging. The amount of business that has developed during these periods of snappy weather is the forerunner of what most merchants believe to be a much better fall and winter season than last year. This, as a matter of fact, has already been reflected in wholesale and manufacturing circles; repeat orders, particularly on overcoats, have been very frequent and manufacturers believe that it is to be a very big overcoat season.

A director of one of the large clothing houses in Toronto has recently returned from a prolonged trip in the West where he gave very close attention to conditions and prospects there. His conclusions tally in every respect with information received by us from Western retailers and printed in the last issue of Men's Wear Review. He says there are some sections in the West where crops have been poor and the outlook, accordingly, is not too bright. On the whole, however, the situation is very satisfactory and the circulation of the \$600,000,000 crop cannot help but have a very beneficial effect on the situation out there and be equally welcomed in the East. While much of the money will go to pay debts and while prices of farm produce are not high, yet a vast sum will be realized on the crop, a sum that will put new heart into the west and go a long way toward a better stabilization of credit.

Clothing

Clothing manufacturers are receiving nice orders, particularly on overcoats. They look for a big season. They say retailers are not speculating but are buying very carefully; their orders are small but not infrequent. Many of the houses are just sending their travellers out with their spring lines and, at this time of writing, are unable to give much of an idea of how buying is going ahead. Reports that have come in from scattered centers indicate that buying is proceeding much the same as it did for fall with, perhaps, more leaning to freedom in placing than was noticeable some months ago. The widespread feeling that better times are coming back slowly but gradually and that prices are very stable is reflected in a greater assurance in placing more freely.

That it is within the realm of possibility to cut down the cost of a suit of clothes to the retailer by 75 cents or \$1 was intimated to Men's Wear Review by a designer who is interested in the joint action that is being taken by the Ontario design-

ers and the style committee of the Retail Merchants' Association. This designer stated that it all depended on how these committees functioned. He believes it is possible to effect a saving by cutting down the number of models and he further believes it is possible by co-operation between the manufacturers to cut down the number of models. Ultimately, it depends on the spirit of co-operation exhibited. One hundred models are being prepared to be submitted to this style committee in January when the two committees will meet to do something definite in the way of having selected models approved by this committee and shown by the manufacturers as such, believing that the bulk of the buying by the retailer will proceed from these selected models. It is a most interesting situation and will be watched with sympathetic interest by many retailers and manufacturers.

Hats and Caps

Canadian hat manufacturers are very busy these days on immediate and, in some cases, future business. Wholesalers state that some of them are late with their deliveries though they are working hard to keep pace with the order sheets. Some very slight advances have taken place in one or two of the Canadian lines, due to the higher prices of hat fur. According to one wholesaler who handles both domestic and imported lines, the retail trade has bought better for spring than they did a year ago. Browns are going very well and there is still that hectic feeling for green, just a little of it in shades that are different from the greens that were so popular a few years ago. Manufacturers believe that a green season is on the way but there is still a searching around for new shades of this color.

The cap business seems to be experiencing a revival. Both importers and manufacturers of novelty domestic lines say they are getting very good business these days. One manufacturer who is putting out something altogether new in the way of a tweed cap says he has more business than he can handle for some months to come on this one line alone. An importer states that the trade is taking a lively interest in caps. Prices are inviting and seem stable.

Neckwear

Manufacturers of cut silk ties say their business is undergoing a very encouraging improvement. For six weeks some of them have been very busy. One manufacturer stated that the period of quiet through which they had passed was due to the dearth of new patterns in cut silks for neckwear. He referred to the publicity campaign that had been conducted in the United States as a telling

(Continued on next page)

Credit Rating Bureau of Erie, Pa.

Just as Manufacturers and Wholesalers Use Their Duns and Bradstreets, so the Merchants of Erie Obtain a Rating on Every Purchaser in Their Town—Newcomers Must First Have Credentials—Losses Are Nil to the Merchants

By E. DE WITT HUTT, Editor of Men's Wear Review

MR. MERCHANT, if you want to buy a hundred dollars' worth of merchandise from any reputable wholesaler in this country, the first thing he does is to look up Duns or Bradstreets. He wants your rating; he wants to find out your financial standing to see if it is a safe proposition to sell merchandise to you, knowing he will get his pay for it.

Yet, when customers come to you to buy on credit what do you know of their rating, of their ability to pay? Do you know anything, or do you take any definite steps to find out about them?

Credit Rating Bureau

Erie, Pa., is a town of about 100,000 of a population. The merchants of Erie think it is good business to find out the ratings of the buying population of their town. They all do a large credit business and because they do this kind of a business they have organized a bureau. It is called the Retail Merchants Credit Rating Bureau and, at present, there are about 100,000 ratings listed with the manager of the bureau. There are no customers in Erie who have not a rating of some kind with the manager of the bureau, and these ratings are changed from time to time as the circumstances of the customer may change. There are "C.O.D." customers, "slow rating" customers and there are "good" customers. Everybody is classified as soon as he or she becomes a potential customer in Erie.

First Steps

As soon as a newcomer enters a store in Erie and seeks credit, the machinery of the bureau is set in motion. The dealer into whose store the newcomer comes telephones the manager of the

bureau and asks the rating of Mr. A. The cards are all conveniently arranged and may be looked up in a minute. The manager discovers that Mr. A. has not been entered in the files of the bureau at all. For the time being, therefore, Mr. A. must be rated at a C.O.D. customer and no merchandise is sold to him except he pays cash for it. But being a new man, the manager immediately begins to collect data with regard to Mr. A. which will enable them to give him a rating with all the merchants of Erie. He finds out where the newcomer is employed. He gets in touch with his employer and finds out from him what he can with regard to general character, where he was formerly employed and whether he regards the new man as a reliable citizen. The manager then writes away to his former place of employment and gets a line on any information available with regard to his standing in the community so far as the payment of his bills is concerned. With this information in his possession, he then gives the man a rating and this rating is for the information of all the merchants in Erie. Knowing that the system is in operation in Erie many of the newcomers bring credentials with them so that their credit may be immediately established.

Slow Rating

The slow rating customers are the ones that are watched carefully by the bureau and the merchants. There are circumstances which may change a man from a good account to that of slow rating. The files of the bureau may show Mr. B. as a good account. Mr. B. decides to build a house, or to buy an automobile or a piano or some other

commodity which runs into a good deal of money. Merchants who have Mr. B. on their books begin to notice that he is not meeting his payments as per agreement, that is, he is either slow in meeting the amounts or he is cutting down on the amount which he agreed to pay. The matter is looked into and the cause of the change is discovered. From that moment, this man is rated as "slow rating" and the same freedom in granting him unlimited credit is partially withdrawn. It is more than likely that the merchant will say to Mr. B. after taking all the circumstances into account, "If you will agree to pay me a certain amount the first of each month, you can have further credit; if not you will have to pay cash for anything more that you buy."

How Does It Work

In conversation with F. S. Bond, one of the leading men's wear merchants in Erie, Men's Wear Review was informed that the bureau was a splendid thing for the merchants. "It is the best credit bureau in the United States," said Mr. Bond to the writer. "Our losses in credit charges are absolutely nil. The idea back of this bureau is that if a customer is good to pay and it is profitable for us to open an account for him we certainly want to do it. If we adhered strictly to the rules and regulations governing the bureau we would never lose a cent and any losses that are sustained by merchants are due to the elasticity granted by the individual merchants rather than to any faultiness in the system. "Dead beats," for instance, are listed with every merchant and we have no loss whatever from these. We

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Men's Wear Markets at a Glance

(Continued from previous page)

factor in the improved situation, but also said that the demand for new patterns was being met and that there was a decidedly better outlook for cut silk neckwear. This manufacturer also handles knit ties and says that the demand for new patterns was being met and that there was a decidedly better outlook for cut silk neckwear. This manufacturer also handles knit ties and says that the demand for both lines is now about equal with them.

There are to be some very nice novelties on the market for the Christmas trade but some of

the manufacturers say the retail trade are not protecting themselves against the very condition they were up against a year ago, namely, a shortage of this important merchandise for Christmas. Many sales were lost last year because retailers had not the merchandise and some of them are going to run into the same trouble this year. One manufacturer pointed out that some of his customers had passed his travelers up, stating they would wait till the next time, but with this man there is not going to be any "next time"; such retailers, he says, are going to be short of Christmas neckwear.

"Better Value" Is New Policy

Blumenthal Sons Company Open New Stores in Montreal—Occupies Original Store

A new men's store has just made its appearance in the downtown financial district of Montreal, located at the busy intersection of Bleury and Craig Street, and occupying the building formerly known as the "Hub" store. The new business is that of Blumenthal's Sons Company, headed by R. H. Blumenthal and managed under the joint direction of Messrs. George and Melvin Blumenthal.

In the announcement of the formal opening which occurred during the third week of September last, the management extended a cordial invitation to the public to visit the store, which by the way, is the original stand occupied by Mr. Blumenthal when he first went into the men's clothing business. The return to the former location will be signaled by a policy which might be expressed in the words "better value," the opinion being held that "there has been entirely too much talk about bringing prices down and not enough action. After all, the best proof that a price is low is the price itself."

In their interesting announcement regarding the future policy of the new store, the firm stated that confidence was "an absolute essential in satisfactory trading, and it is our one aim to be worthy of your faith. Selling a man the first suit or overcoat is up to the salesman. After that it is up to the garment. We never forget that."

And in illustration of the kind of values to be obtained at the new store a line of clothing is introduced priced at \$20 featured under a trade marked name, but in addition equally good values are obtainable ranging in price from \$25 to \$40.

The interior of the store has been entirely remodelled and new equipment of dull finished walnut installed. In one section is to be found clothing for men, while overcoats occupy another part of the main floor. Upstairs will be located a large department for boys from the tiny tot to the "first longs" stage, and a determined effort is to be made to secure family trade rather than transient business such as might be expected by a store located in one of the busiest thoroughfares of a big city.

The window frontage has been improved, although final alterations in this connection will be held over until next Spring when the entire front will be remodelled. At the present time there are three large display windows, including the one called the "Round Corner" which can be seen from several directions at once.

While the World Series baseball games were occupying the attention of fans the Blumenthal store adopted the novel

idea of pasting a large poster across its windows giving the scores for the information of passers by and incidentally attracting a good deal of attention to the display inside. On receipt of the news of the scores by wire, a local newspaper telephoned the information to the store which immediately posted up the results, so that no time was lost.

Discussing the future outlook for the men's clothing store with Men's Wear Review, Mr. George Blumenthal gave it as his opinion that the retailer must exert himself to get business during the coming Winter as never before, and impress the personality of the store in many new ways upon the mind of the public. There is no need, in his opinion, for anything freakish or extreme to advertise men's wear, but there is a distinctly noticeable lack of animation in reaching out after more business. The average American retailer, he considers, is far more wide awake and alert in the matter of devising new ways to lure reluctant dollars from customers, and Mr. Blumenthal feels that the Canadian public will respond much in the same way, if appealed to in ways that are fresh and unhackneyed from long usage.

The slogan "greater values here—always" has been adopted and the standpoint of economy will be kept in mind in all dealings with customers.

England's Mills Working Overtime

Harr's Vineberg Says Many Mills Asking for 16 to 20 Weeks to Deliver

"Seventy-five per cent. of the mills located in the woollen district of the north of England are working over time," stated Mr. Harris Vineberg of Montreal, to a staff representative of Men's Wear Review recently. Mr. Vineberg has returned home after spending more than six weeks exclusively in Yorkshire where he visited every mill of importance in this well known centre of the woollen industry and summarized his visit as the best trip he has had in forty years.

"I was most agreeably surprised to find England picking up so well," remarked Mr. Vineberg, "and insofar as the woollen industry is concerned, conditions are much better than reports would indicate. Some mills are even working on two shifts in order to catch up with the heavy demand now being felt. All the best makers were asking for 15 to 16 weeks in which to make deliveries and some even for 20 weeks."

Touching on the standards of dress as observed in England this year, Mr. Vineberg pointed out the fact that the average Englishman is dressing much better than formerly and English-made suits have improved in fit and appearance considerably since the war. Whether or not much of this improvement can be attributed to the influence of Canadian and American soldiers and others who mingled so freely with Englishmen and brought over new ideas in

connection with matters of dress, is uncertain, but the fact is plain to all those who have studied the dress of the average dweller in the British Isles.

"A general exchange of ideas has been of much mutual benefit," continued Mr. Vineberg, "and I think it is probable that the English have learned much from us in the matter of producing better values in ready-made clothing. Conditions relative to the manufacture of men's attire in England are so radically different from those obtaining over here, however, that the English clothing industry cannot be expected to change very greatly owing to the peculiar manner in which labor is handled. Furthermore, as custom tailoring prevails to such an extent among the best dressed men about town it is difficult for the ready-made garment to obtain a fair trial on its own merits.

"I was interested also to study the wide variety of cloths as manufactured in this Yorkshire district," said Mr. Vineberg, "and went from town to town investigating each special type of fabric for which the individual localities were celebrated. It may not be generally known that over in the Yorkshire woollen district, no one mill attempts to make a variety of cloths but concentrates upon one line exclusively. This method enables the cloth manufacturers to put out the best quality possible for the price and at the same time ensures larger output and lower prices."

Canada's present prosperous condition has done much to reestablish an entente cordiale between British and Canadian business concerns, according to Mr. Vineberg, and the unmistakable effort put forth by the former to meet all the demands and preferences of Canadian trade is certain to build up a solid foundation of confidence not measured in terms of dollars and cents.

CREDIT RATING BUREAU

(Continued from previous page)

place the collection of many of the accounts in the hands of the manager of the bureau and he makes more than his salary on the percentage we give him for such collections."

The merchants of Erie work together for mutual benefit in a very cordial manner. One thing they did recently indicates this, a thing that would usually be done by a Board of Trade or Commerce. A very large building in Erie, capable of employing 8,000 men, has been closed and held by the government since the end of the war. During the war it was used for government purposes and with the signing of the armistice, there was no further use for it. Offers have been made to the government for it but no action was taken. In the meantime a valuable property capable of employing many men was idle. The merchants organized a deputation, went to the government about it and secured the release of the building. It will mean employment to a number of idle men in Erie.

SPRING 1923

IN THE showing of Lang Shirts for Spring nineteen-twenty-three we are featuring collar to match and collar attached styles in English mercerized Broadcloths in new patterns and plain colorings as well as a comprehensive showing of new designs in Percales, English Zephyrs and Silk Stripe Pongees, also plain shades in Soisettes and Pongees.

Lang Boys' Shirts

These smart, well-tailored boys' shirts and shirt-waists are meeting the demand for boys' wear of good quality. Our Spring range is complete

Special Labels if Desired

The use of your own label on the shirts you sell adds exclusiveness to your shirt department. We make a specialty of this and many of the best stores in Canada are featuring Lang Shirts under their own individual brands.

Spring Samples now in hands of our representatives.

Do not miss seeing our nifty lines.

**The Lang Shirt Co.
Limited**

Kitchener - Canada

Lang Shirts are Supplied in Assorted Sleeve Lengths.



*If
Quality
Counts
Sell*

THE

BRILL CAP

The Cap of Distinction

THE BRILL HAT & CAP CO.

Hand-Woven Connemara Tweeds

IT'S STYLE that sells caps—and these guaranteed hand-woven Connemara Tweeds certainly have it. They are the very top of fashion—and as business-getters in your cap department, they will prove themselves to be exceptional.

There is something about these hand-woven Connemaras that is quite irresistible in their appeal to men who wear caps. May we send you a sample order for immediate selling?

Spring 1923

Brill Caps for Spring are now in the hands of our Travellers. Do not fail to see them, they comprise the largest range and the best value we have ever shown and should appeal to live merchants. Send for a Brill salesman.



THE TAILOR MADE CAP
FOR MEN WHO CARE

- - - TORONTO

O R I G I N A L

Velvo

THE greatest neckwear success of the year. Velvo has repeated its previous success and entirely on the richness of its lustre and lasting wearing qualities. If you have not stocked Velvo you are missing an opportunity to make additional profits in your neckwear department. Made in all shapes in the following two-tone colorings:—

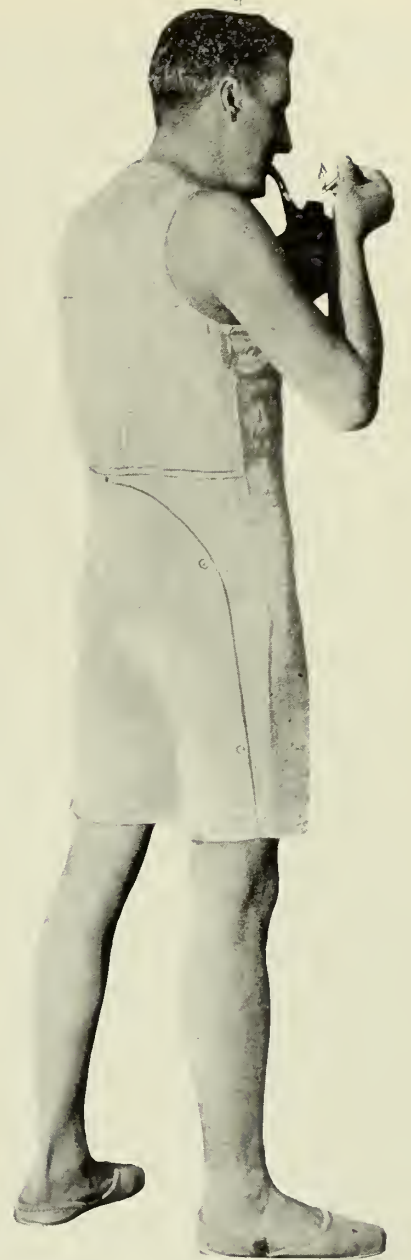
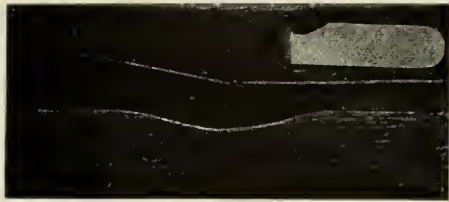
Royal and Black	Myrtle and Black
Navy and Black	Garnet and Black
French Blue and Black	Cardinal and Black
Pearl Grey and Black	Brown and Black
Taupe and Black	Gold and Black
and all Black	

Sparkling Novelties for Christmas

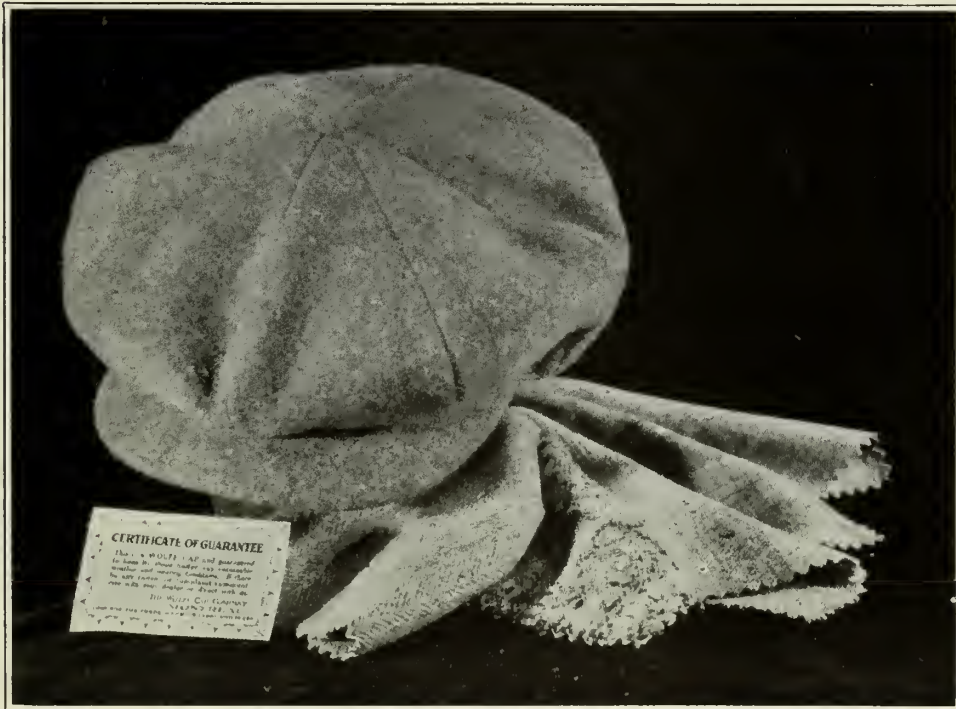
FROM Switzerland, France and Italy we have assembled a diversified showing of really beautiful neckwear silks for Christmas trade. These lines possess a sparkle that will make them quick sellers. The range is now with our travellers and owing to lateness of placing orders this season we think it wise to advise our friends in the retail trade to get into the market without delay to avoid a shortage of goods for Christmas trade.



Niagara Neckwear Co.
LIMITED
Niagara Falls, Canada



Christmas items which are offered for gift trade. The stirrup tie-holder and the stick-pin case are old numbers revived this year. The soft collar box is a new line made because of the all-year-round vogue for these collars and the comb and nail-file holder is a novelty which is particularly favored by well-dressed men. Shown by the Julian Sale Leather Goods Company, Limited, Toronto.



ENGLISH FABRICS ARE POPULAR

In the smarter caps for the coming season. Donegals, herringbones and lovat mixtures in the lighter shades, as well as all fancy weaves are to be worn developed in one piece and eight quarter styles. Some large and quite pronounced overchecks will have a vogue when combined with plain material to show a circular effect, and linings will be quite elaborate in color and workmanship. The cap shown in the accompanying illustration is considered correct for evening wear, and is guaranteed to stand up and keep its shape under any reasonable weather and wearing conditions. Shown by courtesy of the Wolfe Cap Company of Montreal.

Above is shown a new summer underwear garment manufactured by A. T. Reid & Co., Limited, of Toronto, which firm has recently branched out into the manufacturing of summer underwear. One or two features of this new garment are worth noting. It will be seen that the opening at the back of the garment does not extend right around to the extreme right of the back but curves down. The manufacturers believe that this will make it an easier garment to open. The opening also extends to the full length of the leg, so that when it is open, it is full open and there is no possibility of binding anywhere. Another feature is the full-blouse back which gives the wearer the greatest freedom to the wearer without any binding whatever. This garment is being made in eight different fabrics.

What About the Voices of Your Sales Force? Do They Represent an Asset or a Liability?

Facts Gleaned From Observation of Important Factor in Commercial World to Which Scant Consideration is Given by Average Merchant—Largest Part of Intercourse of the World Carried on by the Spoken Word—First Article of Series by Miss Rae Victor

"The personality of your sales force is the most important factor in the building of your business and personality is largely a matter of vocal expression. We never speak of the personality of a person being pleasant or otherwise until we have had conversation with that person or have heard him or her address an audience from the platform. . . . There is not so much difference in the mentality of salespeople as there is in their voices and their ability to use their voices. In other words, it is not so much what the salesman says about articles in question as how he says it. The most commonplace things of life take on a new interest when spoken of in pleasing tones."—Miss Rae Victor.

THE SPOKEN word is the instrument or medium through which the largest part of the intercourse of the world is carried on and fully 75% of this intercourse includes the conduct of wholesale and retail business. In retail business it is more important than in wholesale trading because in the former instance the relationship between salesman and customer (and I use the word salesman in the sense of both men and women clerks) is more personal. In retail trading you are satisfying the customer's individual needs and, particularly with women, this induces an intimate, personal relationship for the time being. The personality of your sales force is the most important factor in the building of your business, and personality is largely a matter of vocal expression. We never speak of the personality of a person being pleasant or otherwise until we have had conversation with that person or have heard him speak. Merchants spend vast sums of money in advertising their wares and if the description of the goods advertised and the prices quoted are attractive, the prospective customer will come to the store to see them. Here is where many merchants fail to "cash in" on their advertising investment. The articles advertised must be again explained, their good points enumerated, their value to that particular customer enlarged upon, and after all this is done the customer must be coaxed to a decision to part with the amount of money necessary to make the purchase. When the salesman falls down here the store loses.

There is not so much difference in the mentality of sales people as there is in their voices and their ability to use their voices. Even an indifferent speech can be made interesting if voiced in low, well modulated tones. In other words it is not so much what the salesman says about the articles in question as HOW he says it. The most commonplace things of life take on a new inter-

est when spoken of in pleasing tones.

Let us suppose that Mrs. Jones has for some time been considering the purchase of a new dinner gown. In the morning paper she sees an advertisement to the effect that "Blank and Blank" are offering some exceptional values in dinner gowns and among the styles and colors described are some that appeal to Mrs. Jones. She starts to Blank and Blank's store enthused over the possibility of getting an article she has been wanting for some time at a price that is decidedly attractive to her. There is nothing like the prospect of getting a bargain to put a woman in a pleasant frame of mind and Mrs. Jones is two-thirds sold before she enters the store. But when the saleswoman approaches her and asks in a harsh, strident, raucous voice, what she wishes, Mrs. Jones is unconsciously brought to earth with a thud and her attitude is instantly changed from one of eager receptiveness to alert defensiveness; when she examines the gowns shown her she is hyper-critical and negative. As the strident, raucous voice is frequently an indication of an impatient and un-

pleasant disposition the negative and critical attitude irritates the naturally disagreeable saleswoman and instantly a mutual antagonism springs into being which sounds a death knell to the sale. The customer's entire attitude toward the store and the goods undergoes a change and the store not only loses that particular sale but, because Mrs. Jones leaves the store in an unpleasant frame of mind, her feeling toward the firm will not be conducive to near-future business. And when again she reads the daily paper she will give the advertisements of Blank and Blank scant attention and be sceptical of the statements they make.

Selling to Those Who Come to Look Around

Every merchant knows that many people come into his store daily with no thought or intention of buying. This is particularly true of women. They come in to rest; to keep an appointment; to kill time before the matinee or just to "look around." Here is where a salesman's personality—which as I have said before, is expressed through his voice—is put to the test. On going through the store to the rest room a woman will frequently pause to admire an article with no idea of buying it, but will find resistance impossible because of the charm of a sweet voiced salesman who has come forward and who, in a charming manner free from any suggestion of insistence on making a sale, explains the exceptional value or unusual beauty of the article. Under such conditions the visitor will frequently make a purchase knowing that the need for the article is not imperative but because she is wooed to the buying point by the winsome voice of the salesman. And what is of far more importance than the making of that particular sale is the fact that the customer will never regret the purchase made under these conditions unless the article proves valueless because of inferiority in quality. There

THE HUMAN VOICE IN SALESMANSHIP

This is the first of a series of articles to appear in Men's Wear Review on the voice as a factor in salesmanship. In the concert hall, the church, from the platform, in casual conversation, around the dinner table, there is a charm about a well-modulated, scientifically-trained voice that is irresistible. Cannot the same be said of the voice of the man or woman who stands behind the counter selling merchandise? The human voice can certainly become an important factor in the every-day life of the salesman or saleswoman. This series of articles will tell how.

Staging a Style Show

Method Employed at the National Convention of Clothiers of the United States Held in New York—Pageant Showed Different Modes of Dress Since 1430—Elaborate Setting Arranged for Unique Display

THE Style Show is rapidly becoming an accepted method of effectively displaying men's as well as women's fashions. Trade papers of the United States speak of the recent Style Show in New York held in conjunction with the National Association of Retail Clothiers, as the most elaborate one ever staged. Just how this was done will be of interest to the readers of Men's Wear Review and we reproduce the description of the event from our contemporary, Men's Wear of New York.

The first style show ever staged at a national convention of retail clothiers was presented in Madison Square Garden Monday evening, Sept. 11. The performance depicting men's apparel of the various ages from 1430 to modern times was impressively produced and at the close of the first performance was voted an unqualified success by the thousands present. At the start of the show lights were dimmed throughout the huge garden, a fanfare of trumpets sounded, a spotlight was thrown on the big lavender and gray satin curtain as two little Arabs wearing turbans of red, green and gold and nude to the waist, slowly

drew back the portals and opened the performance, to the accompaniment of a string orchestra rendering "Dawn." Out stepped a dancer in white, who, after executing a few steps, introduced the characters to the number of 80, who presented styles old and modern in connection with a well arranged musical program and pleasing lighting effects. The year 1430 was there with its doublet and hose and 1922 was present in golf togs, and evening dress. The male characters, accompanied by their ladies, depicted the styles of 1430, 1634, 1736, 1789, 1794 and so on down to 1861 with its tall beaver hat and long coat. The very complete showing of modern fashions opened with the episode "Coffee and Rolls." The stage was darkened and the models holding lighted candles were disclosed as the orchestra played "Oh How I Hate To Get Up in the Morning." They sang, the candles were extinguished and the stage lights disclosed an octette attired in morning robes and pyjamas. Following this was the sports hour in which the characters appeared in golf togs, bathing suits, country suits, riding, polo and tennis garb. Then came school days when tots of three to boys of 18 promenaded down to the fountain at the center of the Garden on the raised platform leading from the stage that had been erected over the booths. The curtain was drawn aside and with a "Hurrah" the boys appeared, clambering over the wall and down the promenade. The boys of different ages were clad in school suits, overcoats and topcoats, while some of the smaller tots appeared in wash suits.

The next episode, "Business Hours," was staged in two scenes, one showing garments for the office and the other outer garments for the street. The episode "On the Avenue" disclosed the style tendencies in overcoats with the Raglan model being featured both in the full belt and half belt styles. Following this episode some well known stars of the motion picture world made their appearance on the elevated runway. In the next episode, "The Dinner Hour," dinner coats were featured by the male models and in the episode entitled "At the Opera," formal evening attire was shown.

Evening overcoats for young men, raincoats to be worn over evening dress by young men, overcoats for the middle-aged and older men were also portrayed. The Inverness cape worn over formal evening dress was also shown. A second chapter of this episode was entitled "At the Ball," and gave prominence to proper evening apparel for men of various ages.

is left an agreeable impression of the store and the memory of the purchase which will be like the words of Pope:

"He ceased; but left so pleasing on their ear

His voice, that listening still they seemed to hear."

It has been said that the French are natural born salesmen. One cannot visit the stores in any part of France without being impressed with this fact; they are expert in selling regardless of what the article may be. The answer is in their voices which are well modulated, musical and winsome—as is also their manner. They radiate a charm of voice and manner in greeting and leaving a customer which gives the impression that that particular customer is the one person in the world whom they desire most to serve and that the store has been honored by his presence as well as by his patronage. It is a subtle form of flattery that is irresistible. The brusque, gruff, hurried, discourteous manner of the American is finding expression through the voice more noticeably every day and while an employer may adopt this sort of tone and manner with his employees and "get away with it," a customer with any degree of culture and refinement is insulted by it and nurses an antagonistic feeling towards the store in which she has received this kind of treatment. I have often wished that the heads of large stores in various cities throughout the country could hear a few of the remarks and discussions concerning this situation which the writer overhears on trains and steamships. Certainly it is food for serious and corrective thought.

What is the Remedy?

Interior equipment, decorations, conveniences, window displays and advertising do not make sales. They create interest and draw people to the store, but the salesman—and the salesman only—makes the sale. You are at the mercy of your salesforce. This being true—and merchants know it is true—the remedy is plain. **TRAIN THE VOICES OF YOUR SALESFORCE.** Many stores of all sizes employ, either regularly or intermittently, efficiency experts whose business it is to eliminate waste of material and time and to find means to increase the business-getting capacity of every department. Salespeople are instructed in arranging stock, in showing goods to the best advantage, in making out sales checks, but the personality of the salesman—which is an accessory before the fact of selling—is entirely neglected. The price of the services of a voice expert—not an elocutionary bombast but one who understands how to bring out the latent possibilities of the speaking voice for conversational purposes and who is sufficiently human to make his instructions interesting and entertaining—would repay a thousand-fold in prestige and increased business, the house employing him. A spirit of friendly competition could be aroused

among the salesforce by offering prizes and arranging entertainments for a display of the talent being developed. Those cases demanding it could have individual attention. It would not be a difficult matter to awaken the interest of the salespeople themselves to hearty co-operation if it were pointed out to them the personal advantage, in their social as well as business life, of having voices that are trained to express all the various and varying thoughts and emotions to which humanity is heir. A resonant but well modulated voice combined with correct pronunciation, clean cut articulation and clear enunciation, makes the owner of such a voice stand out in all walks of life. If, instead of telling a customer in an obnoxious nasal voice or with a harsh guttural tone, or in a high pitched, irritant head tone that an article is "twen-five dars and fiftens," a sweet voiced saleswoman or mellow toned salesman in clear, perfect English quotes the price "twenty-five dollars and fifty cents," the quoting of the price—which is the delicate point in the process of making a sale—is lost sight of or the shock is neutralized by the pleasure afforded through the charm of the voice that quotes it. The salesman's voice has many latent possibilities as an instrument in promoting your business and establishing prestige: develop it.

Increasing Turnover by Stock Control: Avoiding Waste and Adding to Your Profits

Number of Turnovers as Vital to Business as Amount of Profit on Each Turnover—Expense and Waste Involved in Slow Turnovers—Proper Stock Control Amounts to Less Than 1% of Selling Price—Guessing or Knowing Your Business Details

THERE should be no difficulty in expressing the idea that the number of turnovers are just as vital to a business as the amount of profit on each turnover. Thus: If the profit on each turnover is 5% and therefore four turnovers in any given period, the profit on the stock investment is 20% and if the number of turnovers is doubled the profit will be doubled.

Many years ago merchants and manufacturers who had studied distribution with exactitude, as if it were a science or at least an art, learned that the rate of turnover is one of the most important factors in business. If all of its reactions are taken into consideration perhaps it is the most important factor, except always an accurate form of cost accounting, without which it is inconceivable that any business large or small can be conducted really well. We use the expression "almost inconceivable" because we know that some business heads have not established cost accounting. This is not an argument against it any more than if a merchant does no advertising his failure to utilize this sales method is an argument against the need for publicity. If a business man does not keep his costs separated from each other, we are forced to ask:

How does he know when some of his expenses are too high?

Clearly as the importance of the turnover appears and universally as its truth is accepted, there are frequent violations of its most fundamental principle—not to overbuy—even among comparatively progressive merchants. An addition to the cash discount or an attractive price concession sometimes will induce the purchase of considerably more

Alvin E. Dodd, Manager Domestic Distribution Department, Chamber of Commerce of the United States, recently gave an address on "Merchandise Turnover and Stock Control." Dry Goods Review got in touch with the Department at Washington and secured a copy of the address which we give herewith. It will bear a good deal of study, for it contains valuable information, particularly during a period when merchants are devoting their energies to the outstanding problem of the moment—increased turnover.

goods than can be sold within a reasonable turnover period. This entails the likelihood that a season will pass leaving a costly lot of goods in stock and the resultant mark-downs and sacrifice sales are the only way of moving them.

It is, of course, possible to be too conservative and to buy less than could be sold. This is not really a serious condition, because, unless transportation facilities are very poor or the distance from the supplies is very great, a shortage can usually be made up in a few days and often in a few hours. Average conditions only can be discussed here. Special cases demand special methods.

When the various expenses and wastes involved in slow turnovers are stated separately the subject becomes even more easily understood. What are the elements in which losses due to slow turnovers may be found? An examination of these elements shows their relation to each other.

(a) Investment—invested money is the source of profit which in turn de-

pends upon the amount of goods in stock and upon the length of time which these goods are handled in. It is evident that too often the turnover comes to the same thing as doubling the amount of stock without increasing the investment. Or vice versa, one-half as many turnovers results in doubling the amount of money invested for the same quantity of goods.

(b) Interest must be paid upon all borrowed money and most merchants are borrowers. If the turnover is reduced for a period of six months to one of three months the interest on a given loan is reduced in the same proportion.

(c) Mark-downs are required for three principal reasons:

1. The goods have proved unsalable at the original mark-up.
2. Too many were bought and a change in the style or season has left some of them on the shelves—
3. With the result that they have been soiled, chipped, bent or defaced otherwise by frequent handling.

(d) Salaries and wages must be included because every operation in every establishment costs something. When an unprofitable operation is performed it represents a loss. Roughly these losses are due to:

1. Waste of time by management in reaching decisions as to when and what mark-downs are to take place.
2. Waste of time by sales force.
3. Rewriting tickets.
4. Rearranging goods for mark-down sales.

(e) Shelf or storage room is a definite part of the expense of doing business; and that portion which is devoted to slow-selling merchandise is wasted.

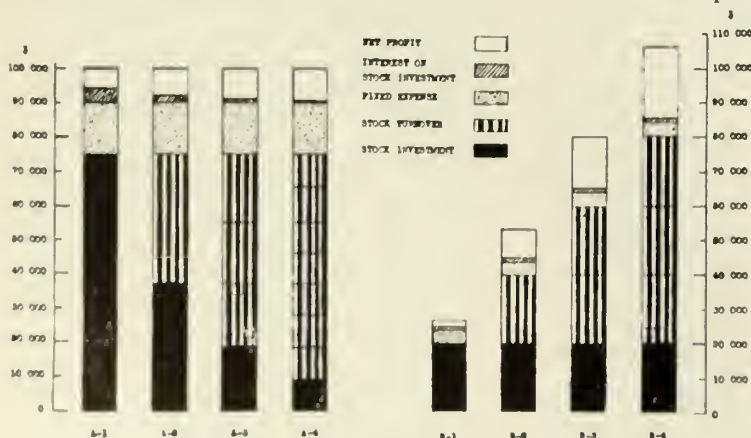


Fig. 1—Here are two ways of illustrating the profits due to more frequent turnovers. Series A is based on a given period and shows how the investment and interest grow as the profit increases. Series B is based on a given investment so that the interest also remains the same although the profit increases.

STYLE	BOUGHT FROM	DESCRIPTION	MATERIAL
2783	Stevens & Co	Black Oxford Bluecher	Calf
4 ⁰⁰ 9	Rec'd		
	O.H.		
	Sold		
	O.O.		
4 ⁵⁰ 7 ^{1/2}	Rec'd		
	O.H.		
	Sold		
	O.O.		
	Rec'd		
	O.H.		
	Sold		
	O.O.		
	Rec'd		
	O.H.		
	Sold		
	O.O.		

Fig. 2—A form of Control-Card suitable for many kinds of business which shows at any moment the condition of the stock and the rate at which it is selling.

(f) Prestige-Reputation—for the high character or timeliness of merchandise is sought by most stores. There is a distinct waste measurable in dollars and cents when the reputation of an establishment is lowered by unstylish or shop-worn goods.

(g) Inefficiency always results in waste. The buyer whose judgment often is wrong usually makes the mistakes from lack of knowledge as to the stock and the speed or slowness with which it is moving. Frequent mistakes cause uncertainty in the mind of the one who makes them and tend to worse errors as time goes on unless some measures are taken to make them improbable.

Have you ever figured or even estimated the amount of these costs in your own business?

More losses which take the form of waste may be thought of such as insurance on marked-down merchandise and other overhead items, but these cannot be divided conveniently and only need be mentioned. There is just one method of reducing this waste to a minimum. That is through records of purchases and sales which can be consulted at any moment; which will give a complete picture of the situation as it changes from week to week, from day to day, even from hour to hour if that be desirable; and which will supply the knowledge for immediate additional purchases, for mark-downs, or for any other change in handling the stock.

In Figure 1 are shown two sets of graphs, Series A-1, A-2, A-3, A-4 and B-1, B-2, B-3, and B-4.

Each of the columns in Series A represents sales amounting to \$100,000 but the number of turnovers increases from 1 in A-1 to 8 in A-4, and it will be observed that with each increase in turnover the stock investment as well as the interest are cut in two while the amount of profit increases.

Series B shows uniform stock investments and costs of interest throughout while the amount of profit increases with the number of turnovers.

Differently expressed, Series A proves the decreased investment needed to perform a given amount of business while Series B proves the increased business and profits which accrue to the same investment upon a multiplied turnover.

All of this has been accomplished in a simple manner with benefits equally to the merchant and to the customer. And every wise merchant knows that a benefit to the customer comes home to roost as a benefit to his business.

In a certain establishment the direct cost of this method of a stock-control was amounted to less than 1 per cent. of the selling price. Yet it has increased the turnover considerably in all of the departments where it has been applied, and in the department where it was first installed the turnover has nearly doubled while the mark-down wastes have been more than cut in two. Not only has the number of turnovers increased but also the amount of merchandise sold in each turnover. Errors in the judgment of buyers have been made less probable in the future as the causes and kinds of errors have been made clear. Last but not least a record of the remarks by customers shows the enhanced reputation of the stock.

If the accomplishment of these results had been through any complicated or difficult method its general application might not be easy. But the exact contrary is the case. It is perfectly simple and almost as easy as not to do it at all; and it is quite as applicable to a wholesale as to a retail business; to a large business as to a small one.

First and foremost is the necessity to divide the establishment into departments. Usually this is the case already where a large stock is carried, but small stores

often have not done so and a part of their trouble comes from this neglect. An additional advantage following the practice is due to the better display which may be made of the stock. This, however, is another subject, since the discussion now relates solely to control of the stock which can be accomplished effectively only if it be arranged according to a definite departmental plan.

It may be thought at first by some readers that there would be difficulty in dividing into departments a store which, like a shoe store, might itself form one of the departments of a true department store. But on second thought it will be seen that there are several possible departments even in a small retail shoe store. For example, many shoe stores sell stockings; there are men's and women's shoes; and there are costly and cheap shoes for men and for women. Many departments are possible in hardware, groceries, jewelry, and, indeed, in every wholesale or retail business whether it be large or small. Neither need departments be separated by partitions or show cases; an imaginary division is quite enough so long as the proprietor is conscious of it and uses it on the control-cards to secure a reliable sales-analysis.

It is the only method by which unprofitable departments may be reorganized intelligently.

Have you divided your store into departments?

After the departmental plan has been arranged an inventory must be made on the control-cards which are designed to exhibit every necessary fact for every day in the month. A sample card is shown, Figure 2 but the exact shape and size will differ somewhat with the department or kind of business involved. The idea is adapted to the most widely differing merchandise as for example shoes and wire nails,—or canned goods and vacuum cleaners. By printing on both sides the capacity of the cards may be doubled, and by using a card twice the size, folded in the middle, a quadrupled capacity is secured.

Many methods are practicable for indicating to which department a control-card belongs. Probably the simplest is by means of tinted cards, of which there are seven standard colors: White, blue, red, green, yellow, salmon and grey. If a greater variety is needed, the name of the department may be printed faintly in large characters on the face of the card; or the upper edge of the card may be indented or clipped at the corners so that it may be identified at a glance. Whatever plan is adopted should be considered carefully beforehand since changes are troublesome and expensive.

The row of figures at the top are the days of the month and the blank spaces below are for the quantities "Rec'd," "O. H." (on hand), "Sold" and "O. O." (on order.)

According to figure 2, the firm had on hand at the opening of business on August 1st, 19 pairs of size 9 and 11 pairs of size 9½ black oxford blucher calf shoes, style 2783, which cost \$4.50 a pair and were bought of Stevens and Company. During the first week of August, 18 pairs of size 9 were sold, two pairs were returned by customers (one each on the 4th and 5th) so that three pairs were on hand at the opening of business on Monday, August 7th. On the same day 24 pairs were received which had been ordered on the 2nd.

Certain of the figures, like "returned goods" usually are made with red ink, but the color cannot be shown in the engraving for which reason the figures are enclosed in a circle. The figures 24, "O. O." also should be cancelled with red ink. In practice most words are abbreviated and "Black Oxford Blucher" would be written "Blk Ox Bl."

These cards it will be observed constitute a perpetual inventory which displays at a glance every factor in which the management and the buyer may be interested: At what rate the goods are selling; which sizes are selling fastest; which styles are most popular; when it is time to order more; and which of the goods must be

marked down. They are under the charge of one person who makes all of the entries and are mounted in an open rack. Probably the most remarkable characteristic of the control card is the fact that changes are recorded within a quarter of an hour after they take place, so that those in authority, if it is necessary, may know the precise condition of the whole stock at any hour of the day.

From this description it is evident with what certainty and rapidity judgments may be formed and policies may be altered.

Is not your business the most important of any in the world to you?

Do you intend to apply control-cards as soon as possible?

To provide the facts for this control a coupon bearing the style number is detached from the ticket with which each article of merchandise is provided when it is placed on sale; and this coupon it is necessary only to transmit to the person who has charge of the control-cards. As an interesting economy (although having really nothing to do with this particular subject) these tickets are made in triplicate and are printed on an addressograph. Not only has there been a direct saving in the number of people employed in marking the goods, but there has been a surprising elimination of errors; and, of course, the very common troubles due to poor handwriting have been obviated wholly.

It follows therefore that the careful study of this subject brought indirect improvements as well as those betterments which were sought more particularly. Labor-saving devices usually ensure also a much higher degree of accuracy.

One very great improvement and savings not mentioned yet is the increased knowledge of what constitutes the proper mark-up in various lines. Hitherto there was a sort of happy-go-lucky guessing contest as to what might be a reasonable spread. This has given away to the recorded facts shown upon the control-cards. It has not reached the high plane of a fixed-mark-up percentage for each class of goods, but even that is expected as one of the results in the near future, and in the meantime most of the usual and costly errors have become things of the past.

It would be difficult to exaggerate the improvement in the morale—the enthusiasm—of the sales force which will follow the introduction of the control-card method. Naturally this has brought with it a higher ratio of sales to the time expended in selling. A very definite certainty exists that the profit due to quicker turnovers will be matched by the saving in selling expense; and this again is certain to be reflected in the attitude of the sales force toward their employment and particularly toward the sale, which will be regarded by them more in the light of a probability than ever before. There is nothing strange in this. A feeling of confidence is the first requirement for successful selling and merchandise which drags must have a deterrent effect upon those who attempt to dispose of it.

Do you believe in guessing or knowing?

It should be understood very clearly that while the control cards are for the purpose of collecting information which is required in every business, there remains the necessity to condense the figures which they display in the form of a report. This should be done weekly and monthly in any event; and preferably there should be reports of the previous day's operations placed upon the desks of each person in authority every morning. Without these reports the management fails to secure the benefits endowed by the control cards and the chance for immediate action is lost. Opportunities for a profitable change in policy may come suddenly and if not taken

Business is Good With This Man

George T. Creary, of St. John, is Forced to Seek Larger Quarters—Finds That "A Specialty Shop for Men and Women Who Buy for Men" Gains in Popularity—The Style Propaganda Pays—Description of New Store

SUCCESS has steadily dogged the footsteps of George T. Creary, the energetic young men's wear retailer of St. John, N. B., whose new departure in merchandising was described in the April issue of Men's Wear Review. Mr. Creary holds a theory that style should and can be made a paramount issue in selling merchandise, to the complete exclusion of all question of price. Mr. Creary furthermore, adopted a slogan intended to widen the scope of his business, namely: "A specialty shop for men and women who buy for men," which proved eminently satisfactory as proved by the fact that it has been found necessary to transfer the Creary store to larger and more centrally located premises this summer.

To a staff member of Men's Wear Review who visited the new store, Mr. Creary pointed out the fact that specialty merchandise requires fine equipment with which to set it off. "Our new store will be among the finest in Eastern Canada," he explained, "and the entire equipment will be of glass and quartered oak, featuring the latest ideas in revolving racks for clothing as well as in silent salesmen for the display of haberdashery."

Entering from the main door which is flanked on either side by two large display windows finished with hardwood panelling, the hat and cap department is found at the extreme left. Glass-encased shelving runs round four sides punctuated at intervals by mirrors for fitting purposes. Pillars which divide the main floor into aisles are faced by mirrors on all four sides, thus contributing a much more spacious effect than were the pillars to be left in their original state.

Racks for 1,100 Suits

Shelves for displaying bolts of cloth are ranged next to the headwear section on which the materials for custom-made clothing are stocked. At the extreme back of the new store are placed the clothing wardrobes, equipped with revolving racks capable of holding as many as 1,100 suits. These racks are made entirely of glass in keeping with the uniform scheme of glass-encased merchandise throughout.

Fitting rooms and office space are provided also at the rear, above which the tailor shop is located. Continuing up the right side are found the separate sections devoted to the showing of pyjamas, shirts, underwear, hosiery, gloves and collars, each range kept distinct and shown effectively in its own

Code of Business Ethics Is Promulgated by Clothiers

A code of ethics to govern not only the retail business, but also the relations between retailers and consumers, was unanimously adopted at the executive session of the National Association of Retail Clothiers in convention in Madison Square Garden. Fred Voiland, vice-president of the association, headed the committee that drew up the code, which follows in full:

"We admit that the cornerstone of commerce is integrity; that the assets of any commercial institution consist of honesty and business character first—and after that, service and merchandise.

"We hold paramount the truth that advertising's a covenant with the public; that the spoken or printed word is as binding on performance as an oath in a judicial tribunal, as sacred as the personal pledge.

"It is our constant aim to so administer the affairs of this institution that individual service to the consumer is not diminished or minimized by reason of volume of trade; that interested, personal service, based on the needs and requirements of the individual, is our first duty and chiefest task.

"Mutual exchange of confidence between buyer and seller is essential. We affirm that the history of any article of merchandise concealed beneath trade expressions or symbols (the meaning of which leads the buyer to form an opinion more favorable than would obtain without such disguise) is unfair to the buyer, and therefore contrary to our ethics."

display case. The collar range is an exceedingly comprehensive one and occupies considerable space close to the front entrance, where it is found that most customers linger on entering and leaving the store.

Aisle Tables for "Specials"

Three aisle tables for the display of extra specials are placed in the centre of the floor, equipped with a metal rail and fixed stand for a show card. These tables it is said, take care of any odds and ends which accumulate during a week's selling.

The decorative scheme is subdued but in good taste, reflecting the conservative atmosphere in which really high-class merchandise appears at its best. A cork linoleum carpet covers the entire floor, over which an oriental rug is laid, and the walls above the fixtures are tinted a soft cream. The area of the new store is approximately 85 x 20 feet and adjoins the firm of Macauley Brothers & Company, a long established dry goods firm in St. John. The location of the new store also cannot be surpassed insofar as convenience is concerned, being close at hand to all the leading hotels and theatres and midway up the principal business street of the city.

During the month of August, Mr.

Creary held a reception to inaugurate his removal to the new store which was widely attended by many customers and friends of the successful young proprietor and manager. On this occasion no goods were sold but guests were shown over the establishment by members of the sales staff. An orchestra provided entertainment during the reception which proved an auspicious send-off to the enterprise.

A Successful Advertisement

Mr. Creary stated to Men's Wear Review that his plan of using only original and fresh advertising copy in the daily press had proved unusually successful, and the response to appeals which possessed the merit of individuality was unfailingly good. During the spring Mr. Creary experimented with a personal letter to several thousand men picked by himself from among the leading citizens of St. John, in which he enclosed a cheque for \$5 to be paid to any customer purchasing a suit or overcoat before May first at the Creary store. The cheque brought forth a large response from fully four-fifths of the recipients, who called to enquire if the offer could be extended or met on the partial payment plan, etc. in cases where an actual cash purchase could not be conveniently made.

TAILORING DEPARTMENT

THE B. R. BAKER CO.

No. **31904**
 Date _____ Amount _____
 Article _____ By Cash _____
 Salesman _____ C. O. D. _____
 Check No. _____ Charge _____

Name _____

Address _____

Between _____
 What Streets _____

Call _____
 Send _____

Coat	Tailor's No.	Pressed By
Vest	No.	
Trousers		
Overcoat	Size	

No. **31904** SHOP TICKET

OPERATOR NO. _____

CUSTOMER _____

No. **31904** CALL CHECK

THE B. R. BAKER CO.

1001-3-5 Euclid Ave.

PROMISED _____

PLEASE CALL

DATE _____

5 TH FLOOR

ARTICLE _____

SALESMAN _____

No goods delivered without this check.
 Not responsible after 30 days.

TELEPHONES

PROS. 3730

ERIE 122

Form 1A-921-25M

COAT

COLLAR - Shorten _____ Raise _____ Tape _____
 BCDY—Take in sides _____ Hips more spring _____
 SHOULDERS—Take in _____ Raise _____
 SLEEVES—Shorten _____ Lengthen _____
 SHORTEN SKIRT _____ Close vent _____

To Be Finished		
TIME	A. M.	P. M.
Mon.		
Tues.		
Wed.		
Thurs.		
Frid.		
Sat.		

VEST

TROUSERS

Waist _____ Thigh _____
 Seat _____ Knee _____
 Inseam _____ Cuff _____ BOTTOM _____
 Crotch _____ Lower Waistband _____

Alterations constitute one of the outstanding problems of the retail clothier. In fact, there are some designers who say that the majority of clothiers after many years of experience have yet a great deal to learn with regard to the economical operation of this department.

Herewith are faesimiles of the form used in the tailoring department of the B. R. Baker Company, of Cleveland—both the front and reverse side of the card are shown. It will be seen that it takes care of the garment and every detail of the alterations from the time the salesman makes the sale until it reaches the home of the purchaser. If alterations are to be made, the tailoring department is then responsible for the delivery of the garment and the payment for the same—the salesman's part in the transaction is completed when he hands the garment over to the tailoring department. The reverse side of the card is used for indicating the alterations required.

In the tailoring department of this firm all garments for alteration are placed on the clothes racks in the order in which they are taken to the department. This enables every operator to complete the alterations on one garment before another one comes before him; unless this were done two garments requiring similar alterations might come before him at the same time.

This card is a white one. A pink one (exactly the same form) is used in case a garment is returned to the tailoring department for further alterations.

INCREASING TURNOVER BY STOCK CONTROL

(Continued from page 41)

advantage of at once may disappear as quickly as they came. Control cards are largely to provide for these sudden changes which a wide-awake merchant can convert from a loss into a profit only if he has before him a picture of what is taking place.

Two forms of reports are needed: (a) slow-selling merchandise; (b) quick-selling merchandise.

These will be considered separately because they relate to problems which are entirely distinct from each other.

(a) Slow-selling merchandise must be recognized immediately in order that the mark-down shall not be delayed beyond the proper moment and to ensure that future purchases of that class shall be made with more caution.

(b) Quick-selling merchandise should be emphasized in the minds of those who are

responsible for buying and this can be done only through visualizing what has taken place by means of the actual figures and dates.

If other business men find these facts necessary, should you not provide yourself with them also?

No particular importance need be attached to the precise form in which these reports are made so long as they are of a size to fit standard filing cabinets. They should display a short description of the merchandise, the name of the manufacturer, the quantity sold, the quantity unsold and the date when placed on sale. In the case of slow-selling merchandise the report should show the mark-down (if any has been made) and the sales since marking-down. Both of the reports should have a sufficient space for remarks.

In an establishment of any magnitude the best results can be ensured only by employing someone from the outside, whose duty shall be to study the existing prac-

tice and apply better methods wherever it can be shown that an improvement is likely to follow. In one instance very great results were secured through a young man who had never sold a dollar's worth of merchandise in his life and who had no merchandising experience of any sort. But he had an observant eye, and analytical mind and a diplomatic manner. Those who have been close to a business, who have seen it grow to large dimensions from a small beginning, usually are the last to believe that any improvement can be suggested which they would not themselves think of first, unless they have rare qualities of vision and imagination—unless they are bigger than their jobs.

Management begins with Man and distribution is Man from the top to the bottom. Thoughtless management helps no one, the management least of all. The more exact, the more progressive, the more scientific distribution can be made, the more everyone will be helped from and including the producer to the consumer.

Control-cards are a means.

Watching Details Prevents Losses

Well-known Banker Says That Failure to Give Full Attention to Business Results in Loss of Profits and Ultimate Failure in Business—Merchant Does Well to Give All His Energies to One Line of Work—Outside Interests Kill Business

IN DEVELOPING this paper, I have taken into consideration what I believe to be the most important problems that the average independent retailer must face. If I seem to touch upon fundamentals, I hope you will not conclude that I am endeavoring to give any new points in merchandising but rather to give you the viewpoint of a banker who has by intimate contact with retailers for many years learned what to look out for and what to develop. In my experience with merchants in small towns (and the same conditions apply generally to larger towns), I have found retailers who have been outstanding successes in their businesses. They have developed from humble beginnings and by sheer persistence, ability, and concentration have made their establishments the pride of their communities.

One Line of Work at a Time

Modern competition is so keen that one can hardly hope to build a successful business without devoting unlimited time and attention to it. One cannot scatter his time and capital in other enterprises, and hope to succeed in his chosen field, for no man, unless he be far above the average and have unlimited capital at his disposal, can do justice to more than one line of work at one time. In my experience I have seen successful merchants try to spread their time and capital on other interests and have seen them embarrass their own businesses by failure of outside interests. It is always sound policy for the cobbler to stick to his last and this is certainly as applicable to the merchandiser as it is to other business men. If one has devoted years to retailing, he should concentrate all of his time and capital to retailing, for it is hardly logical to presume that an expert merchandiser can quickly become an expert in other lines and hope to stand shoulder to shoulder with men who themselves are thoroughly trained in the businesses which the retailer hopes to enter as sidelines. The men who have made conspicuous successes are those who have had but one thought in mind: "How can I make my business more valuable to the people I serve?"

Coercion is Practised

The man who does spread himself, however, does not usually do so of his own volition. He is coerced into an outside interest by some high-pressure salesman who is able to present his proposition so attractively that the merchant is made to feel that the enterprise

The accompanying article is part of an address given at the second annual Progressive Business Congress held at Minneapolis, Minn., on September 5th and 6th by C. B. Mills, President of the Midland Bank. The banker gets a different angle, perhaps, on the retailer's problems than any other person. For that reason, the remarks of Mr. Mills are of special interest, and we think them well worth the careful attention of our readers.

is for civic betterment, and that with the aid of his talents and capital the enterprise will develop into an outstanding success both for the community and himself. The sad realization, however, usually comes too late. There is always an explanation why the enterprise did not succeed, but this hardly restores the lost capital to the merchant's business or the time of which it has been deprived. I could tell of many unfortunate cases where retail merchants have been progressing nicely until they became interested in a chain of elevators, a mining corporation, New York real estate, or Florida fruit orchards. If these merchants had invested their money in their own business or in good real estate in their home town, they would have continued to progress and to-day very likely would be conspicuous successes in their home towns. There are many sad cases where the entire assets of merchants have been lost in the attempt to carry greater loads than their capital or brains would permit.

Watch the Basket

It has been said, "Don't put all your eggs in one basket." This applies pointedly to the investor, but for the retail merchant it is far better to "put all of his eggs into one basket and then watch that basket." The average small town merchant has strong competition from outside sources, and it behooves him to concentrate absolutely on his business or he is likely to die painfully in the face of more forceful merchandising about him. Mail order merchandising is legitimate, and so is that of the chain-store. The local merchant can successfully meet this competition (as all of you are apparently doing) if he will take the time and trouble to analyze the situation and apply the remedy. People are by nature locality-loyal, and if the merchant keeps his establishment at-

tractive, watches his turnover, jealously guards his credits and remains always on the alert, he need not give much concern to imaginary terrors of outside competition. But he must devote all of his time and capital to his business, for his outside competitors never relax; they know that sustained effort alone can bring the coveted prize.

Efficient Management

To my mind, an important thing for the small retailer to consider is efficient management. Business at present is of such a character that if the retailer does not carefully watch every detail, he is likely to find himself running into a loss rather than a profit. To many merchants, merchandising is nothing more than keeping a store, and usually the store is hardly a success in even keeping the merchants. To some, it is just stocking and selling. Modern merchandising methods of increasing turnover and reducing expense by pushing stale stock do not appeal to them. These matters are looked upon as theoretical and therefore not to be taken seriously. But the art of merchandising, of successful store management, has made such rapid strides during the past few years with the development of the chain store, the mail-order house, and co-operative agencies, that if the small retailer does not follow merchandising progress, he is liable to become a helpless spectator as newer stores with newer ideas adopt his customers.

ROBINSON'S SANTA CLAUS

A publicity stunt that attracted widespread interest on Christmas Eve last year in Montreal was a realistic appearance of Santa Claus, driving in a big sleigh filled to overflowing with presents of all descriptions through the main business streets of the city. At stated intervals Santa stopped his sleigh and gave away toys to children who gathered from far and near to receive the old saint's bounty. Beginning at 6.30 p. m. Santa Claus traversed the greater part of the city all through the evening, concluding his journey shortly before midnight. The idea was carried out by Robinson's Clothes Shops Limited, who announced the event through the medium of the French and English newspapers and were well rewarded by the enthusiasm of the children accompanied by relatives who were fortunate enough to receive a free gift.

How Handkerchiefs are Made

Canada Now Manufactures Them in Millions Where Formerly They Were Imported—Industry Still in Its Infancy—The Process Described—Some of the Novelty Christmas Lines—Matter of Size of Man's Handkerchief Important

HOW IS a handkerchief made? This question can be easily answered by visiting the factory where hundreds of thousands of handkerchiefs are made annually in Canada, for men, women and children, and where marvelous machinery performs miracles of intricate needlework, imitating all handwork so closely that it can scarcely be detected.

For a long time the idea has been entertained that the best handkerchiefs and the bulk of such merchandise sold in this country had to be imported from Europe and it is satisfactory to know that Canada is now producing millions of handkerchiefs annually for her own consumption, made of linen, cotton, silk, lawn, etc., finished with embroidery or other novelty effects fully equal in appearance to those made abroad. The handkerchief industry is, however, still in its infancy in this country, due to the aforesaid belief that European merchandise is better in every way, but each year the demand is growing as Canadian-made handkerchiefs continue to improve in design, quality and variety.

Two Sides Hemstitched First

No matter of what material the handkerchief is to be made, the initial process is fundamentally the same, namely, the web of material has to be cut in a particular manner, which is done in this wise. All the material comes to the factory in a 300-yard piece, and this long web is carefully unfolded on a very long cutting table, so that the 300 yards form only a few layers. This material is then slit down the centre by a cutter, called an electric traveller, which divides the cloth into pieces each measuring about 18 inches in width. Each of these halves is cut into sections measuring 60 yards in length and taken to a hemstitching machine which runs automatically and can be adjusted to run a quarter, half or one inch hem as desired, on the length of cotton. Fourteen of these machines can be attended to by one girl at once, so simple are they of control, and should a thread happen to break, the machine will stop of its own accord until the thread is once again running smoothly.

When one long side is fully hemmed, the cloth is reversed in the machine and the opposite side is done in the same way, so that the length of cotton is hemmed on two sides the entire length of the 60 yards.

Next, the 60 yard length is cut or squared off to the correct size of the

handkerchief, all but the cheaper grades of handkerchiefs being torn instead of actually cut with a knife or shears, since tearing ensures perfect alignment and accurate matching of corners when the handkerchief is folded.

The handkerchiefs are next taken to still other hemstitching machines, in order that the other two sides may be finished. These are operated by girls who are able to finish the edges so skillfully that the hemstitching seems to be done all round in one continuous operation, and the corners are finished without leaving any unevenness whatever.

After this, the handkerchiefs are dampened and ironed, some on a huge mangle, others by hand, to impart a linen-like finish which is particularly effective. Then they are folded into the required sizes for packing into cartons or boxes, and are tied up, boxed and shipped for distribution.

Embroidery Imitates Handwork Closely

Such are the main steps in the making of an ordinary handkerchief without any elaboration such as initials or embroidery, the first named of which is becoming more and more a popular feature with purchasers of men's handkerchiefs. The hemstitched handkerchief is taken to an embroidering machine, operated exactly after the same process whereby a lady does embroidery upon a piece of material in a hoop. Thirteen dozen handkerchiefs can be done at once in this machine, each handkerchief being folded in a particular manner so that one point extends upwards, caught firmly with a metal clip, after the principle suggested by an embroidery hoop. Extreme care must be exercised that all handkerchiefs are adjusted accurately in this rack, for if the least irregularity occurs the finished initial or wreath will look badly and the handkerchief will be spoiled.

This machine is operated by a man who is seated at the extreme end with the sketch or drawing of the design or initial before him. By means of an indicator he guides the machine, tracing each stitch on the design out in such a way that the finished work can scarcely be detected from hand embroidery. The machine is kept supplied with needles threaded with silk or cotton as required by the design by means of another machine close at hand, which is almost human in its efficiency. Into this auxiliary machine, a girl feeds the empty needles which are automatically threaded from a large spool of thread, the right length is then cut off and a knot put in

the end—all by machinery—after which the needle is stuck in to a cushion in readiness to be placed on the embroidery machine when needed.

Cross-Span Corners are Preferred

Some designs take longer than others to complete, but either simple or quite complex embroideries can be turned out equally effectively upon any texture. Owing to the fact that the present fashion demands corner embroidery done in the style known as "cross-spanning," the process takes somewhat longer to accomplish and adds to the work of adjustment and working of the handkerchiefs.

All white handkerchiefs are at present of course, by all means the most wanted style, and it is estimated that this factory turned out hundreds of thousands of white cotton handkerchiefs for men in the past year alone. The plan of retailing these goods in cardboard cartons or paper containers has revolutionized the industry owing to its appeal to personal cleanliness and individuality on the part of the purchaser. Many different grades of cotton are employed for making these goods so as to provide a choice to retail at such popular figures as 2 for 25 cents and 25 cents apiece. Linen handkerchiefs with an artistic initial are manufactured to retail at the fifty cent figure and are becoming rapidly a popular item with the best trade.

Colored Novelties For Holiday Trade

For the coming Winter and Spring, this factory is concentrating upon a line of colored novelty handkerchiefs for men, in silk as well as cotton fabrics. The former will be more in the nature of pocket decorations and will be made of heavy quality crepe de chine, Jap silks, silk twills, etc., in bordered and dotted effects as well as all-over figures and plain solid colors. The silk handkerchief will be a popular seller for the Christmas trade, it is predicted, owing to the heavy demand from retailers at present. A fine pin dot pattern in yellow and navy blue ground is one of the "best sellers" put out by this firm.

Khaki handkerchiefs also have come back again into very general use, necessitating the manufacture of large quantities, according to representatives of the firms with whom Men's Wear Review discussed the subject. Formerly, only a military accessory, the khaki handkerchief has become a favorite with workmen and others engaged in out-

(Continued on page 47)

New C.O.D. Service on Parcel Post Matter Can be Used to Advantage by Every Merchant

A Mail Order House is Not Necessarily One That Has a Separate Department for Handling Catalogue Orders—Making Use of a New Service to the People—Anything That Makes Shopping Easier for the Customer Helps You to Give Better Service

THERE is a possibility that a number of merchants may, at first glance, regard the recent regulations governing Cash On Delivery service on parcel post matter as a concession entirely for the benefit of what has become known as the mail order house. The popular conception of a mail order house is a house that has a separate department for attending to orders that come through the mail as a result of catalogue or other advertising. There is nothing faulty in that conception; on the other hand, there is no reason why many merchants should not do more business by mail, and take advantage of

this new regulation which is an unquestionable service to the people of this country. Objections have been raised to the parcel post system on the ground that too little is charged and a deficit is being created which has to be paid by the people of this country in order that what we call mail order houses may do a big business. To our mind that is not the issue to be debated in this new regulation regarding C.O.D. for parcel post. It is a service to the people—to your customers—and if you can turn it to advantage in your business do so. The other matter regarding deficit is an-

other matter and should be dealt with as separate matter altogether.

Chance for Better Service

If the government passes a regulation which the merchant can use toward improving the services which he has to offer his customers, the merchant who does not make use of it is unwise. He is, we think, not well advised simply to sit down and take the view that it is a sop for the big mail order houses. As a matter of fact, there are hundreds of stores throughout this country that are doing a mail order business and do not have to be told the advantage there is in

Regulations Governing C. O. D. Service on Parcel Post Matter

THE OFFICIAL wording of the notice concerning the application of C.O.D. service to the Parcel Post, as appearing in the Canada Gazette, is as follows:

POST OFFICE DEPARTMENT, CANADA.
OTTAWA, 25th August, 1922.

PUBLIC notice is hereby given that a C.O.D. service in connection with mail matter will come into effect on the first day of October, 1922, under the following regulations:

C.O.D. SERVICE WITHIN CANADA

C.O.D. Fees

On and after 1st October, 1922, a C.O.D. service in connection with mail matter will be established within Canada whereby charges due the sender up to \$100 may be collected from the addressee and remitted to the sender by post office money order. This service will apply only in the case of mail matter posted at a money order post office for delivery at another money order post office within Canada. Rural routes starting from money order post offices are for this purpose considered as money order post offices and may be granted a C.O.D. service.

The scale of C.O.D. fees will be as follows: 15 cents if the amount to be collected is not more than \$50; 30 cents if the amount to be collected is more than \$50; limit of collection, \$100. The fee must be paid by means of postage stamps affixed to the article by the sender, and is additional to the ordinary postage.

The C.O.D. fee also covers insurance and registration.

(a) The C.O.D. fee covers insurance, in the case of parcels prepaid at parcel post rates, to the extent of the value, against loss, abstraction or damage, while in the custody of the postal service, not to exceed \$50 when a 15-cent fee is paid, and not to exceed \$100 when a 30 cent fee is paid.

(b) The C.O.D. fee covers registration in the case of articles prepaid at other than parcel post rates. This carries with it indemnity for loss only, which in no case shall exceed \$25 or the actual value of the lost article when the same is less than \$25.

Claims

(a) In case of C.O.D. parcels prepaid at parcel post rates the same general procedure is to be followed in regard to claims as in the case of insured parcels; the same restrictions as to the indemnity, etc., will apply.

(b) In the case of C.O.D. articles prepaid at other than parcel post rates the same procedure is to be followed in regard to claims as in the case of other registered articles; the same restrictions as to indemnity will apply.

General Regulations

In specifying charges to be collected, the sender may include postage and the C.O.D. fee paid.

It is forbidden to send articles C.O.D. which have not been ordered or requested by the addressees.

No article is to be accepted for C.O.D. which bears any wording to the effect that the article may be examined before acceptance as the C.O.D. service does not carry with it any examination privilege.

In the event of the addressee having paid the charges due on a C.O.D. article, and after examination of the same desiring to hand the article back and have the money refunded, such request is under no circumstances to be complied with. It is the duty of the delivering office to collect the amount due and remit it to the sender of the article, and it may be explained in the circumstances above indicated, that any objection to the goods received or desire for return of the money, is entirely a matter for settlement direct between the addressee and the sender. The Post Office is not concerned in any way in this phase of the matter, and postmasters are not to exercise any discretion in regard thereto.

this new regulation. Every merchant can, if he so wills, turn his store into a mail order house. For instance, a little tailor, formerly in Bowmanville, recently moved to the city of Toronto. About the first thing he did was to turn his little institution into a mail order house by the insertion of a little advertisement in the Bowmanville paper. He told the people of his former town that he had moved to Toronto but that he would still attend to their business from his Toronto store. This new regulation enables him to give his former customers a better service than he otherwise could have done if the regulations did not exist.

How to Make Use of It

There are ways in which this new regulation can be used by every merchant. In the first place he should make use of it in his daily advertising. There are very few merchants advertising whose advertisements are not read by people in the surrounding community who are served by rural mail. Perhaps the average town is surrounded by two or three or more villages and a fairly large sized rural population. This gives the average merchant a chance to announce this service for his customers, telling them that either a telephone or a mail order from them will receive their prompt attention and that the parcel can reach them, probably the same day, but the next one for certainty. The point might well be emphasized that quicker service can be given by you than the farther distant houses that have become known as the big mail order houses. Even if it is a matter of samples—providing a practice is made of sending samples—this can be carried out and there are few places where either merchandise or samples could not reach their destination within twenty-four hours after the receipt of the order, that is, in the more thickly populated parts of the country. At all events, every merchant is in a better position for quick service in his own community than any of the larger mail order houses that have been getting a good deal of this business.

Another Use

There is another use to which this new regulation can be put with good results. Suppose a customer comes into your store for some merchandise that you do not happen to have—you may either be out of it or it may be a line you do not carry regularly. You know exactly what is wanted and know exactly where the merchandise can be procured. It gives you a chance to give quick service to your customer and the very nature of this regulation will enable you to save time. It is an easy matter for you to tell your customer that you can have this merchandise in his hands tomorrow, even without the necessity of coming into your store again. You can get in touch with your wholesale house or your manufacturer and tell them to send the merchandise to the proper address, instructing them to make certain charge for the same. There are, un-

doubtedly, many instances of this creeping up every day and the merchant has the chance to tell his customer that the service wanted can be given within a few hours of the receipt of an order for merchandise that does not happen to be in stock.

Study the Regulations

On the whole it appears that every merchant in the country can turn to distinct advantage these new postal regulations. These should be carefully studied by every merchant to see just what use he can make of them in his own community. Anything in the nature of a government regulation that is a service to the people is a service to the merchant because it enables him to wield it for the betterment of his store service—and that is the very best method known to us to build up a permanent, aggressive business.

HOW HANDKERCHIEFS ARE MADE

(Continued from page 45)

door occupations, besides boy scouts, etc.

A hint to the retail buyer with regard to the purchase of men's novelty silk handkerchiefs was imparted in this connection. Most retailers make the error of buying men's handkerchiefs in too large a size, particularly where the article is only wanted to wear in the breast pocket. The average man wants a moderately sized handkerchief, such as is put out in this country and finds the majority of British-made goods are extra large, having been intended to be worn up the sleeve instead of in the pocket.

George Wesley, of Peterboro, who has been for a number of years with Oak Hall store, has taken over the business of the Peterboro Tailoring firm.

Postmaster-General Expresses Views Regarding C.O.D. System

Claims Department Stores Will Not Benefit, But That New System Will Work Out to Advantage of Smaller Retailers

THE Postmaster General does not think it advisable to hold up the new C. O. D. system, in response to requests for delay which have been made to him from many quarters. A request was made that the matter be held up for 6 months in order to give retail and other associations an opportunity of making any suggestion which they might think advisable in connection with the working out of the new plan. The new C. O. D. was sprung suddenly, and becomes effective Oct. 1. If the matter is handled as the Postmaster General's letter suggests, and it can be shown that the new system will pay its own way, there will probably be no great objection from retailers. The retailers feel however that a close watch should be kept on the cost of operating innovations of this kind, and strongly object to deficits being charged up against other departments. The letter from the Postmaster General follows:

Ottawa, 8th September, 1922.

W. F. Macpherson, Secretary, The Ontario Retail Hardware Association, Prescott, Ont.

I have your communication of the 6th inst., quoting a resolution passed at a meeting of the executive of your association held in Toronto, Monday, 2nd instant, to the effect that the introduction of the C.O.D. service in connection with mail matter should be deferred for six months for the reason that the extension of this service will be an advantage to city departmental stores and mail order houses, and will work to the detriment of the retail stores, and will impose an additional burden on the

postal service, while at the same time competing with the National Railway Express Service, and I am inclined to the opinion that the resolution was passed on a misunderstanding of the whole situation, and that the fears of your association are groundless.

As a matter of fact no request for C. O. D. service was made by any departmental store or mail order house in Canada. As I understand it they make very little use of the C. O. D. service which the express companies have provided for many years, for the reason that it is becoming a general practice to pay the cost of transmission of goods and as the goods are ordered from catalogues in the hands of the customers and the prices are correctly stated, all difficulty is removed in regard to enclosing the proper remittance, that this has become the established method of conducting mail order business. It is not expected that their method of doing business will be changed nor that the C. O. D. system in connection with mail matter will have any material effect in so far as these houses are concerned.

To tell the truth it is expected that the retail stores will be the ones that will benefit most as they do not as a rule issue catalogues, and a C.O.D. system would therefore be a distinct advantage to them as rural customers would be able to order goods by mail even though they have no knowledge as to prices, the C. O. D. filling the deficiency in this respect. In fact it has been local business firms, particularly those engaged in repair business, such as jewellers, automobile accessory manufacturers, etc., who have been pressing the Department for the establishment of the C.O.D. service in connection with mail matter.

Study the Man and the Locality

Springhorn and Graham, of Buffalo, Employ Methods Best Suited to Their Clientele—One Man May be Persuaded Without Offense But the Man Who Buys Against His Will is a Liability to the Store
—Views Expressed by Mr. Springhorn

THERE always will be discussions among merchandising men about selling to customers by introduction. "If a customer comes into my store wanting to buy a shirt shall I try to sell him a collar or a necktie also?" That is a question that has been asked many times and, perhaps, the negative and the affirmative answers to it have been given an equal number of times. We have noticed, however, that devotees of the affirmative side of the case very frequently do not put their theory into practice in the proper manner. The suggestion that is often made by their salesmen is a negative rather than a positive suggestion. Instead of suggesting that the customer take a moment to look at some new neckwear at reasonable prices, the salesman very often does it this way, "There is nothing else to-day is there?" and it is very easy to say no. If merchants really believe in the theory of adding to volume by suggestion, they should see that the suggestions are made in the proper way.

Salesmanship An Intensive Study

In the opinion of Mr Springhorn of Springhorn and Graham of Buffalo, N. Y., salesmanship is an intensive study. He believes that the first thing a merchant should do is to study the locality he serves and then study the men who come into his store. The same methods cannot be used with two different men. Their Buffalo store is situated in a locality of offices where there are many men who are in that section of the city only during their working hours. They eat in a hurry and they buy in a hurry—with some exceptions, of course. They are men who make quick decisions in their business dealings, be they either in their offices or in some neighboring store making a purchase.

Are Intelligent Men

Mr. Springhorn works on the assumption that these men are all intelligent men who know what they want and—most of them—when they want it. There are odd ones who stroll in to look around or to make a small purchase and who are open to persuasion if they see something that takes their fancy and when they do, Mr. Springhorn or any of his salesmen take advantage of the occasion and cash in on it for all they are worth. But "intensive persuasion" is not used in this store with a great many of the customers who frequent it. "Men are intelligent beings" said Mr. Springhorn to *Men's Wear Review*, "and most of them know what they want. I find that the different dispositions of men

have to be carefully studied to see if a man can be led along to make other purchases by suggestion and introduction or whether, by their manner, they indicate that they have bought what and all they want at the time they come into our store. If a man clearly indicates by his manner that he does not want to be persuaded to buy or even look at anything else, we do not try to persuade him. None of the salesmen in this store are allowed to do so either. We give them every attention and courtesy we can in serving them, believing that they want quick and courteous service and that this kind of service will make them permanent friends of the store."

Two Examples

Mr. Springhorn gave two examples of the type of salesmanship employed in their organization. A young man came in to purchase a shirt. The salesman made a delicate suggestion about looking at something else and saw that it was not viewed with disfavor. Before he left he had been sold \$27 worth of merchandise and it was not done against his will, nor was he persuaded to buy something he did not want. Mr. Springhorn believes that when a customer is persuaded to buy something he does not want it leaves a bad impression on his mind when he gets home. He says to himself, "I really didn't want that; why did I buy it?" Then, he recalls the methods of salesmanship employed, comes to the conclusion that he was persuaded against his will to buy things and decides to keep away from that store in the future.

The second customer wanted a hat. Mr. Springhorn sold him a hat and did not even suggest that he look at anything else. But there was nothing "short" about his manner; it was all courtesy and attention, and the customer went out pleased with his purchase and with the manner in which it was done. In selling a hat, by the way, Mr. Springhorn always shows a medium-priced one first. In that case, the customer cannot take offense if it becomes necessary to go either higher or lower in price, for it is easy to say "something better than that" or "something not quite so expensive."

Right Type for Small Store

Springhorn and Graham's store in Buffalo is not a large one. And for that reason, Mr. Springhorn believes that this type of salesmanship is the right kind for their store. He thoroughly believes that the small store has the advantage of the big one in personal at-

tention, quick service and satisfaction all round. He says that they get many customers who come to them dissatisfied with the merchandise they have bought at the big stores during some of their sales. And in such cases they make an effort to make a friend of that person by giving him every attention possible, not pressing him if he indicates that this form of salesmanship is distasteful to him, and showing him that the small store is not behind the big one in the matter of quality merchandise. Mr. Springhorn believes that many of the small stores might well follow the bigger ones in this matter of studying customers and then applying to them the type of salesmanship that their particular disposition calls for. The big store seldom presses a customer to buy, while many of the small ones do; that may be why some of them are in disfavor. Springhorn and Graham try to strike the exact balance by studying their locality and the customers and serving them in an intelligent manner.

POST CARD BROUGHT XMAS BUYERS

Joseph Dupras, a Montreal haberdasher whose store is located at 1663 Notre Dame Street in a district quite far from the down town business section of the city, has found it a good idea to send out post cards each Fall to all customers and to households in the vicinity of the shop, announcing the arrival of new merchandise. These notices are usually mailed during the month of November and are printed on Christmas post cards bearing a sketch of Santa Claus on the reverse. Instead of having the address written on the card, however, the blank space is filled with the announcement, written in both French and English, to the effect that "Winter Has Come. We are prepared for the winter season and have a good stock of warm underwear, hats, caps, neckties, scarfs, gloves, shirts, etc., suitable for every purse. A warm welcome is extended to you."

These cards mailed in an unsealed envelope cost very little yet bring in good results and are more appreciated than the ordinary printed circular would be on account of the artistic nature of the notice.

C. A. Kenny, who for the past fourteen years has been employed with the Oak Hall store at Windsor, has been appointed manager of that store to succeed T. Bryden, recently made one of the directors of Oak Halls, Limited.

Did You Ever Stop to Think—

That in these days of keen business competition, every detail of your business needs the closest attention. As advertising brings better business, that detail should receive prompt and careful attention each day.

That every community should use every effort in locating in its community industries which will prosper, and in developing a planned effort to increase the industrial activity and payrolls of those now established.

That each citizen that boosts for his home industries is only contributing to his own prosperity.

That a good citizen is one who is willing at all times to make some sacrifice of his time and money to advance the common welfare of his city.

THAT PERSISTENT, CONSISTENT AND INSISTENT ADVERTISING, BY THE BUSINESS MAN, BRINGS STEADY RETURNS.

That advertising is the big thing that PUTS IT OVER. It has the driving power, it is the big force behind the sales, the unfailing energy that makes for Bigger, Better trade accomplishments; it can sell goods, city lots, farms, or anything else, it reaches the length and breadth of the country, its limit is the limit of the earth's inhabited expanse. Why not use more of it? Why not let the world know of the greatness of your city and country?

That you should not spend your time fighting among yourselves, it doesn't get

you anywhere, it just holds your city back. The citizens of your city are just one big family anyway, and no matter what kind of family jars you have, you should not forget the words "MY CITY FIRST."

That your newspapers are a productive advertising medium for manufacturers, distributors, and retail merchants, because they prove the buying power of their readers.

That your city is a great retail center. She has stores of every kind. **BUY AT HOME!**

That the thrill of doing must first find lodgement in the minds and purposes of the citizens before any municipal benefit can be accomplished.

That the spirit of improvement is in the air. With a city that has so many natural resources as yours why not go a little harder after the business in your trade territory?

That your city and county need **BETTER BUSINESS.** Better business for the city man and better business for the farmers.

That advertising and better business go hand in hand. **WHY NOT ADVERTISE MORE AND HELP YOUR BUSINESS AND YOUR CITY?**

That you should swat **CITY KNOCKERS.**

THAT ENOUGH KNOCKERS WILL SOON MAKE A CITY LOOK LIKE AN ELECTRIC LIGHTED GRAVEYARD!

That a lot of business men should quit shaking their heads and start boosting business.

That you should get the boosting habit and advertise your city and your business, morning, noon and night.

That opportunities, no matter how golden, are not for the lazy man or the man who depends on luck to pull him through. Ability and hard work is the way to success.

That money is well spent when it buys community and business enterprise, confidence and morale.

That any time that money can buy something of infinitely greater value than money, it is wisely spent.

That a man's success in business depends much on the plans he makes.

That these are competitive times. Business men should use persistent, aggressive selling efforts. Business nowadays does not come to you, you have to go after it.

That if business men of neighboring cities come into your trade territory and get the business, it is because they are awake and on the job and that you are asleep.

That now is the time for every business man to keep awake and hustle for business.

That you should **GET PEPPED AND STAY PEPPED UP!**



This is another display arranged by J. L. Beaudry for the Two Macs, of Ottawa, featuring boys' clothing—one of the aggressive departments in this store.

Begins With School Boy, Young Man Follows; 70 Per Cent of Business is With Young Men

This Has Been the Method Employed by W. E. Farrell, of Fredericton, N.B.—Founded in 1899 With Furnishing Stock, it Now Occupies Three Floors—Makes Feature of Saturday Sales —Methods of Advertising

BEGINNING with the school boy and continuing with the young man has been the method employed by W. E. Farrell of Fredericton, New Brunswick, in building up his customer following, which he estimates as being fully 70% young men's business. According to Mr. Farrell, the young man likes to buy his clothing and his furnishings at the store which understands his needs, and at which he feels certain he can find the right kind of merchandise. When a store is not extensive in size it cannot naturally be expected to carry a stock comprehensive enough to meet the varying needs of every type of customer in a community which is made up of practically every strata of society and commercial life. For this reason Mr. Farrell's idea of concentrating on the young men and carrying everything from head to foot that they can possibly require, provides him with sufficient scope for becoming a specialist in the various shades of preference exhibited by the younger generation.

The business was founded in 1889 and originally comprised only furnishings, but some thirteen years ago a full line of clothing was added, representing various well known makes from which a selection can readily be made, ranging all the way from the most conservative models to the typical "jazz" style. In order to keep his stock constantly up to date, Mr. Farrell makes frequent trips to the large upper Canadian centres and superintends the buying personally. The store now covers three floors and is modern and well equipped in every particular.

Saturday Sales Are Popular

Saturdays are the big days with the "Broadway Store," as it is described, and all the year round the week-end finds the shop thronged with youths who want something with which to smarten up their Sunday attire. There are college and Normal School students, government clerks and civil service employees, for Fredericton is the seat of the provincial government, as well as an educational centre. There are many young professional and business men as well as prosperous young farmers who run into town in their cars each Saturday, while even the hundreds of factory workers and railway men who make Fredericton their home over Sunday are not despised as customers, since there is no unemployment whatever in the town, and money is as plentiful as in the good old pre-war day.



Outside view of the "Broadway store" of Queen Street, Fredericton, N. B. The proprietor, W. B. Farrell, is seen at the right of the picture.

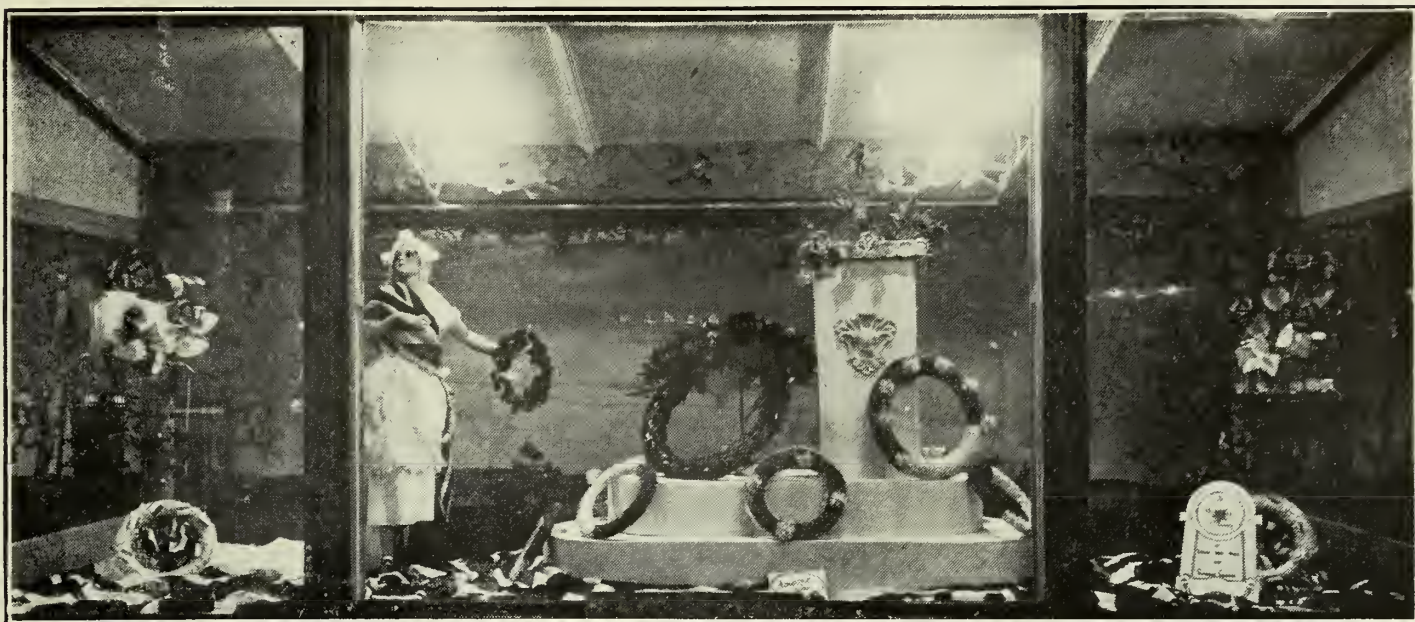
Catering to so many varied tastes has naturally enlightened Mr. Farrell as to the preferences of the young man of today and in his opinion, this type of customer has never been as well dressed or as willing to purchase the best as is the case now. Such publicity as Mr. Farrell uses to extend his patronage is not sensational in tone but dignified and in the best of taste. Besides the local press, Mr. Farrell prefers the college magazine published by University of New Brunswick students and finds that a rather general display of the better kinds of merchandise in his windows is a never failing source of good results. Price tags are used to a considerable extent in this store, because despite the demand for quality goods, values are closely judged and competition is keen in Fredericton as elsewhere. The policy of the business has ever been to "stand back of every sale," which in the case of the "Broadway Store," is no mere idle phrase. Although emphasis is laid on the young men's trade, it should not be taken for granted that older men are not made welcome at the store as well, but as a matter of fact, there are very few towns of the size of Fredericton in which so great a number of young men are to be found. It is satisfactory to note that the lure of the great west has not succeeded in depriving this historical old maritime town of her youth to whom it is possible to secure employment suited to individual needs and who have not yet found it necessary to send away for their cloth-

ing and other necessities but spend freely the money that they have earned in their own home city.

NATHAN GORDON IS NEW CHAIRMAN

Nathan Gordon, Montreal lawyer, has been chosen chairman of the permanent board of arbitration between the Amalgamated Clothing Workers of America and the Montreal Clothing Manufacturers' Association. This position has been vacant for some time since the resignation of the last incumbent, H. S. Ross, K. C. The present arbitrator has been selected with the full approval of both parties who have experienced considerable difficulty in securing a representative acceptable to both sides.

The chairman is practically a judge in all industrial disputes between employers and workers in the clothing industry, his duty being to hear all minor disputes and decide on them, with the power to call in to his assistance the members of the Board of Arbitration if a case appears to be of such importance as to warrant the full board hearing it. He may be called upon to judge, for instance, whether a worker's conduct is such as justifies his employer in dismissing him. He may also be called upon to give a verdict as to whether a worker is entitled to ask that his foreman be censured or disciplined. When a question of wages, working hours or the like comes up, the whole board of arbitration would consider the case.



"LEST WE FORGET"

There is a danger that the tremendous sacrifices made by England and her Allies and sister dominions across the seas during the Great War may too soon be forgotten. While the arm of England's justice is "long as the winter's night" it is sometimes charged that her memory is short for those over whose graves kings have climbed to eminence.

In the upper picture Fred Ashfield, of Bryson-Graham's of Ottawa, has given an admirable balance and setting in his memorial window commemorating Armistice Day, 1921. The entire absence of any selling suggestion lends strength and dignity to the display. In the lower picture Mr. Bustin, Display Manager of Macaulay Brothers, Ltd., of St. John, N. B., has effectively used the red, white and blue to carry out his idea of victory with honor to those whose "last full measure of devotion" brought victory to a hard-fought cause.



Stress Useful Gifts for Christmas

Advertising Expert Says That the Ad. Writer Has Done a Great Deal to Popularize the Useful Gift—Getting at it Early—Classification of Gifts for Different People—Featuring Women's Hosiery in Men's Stores

A FEW helpful suggestions have been outlined for the Christmas advertising as adapted to the purposes of the average men's wear store, by an advertising expert in conversation with a staff member of Men's Wear Review this month.

"This year as during all preceding seasons," he said, "nothing has happened to dim the Christmas spirit but a great deal has happened to affect the public attitude towards spending. Therefore retailers should heed the advice to get down to brass tacks in advertising and feature, describe, and properly price the goods advertised, for the merchant who offers the best quality for the lowest price, and says so in his advertising, and proves it in his merchandising, will get the business."

Useful Gifts in High Favor

This expert stresses the policy of commencing holiday advertising in late November in order to fix the gift idea firmly in the mind of the public at an early date. Last year the practical gift may fairly be said to have come into its own and no longer carries with it the stigma of the "poor relation." People have become more broadminded and the belief is now gaining ground that the useful gift most truly expresses real sentiment. "It is due to the efforts of the advertising writer," continued this man, "that people's minds have been directed away from the purchase of useless 'white elephants' to the selection of extremely practical gifts of the character of wearing apparel. In this connection, the men's wear store has only begun to scratch the surface of the possibilities in Christmas gift trade and now that the perennial vaudeville joke about women's gift neckwear or cigars has lost its significance owing to a proper understanding of the word 'service' by salesmen, there opens up a double prospect of profitable Christmas business."

Advices Classified Lists of Gifts

In planning Christmas advertising, this authority feels the copy writer is inclined to pay too little attention to the point of view of the shopper who does not know what to get. While advertisements are usually printed containing long lists of gift articles with illustrations and descriptions, not very many ad men have undertaken to analyze and classify their gift offerings according to their appropriateness.

It is perfectly obvious that very often a gift one would give to a father would not be appropriate for a friend, and

consequently the store advertisement which classifies gift items under subdivisions such as "For Little Brother," "For Father" and so on, is of value to a wide number of shoppers who flounder helplessly through crowded stores with

the vaguest notion of what to buy. This type of classification might be carried still further in a series of advertisements, for the relationships among individuals are not numerous after all and so the idea can be developed along the same lines with some such heading as these, "For the traveller," "For the golfer," or "For the college boy." This idea was well carried out last Christmas by the "Man's Shop" of the Lord & Taylor store in New York by means of an artistic folder lettered in scarlet and black, mailed to all names of the store's charge account list as well as other selected addresses. This folder was called on the first page a Christmas Checking List and inside three lists of appropriate gifts for the automobilist, the sportsman and the business and college man were given. On the back space was provided for memoranda and the suggestion was added, "If in doubt, give him a Christmas certificate. It can be cashed any time for a gift of his own selection."

There are innumerable changes upon this scheme which can be adopted to provide variety, for example, the idea of listing a range of styles and prices in each separate item of men's wear such as was done with success by the R. J. Tooke Company of Montreal in 1921. One of their advertisements listed some dozen items of furnishings under each of which a comprehensive range of styles and prices was given. For example, under the heading of pyjamas, no fewer than eight different styles were described at prices varying from \$3 up to \$18 per suit. The same applied to a miscellaneous list comprising such items as belts, leather collar boxes filled with collars, shirt stud sets and umbrellas, each having its price range mentioned.

Opinions are divided regarding the value of cuts in Christmas advertising but one thing is certain, the illustrations, borders and headlines must have the proper Yuletide atmosphere. According to the advertising authority already quoted in this article, the proper theme for early Christmas copy should be built up on some such foundation as affection for friends and relatives, appreciation of the services of business associates, especial consideration for women shoppers, and the advisability of selecting white stocks are most complete. Women who buy gifts for men are usually early shoppers and consequently a large proportion of the earlier Christmas copy should be directed to them, and pictures will undoubtedly improve the appearance and appeal of this type of advertising.



Above is shown one of the new sports models in a four piece suit including knickers, shown by Clayton & Sons, of Halifax. This suit is manufactured from cloth made in one of the Maritime Provinces. It is made on easy lines, giving plenty of freedom to the wearer. Leather buttons are used to give an added attraction to this sports model.

The Cold Logic of Business

Cause and Effect Follow One Another as Surely as the Rising of the Sun Follows the Dawn—Mistakes and Lost Opportunities Lead Irresistibly to Failure—Self-Development, Service-Betterment, Sales Promotion Links in the Chain of Success

THERE is a logic in business as there is in anything else. There are certain effects following certain causes as surely as the sun's rising follows the dawn. Cause and effect in business are irresistible. A man fails in business, he looks back over his business experience and he can see at a glance the causes for the failure. Too little attention to this, that and the other thing; no system here or there with the result that buying was overdone or sales promotion was not prosecuted as vigorously as it should have been. Or, perhaps, the man who failed was too self-contained; he lived only within the four walls of his store, never sought new ideas for his business, or figured out how he could give better service to his clientele. In the meantime, the man across the street saw an opportunity in this man's failure to give what the customer wanted; he grasped the opportunity and closed the other man's doors. And looking back on his failure, this man saw the causes as clearly as the light of day, and he had to admit that the effect was only what could be expected. The logic of events, as he reviewed them, was irresistible. One mistake led to another, one lost opportunity was the forerunner of others that were let slip because the loss of the first one didn't seem to matter much. But these mistakes and lost opportunities had a cumulative effect and in the end wrought his undoing. After the crash they were all so evident, but the logic of business seemed such a slow process before the crash that it hardly seemed real, just as it never seems real that the slow washing of the water will finally wear away the rock.

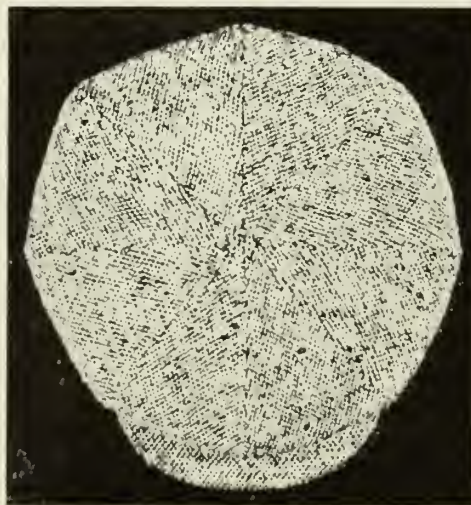
The Better Logic

But that is the logic of the downgrade; there is a logic of the upgrade that is just as irresistible. Cause and effect follow one another just as surely on the road to success as they do on the road to failure. This is an idea which L. Howard Whittaker is trying to implant in the minds of the salesmen of the B. R. Baker Company of Cleveland. He is head of the efficiency department and is making an effort to create an enthusiasm on the part of the salesmen in their life's work, not simply because it brings them dollars and cents, but because it is really worth while and because it is the medium through which they achieve success in this world. He deals in the better logic, the logic of business that leads to success, the cause and effect in one's personal conduct that can only lead to promotion and self-development.

In his chain of logic, Mr. Whittaker says that self-development is the beginning, is the first cause that leads to the final effect—success. If a man is really serious about making a success of his life's work he starts out to equip himself for the task. He improves himself in every possible way. If he has chosen business as his future, he studies business in all its aspects, its ethics, its economies, the various avenues through which the business man may go without fear of running into financial disaster. No matter whether he is privileged to study business in a university or by standing at the very foot of the ladder in some mercantile institution, he makes the very best of the opportunity. If he starts out as a parcel wrapper, he learns to do that in the very best way it can be done, for there is always someone above him watching to see how he takes advantage of his opportunities, how he puts to the very best use the ability he has. It always leads to something better and bigger. No matter where he starts he begins by improving his opportunities, by developing himself.

Service-Betterment

The logical step from self-development of this kind is service-betterment. Assuming that every one in an organization is bent on self-development it can readily be seen that service-betterment will result. If the general manager, the floor manager, the department manager, the salesmen, the office clerks, the parcel wrappers and the delivery men all



Above is shown one of the new hand-woven Connemara tweed caps that is being put on the market by the Brill Hat & Cap Company of Toronto. It is an eight piece cap and possesses a distinction of style that recommends it to the well-dressed man.

aim at so improving themselves that they are 100 per cent. efficient at their work there is an immediate better service throughout the entire store organization. Customers are given better attention, better merchandise is selected, fewer complaints arise, the esprit de corps throughout the store makes for better team work and gives an atmosphere that brings about an immediate response from the customers.

Sales Promotion

We hear a great deal about service to-day; it is the aim of every commercial and industrial organization in the country. And here again, the logic of business is irresistible. The better service results in sales promotion. If you give a service to a customer that entirely satisfies him, he is a good advertiser for your store. He tells his friends about the little attentions given in your store that are not given some place else. New friends are made for your store; more sales are made. That is what you are in business for—to add to your volume of sales continually. The one thing that must precede it is service-betterment, having every arm of the organization contributing to one end—a satisfied customer.

Growth

The final link in this chain of logic is growth—growth of the business, growth of the store building, growth of the salesmen's salaries. There cannot be a continual growth of sales promotion without growth in other respects. This is the one outstanding argument used by merchants who use the commission system in salaries with a drawing account. They say it creates a great impetus to growth; the salesmen realize that the business cannot grow without a corresponding growth of their salary. It makes them feel that they are in business for themselves, and the man who is in business for himself is always working toward expansion.

And so the chain is complete. Self-development leads to service-betterment; service-betterment leads to sales promotion; sales promotion leads to growth.

The educational trip given three boys by the firm of Anderson's Limited, of St. Thomas, for winning the Elgin County advertising contest was in charge of Clarence Trull, of that firm. Reference was made to this contest in a former issue of Men's Wear Review. The three boys and their conductor visited Toronto, Montreal, Ottawa and Hull.

Thoughts for Men Behind the Counter

To Enjoy the Study of Human Nature is an Important Factor in Successful Salesmanship—Infinite Patience if Frequently Required—A Customer Remembers the Treatment He Received Long After the Merchandise is Worn Out

SERVING people from behind the counter is not the easiest thing in the world. To do it successfully—and that means to effect a sale in such a manner that entire satisfaction is given, the customer pleased, and a firmer friend made for the store—requires infinite patience at times, for there are many people who are very hard to serve. To really like one's work is the first element of success that enters into one's life work; to enjoy the study of human nature as it takes a thousand and one different angles is, perhaps, the first element that enters into successful salesmanship. People who like coming in contact with the public are apt to develop into good salesmen and saleswomen because, from behind the counter, they have the opportunity to study human nature more closely, perhaps, than any other people in the world. Buying constitutes a goodly proportion of one's whole life. There are a limited number of men or women who buy automobiles, pianos, victrolas, motor boats, and similar luxuries; but nearly every one must buy clothing at some time or other. Human nature responds very quickly to the kind of treatment it receives. If a customer is given kindly, courteous treatment, even though a sale might not be made, this treatment is remembered and there is every chance that the clerk who metes out such treatment will be sought the next time by this customer when entering the store. The knowledge of that fact should impress a sense of responsibility on every salesman's mind. Merchandise is not the only thing the clerk sells. He sells the store he works in, the organization he works for, the service the store boasts of. And if, by discourteous, abrupt manners he misrepresents these, he has lost a sale not only of merchandise but of the whole organization.

Losing a Friend and a Collar Sale

A certain gentleman walked into a certain store to exchange a collar which he had purchased the day before. For years this man had worn a certain kind of collar, the purchases usually being made by his wife. But for some reason "wife" could not make the purchase this time and "husband" had to do it himself. He had almost forgotten the size he wore and consequently ordered the wrong size. The clerk who made the exchange did so without saying a single word other than to ask what size was wanted. A few words explaining that the store was glad to make the exchange would have explained away a manner that left on the mind



It would be a fastidious person who could not make a quick selection of Christmas gifts in this comprehensive display at David's, Limited, of Montreal. There is an excellent balance to the display that dissipates any idea of overcrowding.

of the customer an unpleasant impression that the exchange was made grudgingly and had put the clerk to some extra trouble that he was not in the humor to undertake. The customer went away peeved and didn't buy any more collars there or anything else. The store had boasted its exchange policy and one clerk had failed to carry out the spirit of that policy in dealing with a customer. He had failed to sell the organization he worked for. He had made a customer feel "cheap" and had driven away a person from the store that the advertising manager had worked hard to get and to hold.

Too Much Salesmanship

One of the duties of the salesman is to educate his customers. The average man knows little about fast colors, for instance; yet, he is particular to have a shirt that does not fade with the first time of washing. When a salesman tells a customer that such and such a shirt will not fade, the stamp of reliability should be placed on his word; at the same time a few hints might be given about care in washing and certain points to be observed to keep the colors fast.

A salesman in a shirt department known to the writer rather overdid things in making a sale of a shirt to a customer not long ago. Being anxious to keep up his sales record, he told the customer that the shirts on the table before him were the same as some along the aisle marked \$2.75—his were \$1.98—they were fast colors, would stand the wash, and the reason for their reduction was due to odd sizes. It so happened that the customer was an odd-sized man

and he found what he wanted in this pile of shirts.

After going to the laundry for the first time, the shirt came home looking sick from its treatment. The customer took the shirt back to have it exchanged, and the exchange was cheerfully made. The head of the department stated that the clerk had no right to claim fast colors for that particular shirt.

There was probably some lack of cooperation between the salesman and those who should have given explicit instructions about the shirts in question. If the clerk had never been told that these particular shirts were not fast colors, the guarantee should never have been given because it not only created a loss by an exchange but it left a bad impression on the mind of the customer. Certainly heads of departments should see that the sales force know a good deal about the merchandise handled in that department, not only so that salesmanship become more efficient but that the good name of the store may be protected.

Whether it be shirts or anything else in the store, it must always be remembered that there are competitors in the business to whom dissatisfied customers can and will go if they do not get the right kind of service from behind the counter. The man behind the counter is the final link between the manufacturer and the consumer; he deals not only in merchandise but in satisfaction, in service, in courtesy, in a whole organization. He has a great opportunity to make good in studying human nature and all the elements that enter into successful salesmanship. The greatest business men of to-day have been great salesmen.

Would Like to See Retail Clothing Business Put on a Modern and Efficient Basis

Professor Secrist Explains Salient Points of Analyses Conducted by Business Research Bureau to National Association of Retail Clothiers of the United States—Merchants Operate on 33 1-3 Per Cent. on Sales or 50 Per Cent. on Cost

ONE of the outstanding addresses delivered at the National Association of Retail Clothiers of the United States at their recent New York convention was delivered by Professor Horace Secrist, Director of the Bureau of Business Research of the Northwestern University. Prof. Secrist has been engaged for many months in conducting a searching analysis into the retail clothing business, going into its various ramifications and deducing many useful lessons for the retail trade. Now that he has gathered all available information relative to the subject, Prof. Secrist has expressed the wish that the Bureau of Research of the University might go further and apply the principles which it has discovered so that retail clothing might be put on a really efficient basis. Prof. Secrist said in part:—

“Our study of costs, merchandising practices, advertising and sales in the retail distribution of clothing, based on three years' experience, is a descriptive account of the conditions obtaining in the trade for stores classified in such a form as to make it easy for merchants to determine wherein their own practices differ from those for the trade as a whole. No excuse need be given for the detail in which the data are discussed. The six volumes constitute an encyclopedia of facts the like of which, so far as is known, is available for no other trade. The bureau, rightfully I think, is proud of this analysis and the trade should congratulate itself on having at its disposal such information. In this study, an attempt is made to establish standards of cost and expense distribution and to point to certain fundamental expense—and trade-tendencies under which stores of different size and location operate.

Control of Selling Expenses

“But the bureau was not content with this analysis. A great body of information was at its disposal for study and it did not feel that it had exhausted the material or probably had put the case in such a form that merchants would be impelled to alter their methods of distribution, to control their expenses and to proceed in the light of its findings. Accordingly, largely at its own expense, and with no other thought in mind than the benefit of the trade, it proceeded with its analysis. The results are contained in a volume now at your disposal entitled ‘Selling Expenses and Their Control—A Study in the Retail Distribution of Clothing.’ In undertaking this study

the question was asked: What are the conditions for stores operating as independent units, which seem to control selling expenses? Working hypotheses were developed and tested out on the basis of the data available. Those which proved to be of no significance were discarded, while those which pointed to improvements in merchandising methods and suggested ways in which expenses could be controlled were developed at length in the volume to which reference has just been made. Here again the approach was impersonal; the bureau was after other facts relative to expenses and the underlying principles by which they are controlled. You will pardon my saying that the bureau is proud of its results in this particular. It offers you two things—a body of facts with which you can compare your own operating experience, and a set of definite principles which if followed will permit you to improve your merchandising methods, control your expenses and make the retail distribution of clothing more efficient.

“Before proceeding to the discussion of these topics, however, let me call attention to some of the facts which have been discovered in our various analyses.

Ratios of Expense

“First: The actual amounts of expense in retail stores vary from store to store, from place to place, and from time to time. Stores of similar size and location, however, stand at a given time in about the same relative position one to the other as respects purchases, inventories, turnover, gross margin and expense. That is any influence which tends to improve or hinder trade is shared in much the same way in small and in large stores, thus tending to make the group move together in a more or less definite and predictable manner. Are these tendencies erratic? Do they occur simply by chance, or do they represent underlying tendencies so persistent, pervasive and universal that they may be taken for granted as fundamentally characteristic of retailing, and be used by merchants not only to compare their own experience with, but also to determine their positions relative to those of their competitors? When it is remembered that data supporting these findings are drawn from stores in 36 states, located in cities of varying size; that they are adequate as a statistical sample; that the conditions obtain for a pre-war, a war, and a post-war year combined, as well as for a pre-war year alone then the conclusion seems justified that something more

than chance relationships has been discovered.

Proportionate Purchases

“Second: The large as contrasted with the small store purchases less each year relative to its sales; it has smaller inventories at the close of the year relative to sales; it has more rapid turns, larger gross margins, larger expenses, smaller profits on sales but larger profits on investments in merchandise. The facts which support these conclusions run throughout our various studies. They constitute a barometer by which merchants may be guided in increasing their businesses either through stimulating their sales or by taking on new properties. There are established facts from which there is little likelihood that there will be any appreciable variation from year to year. I wish it were possible for me to recite the facts in detail which give rise to these conclusions. This is impossible. I shall have to content myself with calling your attention to our studies covering these topics and deal more particularly to-day with an interpretation of these and other facts as they relate to the control of expenses and profits.

“Third: There are wide variations in the relation of purchases, inventories, and expenses to sales and in stock turnover in stores of the same size. This suggests superior and inferior management and raises the question, Why? It is impossible for me at this time fully to answer this question. I want, however, to call your attention briefly to the fact that these variations need explanation, and that it is incumbent on every merchant to justify his own experience in these respects. The nature of the variations for the store records available are shown in summary in our study, ‘A Business Barometer for Retailers,’ and more fully in the volume ‘Selling Expenses and Their Control.’

“Let me generalize briefly on the basis of our findings respecting the gross margins under which retailing of clothing is conducted. As a general rule, manufacturers sell to merchants at uniform prices. ‘Shopping for concessions’ seems not to characterize the clothing trade in its retail aspects. The price which merchants pay manufacturers out of every dollar received by them is strikingly uniform. Over a series of years the facts show that merchants normally operate within a margin closely approximating 33 1-3 per cent. on sales or 50

(Continued on next page.)

"You May be Honest but your Store Can't be Trusted any Further than your Knowledge"

So Says a Professor of Marketing of Nebraska University—Says Great American Desert is in Head of Average American Young Man in This Country—Common Incidents in Salesmanship That Contain Hints for the Salesman

I DON'T believe 75 per cent. of the people in business know why they don't give honest service. It is because they are ignorant. You can't trust a man any further than his knowledge. If I go into a store to buy a pair of shoes, I can't trust the salesman unless he knows his merchandise and how to satisfy me. How many sales people can be trusted? I have a friend whom I would not trust in business because I do not think he knows values. He is trying to induce me to buy a farm, but before buying that farm I want to consult a man who knows values so I will not make a mistake in purchasing it.

Nine-tenths of the salespeople don't know their merchandise. However, I do come in contact with one occasionally who does. I went into a restaurant the other day and inquired of the merchant if they had pumpkin pies. She said, "Yes, all our pies are punk." And believe me, they were, too. I find some honest sales people and that is what I am making a plea for.

Do you know where the great American desert is? Arizona? No. New Mexico? No. The great American desert is in the head of the average American young man in this country—nobody home—ninety per cent. dead matter. Whose fault is it? It isn't his fault—it is the fault of society, the fault of the merchants, the school and the school board. I have seen a lot of this country that has been condemned—it wouldn't sell for a dollar. Whose fault is it? The land's? No. The land's alright. What you have to do is treat the land in a different manner. I am making a plea for the young man because he is the brains of the country, who is going to make it go ahead. You people have the goods, but you have to know how to handle it. I believe you should know your merchandise for the fun you get out of it.

When you make a study of silk and get to know it, you get excited about it. A woman went into a store one day, picked up a string of beads on the counter and asked the clerk, "Are these ivory?" The clerk replied, "No, it is vegetable ivory." "What's that?" asked the woman. "Oh," the salesperson said, "It's a kind of ivory, you know." Oh, it's a kind of ivory. Interesting, isn't it? If the clerk had vision she could have told this customer that the kind of ivory the beads were made of grew on trees in South America, which would create the impression of value. The value is not in the merchandise—it is in the custom-

At the second annual conference of the Progressive Business Congress held in Minneapolis, Minn., on Sept. 5th and 6th, Dr. Paul W. Ivey, Professor of Marketing of the University of Nebraska, gave an address on salesmanship. This is a convention of retail merchants at which live subjects pertaining to the various problems confronting the retailer are discussed by experts. Out of Dr. Ivey's address, we have selected some very pertinent illustrations which he gave which throw a light upon problems confronting the salesperson every day.

er's head. You have got to get it in there.

I went into a MacGregor store one day to buy a golf club. I asked the clerk, "what's the difference between the \$6.00 and the \$6.50 club?" He replied, "It's a better club—it's a peach of a club." "I don't want to bother you," I replied, "but I don't like to pay the price unless I see why." He said, "You can bank on me that it is a better club." He talked so bombastically that I didn't bank on him. I wrote to the MacGregor Company and I said that I wanted to know why I should pay \$6.00 and \$6.50 and they wrote back a three-page type-written letter, explaining that the hickory from which the club was made could only be found in three parts of the United States. In the south, it is too limber, because the climate is very gentle; and in the north the climate makes it too brittle. In the central part of the United States you will find the ideal hickory, but you won't find it everywhere. You will find it on the high hills where the wind puts toughness into it, makes it limber and gives it quality. That's what the golfer wants.

Can your store be trusted? You may be honest but you can't be trusted any further than your knowledge. Is it deep or shallow? Self confidence is one of the biggest qualities and you cannot buy it.

I went into a store and I said, "Show me a pair of Oxfords." I looked at a \$10.00, \$11.00 and \$11.50 pair. I examined the \$10.00 Oxford and I said, "What's the matter with this? It's a good Oxford. What's the difference between this and the \$11.50 Oxford?" "Well," said the clerk, "the \$11.50 is a better Oxford." We hear a lot of bunk

in public speaking, but if you want to hear a lot of bunk go into the average retailer's store.

Sales are made in the mind and not in the pocketbook. For illustration, I once followed a customer around who was looking for a suit. The woman tried on some, liked one or two, and thought perhaps the sale was made. I believe she wanted one of those suits but, being a woman, she wanted to shop and look around. The saleswoman let her go. There were several other good stores in town and finally she got into the last one. She tried them on in the order of their size and finally I saw the battle. She tried on a suit and wanted it but when she looked into the mirror, in her mind she saw the suit that she tried on in the first store. The sale had been made in her mind. She left that store, saying she would look around, and then she went back to the first store. The sale was made in her mind and not in her pocketbook. Explain about your merchandise so carefully and thoroughly that you will make an exact picture in their minds, just as the mail-order houses do.

Study your customers in your town. Be prompt in meeting them and do not merely ask questions. I went into a store and was ready to buy a necktie when the clerk came up and asked me, "Do you want something?" A man went into a pullman car. He was tired and wanted to go to bed. The porter said, "Do you want a berth?" "No, give me a peck of potatoes and a pound of lard."

WOULD LIKE TO SEE

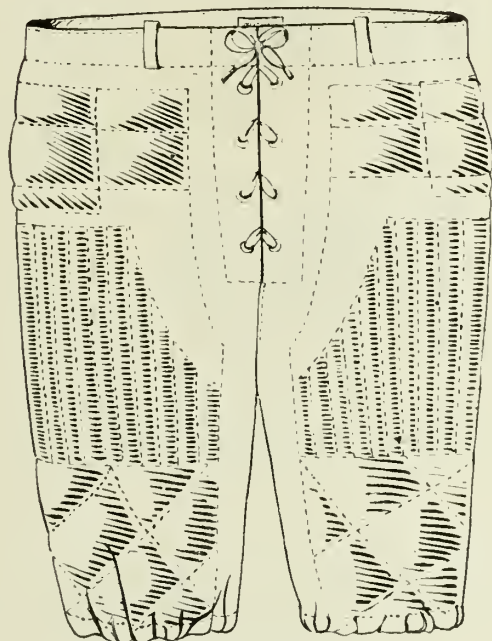
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per cent. on cost. Out of this margin expenses and profits must come. Unfortunately, however, in many cases most, if not all of it is consumed by expenses, leaving in the end small profits, and in some cases no profits at all. It is unnecessary for me to stress the fact that the retailing of clothing is highly competitive, and that many of the conditions under which it is carried on are beyond the control of the individual merchant. Periods of trade readjustment come, buyers' strikes are precipitated, seemingly without reason, and the merchants is the loser. But there are other conditions over which he has almost complete control. Many of his expenses, his stock turnover, his purchases, his inventories and his sales fall within this category."

Send Us Your Orders NOW for

HOCKEY

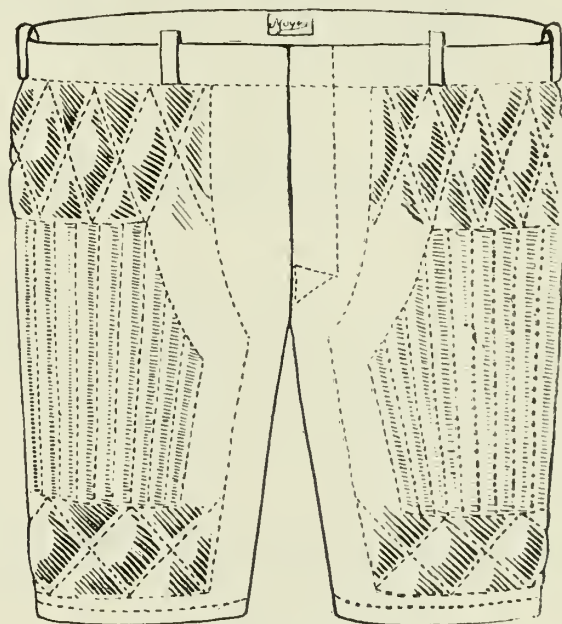
PANTS-JERSEYS-STOCKINGS-CAPS



Moyer-Made Full Padded Hockey Pants
With Canes.

The illustrations show our standard full padded and half-padded cane hockey pants. We also manufacture the same designs, uncanned. These are the designs that are favored by the best Canadian teams, both amateur and professional. The Moyer line of Hockey Pants, Jerseys, Caps and Stockings is most complete and comprehensive. We can supply you with any color combination desired on jerseys, caps and stockings and for a small extra charge will supply jerseys with any club crest or monogram.

It pays you to buy from specialty manufacturers, because you get the goods that will be satisfactory to your customers, and you get the closest prices and the promptest service.



Moyer-Made Half Padded Hockey Pants
With Canes.

SPECIAL NOTICE

On November the first we shall remove to more commodious premises at 204-206 King Street East to take care of our rapidly expanding business.

We Sell To The Trade Only

We do not go after Hockey Team business direct, and when we get inquiries from teams we always endeavor to supply goods through a local merchant. Our aim is to play fair and square with our customers—still another good reason why you should place your orders for all athletic clothing with the House of Moyer.

A. W. MOYER & CO.

Manufacturers of Athletic Clothing

124 KING STREET W.

TORONTO

(Until November 1st—Afterwards 204-206 King Street East)



ELK BRAND

CLOTHES

for

SPRING 1923

MEN'S and BOYS' SUITS
MEN'S, BOYS' and CHILDREN'S OVERCOATS

FABRICS

We have assembled a most wonderful array of fabrics for our Spring Line—You really can't appreciate just how fine they are until you see them.

STYLE

And we have spent many thoughtful hours on the matter of style—not only style as applied to appearance, but style applied to fabrics.

PRICE

But what we are most certain will be of paramount interest to you, will be the prices. These we arrived at by first setting a very definite standard as to quality—and then making the price meet what we know the average man is able to pay.

Sounds paradoxical? Just give us an opportunity to prove our point!

IMMEDIATE

If you're in need of Men's or Young Men's Suits or Overcoats for Fall selling, we can help you out with some very attractive merchandise at the right prices.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West

-

Montreal

Dependability

Your customers can depend on the

Hanson Socks

for

long wear, perfect fit, smart styling and absolute comfort.

Hanson's 100% Pure Wool Sox

None genuine without this trade-mark. Imitated by many—equalled by none.



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.

Stocks carried in Toronto and Winnipeg offices.



Toronto—WHELPLEY & CO.
510 King St. West

Winnipeg—ARCHIBALD & McDOUGALL, LTD.
370 Donald Street

GEORGE E. HANSON

Established 1878

MANUFACTURER

HULL, P.Q.

IF YOU have a problem—whether in store management, merchandising, advertising or any one of the hundred troubles that besiege the busy retailer—write our editors about it.

For twelve years we have been helping retailers all over the Dominion to solve their problems satisfactorily.

And our editorial advice is not passed out from behind a mahogany desk—it is the result of long personal experience, of countless interviews with the most successful retailers here and in the States, and of ceaseless investigation regarding modern problems.

So tell the editor about your worry. He may be able to help you very materially and he'll certainly be glad to hear from you in any case at any time as one of his subscribers.

Men's Wear Review

143 University Ave.

Toronto

More Profits from Longer Wear



Our guarantee label of a year's wear is attached to every pair of Nu-Ways. Thousands of merchants have doubled their suspender sales by handling Nu-Ways.

Nu-Way Garters are popular because Serviceable. Unequalled for comfort. Send for trial order.

Let Nu-Way guarantee boost your profits.

Nu-Way Stretch Suspender Company

MANUFACTURERS

St. Thomas

Ontario



THEY SELL! THEY SATISFY!

OXFORD SUITS SELL because the patterns are always new and up-to-date. Each suit embodies individuality and faultless workmanship.

OXFORD SUITS SATISFY because they fit and wear well. They are made from the very best materials in all the popular shades. And they always look good.

We have also an exceptionally fine line of overcoats ready for delivery. Prices are reasonable compared with the quality. See these they are sure to satisfy.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave.,

TORONTO

Canada's Leading Display Fixture House



Sell More Dress Suits by

Attractively displaying them on Dale's Display Forms and Fixtures.

Dale Fixtures will help Business

For your show windows—where your customers first come in contact with your store, for your different departments, we have inexpensive display forms and fixtures, showing in a manner that attracts favorable attention to your goods.

Ask us to mail our new Catalogue.

Dale Wax Figure Co., Limited

Agents: P. R. Manro, New Birks Bldg., Montreal. F. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

We have a most complete line of Valances for show windows.

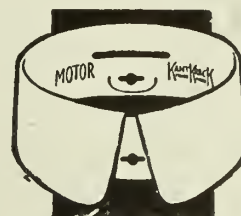
86 YORK STREET, TORONTO, ONT.



Sizes 12-19



Factory and Offices, Hamilton, Ontario.



Sizes 12-18½

Modern trade conditions necessitate a quick delivery and a quick turnover in stock and this in turn calls for an organized and efficient distributing service.

OUR SERVICE

From coast to coast, situated in the finest distributing centres stretches a chain of **KANTKRACK** agents—*At Your Service*. This permits you at all times to carry a well assorted stock of a collar which has by its exclusive patented features made a reputation with the public for durability, style and comfort, and is well known to the dealer as a best seller.

KANTKRACK Collars are guaranteed thru the Dealer.

One Grade Only and That the Best

MADE IN CANADA

PARSONS & PARSONS CANADIAN LIMITED

Established in U. S. A. 1879

HAMILTON

CANADA

Established in Canada 1907

No. 280 Garment Hanger

Sold in 100 Crate Only

A good wood Hanger with inserted Trouser Bar



No. 280

BACK TO THE OLD PRICE

\$8.50 PER HUNDRED

We can ship the day order is received.

TAYLOR-BRASCO LIMITED

HAMILTON, CANADA



LION

BRAND

Boy's Suits
and
Bloomers

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

You can beat price competition by Quality Goods.

The Jackson Mfg. Co., Limited

CLINTON, ONTARIO

Factories at

Clinton, Goderich, Exeter, and Hensall



KNITTED to impart to the garment an elasticity that will stand the most strenuous bending and stretching.

Atlantic Underwear is sold to dealers at a price that allows a generous profit on each garment.



**The UNDERWEAR
that Overwears**

ATLANTIC UNDERWEAR Limited
Moncton, N.B.

E. H. Walsh & Company 46
Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces

The
"AQUAROCK"
and
"GOSSAMAC"

We are the sole agents in Canada for these celebrated brands of

**English
Gabardines
Topcoats
and Waterproofs**

which our travellers are now showing for

*Next Spring
Delivery*

These garments are made in the
**Newest Materials in Well-
Tailored Styles**

We also have a large assortment of

**GABARDINES
TOPCOATS and
WATERPROOFS**
OF OUR OWN MANUFACTURE

all made in

GUARANTEED ENGLISH
FABRICS

For Immediate Delivery

H. E. Davis & Co.

Sommer Building

41-47 Mayor Street - - Montreal

New Headquarters

for McGregor Caps

For greater convenience and better service to our customers we have moved our showrooms and office to

3 Wellington St., West

Our new and larger warehouse will enable us to display the largest range of McGregor Caps we have ever shown and at prices that will appeal to live merchants.

Genuine Connemara tweeds in either one or eight piece, crown lined or taped seams at \$12.50 per dozen is just an inkling of the big values we have to offer you.

Visit our warehouse and see the large range on the floor ready for immediate shipment.

SPECIAL All Wool Scotch Knit Hose at close prices.

Write, Wire or Call on us for samples.



Price \$12.25 and up

Hyde & Halliwell

3 Wellington St. W. - Toronto

REPRESENTING: Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts. Messrs. M. Bertish & Co., Ltd., London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

"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

Gallia
MADE IN FRANCE
Marque Déposée
INTERNATIONALEMENT

SOLE CANADIAN
DISTRIBUTORS:

Genuine French Braces

have all the qualities and features of higher priced brands.

- Woven Button-holes
- Extra Quality Web.
- Superior, Easy-Sliding Front Ends on Rollers
- Immediate Deliveries

Prices on request.

ONAD AGENCIES REG'D.
46 ST. ALEXANDER ST.,
MONTREAL

HAVE YOU RENEWED YOUR SUBSCRIPTION TO

Men's Wear Review?

You will not want to miss the merchandising information that will appear in the pre-Christmas issues. They will mean money to you.

6	5	4	3	2
				
				
\$1.20	\$1.00	85c.	65c.	55c.

Merchant's Special

Set of 5 Red Sable Showcard Brushes \$3.25
 Set of Nos. 2, 4 and 6..... 2.15
 Set of Nos. 3 and 5..... 1.45

These brushes have pure Red Sable hair, firmly secured in nickel ferrule with seven inch black polished handle. Illustration shows exact width of stroke each brush will make. With this set of brushes you can make the smallest price-ticket or the largest window showcard.

Note: Brushes may be purchased separately at the above marked prices.

Specials In Showcard Colors

In 2 oz. Bottles in the following colors as illustrated

Opaque Black, Light Red, Dark Red, Coral Red, Brown, Pearl Grey, Lavender, Light Yellow, Dark Yellow, Turquoise, Orange, Light Green, Dark Green, Light Blue, Dark Blue and White. Per bottle, 30c; per 6 bottles, assorted, \$1.50.

Complete line of card-board, brushes, colors, and everything for the card-writer on hand.

Write for illustrated price list.

Window backgrounds, show cards and cotton signs made to order. Designs and estimates free. Send dimensions and reading matter.



66 Bond Street Kwik Showcard School Toronto

What is Your Idea of ? Financial Independence ?

You save money; each year you draw from your business profits which you put away with some definite end in view. You are aiming at financial independence. It may mean a bigger and better business; it may mean an education for your children, a trip around the world or just assurance of prosperity for your family in the event of your death. But whatever your conception of financial independence you can only attain it by saving and by **conserving what you save.**

A Knowledge of Investing Will Save You Money

Every dollar you have placed by can be made to earn more dollars for you. Dollars that are invested in securities that do not provide the fullest in safety and income return are lazy dollars. It is essential that every man should keep informed on all investment matters if he is to make the most of his savings.

What Kind of Securities Have You in Your Strong Box?



Is every bond you hold paying interest regularly and are all your stocks paying dividends? Are you sure that your life insurance policies are best adapted to your needs? Are your investments the kind that will help you to attain your ambitions?

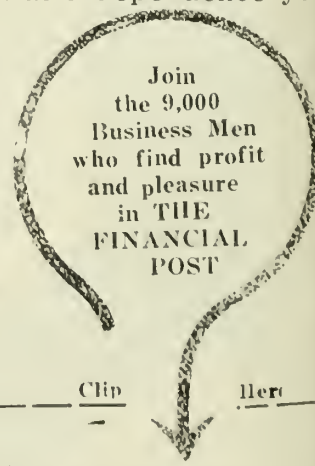
These are the questions you ask yourself from time to time. If you read The Financial Post each week you will find these questions answered.

SPECIAL OFFER

If you have any investment or financial problem at the moment write it on a separate sheet of paper, enclose it with the coupon and the editor will give you the benefit of his advice.

The Financial Post Can Serve You

It will bring you each week news and views relating to stocks and bonds, insurance, estates, mortgages and real estate. It will give you a personalized investment service, for in addition to the 52 valuable numbers that will come to you each year you have the privilege of having your own particular problems answered by the editor at any time and as often as you wish. The Post is helping 9,000 other Canadian business men to invest efficiently. It can help you. Fill in the coupon to-day



Clip Here

FINANCIAL POST,
143-153 University Avenue, Toronto.

I enclose \$5.00. Send me THE POST for one year (52 issues).

NAME _____

ADDRESS _____
M. W. R.



Clothing Manufacturers and Merchant Tailors

will find much to interest them in the linings, dyed and finished by the Bradford Dyers' Association. Two finishes of extraordinary quality, value and popularity with the trade are:

B.D.A. "MARQUISE"—a finish for Cotton Venetians that gives to these sturdy linings the appearance of the finest silk.

Moreover, B.D.A. "MARQUISE" linings are not affected by ironing or pressing.

For medium grade garments, we recommend the **B.D.A. "SUNBRITE MARQUISE DE LUXE."**

This is a finish that gives to Cotton Venetians a lustre and depth of shade second only to silk.

Samples of these, and of other B.D.A. finishes suited to the garment trade, may be had by writing to the principal offices in Bradford, England.

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)

How Much Are You Worth?

In this country we reckon individual wealth in terms of a man's total assets. Jones is worth \$5,000; Smith is worth \$50,000; Brown is worth a million.

In France people estimate their wealth not by reckoning principal but by income—assured income. LeBlanc is worth 1,500 francs income a year; Garneau is worth 20,000 francs a year and Daudet is worth 250,000 francs a year.

The French can indeed teach us something. A man is worth only his absolutely safe yearly income, not the value of his securities, business and other assets that fluctuate in value.

Investments should not be reckoned in terms of their par value or even their market value but according to the income they bring. Investments have

lost their value as such when they are not paying dividends or when interest is in default. The investments that will bring in the steady income are the ones you naturally seek. But how difficult it is to choose from among the array of tempting securities offered. So often securities that seemed so promising have proven utterly worthless.

THE FINANCIAL POST analyzes securities for investors. Whether you invest \$500 a year, \$5,000 a year or \$50,000, you need its helpful weekly discussions on investment, business and finance. And you can profitably use its Service for Investors which gives individual advice on your own problems. You, as a subscriber, can ask as many questions as you like concerning your securities. They will be answered thoroughly and promptly.

Build for an assured income. By filling in the coupon subscribe today for the journal that will tell you what you want to know about investing—about your own securities. Over 9,000 leading Canadians are now subscribing for The Post. "I consider it simply invaluable to the investor," wrote one this week—A Nova Scotia druggist. It can be of equal value to you.

THE FINANCIAL POST,

143-153 University Avenue, Toronto.

Enter my subscription to THE FINANCIAL POST for one year (52 issues), to start at once.

Bill me for the annual subscription price, \$5.00.

I enclose \$.....

Name

Address

City..... Prov.....

M.W.R.

10,000 Canadian Advertisers Invest \$7,000,000 Annually in Canadian Trade Papers

There are over 10,000 trade paper advertisers in Canada.
They invest \$7,000,000 annually in Canadian trade papers.

There may be some advertisers who have allowed the glamour of big consumer circulations to blind them to the concentrated buying power of the average trade paper reader.

The average buying power of a trade paper reader, since he is a merchant and distributor of goods, is a hundred times that of the average family. The buying power of readers is what counts, not their numbers.

An advertising message must get to the right people, in the right way and in the right place, if every dollar is to perform up to 100% of its potentialities, and if advertising is to serve as a scientific sales instrument, rather than as a speculative plaything.

Advertising a men's wear line to the public without first making it well known to the dealer through his trade paper is largely a waste of money. The dealer must first be made acquainted with the merits and selling points of the line before he will stock it and recommend it to his customers.

The most logical and effective way to get adequate distribution for your goods is to advertise them to the distributors, the retail merchants of the country, through the trade papers they read for the very purpose of securing information about goods they buy and sell.

Men's Wear Review, because of its paid circulation amongst the worthwhile men's wear merchants throughout Canada, is the best medium to use in securing adequate distribution for any line of goods handled in clothing and men's furnishing stores.

It covers all lines of men's wear.

For advertising rates and other information write

MEN'S WEAR REVIEW

TORONTO

143-153 University Ave.

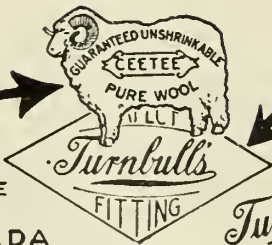
MONTREAL

128 Bleury St.

LONDON, ENG.

88 Fleet St.

**GIVE YOUR CUSTOMERS
THE BEST - THAT IS
"CEETEE"
UNDERCLOTHING**



MADE
IN
CANADA

**GUARANTEE A HIGH
CLASS TRADE WITH
Turnbull's
PERFECT FITTING**

BY
Turnbull's
OF GALT

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Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

We have a complete Belknap Addressing Equipment for sale. This equipment is still in use in our Subscription Department and is in excellent working order. We have placed an attractive price on this outfit, and would advise manufacturers or merchants having a mailing list to let us tell you how it will save you money. We will give a guarantee as to the proper working condition of this equipment.
THE MACLEAN PUBLISHING CO., LTD.,
143 University Ave., Toronto, Ontario.



GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

TAYLOR SAFES FOR SALE—RARE
opportunity to secure a safe at small cost. They are in splendid condition. Inside dimensions and prices are as follows: 15" deep, 2 ft. 6" wide, 3 ft. 11½" high, fitted with built-in compartment. Price \$250.00. 18" deep, 2 ft. 8" wide, 4 ft. 5" high, fitted with steel compartment. Price \$200.00. Apply Box No. 20, Men's Wear Review, 153 University Ave., Toronto.

When Writing
To Advertisers
Kindly Mention
This Paper.

All Kitchener and Maple Leaf Garters and Arm Bands are boxed for Christmas trade in Holly Boxes at regular prices

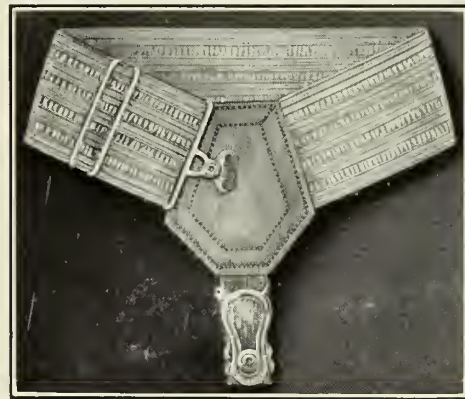


Maple Leaf
GARTERS
AND
ARM BANDS

KITCHENER
WIDE WEB GARTERS

*Order Your
Christmas Supply
Now*

*Direct or from your
Jobber*



Kitchener values—always a little better

KITCHENER

Suspender Co., Limited
KITCHENER
ONT.

*Manufacturers of Linend, Invincible, Victor,
Excello, Kitchener, Conqueror, Briton, Somme,
Winner, Leader and Coatless Suspenders, also
Kitchener Wide-Web and Maple Leaf Garters
and Maple Leaf Arm Bands.*



Pyramid



Tooke

BROS. LIMITED

A
New
Stiff
COLLAR

MEN'S WEAR REVIEW

Vol. XII. No. 11

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

NOVEMBER, 1922

The Aristocrat of Collars



COPYRIGHT, CANADA, 1922.
BY C. P. & CO. OF CAN., LTD.

PAR

THE
ARROW COLLAR
FOR FALL

Cluett, Peabody & Co., of Canada, Limited

Strand

de Luxe



DESPERATION
The Romance of a "Strand" Shirt Scene 3

ARATEX SEMI-SOFT COLLARS

Introducing
FOUR NEW
STYLES



ART



BOND



WALL



TATE

They are soft and flexible, non-crackable and unwrinkable, stiff yet unstarched, pre-shrunk and banded to insure perfection of fit ~

\$2.60 a dozen

Retail at 35c. 3 for \$1.00

Now being extensively advertised

CLUETT, PEABODY & CO. OF CANADA LIMITED

Montreal

Toronto

Winnipeg

Vancouver



H. S. Jacques, Chief Designer and in charge of manufacturing,
John W. Peck & Company, Limited, Montreal.

Peck's

*The Jacques
Touch That
Means So
Much*

—the difference between garments of average merit and clothes that have character, an individuality all their own—that is the “Jacques Touch.” It is exemplified in the Peck range for Spring 1923 now being shown, a line that will grip your interest, the offering of the largest modern clothing organization in Canada. No keen buyer can afford to miss a careful inspection of the range.

CLOTHING

JOHN W. PECK & COMPANY LIMITED

MONTREAL

WINNIPEG

VANCOUVER



**SHEEP-LINED
COATS
SOCKS
BOOTS**

Prompt Shipment
of Sorting Orders

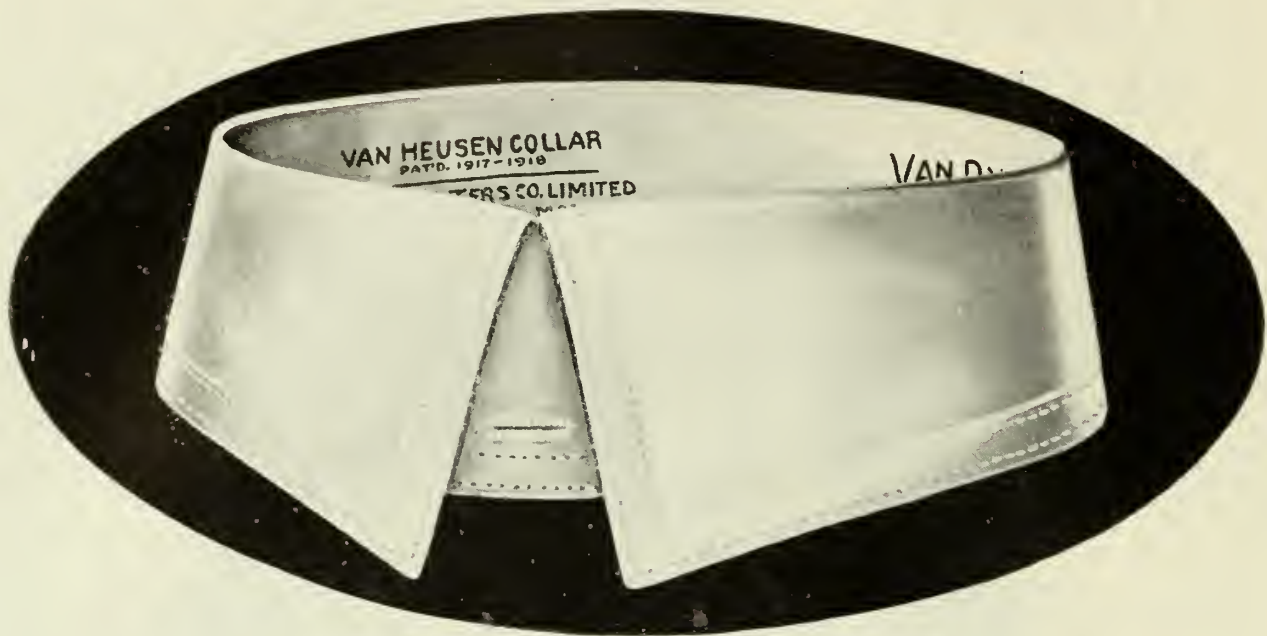
**MACKINAW
COATS
PANTS
SHIRTS**

Also
Fine Shirts
Work Shirts



Acme Glove Works Limited
MONTREAL

Announcing—



“VAN DYKE”

A little higher in the front and back for Fall and Winter:

VAN DYKE will be ready early in December.
 VAN DYKE will be nationally advertised by
 December 15, when the holiday-buying stimulus
 will be at its height.

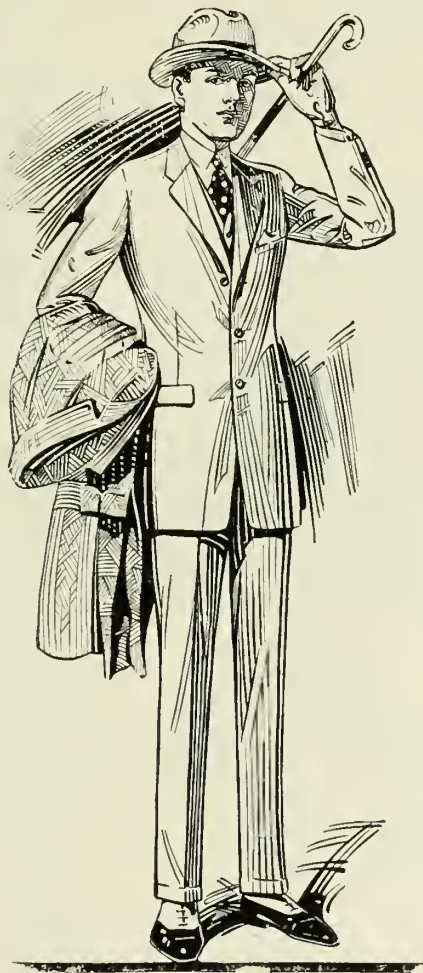
*Order from your jobber NOW in anticipation of the assured demand for
 the “all-year-round” STARCHLESS*

VAN HEUSEN
PATENTED
the World's Smartest **COLLAR**

The Canadian Converters Co. Limited
Montreal

MAKERS

If You Want to Increase Your Clothing Business
We Are Ready to Help
You Get It . . . and Hold It



|||||

We cannot stress too strongly the very unusual beauty of design in both the young men's and men's models created by our Mr. Branda, and the exceptional strength of the whole line in the matter of styling, tailoring and fabric values.

The improved manufacturing methods we have recently installed have produced a line at popular prices that no retailer can really afford to overlook.

This line must be seen to be fully appreciated.

Special Made to Measure Clothing

A small but prominent space in your store for a merchant tailoring department representing exclusively "PROPER CLOTHES" will give you a good increase in your volume of sales without investing a dollar. Mail us a postal to-day and we will show you how to do it.

|||||

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

The Dods Knit Family



Light-Weight Merino and Natural Wool, for men and women, boys and girls. Two-piece and combination.

Dods Scotch Knit for men and boys; warranted 100% pure wool. Two-piece or combination.

Dods Elastic Knit for men. The best underwear of its kind—especially for farm folk and workers outdoors in Canadian winter weather.

Dods Wear for Children. Kiddies' Cotton Vests; Kiddies' Bloomers—knitted cotton white. Kiddies' Sleepers, fleeced-lined, jaeger and white. Children's fleeced lined Waists—white or jaeger.

Dods-Knit Fleece for men and boys—two-piece and combination—jaeger, violet random, cream, olive stripe. For women and girls, two-piece or combination, white, cream and jaeger; also with fleece bloomers.

HERE'S the underwear "that mother always buys"—depending on which member of the family she is shopping for.

Dods-Knit Underwear is one of the solid staples in the Canadian trade, and some of these lines hold the largest sale in Canada.



Selling Agents

Ontario & Western Provinces: R. Reade Davis, Manchester Building, 33 Melinda Street, Toronto, Ontario.

Quebec and Maritime Provinces: William C. Forster, 128 Bleury Street, Montreal, Quebec.

Famous in the trade, trade-marked and advertised in the newspapers, Dods-Knit Underwear is going to be a bigger factor than ever.

But, however much we advertise to the general public, however well the people become acquainted with the Dods-Knit line of underwear they have been buying for years without knowing the name—we are still going to do business through the wholesaler only.

Retailers—get in touch with your wholesalers and get ready for a big Dods-Knit season. Big advertising is on the way. If you have not handled Dods-Knit before, write us direct and we'll have great pleasure in directing you to the wholesaler carrying Dods-Knit goods in your territory.

The Dods Knitting
Company
Limited
Orangeville - Ontario

Standards—and Price

There are three unfailing standards by which good merchants everywhere judge fine clothing.

These are:



The Standard of Style
The Standard of Work-
manship
The Standard of Fabric

Leishman Made-to-Measure Clothes for Spring are up to standard in every respect—individual styles—fine tailoring and moderate prices.

Overcoats for Immediate
Delivery

Now is the right time to select overcoats for your immediate and future business.

Wm. H. Leishman & Co.,

192 Spadina Avenue

Limited

Toronto, Ontario

Makers of the Best Tailored Garments for Men

BEFORE and AFTER



Before
Installing
"NEW WAY"
Equipment



After
Installing
"NEW WAY"
Equipment



THE ABOVE photographic reproductions show the possibilities afforded by the adoption of the *NEW WAY* System. Here is a store that was struggling along for an existence, handicapped by the old fashioned methods of merchandising. The uninviting gloomy appearance was retarding sales and the antiquated conditions resulted in lost motion and tremendous depreciation.

"*NEW WAY*" Equipment transformed this store into a modern up-to-date establishment that now commands the patronage of the best trade in town.

NEW WAY designers do not lose sight of the practical things in providing for unusual effects. The increased capacity afforded by the *NEW WAY* System provided ample space to accommodate all the stock that had been carried on the second floor, bringing all departments to main floor.

*Install "NEW WAY" Equipment in your store
and be assured of equally gratifying results*

The "*NEW WAY*" System is completely manufactured in Canada and protected by Canadian patents. Do not be deceived by unscrupulous imitators who claim to give you equipment equal to *NEW WAY* under spurious names. They are only copying the outward appearances and substituting on construction.

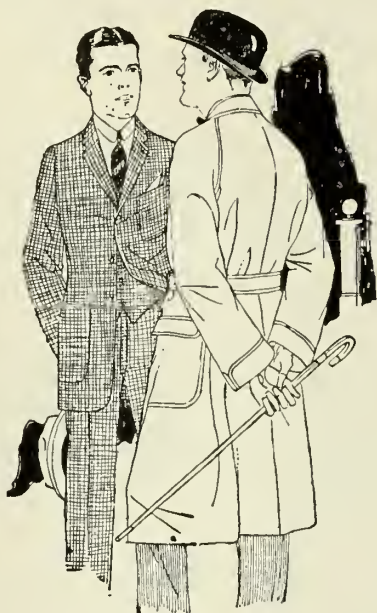
Ask us to send you our interesting booklet "What Tom told Dad"

JONES BROS. & CO., LIMITED

WESTERN BRANCH
102 Travellers Bldg.,
Bannatyne Ave.,
Winnipeg, Man.

29-31 Adelaide St. West
TORONTO, ONT.

EASTERN BRANCH
71 Bleury St.,
Montreal



Are you prepared for made-to-measure business?

There's a market for moderately-priced made-to-order clothes in your community; a market in which Berger "Clothes of Quality" will prove a fast seller.

We are prepared to take care of your needs in the latest patterns and fabrics at a price that gives you a good profit. There are over 300 patterns to select from—the largest range of good values in Canada.

Our travellers are now out. Send us your name and address to make sure of seeing "Clothes of Quality" samples for next season.

The **BERGER TAILORING COMPANY** Limited
Makers of "Clothes of Quality"

256-260 Richmond St. West, Toronto



About Strate-Cut Cravats

"It's all in the way they're cut."

Strate-Cut Cravats are cut on the straight (not on the bias). Being cut in this manner the strain and stress naturally falls on the warp, which is the foundation and strength of all silks.

Strate-cut cravats are designed with great care, having a two-fold object in view, viz:—style and durability. We are the original designers and makers of Strate-Cut Cravats in Canada.

We Lead - Others Follow

**The J. A. Sword Neckwear Co.
LIMITED**

Toronto

Canada

KANTKRACK COLLARS

FOR MEN AND BOYS

worn by

The Parson and the Porter.
The Merchant and the Mechanic.
The Politician and the Policeman.
The Banker and the Baker.
The City Man and the Country Man.

And every man who considers economy and cleanliness. Is your stock complete in all sizes and shapes—if not you are losing sales and profits.

Write to-day

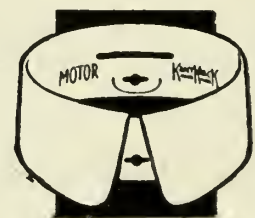
ONE GRADE ONLY AND THAT THE BEST

One price to all

Every collar guaranteed thru the Dealer



Sizes 12-19



Sizes 12-18½



11½ to 19



11 to 19

PARSONS & PARSONS CANADIAN LIMITED

Established in U.S.A. 1879

HAMILTON,

- CANADA

Established in Canada 1907



Consistent Sellers

Builders of Good Will

Any line of merchandise which has these qualifications should surely find a prominent place in your store. For this reason you cannot afford to be without

Nu-Way Strech Suspenders Garters and Hose Supporters

for your Christmas selling. Individually boxed for your Christmas trade, at prices that will please you. Order now—not to be disappointed, they're selling fast.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

St. Thomas, Ont.

ANNOUNCEMENT

Stanfield's

UNSHRINKABLE UNDERWEAR

Can now be procured in all the popular numbers from our Toronto Warehouse.

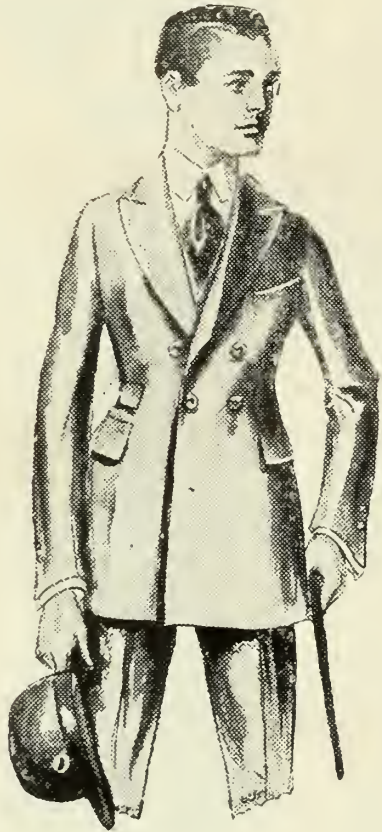
Letter orders shipped out the same day as received.

— *Send for our price list.* —

Whelpley & Co.

510 King Street West - Toronto

Telephone Adel. 7626



For Spring 1923

There is going to be that one young men's line for Spring, which will include the finest clothes at the biggest values. That one line which will make the time, the effort, the capital, the energy you put into your business bring you greater return in

More Volume—More Profit

See if Oxford Clothes aren't that one line which you surely want in your store for immediate delivery and Spring.

Our representatives are leaving for their respective territories. Arrange to see this line.

OXFORD CLOTHING CO. Limited

King Street and Spadina Ave.

TORONTO

Poor Threads Cause Trouble-

Buy The Best-

"Fountain Brand"



PURE IRISH LINEN THREAD

Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

And secure for yourself a reputation for Reliable workmanship in your products.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building QUEBEC 553 St. Valler St. TORONTO 20 Wellington St. W. VANCOUVER 217 Crown Bldg.

ARTCRAFT IS SHOWING



New Creations in
Moires
Stripes
Blocks
and
Floral Designs

A good assortment of our Ties is always a paying feature. A stock of this Artistic Neckwear will be just the thing to stimulate interest in your Christmas display.

We have stocks for immediate delivery. Your best customers will highly appreciate a selection from these splendid varieties in Cravats.

THE ARTCRAFT CRAVAT CO.

124 Richmond St. W.

Toronto



**Display Fixtures
Sell Your
Clothes**

Merchants who brighten up their display this season will get their share of the increased business that will be done this Winter and Spring.

Dale Display Equipment will help you make more sales. We will be glad to send you complete catalogue.

Drop Us a Card.

**Dale Wax Figure Co.
Limited**

86 York St., Toronto

Canada's Leading Display Fixture House.




Every Atlantic garment is as soft, warm and cosy as the glow of the fire.
Every sale invites another.




**The UNDERWEAR
that Overwears**

ATLANTIC UNDERWEAR Limited
MONCTON, N.B. 46

E. H. WALSH & COMPANY
Montreal and Toronto
Selling Agents for Quebec, Ontario and Western Provinces



**Full of pep, punch and Individuality
A Real Suit for the Boy**



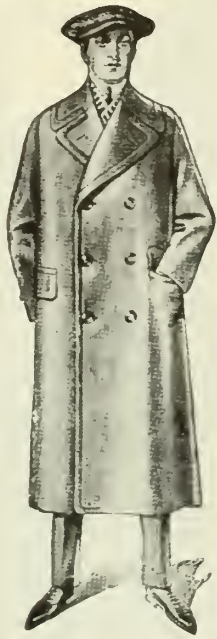
The cloth used in these suits is strong and thoroughly tested by us. Its durability and wear assured. Made strong where the wear is.

Boys like them for when they have once worn Lion Brand they will wear no other.

Feature them and you'll get the trade.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at
Clinton, Goderich, Exeter and Hensall



"Barriecloth" Ulsters
"Barrie" Pants
Fur Collared Beavercloth
Men's & Ladies' Coats
Sheep Lined Coats

Overcoats made from BARRIE-CLOTH will give wear satisfaction to your customers. The fabric is specially constructed to withstand hard wear. It is a quick selling coat and the outstanding value in the overcoat market.

Mail orders and enquiries will receive our prompt attention.

THE ROBE & CLOTHING CO.
LIMITED
KITCHENER, ONTARIO

Gallia
 MADE IN FRANCE
 Marque Déposée
 INTERNATIONALEMENT

**Genuine
 French Braces**

have all the qualities and features of higher priced brands.

- Woven Button-holes
- Extra Quality Web.
- Superior, Easy-Sliding Front Ends on Rollers
- Immediate Deliveries

Prices on request.

SOLE CANADIAN

DISTRIBUTORS:

ONAD AGENCIES REG'D.
 46 ST. ALEXANDER ST.,
 MONTREAL

**HAVE YOU RENEWED
 YOUR SUBSCRIPTION TO**

Men's Wear Review?

You will not want to miss the merchandising information that will appear in the pre-Christmas issues. They will mean money to you.

"Craftana"
 Registered No 262005

THE HALL-MARK OF

**Maximum Comfort and
 Durability at Minimum Cost.**

FIRST IN THE FIELD AND STILL LEADING.

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

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

**A HALF HOSE
 FOR HARD WEAR.**

ABSOLUTELY SEAMLESS
 PERFECT IN FIT
 GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

IF YOU have a problem—whether in store management, merchandising, advertising or any one of the hundred troubles that besiege the busy retailer—write our editors about it.

For twelve years we have been helping retailers all over the Dominion to solve their problems satisfactorily.

And our editorial advice is not passed out from behind a mahogany desk—it is the result of long personal experience, of countless interviews with the most successful retailers here and in the States, and of ceaseless investigation regarding modern problems.

So tell the editor about your worry. He may be able to help you very materially and he'll certainly be glad to hear from you in any case at any time as one of his subscribers.

Men's Wear Review

143 University Ave.

Toronto

Hosiery with a History.



*Your Reputation
What is it Worth?*

to your business it means success, so why risk it by selling "so called" quality socks? Hanson Socks are guaranteed socks, guaranteed to wear well and give entire satisfaction. Make your next sock order Hanson's and play safe.

Hanson Socks imitated everywhere but never equalled. Look for this trade mark. None genuine without it.



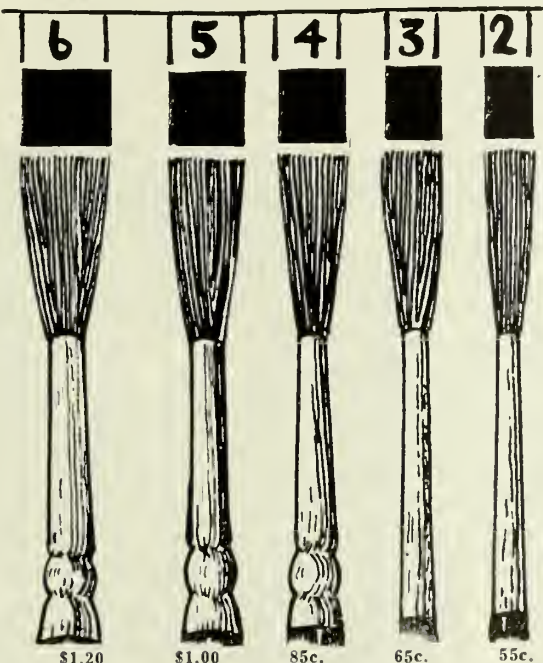
GEORGE E. HANSON

Established 1878

MANUFACTURER

HULL, P. Q.

Stocks carried at Archibald & McDougall, Ltd.,
370 Donald St., Winnipeg



Merchant's Special

- Set of 5 Red Sable Showcard Brushes \$3.25
- Set of Nos. 2, 4 and 6..... 2.15
- Set of Nos. 3 and 5..... 1.45

These brushes have pure Red Sable hair, firmly secured in nickel ferrule with seven inch black polished handle. Illustration shows exact width of stroke each brush will make. With this set of brushes you can make the smallest price-ticket or the largest window showcard.

Note: Brushes may be purchased separately at the above marked prices.

Specials In Showcard Colors

In 2 oz. Bottles in the following colors as illustrated

Opaque Black, Light Red, Dark Red, Coral Red, Brown, Pearl Grey, Lavender, Light Yellow, Dark Yellow, Turquoise, Orange, Light Green, Dark Green, Light Blue, Dark Blue and White. Per bottle, 30c; per 6 bottles, assorted, \$1.50.

Complete line of cardboard, brushes, colors, and everything for the card-writer on hand.

Write for illustrated price list.

Window backgrounds, show cards and cotton signs made to order. Designs and estimates free. Send dimensions and reading matter.



66 Bond Street **Kwik Showcard School** Toronto

Mr. "Men's Outfitter":

"Why not" make your store the headquarters for the well known, fastest selling, tailoring line in Canada next Spring?

The amazing thing about a tailoring business.

Artcraft

If a merchant is of good standing, it costs no more to have the BEST tailoring line than the POOREST.

Tailoring

One is as easy to get as the other.

for

You can sell clothes, the highest class of clothes or the shoddiest. You can sell clothes that will make your town advertise you or clothes that will make your town fight shy of you.

Men

If you become THE ROYAL TAILORING representative in your town, you will have back of you an organization that has been built up on fair dealing, and will deliver satisfying clothes, that is maintained to render

Quality — Service — Value



THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

Men's Wear Review

VOL. XII

NOVEMBER, 1922

No. 11

Robinson's Live Model Style Parade

Montreal Store Announces First of Its Kind in That City—Show Latest Models in Jazz, Sporting, Evening Dress and Business Fashions—Negligee Also Shown—Robinson's New Entrance

A NOVEL method of celebrating Thanksgiving was inaugurated by the Uptown branch of Robinson's Clothes Shops of Montreal this month when a "Live Model Style Parade" of clothes and furnishings for men was held on Saturday afternoon, November 4, from 2 to 5 p. m. This event, which was announced as the first masculine fashion show to be held in Montreal, proved a great attraction and demonstrated conclusively that such an event is entirely possible for the men's wear shop and by no means the exclusive right of feminine stores.

Great credit for the successful arrangement of the event is due to the staff of the St. Catherine St., West, branch of the firm, since the revue was staged with practically no time for rehearsal and was only thought of on account of the opening of a new front entrance which happened to be ready in

time for Thanksgiving. The management bethought themselves of a living model style show as a means to attract old and new customers to this well-known upstairs shop and their surmise proved to be entirely correct. The fashion parade for men provided just the right atmosphere for this semi-official "housewarming" and the various features provided kept visitors interested throughout the three hours of the event.

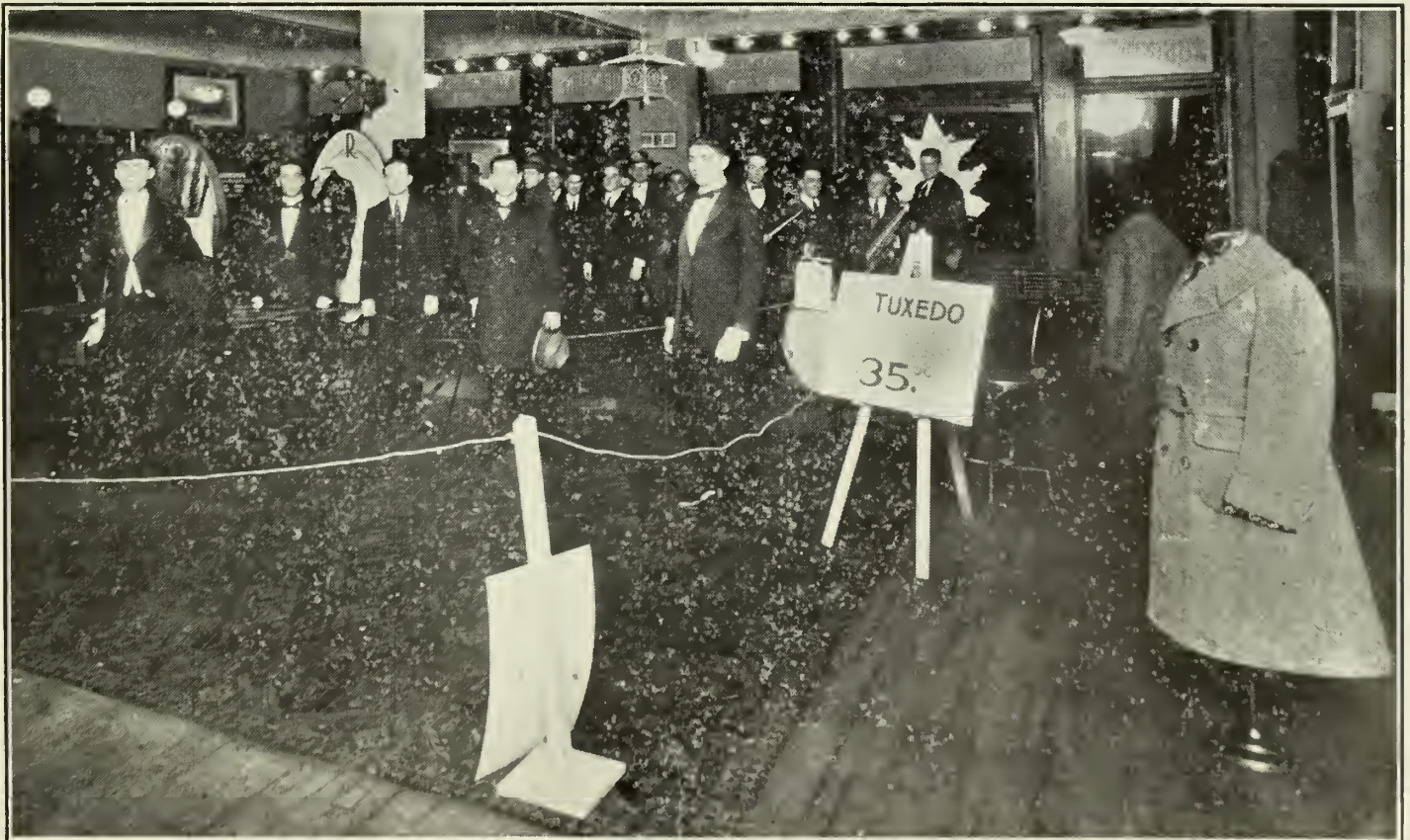
As visitors entered the main floor of the Robinson Clothes Shop they were confronted by a long roped off runway centred by a table which divided the runway into aisles. From a dressing room at the rear of the store the five models appeared and paraded nonchalantly to the strains of a first-rate Jazz orchestra.

A Clothing Sensation

A large easel was used in the foreground on which to announce the var-

ious groups of apparel, the first of which was a collection of real Jazz suits just imported from New York and made famous by Rudolph Valentino in his latest pictures. The bright-hued silk girdle effects combined with flaring bottomed trousers laced with silk cord and convertible vests, etc., proved interesting to a large number of young men in the audience. As the models paraded they took off their coats to show how the vest could be worn in either of two ways or how the wide belt looked, worn over a smart silk shirt.

Of equal interest to spectators was another group representing correct sports apparel including a golfer's outfit complete from club bag to smart tan brogues; a duck shooting outfit comprising yellow oilskins and a paddle for guiding one's canoe silently through the still waters; a shooting costume of corduroy material snugly belted and worn



Living models wearing various types of correct evening dress at the parade held at Robinson's Clothes Shop, Montreal.

with a cap and leather leggings and game bag. A tennis player in smart English flannels and a smart mixture sweater also appeared, later on changing to correct dress for the formal summer resort comprising navy blue coat with white trousers striped faintly with black, and carrying a cane.

All the newest effects in fall and winter business suits were next shown, including one, two and three-button sack suits together with smart overcoats and headwear. The motorist was not overlooked either and appeared clad in a trig Norfolk suit, goggles and gauntlets.

For formal wear was shown a variety of up-to-date evening clothes, both full evening dress and tuxedo effects, with the necessary furnishings in the way of silk hats, shirts, gloves and footwear.

Those young men who might be rugby enthusiasts were provided with amusement by the entrance of a model in full football kit carrying a ball and wearing the regulation hobnail boots and red and white striped sweater and stockings which are the official McGill colors.

Finally the models appeared in negligée costume suggestive of those hours of ease when the average man feels most at home, namely, when clad in dressing gown and slippers by the fire-side. Gorgeous silken lounging robes were a feature of this display and were loaned by leading Montreal haberdashery shops in order to round off the event as representative of correct clothes for every hour of the day.

The new entrance to Robinson's Upstairs Clothes Shop strikes a new note in store architecture, being exceptionally wide and permitting the extensive display of clothing in wall cases at both sides of the street entrance as well as all the way upstairs. Artistically dressed windows are cleverly built up so that the various steps are scarcely noticeable and by means of colorful backgrounds and the sparing use of velvet drapes these inclined displays have all the merit of the ordinary street window.

Two Ionic columns finished in antique gold and a flight of marble steps lead inwards to the black and white staircase which is lit brightly with large indirect globes overhead. The display cases all the way up are painted in cream and have inlaid parquetry floors. An extra feature of the front entrance are the unique lights designed in the form of torches giving out a red glow which are attached to the columns at either side of the new archway on St. Catherine Street.

"The shirt to fit the man," was the subject of an address by Charles Nelson, President of the R. J. Tooke stores of Montreal, to the members of the Rotary Club of that city recently.

Samuel Schwartz who has been in business in Windsor for twenty years has been forced to give up on account of ill health. He operated a general men's and boys' furnishing and clothing business.

The Fifth Avenue Tailors have opened a store at 871 King street west, Hamilton, with L. Adaskin, proprietor.

G. F. Donnelly has taken over the managership of the Regent Tailors, Limited, store at the corner of Bank and Queen streets, Ottawa.

J. N. Harvey, the well-known clothier of Vancouver, is being forced to move from his present store. While the new location is not definitely settled, Mr. Harvey states that he is going farther west.

"It is interesting to note" said Mr. Harvey with reference to his forthcoming move on December 31st, "that this is the oldest clothing and men's wear business in Vancouver, having been established by Johnston Kerfoot & Co. on Cordova Street in the spring of 1889, moved to the present premises in 1907, and taken over by us in November, 1910. As a matter of fact, it will be just twelve years yesterday, Nov. 11, since I arrived in Vancouver to take this business over, so we are celebrating our twelfth anniversary by clearing the decks for a new location.

"We have found a steady yet marked improvement in business conditions during the last few months. This has been especially noticeable in connection with our clothing department. The general public seem to realize that prices are now stabilized, and they are buying with more confidence."



LIVING MODELS POSING AT STYLE PARADE

Held by Robinson's Clothes Shops of Montreal, showing sports tags including golfing, hunting, football, and the newest imported Jazz suit called the "Toreador." Leading Montreal stores contributed furnishings, footwear, etc., to the revue, which was the first of its kind ever held in Montreal.

Inject Xmas Spirit Into Ordinary Merchandise: In December Neckties and Gloves Become Gifts

Montreal Stores Are Beginning to Reap Their Christmas Harvest by Promoting Early Sales—Snappy Slogans and Show Cards Will Help—Classifying Gifts is Suggestive—Store Arrangement Saves Time and Effort

WITH Christmas little more than a month away there is quite a perceptible hint of holiday suggestions in the window displays noted in Montreal recently. Newspaper advertising has plainly set forth the idea of early shopping for Christmas and now the display men are linking up this suggestion with practical hints in the way of sensible apparel for men.

As is well known, a necktie or a muffler is regarded as just so much merchandise throughout eleven months of the year, but during the twelfth the necktie, the muffler and a hundred and one other items of men's apparel are invested with an entirely different atmosphere and become "gifts." Therefore, as a contemporary writer puts it, "the retailer should endeavor to find out what kind of a change takes place in a piece of merchandise, say a muffler or a pair of socks, between the beginning of December and the 25th? At the end of November such items are simply regular items of stock," comments this writer, "familiar to store people and customers. Then all of a sudden, about December 10th, they take on a new and magical character and blossom out in the windows as 'Mufflers for Gifts,' 'Gloves for Gifts,' and so on, and as everyone knows, they sell not as gloves, neckties, etc., but as gifts. What is it that brings this mystifying and altogether marvellous change?"

It will be argued by the more prosaic minded that there is no change, while others will point out that the Christmas spirit is an important factor in the matter and is responsible for the transformation which certainly does take place in all kinds of merchandise just as quoted above.

Yuletide Advertising Pays Dividends

A point which bears no inconsiderable influence upon the kind of demand felt during the weeks preceding Christmas by the retailer is the marked reaction to advertising and window displays which occurs when both these sales aids are properly attuned to the season.

Some helpful last minute suggestions have been gathered by Men's Wear Review from retailers who have put them into practice in past years. For example, it is a wise idea to direct most of the Christmas advertising at women customers, suggesting the things that will most please men, for the latter will come to the store anyway without undue urging. The average woman, it is

found, will try to get a man's gift at a department store or a jewellery store, etc., unless the man's shop can compete with this counter attraction and feature its merchandise in such a way that it fairly radiates the Christmas spirit and the gift idea. It is the interesting details about merchandise that attract women and the more information of this character that can be included in the men's wear advertisement the more successful will be the result in sales volume.

Try a Christmas Slogan

By all means play up the store name at the top of the advertising and carry through the holiday season a catchy and compelling slogan such as one of these:

"Pick it out. We'll put it in HIS hands Christmas Eve."

"Let us pack and deliver your Christmas gifts."

"Gifts from Smith & Co. last the year around."

"The store with the REAL Christmas spirit."

Many stores find it best to have a saying or a style of lettering or a kind of lay-out carried through all their Christmas advertising whether it is featured in the newspaper, mail matter, street cars or billboards. This is done for the sake of relationship and the fact that the more familiar the store name becomes the better are the chances of getting more Christmas business.

Above all things, make it easy for the reader of a Christmas advertisement to make up his or her mind what they wish to get. Make it easy to choose items from the advertising, in the windows and inside the store. Suggestions were given last month as to the various types of Christmas copy which is helpful in this respect. Some of the main points can be reiterated.

For example, some retailers feature the kind of advertisement in which is listed every possible want of the average man under such headings as "For Father," "For Brother," "For Husband" and so on, even including the bachelor, the sportsman, etc., irrespective of the aspect of relationship. This kind of copy is helpful to both women and men customers.

Classified Lists Help

Unless the store happens to be a very exclusive place where people are accustomed to pick out what they want and then enquire the price, it is by far the

best policy to mark gift suggestions with plain figures. A woman, as a rule, has just so much to spend on her husband, or father, or son, and she can get a very good idea from a classified advertisement setting forth the purchasing power of such sums as one dollar, two dollars and so on as far as desired. Here is an idea taken from an advertisement run by an American store last year. This advertisement was spaced in four columns headed by the words "What \$1 Will Buy" and so on up to \$5, omitting the four dollar price. In the first column were listed such items as:

- 1 all leather belt,
- 3 all linen handkerchiefs,
- 6 initial handkerchiefs,
- 1 all silk necktie,
- 1 pair of silk hosiery.

In the \$5 column the items were naturally more elaborate and included:

- A sweater,
- A gold belt buckle,
- A silk muffler,
- A silk shirt.

When attention has been attracted to the store through interesting copy, and the window displays have been planned to reproduce the items mentioned, arranged with due regard to the festivity of the time with touches of holly, spruce and bows of scarlet ribbon, the last word has not been said. It is in the matter of Christmas windows that the majority of retailers fall down, so to speak. They are content to feature not more than one or two holiday displays and let it go at that, instead of realizing that it is just as necessary to change gift windows frequently as it is during the busy seasons in other months. It is advisable to establish what is called a big Christmas stock impression right at the start of the season and then ease up till the last ten days before Christmas when a daily change is effected. It may be that the display man will feature an all blue window on one occasion followed by an all black display and so on, featuring a range of goods in this one color. While other window displays in the same locality are crowded with gift merchandise, it is wise to offer a contrast and feature a unit display of items, playing up the quality and attractive boxing.

Many American stores go so far as to cater to those who cannot visit the store, such as invalids, old gentlemen or business men. This service is well advertised and the fact is made known

that a representative will gladly call with an assortment of merchandise without any obligation attached. Telephone service is likewise encouraged in this respect which is of course linked up with a "Personal service" department in the case of larger stores.

Store Arrangement is Important

Last, but not least, see, to it that store arrangement is carefully carried out to prevent crowding and undue handling of goods. Do away with un-

necessary aisle tables prior to Christmas and place the smaller items of stock in that part of the store where the public can get at them quickly. The old way of selling neckwear, namely, by hanging the ties up on rods above the counters, grouped according to price, is the most satisfactory method of selling neckwear quickly.

Do not be niggardly with Christmas advertising at the outset of the season, and if the campaign is kept up steadily, the Christmas shopper will respond be-

cause his mind has been focused and his interest has been roused.

Frank Colweil, of Halifax, N. S., has opened up a 5 cent to \$1.00 store, said to be the first of its kind east of Montreal.

Hersee Brothers, of Woodstock, Ont., have purchased a business at Windsor. They will open a store at 118 Ouellette Ave., which they will operate as well as their Woodstock store.

Percentage and How to Figure it

Percentage is a Standard of Comparison for Amounts, Just as a Thermometer is a Standard of Comparison for Temperature or an Inch, Foot or Yard is a Standard of Comparison for Lengths

By G. W. Hafner, Manager G. W. Hafner, Inc., Auditors and Industrial Engineers, Chicago

TRADITION says figures don't lie. Yet, the wrong interpretation of figures may throw the head of the business completely off the track. Mercantile agencies report that a large number of commercial failures are directly due to the proprietor's or manager's belief that the business is making a profit, when, as a matter of fact, it is running at a loss. And the reason for this is that, in at least the majority of cases, the business man has been deceived by the use of percentages in allowing for profits.

What is Percentage?

In using percentages as a tool to work with, we should have a clear understanding of what percentage is. Percentage is a standard of comparison for amounts, just as a thermometer is a standard of comparison for temperature, or an inch, foot or yard is a standard of comparison for lengths. The word "percentum" means 100 parts, or 100ths. Therefore, amounts are compared by per cent. or hundredths, as lengths are compared by inches and feet, and temperature by degrees.

Accordingly, one amount compares with another amount as each contains a less or a greater number of 100ths, in the same manner that one temperature compares with another temperature according as it contains a greater or less number of degrees, or that one length compares with another length as it contains a greater or less number of inches. It is seen from this that percentage is simply a means for measuring figures.

How To Find Percentages

In finding percentages, we always have a clearer view of the matter, if we put the figures in the shape of a fraction. Percentage, from the viewpoint of mathematics, is fundamentally nothing else but decimal fractions. You say that 50 is

one-half of 100. That means that 50 is fifty one-hundredths or 50 per cent. of 100. Likewise, 20 is twenty one-hundredths or 20 per cent. of 100; and ten is 10 per cent.; and 5 is 5 per cent. The principle here is the same as that governing the change of common fractions into decimals, which is: "Divide the numerator by the denominator," or "divide the upper figure of a fraction by the lower."

To illustrate, let us assume that the annual sales of a certain business amount to \$100,000.00, and that the annual expenses aggregate \$25,000.00. What we want to determine, first, is what percentage of \$100,000.00 is \$25,000.00. To do this we put the figures in the shape of a fraction, and divide the upper figure by the lower, thus:

$$\begin{array}{r} 25,000 \\ \hline 100,000 \end{array} 25,000.00 \div 100,000.00 = .25$$

$$\begin{array}{r} 20000.00 \\ \hline 500000 \\ \hline 500000 \end{array}$$

We find, then, that the total yearly expenses of \$25,000 represents 25 per cent. of the total yearly sales of \$100,000. And we know from this that, in making up our selling prices, we must add 25 per cent. for expenses, plus whatever margin of profit we desire to make.

Why Anticipated Profits are Not Realized

This is all apparently simple enough. And yet it does not always work out just right, it seems. Let us see, then, what is it that tangles up so many of us in attempting to handle percentages.

For purposes of illustration let us take, first, the method of the business man who knows nothing about what his expenses are. He has perhaps heard some other man in the same trade or in-

dustry say that he figures to make 10 per cent. profit, and because that is what he thinks others are asking, he will figure something like this on a sale, which costs him, say, \$20.00.

Cost of goods	\$20.00
Add 10% of \$20.00 for profit	2.00
Total	\$22.00

He will probably mark the goods to sell for \$25.00, thinking that the extra \$3.00 will cover his overhead expense, and that he will make his 10% profit and perhaps a little over.

Let us see, now, what has really happened:

Cost of goods	\$20.00
Expense, 25% (not of \$20.00, but of \$25.00, which will be explained later, ————)	6.25
Total cost	\$26.25
Sale price	25.00

Net loss\$ 1.25
or 5 per cent. of the selling price.

Next let us illustrate the method of the business man who knows, from last year's figures, that his expenses amount to 25 per cent. of his sales, but does not know how to apply that knowledge correctly.

Probably his estimate will show up like this:

Cost of goods	\$20.00
Expenses, 25% of \$20.00	5.00
Profit, 10% of \$20.00	2.00
Total	\$27.00

Let us see what has happened in his case:

Cost of goods	\$20.00
Expenses 25% of \$27.00 (instead of \$20.00	6.75
Total	\$26.75
Sale price	27.00

Net profit\$ 0.25

which is .926 per cent. (less than one per cent.) of the sale, and not ten per cent.

The difference between actual and anticipated profit, developed in the above illustrations, are due entirely to the fact that two different bases have been used in arriving at the results. In the first instance, the percentage of expense of 25 per cent. was arrived at by using the sales at selling prices. In the second instance, this percentage was applied to the sales at cost prices. This is the error too often made by business men.

Suppose the cost of a given article or commodity is \$1.00, and a merchant wishes to add a margin of 33-1/3 per cent. to the selling price, how would he figure it? Adding 33-1/3 per cent. to the cost will not give the desired result, because:

33-1/3% of \$1.00 equals 33-1/3 cents.
 \$1.00 plus 33-1/3 cents equals \$1.33-1/3, or the selling price.
 33-1/3 cents divided by \$1.33-1/3 equals 25%.

Hence, instead of earning 33-1/3 per cent. on the selling price, as he had planned, the business man would actually earn 25 per cent. only, because different bases were used in the calculation.

The following table gives the equivalent percentage to be applied to cost prices in order to secure a given margin of profit on selling prices.

Rate for Figuring Percentages

Per Cent. on Selling Prices.	Per Cent. on Cost Prices.	Per Cent. on Selling Prices.	Per Cent. on Cost Prices.
25	.333	38	.613
26	.351	39	.639
27	.370	40	.666
28	.390	41	.695
29	.410	42	.724
30	.430	43	.754

31	.450	44	.786
32	.471	45	.818
33	.493	46	.852
34	.515	47	.887
35	.538	48	.923
36	.563	49	.961
37	.587	50	1.00

In this matter of figuring percentages, the very first thing we must get a firm hold on is this:

To figure by per cent. intelligently we must have, somewhere, something that represents 100 per cent., which in this case is the SALE PRICE. When we attempt to figure any part of the whole as 100 per cent., we immediately get into difficulty. All component parts are measured as 100ths of this 100 per cent. Hence:

If expenses represent25%
 And profit represents10%

We have accounted for35%
 And the cost of the goods must, therefore, represent65%

Making the sale price100%

In other words, the \$20.00 cost of goods is 65 per cent. of the sale price, which sale price is represented by the total of 100 per cent.

In figuring percentages of this kind, the following rule must always be observed:

Divide the amount of the cost by the percentage it represents.

The answer will be the sale price.
 \$20.00 divided by 65% equals \$30.77, which should be the selling price of the merchandise, provided the price paid for the goods is \$20.00, expenses are 25% of the sales, and the dealer wishes to make a profit of 10 per cent. net.

How do we know this is correct? A method to be of any value must be susceptible to mathematical proof. Let us therefore prove the proposition thus:

Cost of goods 65% of \$30.77 equals \$20.00
 Expenses25% of 30.77 equals 7.69
 Profit10% of 30.77 equals 3.08

Total100% of \$30.77 equals \$30.77

This method is absolutely correct, whether it is applied to a 50c sale or to a \$500.00 sale.

The selling price is 100 per cent., or the whole. All component parts are represented by 100ths, or percentages of the whole. There is nothing in the entire equation that represents 100 per cent. except the selling price. Hence, all percentage computations should be based on the selling price.

Woollen Mills for Western Coast

Canadian Western and Fraser Valley Woollen Mills, Limited, Starting in Vancouver District

Two woollen mills will soon be operating in the Vancouver district. One, the Canadian Western, has been a producer for some time, while the second, the Fraser Valley Woollen Mills Ltd., is in process of formation. Both will use Western Canadian coarse wools and Australian fine and both feel that the market is plenty big enough for themselves and others, according to those interested. The Fraser Valley company will manufacturer tweeds, chevots, mackinaw cloth, overcoatings, flannels, yarns, pullman blankets, automobile rugs, shawls. The Western Canada is devoting its efforts to a less varied assortment. O. J. Boyer, a practical wool man with long experience in the mills in Oregon, will have charge of the new venture. Associated with him as directors are: Captain A. W. Taylor and A. J. Romeril, both experienced in the manufacture of woollen goods.

C. H. SMITH COMPANY, LIMITED

WINDSOR, ONT.,.....192..

WILL PAY TO THE BEARER OF THIS NOTE

TWO DOLLARS IN CASH

READ PARTICULARS ON SIDE OF THIS NOTE

\$2.00

C. H. Smith Company, Limited

THIS is a Cash Check for \$2.00 to be paid in Cash—not merchandise, by our Cash Office. It's acquaintance money. We want you to come to our store and this is to pay or help pay your expenses. All you have to do is to buy \$25 worth or more of merchandise anywhere in our store in any one day between now and New Year's day—then present this check on the day of purchase to our head Cashier and get the money.

"Acquaintance money" is a new kind of money which the C. H. Smith Co. of Windsor has issued and finds very profitable. It is one of those little advertising schemes which, if well conceived and distributed, will bring results more than commensurate with the effort and expense. As a matter of fact the scheme which is fully explained in this form costs something less than five per cent. It has been used with good results by this company for two years and the form is distributed at the Fall Fairs in that vicinity.

Formal Opening of Workman Store

Workman & Company, of Montreal, Have Opened Finely Equipped Uptown Store—Fixtures Are of Mahogany and Novel Use is Made of Store Pillars—Excellent Arrangements for Handling the Boys' Trade

THE FORMAL opening of the new uptown store of the C. A. Workman Co., of Montreal, men's and boys' clothiers, took place on Friday morning, November 10th, in the presence of a large number of customers and representatives of prominent manufacturing concerns, in addition to members of the store's personnel. This event was in the nature of a festive occasion, marking as it did, the advent of this well known firm to the uptown district after more than a quarter of a century's activity downtown in the heart of the financial section of Montreal.

To celebrate the occasion fittingly the store distributed large boxes of chocolates to the ladies present and boxes of high grade cigars to the men visitors and following a brief reception, the new store was declared open. An unusual feature of the celebration was the presentation of numerous floral offerings, wreaths, baskets and bouquets of roses and other flowers sent by leading clothing manufacturers accompanied by cards of greeting and congratulation.

Altogether the presence of such a mass of hot house flowers in addition to the potted ferns which the store is using as a decorative effect, the opening ceremony presented a festive character not often encountered in clothing circles.

Novel Use of Pillars

The store interior is among the finest equipped in Montreal and possesses a considerable number of unusual features which excited the attention of the visitors at the opening. For example there are three pillars centering the main floor of the new store which are necessary to support the weight of the floors above. These pillars have been ingeniously covered with full length mirrors on all four sides, three of which can be adjusted in the usual triple effect found in men's stores to permit of trying on coats, headwear, ec., to the best advantage. When the three mirrors are swung into the wanted position it is noticeable that the pillar behind is screened by oak panelling.

Mahogany fixtures are used through-

out the store designed on the latest models with solid plate glass tops and fronts through which all merchandise can be seen perfectly.

The entire ground floor is given over to men's wearing apparel from head wear to hosiery together with clothing, overcoats, etc. Three sides of the large main floor are occupied by continuous clothing cabinets, attractively curtained off. Despite the fact that these cabinets occupy so much space, no loss of daylight occurs for the reason that the window frontage extending from one end of the store to the other, reaches right up to the ceiling from the ground, thus permitting the entrance of a flood of sunlight above the display racks through a clear glass wall. At the same time this unusual lighting arrangement in no way interferes with the arrangement of the window displays which are so built that the window space is covered in overhead to prevent undue reflection and unnecessary shadows, besides ensuring the proper tem-

(Continued on page 44)



Part of the fine window frontage of the new C. A. Workman store of Montreal showing the upper display windows featuring boys' wearing apparel. This building was completed only in time for the store opening on November 10th, and is located in the heart of the business section of St. Catherine St.

Jewelry a Profitable Xmas Line

In These Small Items a Good Profit Can be Made and a Service Given—Jeweler's Methods Should be Studied—Necktie Pin, Again to the Fore—Sets Can be Sold to Advantage—Jewelry for Collars and Shirts

THE APPROACHING Christmas season is the time when most gifts of men's jewelry are purchased. Wives, mothers and sisters flock to the jewelry stores and buy cuff links, tie clips, belt buckles, shirt buttons and even the humble stud which has lately been exalted to the rank of an item of jewelry in sterling silver or 14 karat gold.

Here is a valuable opportunity for the men's furnishing store to feature these small items which are so frequently neglected unless played up by the display man to finish a display of shirts. It is quite possible to sell jewelry items for gifts by suggestion in addition to purchase already made if the merchandise is introduced in the proper way.

Being naturally associated in women's minds with the jewelry store, men's jewelry requires special salesmanship to sell in volume in a haberdashery shop. It is worth while to devote some thought to the matter and to experiment with ways of displaying the different items so that they will strike the eye of the customers in the store. Salesmen should make it a point to show them with shirts, neckware, etc., at the time the sale is being made, emphasizing the added attractiveness of a nice pair of studs, links or a scarf pin.

Study Sales Methods Of Jewelers

Altogether too many stores visited lately by a staff member of Men's Wear Review are following too haphazard a way of displaying this class of merchandise. Instead of featuring novelties and fresh, attractive goods, they are content, seemingly, to show a miscellaneous and untidy assortment of old stock which is tarnished and shopworn in many instances. No wonder it does not sell. Such items of merchandise must possess the characteristics of novelty or practical utility to be really salable and a comparison with the selling methods of the jewelry store should be ample indication of the truth of this statement. In the latter case the various items are shown in velvet-lined cases underneath specially-arranged lighting, and usually sold in an attractive gift box. Each pair of cuff links or collar pins, etc., present a glittering or burnished appearance which excites admiration and the desire to possess, utterly opposite to the hit or miss methods described above. Even though the jewelry stocked in a men's store is more or less inexpensive and not always even gold plated, there is no reason why it should not be chosen with

the utmost care. Any merchandise will take on added lustre by proper display methods.

Here are a few suggestions with regard to merchandising the various kinds of cuff buttons which may prove helpful. The shirt which is finished off with a French cuff requires what is termed a spool link, solid post cuff button because it is not bulky, looks neat and does not permit the soft cuff to show uneven edges. Such a cuff button should always be fitted into the sleeves of a shirt with French cuffs and its utility becomes immediately apparent.

There are many men to whom the patented cuff fasteners which snap together have an appeal. They usually think an inexpensive quality is good enough but now that it is possible to have these cuff buttons in gold or silver with a raised initial, there is a good opportunity to sell an additional pair for dress use.

There are any number of other cuff button novelties on the market now especially intended to appeal to young men who incline to fancy shirt effects, and the fact of the matter is that every sale of a fancy shirt should be accompanied by a sale of appropriate jewelry if such is carried in stock.

Scarf Pins Again In Vogue

Stickpins are coming back, is the rumor heard on all sides, and this item should prove to be an easy seller when introduced with neckwear. In the United States there is a vogue for smoked pearl stickpins which are smart when worn with a knitted tie. In a glance over the pages of the average jeweler's catalog for this Christmas it is readily apparent that the pearl is the masculine jewel of these times, since out of some fifty odd varieties fully thirty-five are set with small pearls, either singly or in clusters. Very few diamonds are shown, possibly the price being out of proportion to the appearance of the scarf pin. The average cost of these stickpins varies between \$1.00 and \$5.00 which is not out of the men's wear store range.

There will always be a demand for belts with good-looking buckles for Summer use. Buckles of hammered silver and monogrammed effects are offered in such a wide choice that it is not easy to make a selection. At all events, these lines should be given display space on top of a showcase, boxed in attractive packages and made to look as individual as possible.

Soft collar pins and holders can be sold in greater volume if a gift box is included with each and the stock is shown attractively and kept bright and new. Special varieties such as the collar pin designed like a hunting crop or with a fox head should be shown on the regular hunting stock and will gain in effect thereby.

Knife and Cuff Link Sets

There are many other items which a retailer may include in his jewelry section if it is desired to make this department up-to-date for the holiday trade. Fountain pens and pencil cases are appropriate gifts and knives are never out of place. In fact, one of the newest Christmas gift sets comprises a pair of cuff links and a knife to match boxed together. Cigarette holders and certain styles of cases are often seen in such departments at moderate prices and are all-the-year-round sellers.

Whenever possible these items should be given window display space by themselves and not always relegated to the position of "finishing touches." In the average store where each salesman is a "general man" and is not confined to one section, co-operation in the matter of suggesting jewelry is easily obtained. Even in other cases it has been found advisable to make an exception in the case of jewelry and to encourage sales at any time and from any other section of the store.

It should not be forgotten that boys are just as much interested in jewelry as holiday gifts as are their fathers and older brothers, and a word in the Christmas advertising on their behalf may result in sales otherwise never thought of.

Larger Sets of Dress Buttons

A timely warning is issued with regard to sets of buttons for wear with dress waistcoats. The newest styles call for three and four-button double-breasted effects but many sets of buttons still include only four buttons and thus the retailer is obliged to break up another set in order to supply the demand for a complete number. It is not always easy to match a set of dress waistcoat buttons and therefore when such a garment is sold the wise retailer will take pains to ascertain that the purchaser already possesses sufficient buttons or is willing to buy a new set comprising the requisite number. Such sets, by the way, should be pushed as holiday gifts without delay.

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"Throw Your Heart Across"

TO YOUNG and old men alike, there is a good deal of inspiration in the address—part of which appears in this issue of Men's Wear Review—given by Sir Joseph Flavelle at the Canadian National Newspapers and Periodicals Association. It would be strange, indeed, if something exceedingly worth while did not come from a man who has travelled all the way from the country store to a foremost position in financial and industrial circles in this country, whose ability has been recognized by the British government to the extent that he was made head of the Imperial Munitions Board during the war, and who now occupies a chief executive position in one of the largest retail organizations in the country. Sir Joseph, himself, with his many worthy achievements, is an inspiration to a young man who aims to get ahead by the sheer force of his own personality and ability.

It seems to us that one of the best slogans for the man who wants to get ahead and who realizes that there is no royal road to knowledge or achievement is "throw your heart across." Difficulties innumerable are bound to stand athwart the pathway; they are made to overcome, to master, and to profit thereby. The phrase comes from a story that is told of General Falkenhayn who was entrusted with the task of instructing one of the young German princes in horsemanship. The General had taken the young prince over many a difficult road, finally to be confronted by a wall which required a dangerous leap. The Prince hesitated, and the General, seeing hesitation and fear stamped upon the young lad's face, said, "Throw your heart across and the rest will follow."

It is so with all difficulties and perplexities that are the everyday experience of business men. A good deal of heart is required to face some of them, but the heart, or the decision, is the deciding factor in overcoming all difficulties. Once the decision is made, firmly and determinedly, the other factors required to put the decision across—to crystalize the idea—will quickly follow. The courage that is required precedes the decision—that is the test of the man. Once the heart is thrown across, all else will follow.

An Advertising Thought

THE advertising man is sometimes at a loss to know how best to make an appeal. As we have remarked many times, advertising is news, and often this news passes right under the eye of the advertising man and he may let it slip by without grasping its essential qualities of good advertising matter. The other day in conversation with the manufacturer of overalls he told us that a certain man had come into his office wearing a suit of overalls that he had given him many years ago. They were still doing good service and bearing up well under the hard usage to which they had been put. And then the manufacturer branched off on a talk about the economy of wearing overalls. Right there was his advertising copy. He couldn't get better advertising copy than that which dealt with overalls as an article in the wearing of which there is a good deal of economy—that is, looking at the question from his point of view.

And so it happens everyday. Perhaps there is never a day that some customer does not go into his men's wear dealer and tell him how well some article has worn that he bought from him. That is news; it is also good advertising copy. Men and women who read advertisements want to get all the information they can about the articles they see advertised; they are probably more concerned about that man than anything else. If that information comes to the advertising man he ought to capitalize it.

Editorial Briefs

How far have you got along with your Christmas plans?

Several months ago, Men's Wear Review urged that dealers put on a fashion show just as the women's wear dealers do it. They are doing it and finding out that it is a successful venture.

"EVERYTHING that increases mutual knowledge of the achievements and possibilities of industry and commerce increases the welfare of the people and acts as a stimulus to further progress. In this respect business newspapers perform functions which no general newspaper can undertake, and a limit can be set to their useful development only when a limit has been set to the march of knowledge or science, whichever you prefer to call it, as applied to production, commerce and finance."

"THERE never was a time when business newspapers could do a better stroke for the world than they can to-day by bringing it home to their readers and the great public that all the people profit by the peace and prosperity of each other. They are the most practical of internationalists and through the sensitive machinery of the market can estimate from day to day the reactions of policy and the supreme value of a settled order in the relations of states. They, better than anyone else, can realize the fallacy of the view on which nations have too often acted that what is one nation's gain must be another's loss. The world as we see it to-day is largely what politicians and statesmen have made it. Is it not time for the business man to take a hand?"—C. P. Scott, Editor, "Manchester Guardian."

Men's Wear Markets at a Glance

Immediate Business Held Up on Account of the Unseasonable Weather—Overcoats Are Active But Suits Move More Slowly—
Booking for Spring Aims to Cover Initial Requirements of the Trade—Holiday Business is Active

UNSEASONABLE weather continues to put a damper on business in both wholesale and retail circles. Heavy goods are moving very slowly and sales are becoming more and more the order of the day as week follows week of mild weather. On the other hand, holiday merchandise is beginning to move and retailers are booking good orders in anticipation of a better Christmas trade than they had a year ago. Furnishing lines continue to hold their own in immediate business both over the retail and the wholesale counters. Travellers who are out or have been out with Spring merchandise say that retailers are not disposed to much more than cover their immediate requirements for the opening of seasonal trade in the Spring. That suffices them. As one man said "it is a travellers' trade;" in other words, the retailer is accepting the word of a well-tried and well-trusted traveller to book orders for certain merchandise which may be scarce when the Spring trade gets in full swing.

Clothing

SINGULARLY enough the overcoat trade has been good even in spite of the unseasonable weather. There is a marked scarcity of some lines; clothing manufacturers say they could have disposed of many more if they had had them. But it seems to be the case of the overcoat "covering a multitude of sins," namely, a much-worn suit of clothes. Retailers complain that they have been unable to create much business in suits and their disposition to book for spring is affected thereby. Special order houses say they are getting nice orders, especially for the better class stuff; on the other hand "price" is a very decisive factor with not a few merchants these days and a good deal of "price" merchandise is being sold. Spring business has, so far, developed fairly well; orders are numerous but do not reflect any speculative tendency at all.

Headwear

THE same tendency to book carefully for Spring obtains in headwear as it does in clothing. The immediate needs are looked after—but little beyond that. Some of the import men say they have had a better season than ever before. In colors, tans and greys are by far in the lead; one wholesaler stated that they had booked more greys than ever before. Tans and browns with other manufacturers have been good, constituting fully 25 per cent. of all the business they have done. There has been a feeling for greens; the best hatters in the retail trade have covered themselves with just a few to meet a possible demand for this recurring shade.

A manufacturer who has just returned from New

York points out that the price of fur has doubled in the last six months and that the future of prices depends a good deal on what action is taken by the dress goods people. Much of this fur has been used by dress goods people for trimmings and it is said that if they go into the market for supplies the future of prices will be out of control. As this manufacturer saw it, there is no possible chance for a lower price before the Spring when the Austrian crop is gathered in.

Shirts and Collars

AT THIS time of writing the leading shirt manufacturers have been out with their Spring range only about one week and it is hard to form any definite idea of the development. Reports of city men are to the effect that retailers are booking better than they did a year ago. Their selection is pretty well scattered. Shirts with collars to match are selling well, with both starched and soft collars in demand. One firm stated that their starched lines were selling even better than their soft ones.

A manufacturer of work shirts stated to Men's Wear Review that recent advances in cottons would make it imperative that he advance his prices somewhat. Within the last few weeks he had received advances of from four to seven and a half cents a yard. A good indication of the evenness of trade in the rural sections of Canada was given by this same manufacturer who stated that seventy-five per cent. of his trade was with the general or the department store and that he had orders sufficient to keep him busy till next February. This reflects something of the staple conditions obtaining in rural sections where trade has not been susceptible to the depressions of the more strictly industrial sections.

Neckwear

THE approaching holiday season is keeping neckwear men as busy as they care to be. In the cut silks, the conventional patterns that usually accompany the Christmas season are selling well. Of course, they are wider than the summer shapes and some of the manufacturers are giving the straight cut and are meeting with good success with them. The demand for the cut silk tie is increasing each week and retailers express themselves as appreciative of the newer patterns that are being shown. The knit goods men also say that they are developing good holiday business, especially those who are changing their patterns frequently. One manufacturer stated that he changed his patterns every two weeks and that it was only by this method that he was able to keep up his volume of business.

Hi! Stop Thief! Stop Thief!

Who Steals My Purse Steals Trash and Also Makes a Hole in My Christmas Profits—Operations of the Shoplifter Become Very Active Around Christmas—Dope Fiend the Greatest Enemy of Store—The Professional, Amateur, and Small Boy All Ply Their Trade With Great Vigor

CHRISTMAS brings with it a rush and with the rush comes the greater activity of the shoplifter, the professional thief, the small boy who haunts the toy department and gets away with little things, and the regular criminal who seizes every opportunity to mix with the crowd if it presents him with a chance to reap ill-gotten gain. Shakespeare said "Who steals my purse steals trash" and the modern merchant, while subscribing to the spirit of the saying is apt to add when thinking of it in terms of Christmas merchandising: "And also makes a hole in my Christmas profits." The unusual crowds that throng all of the department and other large stores at this time of the year provide the very opportunity that the thief is looking for and it is a certainty that many thousands of dollars' worth of merchandise is stolen during the few weeks of intensive buying that precedes the 25th of December.

The Professional

The professional shoplifter is well-known to the detective department of the big department stores. He has, or she has, probably served time in prison but immediately upon release goes back to the old haunts and habits and is ready to pick up the game where it was dropped before the long arm of the law gathered him in. And they know they are known by the detective department. The only way they can get into the store is by sneaking in through one of the many entrances to a large store, unobserved, for if they are seen by any of the staff of the detective branch they either make a hasty exit or are ordered out of the store. Practically all of their activities are concentrated on the more expensive merchandise because they steal for purposes of re-sale. They will usually try to lift merchandise out of the ready-to-wear or the fur departments, for if they can lift a \$50 article they can sell it for \$10 or \$15 and that is clear gain. These departments are much more alluring to them than, for instance, the glove or the hosiery departments where a \$1.00, a \$2.00 or a \$3.00 article could only be sold for a comparatively few cent. Probably 80 per cent. of all the attempts made by the professional thief in these departments are detected, arrests made and convictions secured. Their methods vary but usually they try to operate when there is a crowd about; they lift the merchandise from the counter, get in behind a crowd of women and, under

The accompanying article was written on information supplied Men's Wear Review by the head of a detective department in a department store. Every merchant knows that shoplifting flourishes during the Christmas rush; that means that a considerable loss is sustained, a loss which could in the opinion of this store detective, be considerably obviated. He is entirely of the opinion that all of the average-sized department stores in this country could with profit to themselves engage the services of a detective for at least a couple of months prior to the 25th of December, and he suggests that stores could co-operate in engaging the services of a detective where it did not seem possible for one store to meet the whole expense of this necessary protection.

cover of the rush and rapid movement, hide the piece of merchandise in a muff or a bag, or—in the case of a man—under the coat which he invariably carries over his arm.

The Dope Fiend

The dope fiend is one of the most cunning of thieves and, when in dope, is very hard to catch. The dope gives him a courage and a cunning and a recklessness that helps him ply his nefarious trade and seek to make escape after he has been caught. In the case of a certain dope fiend caught in a large department store known to us, an attempt was made to jump from a window four storeys high even though the culprit was surrounded by store detectives. Many of these dope fiends have been sentenced to imprisonment of various terms but few, if any of them, are benefited by these short terms. While in prison they are denied dope but as soon as they get out they again get in touch with their old friends and old habits are resumed.

The dope fiend seldom makes an effort to steal more than one article at a time. He is easily detected by his jerky habits, the unusual palor of his skin and the cast of the eye. He will lift an article and make a quick get-a-way if he can. He is the only type of shoplifter that the clerk behind the counter can accost and hold till a member of the detective branch arrives to take him into custody because there is no mistaking a dope fiend and there is no risk to run

to the store in apprehending him which is not the case with the amateur or the professional thief who have to be caught in the act or with the goods on them. It was stated by our informant that the dope fiend was the worst enemy of any department store.

Main Floor Stealing

By far the greatest number of thefts take place on the main floor of the department store where the smaller articles are sold quickly over the counter. Here the amateur works with the greatest success and 20 per cent. detections is a good record for any detective department. A clerk may be morally certain that some shoplifter is operating but is not permitted to take any notice of it so far as any action is concerned between her and the shoplifter. She gets into immediate touch with the detective department and lets it be known that a certain person is suspected. A member of the department then follows on the track of the suspect, because it is very rare that shoplifters of this kind will stop at the theft of one article. They go from counter to counter. If it is a woman usually a muff or a bag is the receptacle of the stolen goods. If it is a man he will often have a slit in the side of his coat through which he reaches to the merchandise on the counter. It is by following the suspect after it is morally certain that one article has been stolen that an arrest is usually made.

Powers of Observation

So far as the actual members of the detective branch are concerned, much of their work in arresting thieves is the result of experience and observation. A movement of the hand, a twist of the head, a side-long glance—these are the common indicators of the shoplifter. Detectives are very familiar with them where the ordinary person would take no notice of them at all. The greatest care has to be taken in all cases to catch them in the very act or with the goods on them. Otherwise some very expensive litigation may result, for a person wrongly suspected, is a very irate person. The quicker a settlement is made with this person, the better for the store, because the longer the wrongly accused thinks of the matter, the more incensed they become and the settling fee mounts ever higher.

Co-operation With Sales Force

The head of a detective branch usually finds it very advantageous to have

a good understanding with the sales force throughout the store. The first word that ultimately leads to detection and final arrest very frequently comes from them and if there is a good feeling between the detective branch and the sales force this word is given—if not many a detection is not made. When the sales force know that their word is not taken as the final thread on which the arrest is made they are more inclined to co-operate; they know that the final movement in the game has to be taken by the detective department on undoubted evidence.

The Small Boy

The toy department is a very enticing and fruitful field for the operations of the small boy during the Christmas buying season. The career of many a criminal is started here. In many instances the boy who is detected in petty thieving of some small toy is only the tool and not the master-mind behind the theft. He is usually to be found outside the store. He knows that his age will mean, if detected, imprisonment; whereas the small boy who commits the first offense will only be reprimanded and let go. The real villain of the play has gone through the department and knows what he wants. He gets hold of a small boy and tells him where the article is and offers him a small sum of money to go in and get it for him, probably twenty-five cents. Sometimes the master-mind is caught. If it is the small boy's first offense his criminal career may be cut short by a stern warning; but if he is an old hand at the game the future is less certain and he may return to his old ways.

A Suggestion

The only way in which some of the

They Hanged Shoplifters in Dickens' Time

The preface of *Barnaby Rudge*, by Charles Dickens, recounts the case of Mary Jones, a shoplifter, who was sentenced to capital punishment in England for stealing in a draper's shop. Sir William Meredith in a speech in Parliament made in 1777 is quoted by Dickens as follows:

"Under this act (the shoplifting act) one Mary Jones was executed, whose case I shall just mention. It was at a time when press warrants were issued, on the alarm about Falkland Islands. The woman's husband was pressed, their goods seized for some debts of his, and she, with two children, turned into the streets a-begging.

"It is a circumstance not to be forgotten, that she was very young, about nineteen years, and remarkably handsome. She went to a linen draper's shop, took some coarse linen off the counter, and slipped it under her coat. The shopman saw her and she laid it down. For this she was hanged.

"Her defence was that she had lived in credit, and wanted for nothing, till a press-gang came and stole her husband from her. Since then she had no bed to lie on, nothing to give her children to eat, and they were almost naked; and perhaps she might have done something wrong for she hardly knew what she did.

"The parish officers testified the truth of this story, but it seems there had been a good deal of shoplifting about Ludgate and an example was thought necessary. So this woman was hanged for the comfort and satisfaction of the shopkeepers in Ludgate Street. When brought to receive sentence she behaved in such a frantic manner, as proved her mind to be in a distracted and desponding state. A child was nursing at her breast when they set out for Tyburn, scene of the execution."

large competing department stores co-operate is through their detective departments. In the case of any new professional shoplifter who may creep up, his name, methods and any other information concerning him is freely exchanged between the two stores. It is not infrequent that a member of one detective staff will follow a suspect across to another store and set a member of the detective staff of that store on the tracks of the suspect. In this way many an arrest is made that would otherwise go undetected.

In many of the cities in Canada there are two or three department or large stores. Reference was made to these by Men's Wear Review in talking with the head of this detective department and it was suggested by our informant that it would well pay these stores to co-operate in providing themselves with detective protection during the few weeks' rush before Christmas. He could serve such stores and would doubtless save many hundreds of dollars' worth of profits that go during these weeks to the ubiquitous shoplifter.

You Weigh

THE PROPER WAY to look the best is to buy your wearing apparel from

C. H. SMITH COMPANY

LIMITED

DEPARTMENT STORE, WINDSOR

First Prize \$5.00 Second Prize \$3.00 Third Prize \$2.00

For the lucky weight to be drawn by the President of the Fair on the last day of the Exhibition.

Orders will be given at the Store for above Amounts.

Weight

Name

Address

DROP THIS COUPON IN THE BOX AT THE FAIR GROUNDS

Fall Fairs are popular occasions for being weighed. One of the liveliest spots in the Midway of the Canadian National Exhibition is where a man takes a guess at your weight and collects from you if he can't come within a certain number of pounds of it. He usually collects.

The C. H. Smith Company of Windsor take advantage of all the Fall Fairs in that district to satisfy visitors as to their weight—only they don't collect. Theirs is a free weigh scale, and the person whose weight is chosen by the president of the Fair gets a \$5 bill; the second \$3 and the third \$2.

The form shown above is perforated and the stub, when torn off, forms the basis of a very good mailing list.

500 Children Enter This Contest

Sutcliffe Company, of Lindsay, Ont., Held Competition Which Attracted Attention of Whole City—Helped After-Christmas Business—Local Editors Were Judges

MOST live merchants have some method of attracting particular attention at Christmas time. The trouble is to get a merchandising method which is new to the public, who have learned to take Christmas activities for granted. The Sutcliffe store in Lindsay, Ont., tried out a plan with which they were very highly pleased and which Men's Wear Review believes would be interesting to all its readers. Though many stores in this country have tried contests, the Sutcliffe firm believe that the contest idea as it worked out in this case, has never been tried before. It was one of their own department heads who originated it.

A button manufacturer was most anxious to sell the store buttons bearing their name to be distributed among their customers. This seemed to W. J. Ferguson, the advertising manager, a good foundation for a better scheme. He had these buttons made with pictures of Santa Claus, above which appeared the words, "Get your toys at Sutcliffe's." Now buttons alone are no attraction to grown-ups who pass in and out of a store and there are not enough children buying under ordinary conditions to get much publicity through them. Some scheme which contained the element of competition was necessary.

Prizes were therefore offered for the best drawings of the picture on the button, which was called the "Sutcliffe Santa Claus." Buttons, pinned to circulars announcing this, were sent to five thousand school children in Lindsay and the surrounding district. The three counties of Victoria, Brock and Durham were covered. The radius varied from 30 to 50 miles. So much attention was attracted that those children who did not receive buttons, called at the store or wrote for them.

The conditions were very few. The drawing was to be made not less than three inches each way. As the button was only an inch and a quarter in diameter, tracing was in this way prevented. The drawing was to be colored like the original one. Two drawings might be submitted if desired. Names were not allowed to be placed on the face of the drawing, so that there would be no reason to think that the firm was showing favoritism in the matter of selecting winners. Each child was asked to place on a separate paper, his or her name, age, Post Office address and parents' names. December 21 was set as the last day on which drawings would be accepted.

There were announcements in the daily and weekly papers regularly during the twenty days allowed the children



This illustration shows how well the children of Lindsay, Ontario, draw. In the centre is the original button. The other four are the winning drawings. Upper left, Boys' Senior; Upper Right, Girls' Senior; Lower Left, Boys' Junior; Lower Right, Girls' Junior.

to make the drawing. The public was told that by a system carefully planned the judges would not know who made the drawings until after the awards had been made. This system was as follows: as the drawings were received, numbers were placed on the back of them and the same number in a large ledger which contained the name, age, address and parents' names. When the prize was awarded, the name was found in the book by means of the number.

That interest was aroused in Lindsay and its environs, can be judged from the fact that the number of entrants in the contest was slightly over 500.

Hand in hand with this competition, went the usual real Santa Claus. Ten days before Christmas he came in on a train from the west, the announcement of which in the paper brought hundreds of children to the station. On Christmas Eve he arrived from the east and was met by the Sutcliffe truck, which had gone through the town before train time, heralding the glad news of his arrival and inviting the children to come and meet him.

Believe Santa Claus Should Be True To Type

Mr. Ferguson says that too many

people in trying to have a Santa Claus use the youthful, boisterous modern one. Children have learned to think of him as an old man, bent with his heavy pack and the weight of years. In their minds he is gentle-voiced and kind. For that reason, the Sutcliffe store used a costume which tended to give the characteristics they wanted and chose a secluded corner of the store, for the children to visit him in. The hushed air about the place, showed that the hundreds of children who stood around, felt the spirit which the store tried to give them. The glowing fireplace, the darkened room, the dull lights and the mystic atmosphere of the whole place seemed more in keeping than bright sunlight and a Santa who used modern slang words. Moreover, the firm was careful not to have Santa Claus appear at their store, on days that he was to be at any church charity or school function. They loaned the costume to organizations who requested it and as it was made in such a way that it gave almost the same appearance to every figure, many children believed that it was the Sutcliffe Santa Claus who went everywhere.

Santa boxes were distributed from a corner of the Santa booth for twenty-

five cents. These were guaranteed by the store to contain thirty-five cents' worth or more of merchandise at regular prices. The element of chance appealed to parents who came with their children to see Santa Claus and thousands of packages were sold.

This regular Santa Claus of the Sutcliffe store, linked up very well with the contest. Many children came to leave their drawings and to tell Santa Claus about them.

Local Papers Judged Winners

The editors of the Lindsay papers, the "Warder" and the "Post," were judges of the prize-winners. The prizes were as follows:

For boys and girls over eight years and under fifteen:

First prize for boys—large typewriter.

First prize for girl—large doll.

Second prize for boy—krazy auto car.

Second prize for girl—a doll.

For boys and girls eight years old or under:

First prize for boy—large meccano set.

First prize for girl—large doll.



Second prize for girl—large doll.

Second prize for boy—mechanical auto.

Second prize for girl—doll.

The judging was done on Christmas Eve; the prizes were sent immediately

to the winners and their names were published in the papers.

After Christmas Publicity

On the Tuesday following Christmas, which comes in the slowest week of the year, a window was given over to displaying the drawings. Every one of the five hundred odd entrants had the privilege of seeing his or her drawing in the group. They were attached at uniform distances to long ribbons so that none were hidden. During that week, scores of people of every age were to be found standing before the window at all hours. Many odd purchases during those quiet days, can be directly attributed to that window.

The store has now a complete list of the names and addresses of probable purchasers in Lindsay and in nine towns in the district as well as on the farms within a radius which is never less than thirty miles and in some directions is fifty miles.

J. A. Coriveau of the Model Tailoring Shop, Fort William, Ont., has opened a special order department for women, through which they can secure man-tailored winter coats from fabrics of the same quality as men wear.

Advertisement for HENRY MORGAN & CO. LTD. titled "The Store With the Christmas". It features a large illustration of a woman in a fur coat and a list of "Suggestions For Last Day" for women's Christmas frocks, priced at 45.00 and 49.50.

Advertisement for "The Tree Bearerth Fruit According To Its Root" by Goodwin's Limited. It features a large illustration of a Christmas tree where the branches are made of various gift items like watches, handbags, and shoes, each with a price tag.

Advertisement for HENRY MORGAN & CO. LTD. titled "The Store With the Christmas". It features a grid of small illustrations of various gift items, each with a price tag, under the heading "An Alphabetical List".

Above are shown sections of three full page advertisements, two of which were run by Henry Morgan, of Montreal, and the other by Goodwin's of Montreal. The one to the left "Suggestions for Last Day" contains many suggestions for suitable gifts for different members of the family. Mother, father, big sister, little sister, big brother and little brother are all taken care of in this useful list of suggestions, carrying the prices of each article with it. The cut of Santa Claus in the centre of the page gives the advertisement the necessary Christmas atmosphere. The one in the centre shows an attractive grouping of many gift suggestions with the price given in each case. Articles for both men and women are shown. The one to the right shows a great many articles illustrated and alphabetically arranged. A great deal of news is to be had from this advertisement—a very desirable feature of Christmas advertising.

Suggestions for Showcards for Seasonable Merchandise

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

LONG HAIRY FINISH ROUGH HATS TO
MATCH THE LIGHT OVERCOAT

PRICES THAT LEAD THE WAY TO BETTER
DRESSED MEN

MODELS FOR YOUNG MEN WHO APPRE-
CIATE CORRECT STYLING

PATTERNS SELECTED FOR DISTINCTION
AND DURABILITY

OUR MADE TO MEASURE GARMENTS ARE
MADE TO FIT

IMPORTED ENGLISH HOSIERY AT TEMPT-
ING PRICES

FELT HATS THAT ARE HIGH IN QUALITY
BUT LOW IN PRICE

THE TAILORING OF THESE GARMENTS
REACHES THE PINNACLE OF
PERFECTION

"IF WINTER COMES" YOU WILL NEED ONE
OF THESE STORMPROOF COATS

CAPS THAT LEND DISTINCTION TO THE
WEARER

NECKWEAR FOR DISCRIMINATING
TASTES

COMFORTABLE, WARM, MODERATELY-
PRICED — FEATURES OF OUR
UNDERWEAR

THE CORRECT DRESS FOR EVENING
WEAR

KNITTED CAPS FOR BOYS AND MEN

DURABLE CLOTHES FOR BOYS FOR
EVERY DAY WEAR

SHIRTS CORRECTLY TAILORED OUT OF
FASHIONABLE FABRICS

THE NEWEST SHADES IN MEN'S SHIRTS

A KNITTED CRAVAT, CORRECT IN DESIGN
AND SUPERIOR IN QUALITY

NEW NECKWEAR FOR EVENING WEAR

THE WING COLLAR ADDS DISTINCTION
TO THE WEARER

INTRODUCING THE NEW KIMONA SLEEVE
IN OVERCOATS

THE PRICE IS AN INDUCEMENT AND THE
QUALITY A SURE THING

HEADWEAR IN THE NEWEST SHADES AND
SHAPES FOR FALL

UNDERGARMENTS OF CHARACTER AT
MODERATE PRICES

GLOVES THAT ARE MANNISH IN STYLE,
CUT AND FINISH

SOME OF THE LATEST NECKWEAR NOVEL-
TIES IN CUT SILKS

NEW PATTERNS AND FABRICS IN
STYLISH SHIRTS

FOUR PIECE SPORTS SUITS AT TEMPTING
PRICES

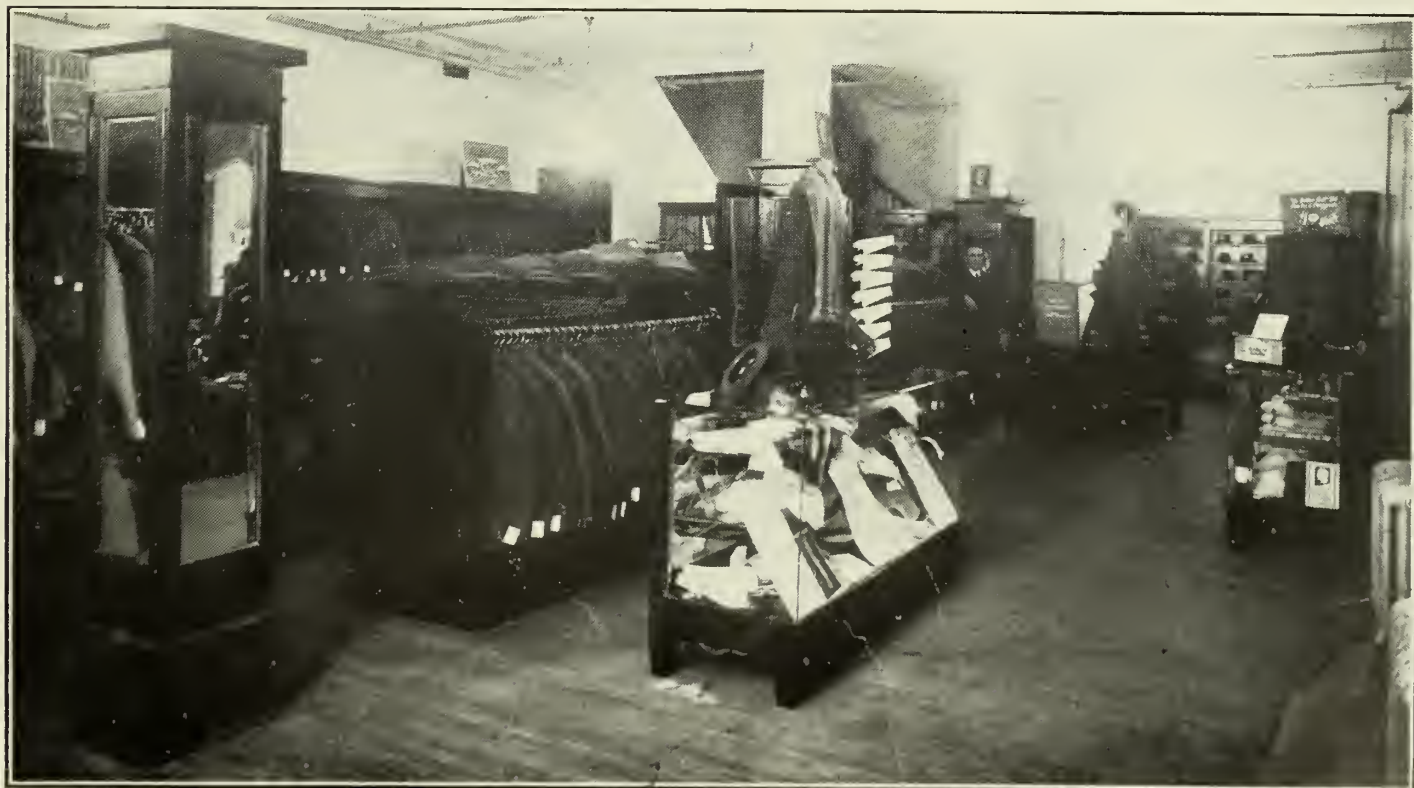
STYLISH, WARM, AND WOOLLY GAUNT-
LETS FOR COLD DAYS

WINTER CAPS THAT ARE JUST WHAT
THE BOYS WANT

OVERCOATS THAT GIVE WARMTH WITH-
OUT WEIGHT



Above is shown an interior view of the newly remodelled store of P. Bellinger of Toronto. At the rear will be seen the clothing section which permits of privacy in selection. It is fully equipped with mirrors and dressing rooms.



A portion of the interior of the new store of C. A. Workman Ltd., of Montreal, showing the clever use made of the pillars which have been fitted with triple mirrors movable in any direction.

Needle Trades are to Co-Operate

Organization Has Been Formed Including Manufacturers of Both Men's and Women's Clothing—To Deal With Technical and General Problems Affecting Industry—To Take Interest in Tariff
—Offices at Toronto and Montreal—Dominion Wide

A NEW section of the Canadian Manufacturers' Association was organized in Montreal on November first at a meeting of representatives of the needle trades of the Dominion called together to discuss ways and means to closer organization of the numerous branches of these industries. At a well-attended meeting held at the Windsor Hotel the new branch was established with the object of dealing more adequately than has been possible in the past, with technical and general problems concerning the clothing industry in Canada. It was pointed out that the clothing industry is the largest in the Dominion from the standpoints of annual value of output and number of employees engaged and nearly two hundred million dollars are invested in Canada in this industry. Government figures show that 17 per cent. of family budgets are spent on clothing.

Hence, the new organization will include manufacturers of both men's and women's clothing, whitewear, overalls and work garments, furs, caps and waterproof clothing, etc., all of which industries have many problems in common which co-operative efforts will go a long way in solving. Among those who are expected to take a prominent part in the new organization are the following:

Fred. W. Stewart, chairman of the Quebec division of the C. M. A.; J. E. Walsh, general manager of the association; R. P. Sparks of Sparks, Harrison Ltd., of Ottawa and president of the

Canadian Association of Garment Manufacturers; B. Gardner, president of the Clothing Manufacturers' Association of Montreal, and F. G. Gnaedinger, chairman of the Fur Trade section of the Canadian Manufacturers' Association.

Benefits Retailers and Consumers

It is the conviction of those who are initiating this movement that it will be beneficial not only to the industry itself, but also of definite advantage to both retailer and consumer. This is the view taken by Secretary Hoover of the Department of Commerce, Washington, regarding such trade associations, for in a recent statement he set a very high value to the community on co-operative effort on the part of manufacturers.

One of the objects of the new organization will be to co-operate with government bodies and commissions who have to deal with such questions as freight classification, customs regulations, insurance laws and finance. These and other general problems will be dealt with by the organization as a whole. For the purpose of dealing with technical problems of production and distribution, the organization will be sub-divided into groups of those engaged in the various lines of industry.

Two Main Offices

In order to function efficiently, it is proposed to establish central offices in both Montreal and Toronto, with technically-trained officers in charge of each. Those executives will be engaged

upon the matters mentioned above as well as in other activities such as co-operation on credit information, the establishment of a factory supply department, the co-operative marketing of clippings and standardization problems in respect to trimmings, packing charges, the opening of selling seasons, freight and express charges, and the like.

A committee was appointed at this meeting to proceed with as little delay as possible toward the organization, it being stated that with members already secured in Toronto and Ottawa and fifty members in Montreal to begin with, the association would start out with a membership of over a hundred, representing the leading firms of Canada in the allied lines of business under the needle classification.

Co-operation Needed

In a leaflet issued in the interests of the new organization some pertinent facts are published throwing light on the question as to the vital need for better co-operation in the needle industries.

"Meetings of manufacturers of men's and women's wearing apparel have been held in Toronto and Montreal, to consider the advisability of organizing a trade association wide enough to include all those engaged in any branch of the needle industries in Canada. The purpose of this organization would be to deal with such problems as affected the



R. S. Call of Guelph has recently installed a very handsome new front in his store. It is shown above with a very well executed display of new Fall merchandise.

industry. It is also proposed that each group within the industry should be organized to deal with problems affecting such groups particularly.

"From the experience gained by those who have been members of the separate organizations now being carried on, it is admitted that the activities of these existing organizations could be much more effectively promoted if there were more complete co-operation in dealing with problems which are common to all.

"Those present at these meetings were confident that such an organization would function most satisfactorily if carried on as a section of the C. M. A., co-operating with it in its general activities, but functioning in matters having application to the clothing trade under an administration of its own.

"Herewith are outlined some of the activities in which the new association may properly engage:

Tariff

"All branches of the clothing trade are affected by the same tariff items, and their interests are identical. No industry is more embarrassed than the needle trades by evasion of the customs tariff through the dumping of undervalued goods of foreign manufacture in the Canadian market. Co-operation on a broad scale may induce some relief. Unorganized and unsupported representations have so far not been effective.

"Inasmuch as these exhibitions will probably be carried on in close association with retailers, and as clothing manufacturers are brought into more intimate contact with retailers than any other group of manufacturers, it is clearly apparent that such exhibitions would appeal more particularly to the clothing manufacturers. The financial possibilities of such exhibitions should be kept in mind as possible sources of revenue to assist in financing a needle trades' organization."

The new organization is to be national in its scope and as soon as its affairs are well under way in Quebec and Ontario, its operations are to be extended into the Maritime and Western provinces.

Industrial Statistics

"Manufacturers are obliged to supply information as indicated in the schedules distributed annually by the Dominion Bureau of Statistics. It is well recognized that it is practically impossible to adapt these schedules to the records maintained in manufacturing establishments, and it has been admitted by the Dominion Bureau that these schedules are capable of improvement. The Bureau would be very receptive of any advice which any organized group of manufacturers would tender. There is great need for statistical information regarding the industry, and all manufacturers would gladly comply with the Bureau's requests if the results to be obtained therefrom proved to be of some practical value. An association would be most effective in advising the Bureau

in respect to the manner in which these schedules should be arranged, but a revision is practically impossible without the co-operation of all branches of the industry.

Textile Products Exhibition

"Many manufacturers are familiar with the success which attended the ex-

hibition of textile products held in the King Edward Hotel, Toronto, in February, 1922. In view of the fact that the greatest support given to this exhibition came from those in the clothing trade, the opinion is held that future exhibitions could be more efficiently promoted under the auspices of an organized group of clothing manufacturers.

Window Display and Competition

Merchant Says Faulty Windows Arranged by Smaller Merchants Drive Business to Mail Order Firms—Some Displays Seen Show Carelessness and Uncleanliness

HOW many merchants in small towns have made a study of the mail order business? Are there still some who believe that the better prices offered by catalogue houses are alone responsible for their prosperity? These questions were suggested to Men's Wear Review by a merchant in a town in Western Ontario who had made a study of the best ways to compete with the mail order business. He admitted there was a time when buying by mail made serious inroads into his business and freely acknowledged that the fault was his alone. It had taken him nearly two years to discover the cause. It was because he had neglected window display. Since he has given this his attention, he says he looks upon the mail order trade as an ordinary competitor, nothing more.

This is the explanation he gives for the way in which merchants become tools in the hands of mail order houses when they neglect their windows. The catalogue arrives at the home postpaid, attractively illustrated and with a three or four color cover, which is always worthy of attention. It contains cuts of merchandise which until then, the customer may never have known of. There are a hundred things which especially to a woman answer the cry for something which "she really cannot do without." Under ordinary conditions the catalogue remains about the house for several days before its contents are taken seriously. In the meantime, the prospective customer has gone downtown several times, keeping unconsciously those things in mind which she has read of in the big book. How many times do the local merchants show her that they have them in stock?

This merchant believes that in ninety per cent. of such cases, the woman would buy the article locally because it involves less trouble. But the fault is not hers. She does not know she can get it in her town and if she considers the question at all, it is dismissed with the thought "Mr. Jones would never have that."

A Personal Experience

Last month, a representative from this publication made a trip to a town

in the Niagara Peninsula which has a population of nearly 1,500. There were seven dry goods stores in the town. Dry Goods Review chose the five which the inhabitants mentioned as the best and interviewed the proprietors as to the place the mail order catalogue takes in that town. Four of these stated that they felt it considerably. The fifth did not seem to regard it seriously. Now the first four had windows which were not only poor but shockingly so. Two of them had dirty window glass, one had cobweb in the corner and all needed paint. The principal things displayed were overalls and cotton hose—lines which every dry goods store has carried from times immemorial. They had nothing to attract people with taste—people who had money, because this was both an industrial and a farming centre of comparative importance.

The fifth store was spoken as the one which carried "rather nice things." Men's Wear Review investigated further and discovered that white silk gloves could be purchased at a better price in the store that had the cobwebby windows. But the casual purchaser will never know this and the owner of the cobwebs will go on complaining against his fellow men and against life in general because he hides his merchandise under a bushel of dust.

Frank Colwell, Ltd., of Halifax, are selling out their stock of men's furnishings and will shortly open an up-to-date exclusive hat store.

Smart work by the Saskatoon police say C. D. Mitchener about \$3,000 worth of clothing and furnishings on October 26th. The burglars were caught in the act just as they were about to make a get-away.

John M. Gallanger has opened a store at 220 Ossington Ave., Toronto. He is carrying high-class furnishings for men.

John T. Quehl has opened a men's furnishing store at 11 James Street North, Hamilton, Ontario.

Executive Meets at Niagara Falls

Meeting Held on October 26th—Difficulties Being Met by Captains Working Out the "Zoning" System to Increase Membership of Association—False Advertising in Case of Shirt Manufacturing and Sales Promotion Taken Up—Condemn Receipt Tax

GETTING to work on the "zoning" system in connection with increasing the membership of the clothing section of the Ontario Retail Merchants' Association is bringing the members of the executive face to face with some outstanding difficulties. The executive met at Niagara Falls on Thursday, October 26th, and this was one of the important matters dealt with during their session which lasted nearly all day. Ed. Mack of Toronto, is chairman of this committee and members of the executive in different sections of the province are acting as captains in their respective localities. They are making an active and personal canvass in surrounding towns and cities, pointing out to men's wear dealers the advantages of belonging to the clothing section of the Retail Merchants' Association, what the section has done for the trade in general and what it hopes still further to do with the active co-operation of dealers all over the country. They are distributing a bulletin which outlines many of the activities of the association during the last year and in this way are urging dealers to associate themselves with the clothing section.

But they are meeting with difficulties. Members of the executive who reported at the Niagara Falls meeting on their efforts during the last month mentioned some of the barriers against which they are coming in their canvass of the situation. One is the lack of organization locally in some of the towns and cities. One captain, for instance, said that the merchants seemed more disposed to join the Board of Trade or the local Chamber of Commerce. This captain undertook to emphasize the fact, however, that this organization while perfectly good in itself, was of little direct benefit to the men of the trade in many of the ways in which a retail organization could be of benefit to them. Still another objection was the membership fee, which some dealers felt was too high for the benefits they received from membership in the association. The various captains reported that dealers took a more lively interest in the work of the association when new taxes on the retail trade were suggested such as the stamp tax or the tax on receipts.

The whole matter of increasing the membership of the association was earnestly discussed and the chairman of the committee requested that captains send him reports of their work, stating that

he would supplement it by personal letters to merchants urging them to become members of the association and particularly emphasizing at this time the convention in February.

"British-Made" Shirts

A matter which engaged the attention of the executive and on which action is to be taken is in connection with the sale of a certain brand of shirts which are labelled "British Make" but which, so the executive claim, are made in Canada. It was stated that this label was put on the shirt at the request of a dealer rather than by the independent action of the manufacturer. A resolution was passed that the matter be laid before the Attorney-General of Ontario with a view to prosecution either jointly or of one or other of the parties concerned.

Report of Style Committee

Just what the style committee has accomplished by co-operation with the Ontario designers was told in a report given by Mr. Mack and President R. F. Fitzpatrick. Most of this information was given in the last issue of Men's Wear Review so it is unnecessary to repeat it here. All members of the executive expressed themselves as very well satisfied with the work that had been done so far and were hopeful that much good would come out of this effort on the part of the joint committees from the two associations.

Copies of a book on alterations which is the product of the combined efforts of these two committees were distributed to the members of the executive and will be sold by them to dealers all over the province. Members expressed the view that this book alone stood out as one of the most helpful things that the Clothing Branch of the Ontario R. M. A. had ever done for the merchants of the province. This little book throws light on a very vexing problem, that of alterations; and, if followed, will save dealers a considerable sum of money each year.

A Sales Promotion Idea

The circular advertising of a new sales promotion firm was laid before the executive and some inquiries are being made with regard to it. This circular contained weather probabilities covering certain parts of the months of November and December which, if true, would prove to be very detrimental to good business during these months. The point arose whether these probabilities were authentic or not and a resolution was passed instructing the secretary to

ascertain from Washington and Toronto if they were correct forecasts of the weather, secured from a recognized authority. If not, it was felt that prosecution might be proceeded with on the ground of false advertising. The matter will be thoroughly gone into and some action may result therefrom.

New Receipt Tax

The new receipt tax which becomes effective on January first was taken up by the executive and a resolution was passed asking that this tax be abolished. It will be remembered that this new tax was foreshadowed in the budget speech by the Minister of Finance last Spring. It provides that a two cent stamp shall be affixed and canceled on every receipt given exceeding ten dollars. W. C. Miller, the provincial secretary, pointed out that this was a new tax on the retailer which would have to be met. If a man came in and bought over ten dollars' worth of merchandise and the sales slip were given to him marked "paid" it would have to bear the two cent stamp. Mr. Miller said that this new tax was arousing the retail merchants from one coast to the other, and that a great number of resolutions asking for its abolition were being passed all over Canada.

The January Meeting

There will be a meeting of the executive next month but the January meeting will be held in Toronto at the time the style committee meets with the designers' committee to examine the models they are preparing for the Fall and Winter season of 1923-24. It was felt that it might be a good idea for the whole executive to meet with this committee rather than the committee from the executive.

Members of the executive in attendance at this meeting were President R. F. Fitzpatrick, Secretary W. C. Miller, Mr. Doan of Niagara Falls, Ed. Mack of Toronto, Clarence Trull of St. Thomas, George Stephens of Barrie.

During the afternoon, the members of the executive were shown through the schools of Niagara Falls and the development plant at Queenston.

In the evening a banquet was given in one of the local churches to the executive. Most of the local retailers were in attendance and listened to addresses by W. C. Miller, who gave a comprehensive review of the activities of the R. M. A. and spoke of some of the forthcoming legislation affecting the retailers of Ontario. President John Logan, of the local R. M. A., presided.

It's an Investment—Not an Expense

That is What Members of the National Association of Retail Clothiers in the U.S. Claim for it—Started Eighteen Years Ago and Has 6,000 Members—Its Many Services Make for Better Merchandising Methods and Better Merchants

DOES it pay to belong to an aggressively-conducted, nationally organized association of retailers?

The importance of that question looms larger as the date for the annual convention of Ontario retail clothiers—in February—draws nearer. Beyond this annual convention is, we hope, a national convention of the clothiers of Canada. Some day it is bound to come.

But the answer to the question may be had by studying what the National Association of Retail Clothiers of the United States has done for the retailers in that country.

Started Eighteen Years Ago

This association was started in Iowa eighteen years ago by six Iowa retail clothiers who organized the first state retail clothiers association. The idea has grown until to-day every state in the United States has an association all affiliated with the National Association which has a total membership of more than six thousand of the most aggressive and progressive clothiers of the country. There is reason for saying this, for it is a fact that sixty per cent. of all the men's and boys' wearing apparel sold in the U. S. is sold by members of the National Association.

Some Activities

In a much larger sense, because of its magnitude, the National Association is most active in all matters of legislation than the state or, as we have it here, the Ontario Association. Its very numbers give it an unexampled power in all matters affecting the clothing industry and it is a force to be reckoned with in all legislative enactments affecting the clothing trade in any or every part of the country.

Arbitration is one of the outstanding activities of the Association. It will arbitrate disputes that may arise between members of the association and manufacturers or others with whom they deal whenever the member has a just complaint. Hundreds of such disputes have been settled through the efforts of the association and thousands of dollars saved to the members. Unless the claim of the member is a just one, however, the association will not use its influence in his behalf.

Terms and Discounts

The association is conducting an active campaign to secure uniform regular terms and discounts. A committee composed of seven of the leading clothiers of the country is in active

charge of the campaign in which marked progress is being made and ultimate complete success assured.

In connection with the association, a bureau of information is maintained through which members can secure any information desired pertaining to the clothing business. This information is obtained through constant study and research. Anything about the costs of doing business, various methods of paying salesmen, information about merchandise is at the disposal of every member of the association for the asking.

Analysis of Trade Territory

The National Association has on file the complete census records and will gladly furnish to any member a complete analysis of his town as given by the census reports. This will tell him the number of people gainfully employed in his town, how many carpenters, how many doctors or other artisans or professional men there are in the town, and other such valuable information. If desired, a member can find out approximately how much clothing, hosiery, underwear and other merchandise his community consumes during the year as based on the census reports.

Accounting Service

Measured in possibilities and real accomplishments, the accounting service is one of the most valuable services of the association. This department is conducted by a committee composed of three of the best qualified and best known accountants and comptrollers in the retail clothing field. They are prepared and qualified to advise a member at any time on any problem of accounting, systematizing and budgeting. There is no limit placed on this service and it is valuable for the very largest or the very smallest stores of accounting up to the furnishing of a complete system of accounting, budgeting and stock control for any size business.

A traffic and collection department is also maintained by the association. The traffic department, for a small service charge, collects loss and damage claims, audits freight and express bills and collects overcharges. This department collected ninety-eight per cent. of all loss and damage claims handled last year, many of which had been turned down time and time again. The collection department undertakes to collect amounts for the members of the association and records very good success in this work.

Important branches of the work of the association are in connection with advertising and window display. An advisory service is maintained in advertising and members are permitted to consult with the head of this department with charge either direct or by letter and no problem is too intricate for them to give their very best attention to it.

All problems of window display or decoration are handled by the window display and store service department. It includes supplying of suggestions of drawings and designs for window background, store arrangement, advice on windows, store and flood lighting, window display, fixtures, card-writing, signs; in fact, everything pertaining to store and window display and the service is free to all members of the association.

These are only a few of the activities of this association. They maintain an educational service, a merchandise exchange service, a bulletin service which keeps the members informed on all questions, either national or state which affect the clothing trade. There are many others which make it invaluable to the six thousand members.

The lease of the English and Scotch Woollen Mills, on Yonge St., Toronto, has been sold.

The employees of the Waterloo Shirt Company held a masquerade ball on the evening of October 26th.

The Ideal Gents' Furnishing Store at Moncton was damaged by fire to the extent of about \$9,000 in October.

Delegates to the National Clothing Convention held recently at Chicago were shown trousers with a corset effect attached.

Fort William merchants held a Window Night and Thanksgiving Merchandising Festival during the week of October 23rd.

Sixteen of Canada's clothing manufacturers were in a five-days' convention with Dowler Buyers at the Prince Edward Hotel, Windsor, late in October.

For the fourth time in six months Chic Farrar's store at Mount Hamilton was robbed on October 25th. A quantity of overcoats and clothing was taken valued at several hundreds of dollars.

A Dozen Ways to Get Xmas Business

1 Helping Along Early Shopping:

Little bits of pertinent advice about early Christmas shopping can be given publicity on window cards and by boxed-in announcements in your newspaper advertisements. A few suggestions:

"Buy before the rush comes, buy before the slush comes, buy before the crush comes." "Christmas! Buy a present a week from now on. Shop early. Buy while stocks are complete."

"May we remind you that Christmas is but 30 days away? There is every advantage in making selections now. A small deposit will reserve any article for Christmas." "Articles presented in a Jones & Company gift box have a value in sentiment without measure."

2 To Get More Christmas Sales. It

might be an inducement to a customer to buy garments for gifts if he or she were permitted to make selections and have it laid aside for delivery a day or two before Christmas, to be paid for when delivered or charged on the January statement. Christmas orders might be worked thus: "Please deliver to bearer one overcoat (or other merchandise selected) and charge to" This idea has been frequently used in connection with men's furnishings with good success.

3 Featuring the Newest Goods as

Gifts: Why not take note of the new things in your store this season and have a folder made, giving descriptions, and an occasional sketch, with the price? Number the article and leave a place for the checking purposes. At the bottom of each page have a slip attached for the name and address. Along with a return envelope have this mailed to your charge and out of town customers as well as a selected list of regular patrons.

4 Evening Togs Have Gift Possi-

bilities: Play up evening clothes for a man's gift. Arrange displays including a full dress and tuxedo suit together with the correct accessories. Show the smaller items such as jewelry, mufflers and gloves in smart holly boxes and emphasize the fact that formal dress will be more than ever worn this winter at social events. Offer to exchange gifts after Christmas and send on Christmas Eve.

5 Price Classifications Promote Sales:

Suggestion lists of gifts for men are a common feature of pre-holiday advertising. Why not classify the various items according to price for a change, ranging from \$1.50 upwards as high as desired, so that a customer limited to \$3 for example, would know what gifts that amount would buy, and would feel

les. embarrassed than if she were obliged to ask for the inevitable "something cheaper."

6 Feature Gifts for Women Along

With Regular Goods: The best Christmas customers for women's silk underwear are men—why not make it a little easier this year by displaying a line of these goods in a man's own realm? If there is any one thing that the average man dislikes more than anything else, it is shopping in department stores for Christmas presents and consequently, a display which includes a line of women's hosiery, handkerchiefs and glove silk underwear well displayed on tables placed in the aisles and attractively boxed, will prove successful beyond all anticipation, if the right quality of goods is selected and care is exercised in packing the merchandise. A line of leather goods such as handbags would be also 'sure sellers' featured in the same way. This extra service would be well advertised and invitations to men to do their Christmas shopping at your store might read: "No fuss, no hurry, no bustle here. Take your time; select what you want; you will feel at home in the men's furnishing department."

7 Get Your Ads Ready Now: Special

advertising of furnishing goods should start early in November and be kept up until the end of the holiday selling season. It should be borne in mind that, regardless of where a store is situated, that store's customers purchase holiday gifts at three different times, first, when the thought strikes them that such an item would please 'Jack,' second, when they recall the fact that no present has been purchased for father, and third, when they have money to spend. As each occasion occurs to many people each day during December it is well to play them up in your ads day by day.

8 Check Up Reserve Stock: This is a

good time to take stock of the reserve goods and make sure that all sizes and numbers are in sufficient supply for your immediate needs. Look over the list of goods on order, probably some of them will be wanted right away, and a reminder to the seller may obviate some lost sales. Just now customers want the goods they ask for delivered promptly. They will not pass your excuses for non-delivery along to the person they intended to give a box of handkerchiefs to. Instead they will go to the store up the street and get them if yours don't come along. Result, a lost sale, perhaps a lost customer, for you.

9 College and Schoolboys Needs as

Gifts: Push men's and boys' win-

ter suits and overcoats now—as hard as you can. Talk up their utility, style and gift value while there is a chance left to capitalize these selling points. After Christmas people expect reductions—demand them in fact—and in many cases will refuse to purchase unless they get price concessions that take all the pleasure out of retailing. A window display will help much at this time as well as newspaper ads which may be directed especially to appeal to families expecting sons home from college and boarding schools. Sports togs in which knitted goods play a leading part, should be especially good gifts, also sets of stock in various colorings and tuxedo suits for the first formal social events.

10 Boxing Merchandise Stimulates

Sales: Preparations for holiday selling in furnishings are on a somewhat more elaborate scale than in recent years, it appears. This is wise in view of the willingness of many people to purchase boxed merchandise more freely than they would accept the same goods from stock. While the cost of boxes, etc., may run into a large sum, it is well to bear in mind the fact that each box considered by itself represents a trifling cost which in most cases is offset by its selling power. In stores where the full strength of special boxing has not been tested out, it will pay to put some of the choice furnishings in boxes and show them in store windows and on the counters with appropriate display signs. When this has been tried the results have been very satisfactory, thus proving that attractive boxing induces quantity purchases of goods that if shown from stock would go in smaller quantities. The boxes, however, must be good and absolutely clean.

11 An inexpensive Novelty in Gift

Boxes: An attractive box makes an attractive gift, so that the merchant who packs Christmas gift purchases in gift boxes gains sales and customers. Many merchants do not know that the happiest way to secure gift boxes is to buy the white boxes in all sizes and give the Christmas air by means of pasted posters which can be ordered from any art service and may be printed by the hundreds. Any remaining over may be used the following year, and this method has the advantage of making the boxes as they are required and moreover, it is less expensive to buy a year's supply of white boxes than a small lot. Other posters may be made for different seasons.
(Continued on page 43)

St. Thomas Merchants Hold Window Night

Co-operate to Arouse Enthusiasm of Citizens in Many Lines of Merchandise Carried—Prize List Arranged Which is Responsible for Attractive and Novel Displays—Thanksgiving Merchandising Festival for Three Days

A CO-OPERATIVE effort that met with unusual success was promoted by the business men of St. Thomas on the first day of November. It was called "Window Night," and the object behind this co-operative scheme was to arouse the greater interest of the people of St. Thomas in the merchandise handled by the stores in that city. A prize list, arranged more for the smaller stores, had for its object the greater care in window display work and it was productive of some very artistic as well as original displays. The four points considered by the judges of the display contest were (1) Attention compelling; (2) balance of display; (3) color harmony; (4) detail. One prize was given for a novelty display and the other prizes were for general display work. The novelty prize went to Sanders & Holcombe; while the winners of the general prizes were Miss A. M. Barley; W. S. Richardson; Reeks & Co.; Johnston & Murray; E. McCance.

Thousands Were Out

Perhaps the most outstanding tribute to the value of this co-operative effort was given by the people of St. Thomas themselves. Talbot Street looked like several Saturday nights rolled into one. The streets were literally packed with thousands of people who came out to see the result of the effort on the part of their merchants. There were innumerable expressions of satisfaction and surprise on every hand. The "surprise" expressed is a very gratifying fea-

ture of such efforts; at the same time it might be considered to be a commentary on the lack of merchant-co-operation that is always too manifest in every town and city. It is actually true that many people are surprised at the wealth of merchandise shown on such an occasion. It requires such an effort as this to convince people that merchandise is gathered from the four corners of the earth for their supervision and selection, that they can buy just as advantageously and as economically at home as any place else. The fault is not on the side of the "dear people;" it is equally the fault of the merchants who do not get together sufficiently often to put this truth across in a big and convincing way.

Arresting Displays

There were many arresting and attractive displays. That of Miss Barley, the winner of the first prize, was admirably conceived. Though her window space is limited, she made the best use of every inch of it. She had the window fitted up, like dressing rooms in which live models were trying on some of the latest millinery creations. The atmosphere, the lights and all gave it a very realistic appearance. J. H. Gould, Limited, had their window fitted out like a drawing room in which live models paraded, showing some of the latest fashions in dresses. The Davey Hardware Company made the very best possible use of their window to promote the sale of electric washing machines. In one section of the window a weary woman

with an aching back toiled over the wash tub in the old-fashioned way; while in the other section a well-dressed lady, sitting down reading a book, casually glanced sideways at the washing being done by the electric washer. Of course, she was the envy of the other woman. There were other windows that possessed hardly less originality, showing that a good deal of attention and care had been given to this effort on the part of the window display man as well as the merchant himself.

Thanksgiving Merchandising Festival

While no buying was done on this night, the merchants linked up with the window display night a thanksgiving merchandising festival which lasted the three days following the window night. The local newspaper on Wednesday night carried many pages of advertisements from the merchants announcing the special efforts they had put forth to make the event of value to the consumer in the way of economical purchasing. This sustained the enthusiasm that had been created over the window night and allowed merchants to cash in on it. Merchants stated that they were well repaid for their double effort to arouse the interest and enthusiasm of the people of that city in these novel events.

To Be Held Regularly

So successful was the first effort of the merchants in this event that they have decided to continue it as a co-operative merchandising plan. It will be held either every six months or once a year.

It is a plan that commends itself very heartily to merchants all over the country. We are absolutely assured that the feeling is general that merchants should co-operate more in such efforts as these and in many others.



A well arranged display of evening wear is shown above. It was executed by George H. Tindall for the Semi-ready store at Brandon, Manitoba.

The Art of Showcard Writing

Suggestions as to How to Hold the Pen and Obtain Greater Facility—Some Alphabets Adapted for Use in Pen Lettering—Satisfactory Color for Pen Work—The Practical Importance of Pen Lettering

By JALEXO

THE pen has a definite and prominent place in the hands of the experienced cardwriter. It is through the medium of the pen that the desired "gray" effect is obtained on showcards, which are lettered in paragraph fashion. It may here be explained that in showcards where caption, reading matter and price are lettered on a card, it becomes necessary to distinguish these elements by correct display and contrast. A showcard of this sort lettered in black, permits of three contrasting effects—black, gray and white. We may also observe here that the caption and price provide the black contrast, the reading matter provides the gray contrast and the spacing around and between the various elements of display provide the white contrast. Hence we have the black, gray and white, which must be kept continually in mind during the layout and lettering of the card.

Obviously it is to the pen that the cardwriter looks for the means of acquiring the desired gray contrast which is so appropriate when rightly used.

How To Hold The Pen

The pen, you will notice, is held in much the same manner as the brush. In the accompanying sketch we have two methods of holding the pen. Both ways are recommended, since each brings a distinctly different result. Position 1, illustrates the upright effect in lettering obtained by holding the pen squarely to the line, and keeping it in this position for the execution of both straight and curved strokes. Similarly in position 2, we have a distinct change of lettering which comes from holding the pen at the

angle shown, and (as in the case of position 1) keeping it in this position during the execution of both straight and curved strokes.

Pen Easier To Master Than Brush

It is popularly recognized, however, that penwork is more easily mastered than brushwork, due to the fact that in using a pen, the hand obtains a firmer hold on the card as a result of the pressure required in making the characters. A first attempt at penwork, of course, is likely to prove disappointing. Penwork is not so simple that it can be mastered in a day. As with the brush, so with the pen, careful, attentive perusal is imperative at every stroke. It is only through constant practice that one reaches any marked degree of proficiency. Devote but thirty minutes a day to the pen and the numberless little difficulties will practically vanish within a week or so. Any cardwriter who questions his ability to bring the pen under complete control, will, upon giving the matter sufficient study and practice, discover that his "troubles" were more imaginary than real.

Color for Penwork

Black is the most satisfactory color for use with the pen. The ordinary brush color, diluted with water to the right consistency is in universal usage. If, however, you wish to mix some color of your own, there is an excellent formula: First, obtain some lamp black; second, dissolve water-soluble nigrosine dye in water; third, mix these to the desired consistency; and fourth, add glycerine and mucilage for a binder. This color will be found suitable alike for pen or brush.

The Soennecker Pen

The beginner is advised to experiment with the Soennecker pen. It is simple in construction and comparatively easy to handle. These pens come in a variety of sizes, from narrow to wide. Any supply school (or dealer in cardwriters' needs) will be able to meet your requirements in this respect. When new, pens are not sufficiently pliable for immediate service. Preparation is essential. Each pen ought to be held in the flame of a match for about five seconds. When taken from the flame, the pen should be dipped in cold water. This process softens the pen and makes possible that smooth fluent lettering so much admired.

Nobody ever mastered the pen without patient submission to a discipline far from attractive and entertaining.

Penwork bristles all over with technical difficulties, and I will hazard the assertion, without much fear of contradiction from those acquainted with the subject, that it offers drudgery enough and disappointment enough to be a training both in patience and drudgery.

Practice Strokes For Penwork

From the illustrations herewith the student will observe that the practice strokes which comprise the pen alphabets are executed in the same series of movements required for brush work. The same principles hold good throughout the alphabets.

When charging the pen with color, it is a good plan to shake off the surplus so as to avoid "blotting" on the card when strokes overlap. This is a frequent cause of disaster and demands constant care and supervision.

Penwork on Large Showcards

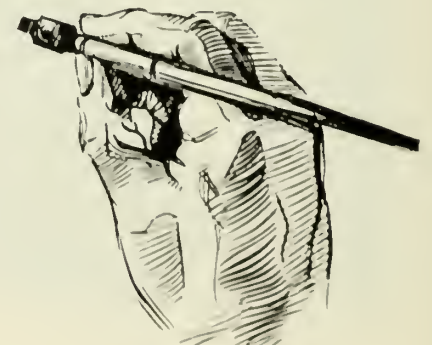
Although pretty generally used on small cards, penwork is also adapted for the lettering of showcards in the larger sizes, namely, half and quarter sheets. The writer recalls a series of interesting half-sheet (14 x 22-inch) cards used in the windows of an exclusive men's and boys' clothing store in one of our Canadian cities. These showcards featured merchandising messages referring to the goods in the window, and were lettered exclusively with the pen. An initial letter on each card at the beginning of the first paragraph was the only display element observable. Wide borders, margins and thin line borders produced an effect that forcibly impressed the onlooker. The penwork on

W A C O S C U
Vertical



POSITION 1

W A C O S C O T V C
Slant or Italic



POSITION 11

abcdefghijklm
nopqrstuvwxyz

A B C D E F G
H I J K L M N
O P Q R R S
T U V W X Y
Z

abcdefghijklmn
opqrstuvwxyz

those showcards was invariably done in black color on white cardboard.

The smaller store, however, might easily secure this refined, inviting style for its particular use, by specifying a smaller card, say the quarter-sheet (11 x 14-inch) size. This would be found obviously more appropriate. Lettered solely with the pen, the showcard, whether

half or quartersheet, may be made to deliver the message in a quiet, unmistakable manner. Details to keep in mind, while doing cards of this description, are, wide margins, thin line borders and if desired, an initial letter or other dainty ornament. Above all, penwork must be clean-cut. It has to be, in order to gain clear, readable results.

There's no reason why this kind of lettering should be stiff and labored. Upon overcoming the first beginnings, as it were, during which every practice sheet will be an advance on its predecessor in style, construction and technique, the student will quite naturally acquire the ability to do penwork that reflects the neatness and freedom of the expert.

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z &

Display Men's Club is Organized

Toronto Display Men Form Association
—Entertained by Claude Forsyth
of Kitchener

A Display Men's Club has been organized in the city of Toronto, similar to those that have been operating suc-

cessfully in many cities of the United States for some years. It is to be known as the Toronto Display Men's Club and it will be conducted under the rules and regulations of the International Association, with such modifications that are deemed necessary. A good deal of the credit for the organization of the Toronto club is due to F. G. R. Lacey, the Canadian representative of the International Executive Committee.

It is the intention of the club to hold their meetings on the second Monday

of each month and competent speakers will be secured for the occasions.

The officers of the new club are: Hon. President, E. P. Burns; President, F. G. R. Lacey; Vice-president, C. L. Brown; Secretary, G. E. Duffy; Treasurer, C. J. Morden; trustees, C. H. Bray, W. H. Mould, A. S. Hardy, N. L. Birreil

On Monday evening, November 20th, Claude Forsyth of Kitchener entertained the members of the club to a dinner at the King Edward. Over forty men have joined the club already.

Inaugural Meeting of Display Men

Claude Forsyth, of Kitchener, Entertains Toronto Display Men's Club to Complimentary Banquet at King Edward—Gives Instructive Address on Value of Display Work in Greater Distribution of Merchandise—Outlook for Spring Good

TORONTO'S newly-organized Display Men's Club got off to a good start in on the evening of the 20th of November when Claude Forsyth of Kitchener entertained the members of the Club and many other Display men who are likely to become members to a complimentary banquet given at the King Edward Hotel. Many expressions of appreciation of the hospitality of Mr. Forsyth were heard on every side, and it was felt that he had done a real service to the promotion of better display work in this city by bringing these men together and interesting them in an organization whose in luence may, in the not far distant future, become Dominion wide. During the course of a very interesting address on window display work, the host of the evening, from his wide experience as a traveller from coast to coast, dwelt upon the necessity of a greater appreciation of the value of display work in merchandising, and expressed the wish that newly-formed Display Men's Club would be the nucleus of a wider organization embracing display men from one coast to the other.

Upwards of a hundred men sat down to the banquet. President Lacey occupied the chair and seated with him at the table were the other officers of the Club. Following the dinner, Mr. Forsyth gave an address on Window Display work.

In his opening remarks, the speaker expressed the hope that this organization would lead to the larger development of display work not only in Toronto but over all the country.

The problem of the retailer, he said, was the problem of greater distribution of merchandise and anything that contributed to the solution of that problem was an asset to his business. Window display was synonymous with advertising and the window display manager should be considered as much an advertising man as the advertising manager. He believed the display man would do well to make a careful study of advertising in all its phases. In the year 1920, he said, \$1,284,000,000 had been spent in the United States in advertising and of this amount \$20,000,000 had been spent in window display and interior display work. It was an important item, constituting about 5 per cent of the total amount spent on publicity.

A 97 Per Cent. Chance

Mr. Forsyth quoted the Dry Goods Economist as showing that 97 per cent. of all the sales made over the retail counter were the result of the effort of the retail internal organization and only 3 per cent. due to advertising. He believed it was well for the retailer to

realize that he had 97 chances out of one hundred to influence the consumer. In a recent analysis that had been made as a result of a vote given by the retail trade in the United States on three phases of merchandising—window display, direct by mail advertising, and newspapers—it had been shown that 58 per cent. of those who voted favored window display, 30 per cent. direct by mail advertising and 12 per cent. newspapers. The speaker added that the window and the store front were, perhaps, the most valuable mediums of advertising.

Three Factors

Mr. Forsyth pointed out that there were three factors for the retailer to consider in securing this 97 per cent. opportunity to reach the consumer. These were location, salesmanship and the character of his merchandise. He gave the experience of a western retailer who, by the closest of observation, discovered that of the 90 per cent. of the people who passed his store only 25 per cent. of them were customers. By improving his store front and making better displays in the windows he found that he was adding 25 new customers per week. To bring the lesson of the

(Continued on next page)



Upwards of one hundred men sat down to the inaugural banquet of the Toronto Display Men's Club at the King Edward on Nov. 20th. Claude Forsyth of Kitchener was "Mine Host."

News Briefs From the Maritimes

Sandy Corbet is opening a new men's wear store on Union Street in St. John, adjacent to the Opera House. Mr. Corbet conducted a men's wear store on Union Street for six years, discontinuing last spring, at a location nearly opposite his new store. At that time Mr. Corbet sought election to the city commission of St. John but was defeated after offering an unexpectedly strong fight, in his first bid for civic political honors. He has been identified with the men's wear trade for many years. He was formerly manager of the Union Clothing Company, and of Fraser and Fraser store, both of St. John, and the singular phase is that he has operated for more than twenty years within a few hundred yards of his present store. Mr. Corbet's new store competes with M. J. H. Mulholland's store on Waterloo Street near the corner of Union Street, H. W. King's newly remodeled store on Union Street, J. Cullinan and Son's store vacated by Mr. Corbet in the Spring, Tarik's store on Union Street, Wilcox Bros. store at the corner of Union and Charlotte Streets, Alex. Lesser's store on Union Street, S. Gilbert's store on Prince Edward Street, J. Cohen's new store on Union Street near the corner of Prince Edward Street, C. Bassen's store at the corner of Union and Sydney Streets, American Clothing House on Charlotte Street, D. Bassen's store on Charlotte Street, and Don Hunt's large store on Charlotte Street.

J. Cohen has opened a men's wear store on Union Street near Prince Edward Street in St. John. Mr. Cohen also conducts stores in Woodstock and Main Street in St. John's north end district. The new Union store was formerly occupied by Amdur and Company. The latter firm discontinued all but one store in St. John, when the head of the firm, I. Amdur, died recently of pneumonia in St. John. Amdur and Company are now operating a large store at the corner of Charlotte Street and the north side of King Square, where they are specializing on men's wear. The entire three floors of the building are being devoted to the business of the firm.

Men's wear dealers in New Brunswick are predicting a good winter and spring in view of the improvement in industrial conditions recorded in the past few months. In St. John, the Winter port season is expected to be of bigger volume for the season of 1922-1923 than for several seasons past. A successful Winter port season in St. John will react on the men's wear dealers of St. John and suburban communi-

ties. The overcoat business during October and November in New Brunswick and in Nova Scotia and Prince Edward Island as well is reported as better than for the same period last year. There was also a bigger turnover in hats and caps for 1922 Fall than for the Fall of 1921.

Three new men's wear stores have been opened recently on Union Street in St. John, all within a stone's toss of each other. They are Phil's Men's Shop owned by P. Ruben's, J. Cohen's store, and Sandy Corbet's store, which is the latest to appear on the scene. In addition, H. W. King has recently reopened his men's wear store in the same section. The King store was damaged by fire in the early Summer, and the building has been remodeled. A new front has been installed which adds greatly to the appearance of the King store. New show windows have been installed, with panels of wood as a background. The lights are in candle holder effect.

INAUGURAL MEETING

(Continued from previous page)

value of display nearer home, Mr. Forsyth said that he had had one of his city men, Mr. Partridge, stand at the corner of Temperance and Yonge streets during three different half-hours on three different days. The average number of people who passed a given window was 2,200. Estimating that the window worked 16 hours per day this meant that 70,000 people passed that window in a day, but not to over-estimate the figure he would place it at 50,000. In figuring out the yearly cost of rental and maintenance of a 21-foot property on Yonge street, the speaker placed it at \$24,000. A fixed expenditure of \$24,000 a year with a daily clientele of 50,000 people gave some indication of the tremendous value of window display work and what it should do to help in the wider distribution of merchandise.

Value of Lighting

Mr. Forsyth again cited the case of a New York retailer who increased his sales by installing a better lighting system. The first lighting that had been installed cost him \$70.00 at which time his revenue was \$16,000. He then installed a better system which increased the cost to \$160.00, with the result that his revenue from the window went up to \$20,000; and by a still further improvement, bringing the total cost to \$400 his revenue had increased to \$23,000. This meant that by an expenditure of an extra \$330 he had increased his revenue by \$7,000—surely a good investment.

Spoiling Good Will

In referring to many of the sales windows that had been used during the last few years, the speaker contended that

many retailers, by their methods, were destroying the good will of the store. He had found this out by talking with many consumers. For instance, a retailer would have a sale. In his windows he would put well-known branded lines of merchandise. When the customer came in to purchase as a result of seeing these well-known lines in the window, he would be shown a variety of promiscuous merchandise from which he might make a selection, but the selection, in many instances, was not of the branded lines shown in the window. If it did not give satisfaction, the customer remembered the circumstances under which the purchase had been made and this "dissatisfaction" would result in avoiding this store in future. It was in this way, the retailer fostered ill-will against his own store.

Encourage Better Dressed Men

Mr. Forsyth believed that every retailer should encourage men to be better dressed. He held that men were not as well dressed as they were five years ago. Many of them would not hesitate to spend several hundreds of dollars during the year on their automobiles and keeping them in order but they would register an objection to paying \$55 for a suit of clothes when they thought it should be only \$45. They believed that, so long as they had a nice car, it did not make any difference how they looked. Clothes still made the man, made his appearance, and retailers should throw all their energy into encouraging men to be better dressed than they were.

The Outlook

Casting his eye toward the Spring, the speaker expressed the opinion that we would see much better times then. In the United States there had been more improvement during the last four months than there had been in any similar time since the depression. The Labor Bureau of the U. S. showed in May that employment was slightly over normal. The demand for freight cars in the U. S. was such that on September 15th there was not an available car to be had and he believed that by December there would be a marked shortage of cars. The normal price of cotton was 13 cents; this was the price in October 1921. The present price was 25½ cents. The revival in trade across the line, like the depression, was likely to follow in six months time. "Business men in the United States," said the speaker, "look forward to the best business they have had in the history of their country during the coming Spring and I believe there will be a gradual revival of business in all lines by Spring."

Following Mr. Forsyth's address, Mr. Hollinsworth, who is considered the father of window display in Toronto, gave a talk on the organization work and its value to the display man.

Solid Effects Shown for Spring

Blues in Plain Color or With Small Covering Pattern Are in Strong Demand—Tans and Greys Are Holding Their Own—English Broadcloths in a Variety of New Shades and Effects—Ranges Interesting and Attractive

SPRING shirtings for 1923 are showing a decided tendency in favor of solid effects, as evidenced from study of the pattern range sent out last month by one of the largest Canadian manufacturers. During an interview with a representative of this firm, a staff member of Men's Wear Review was shown an interesting range of samples, representing English, domestic and American fabrics, all of which will be prominent in next season's high-grade shirts. The preference in solid colors will be for blues in a medium tone which have enjoyed a widespread vogue across the border for some time past. Canadian retailers, it is believed, are now expressing considerable confidence in this new style and are placing orders freely for styles which have a collar to match. The all-blue shirt in either plain or covered grounds will, therefore, be a leader in the best stores before very long. Tans and greys also promise to hold their own, if not to become more in demand as Spring draws nearer. In this regard, however, the choice of shade in gray tones requires some study as it has been found somewhat trying and lacking in sufficient contrast. To rectify this matter of taste in shades this manufacturer has brought out quite a selection in both pale and deep tones which are particularly smart in highly-mercerized pongee fabrics which are expected to be a leading choice next Summer. These shirts will be priced about \$22.50 a dozen. The all-white shirt will have a secondary position, speaking from a style point of view, although the demand for fine white Oxfords is exceedingly good. Taken on the whole, the demand for solid effects and plain colors will be noticed most strongly in the cities, while the smaller towns and country districts will continue to show preference for staples as in the past.

English broadcloths, which are woven out of the finest-combed Egyptian yarns and English taffetas, are shown in a variety of smart new shades and effects. Owing to the fact that this manufacturer guarantees these fabrics in every particular, they are gradually becoming recognized as the best for all-round wear by many classes of wearers who formerly regarded these materials as beyond their means.

"Bengal Dimity" New Spring Fabric

To satisfy the demand for a really good shirt to retail at \$3 this firm is bringing out a new fabric which comes in very neat stripes and plain shades

showing a faint cord weave. In another range of the same material a tiny figure with stripe is featured priced at \$22.50 a dozen, wholesale.

Coming to the more fancy weaves in Spring shirtings, considerable interest is being shown by retailers in what is termed "satinara madras", which comes in a wide range of colors combining woven white cords with colored stripes. English woven madras shirtings are also new and show an effective silk stripe.

An American Jacquard broadcloth with a colored stripe combined with a tiny white figure is particularly good in

the new range as well, while for those who demand a fancy English broadcloth there is an unlimited range of patterns showing woven stripes in such colors as helio or tan on white.

New Artificial Silk Proves Success

Visca silk is probably the newest of the shirting novelties for Spring and comes in both solid and stripe effects combining all the newest shades. This is an English artificial silk material which is guaranteed not to lose its sheen or to fade with laundering and it thus is particularly well adapted to making up pyjamas, a range of which are also being shown by travelers at present in anticipation of Spring requirements.

In lower-priced ranges there is a very smart English percale showing a tiny check in all-over effect upon solid color grounds such as blue, lavender, tan, etc. These are admirably adapted for developing the shirt with collar to match, which always looks best when made up in stipple or plain grounds in staple or fancy stripes. Practically all the collar-to-match styles are developed in this type of fabric.

Buttoned-Down Collars In Demand

With regard to the trend of styles in shirts for Spring, this shirt house predicts the return of pleated bosom models, the pleats averaging half an inch in width. This is, of course, attributable to the demand for solid colors which require some kind of relief from absolute plainness. The button-down collar effect is also coming back for next Summer's negligee wear and, despite all rumors to the contrary, will be numbered among the best sellers in most shirt departments.

Prices on most varieties of shirts for next Spring are slightly higher than was the case last year, the very lowest price obtaining being \$13.50 a dozen, while the highest figure on silk shirts is quoted at \$78 a dozen. In between these figures there is a good range of silk shirts offered, ranging between \$24 to \$45 a dozen, which represent the best qualities on the market today.

Taken altogether the new season's showing represents decidedly neater and quieter patterns than have been noticed in some few years past, and the effort to improve quality and comfort in the wear by reason of double cuffs and other practical features is further evidence of the effort being made by Canadian manufacturers to produce the best merchandise possible.

NO PRICE DROP IN NEXT DECADE

The Harvard Committee on economic research has just issued a statement in which they give it as their opinion that there will be no drop in prices to the pre-war level in the next ten years. In part, their statement reads—

"Business is affected by price movements more than by any other single factor. The probable movement of commodity prices during the next ten years is, therefore, of especial importance at a time when the revival of business activity is clearly disclosed.

"The plausible inference that prices must return to a pre-war normal has frequently been drawn from the fact that prices have reverted to their former levels after previous periods of currency deflation in the early and middle nineteenth century. The Harvard Committee, however, cannot accept this conclusion. It cannot find that the governing conditions which brought about lower levels in the past, exist to-day."

The statement then goes on to review the gold situation, international indebtedness, America's position in financial affairs and concludes—

"If we are prepared to accept, as apparently we must, the present price level as substantially that around which the fluctuations of the business cycle must play during the coming decade we can contribute powerfully to financial stability throughout the world. And finally, if we adhere consistently to this view we can make it clear that little indulgence can be expected by debtors who adopt policies calculated to increase inordinately the burden of debt inherited from the great war."

Color Big Factor in New York Market

Solid Blue Shirt is Forging Ahead and Will be Feature of Christmas Buying—Bright Colored Neckwear Being Shown—Gray Hat Seems Still Supreme in New York—New Styles of Shoes Being Seen

COLOR is proving to be the chief factor in promoting the sales of three important furnishing lines in New York this month, according to a contemporary publication, which points out that in shirts, neckwear and hats the question of smart colorings exercises considerable influence upon the demand for present and Spring buying.

The solid color shirt is coming strongly to the fore, according to leading American manufacturers, more particularly in madras and broadcloths in the collar-attached and neckband styles. The solid blue shirt is forging ahead as a style leader to such an extent that several leading retailers anticipate their Christmas business will centre round this style.

Plain Colors Continue In Shirts

Anticipating Spring requirements in shirtings, a manufacturer announces that a strong demand is looked for in all fabrics in such new shades as steel blue, peach, marigold, pink and a new shade of mauve. This maker believes that silk broadcloths will predominate for the coming Spring season in American markets and not only will the all-solid color be shown but satin and colored stripes, figures and jacquards will be played up in this material.

This widespread vogue for the solid color or even all-white shirts has had not a little bearing upon the trend of colorings in winter neckwear in New York stores. With such shirts a bright-colored scarf is considered most effective and, in consequence, the shop windows are reflecting bright-colored neckwear in light fabric effects. The bow tie is likewise exceptionally popular, due, it is thought, to the fact that more collar-attached and soft collar shirts were sold this Summer and Fall than at any period since their introduction. New York shops are featuring the dollar neck scarf in many novel effects both in cut silks and knitted effects, the demand for each kind being about equal. However, the trend of demand is thought to be in the direction of cut silks as the Christmas selling season approaches and a tendency to wider widths is also noted.

In this connection, however, the recent window displays noted along Broadway do not confirm the belief that cut silks will replace knitted ties. Such well-known haberdashers as the John David and Weber & Heilbronner stores have been giving over entire windows to exploit the knitted scarves. The outstanding features in Fall neckwear patterns,

colors and fabrics that manufacturers are offering to the trade and which the New York retailers report to be selling freely are the hand crocheted silks, bias stripe grenadines, close knit silks in solid colors and cross stripes in knitted style. In cut silks the striped effects are still considered the best sellers while some bias stripes, printed warps and a mixture of silk and wool in subdued shades are wanted as well in cut silks.

Quality Neckwear Wanted

A writer in "Men's Wear" of Chicago comments on the neckwear controversy in a practical way. It is impossible, he maintains, to say with accuracy that cut silk neckwear is better and more universally worn than knitted neckwear. The fact of the matter is that "those in each field who are doing business today are those who are constantly striving to develop ideas and to elevate their industry. The consumer is the one who will say which is to win and he is saying that quality and ideas are wanted in each branch."

In offering a solution to the problem of which is in the ascendancy, knitted or cut silk neckwear, the same writer points out that the "cut silk scarf business was damaged far more by its own loss of standard than it was by the activity of the knitted people and instead of blaming and attacking the knitted industry for the damage done to the cut silk business, the future can be best worked out by developing its own field."

In the meantime the writer concludes: "There is strong evidence that all neckwear business is going to the makers of the better grades of scarfs."

Gray Hats In Majority

The popularity of the gray hat is in no wise diminished in New York where the opinion is expressed that next Spring will witness a continuance of this vogue. What is popularly termed the "green" hat, but which is in reality a gray-green tint, is steadily becoming more in demand with well-dressed New Yorkers and this color is said to promise unusual strength for the Spring of 1923. The brown felt hat, which has enjoyed an extraordinarily long vogue in American cities, is regarded with some hesitation by New York hatters, grays and greens being considered as the "better bets." Scratch felts in a new shade of gray material are new arrivals in the windows of smart hat shops.

The lightweight felt hat was taken up by a large number of New Yorkers last

summer with a consequent effect upon the regular straw hat business done during the latter part of the season, and this problem is already causing some worry to straw hat manufacturers in the United States. Owing to the fact that straw braids have increased in price lately, which may mean that it will be impossible to obtain desirable straws to sell at a price, many makers anticipate a repetition of this felt hat demand again next year. It will all hinge on the question of the price of the straw hat. In any case, novelty straws are the only thing wanted, and fancy braids in corded and rough effects "have the floor."

Among other current fashions recorded in New York is the fact that the brogue style of footwear is going out, to be replaced by plain-toed shoes in calf, Scotch grained leathers, etc., which lend themselves to an unbroken surface. The newest walking boots for men are now made with a "weather strip" inserted at the join of the upper and sole, which is guaranteed absolutely weather proof.

Short, wide mufflers of soft silk and wool mixtures in smart stripe effects are being shown in the best shops for either street or sport wear. These new mufflers must be worn wound tightly around the throat to look their best.

All the newest sport coats for men are made without pleats or belts at the back but have darts let in across the back at the waistline to get the desired fit.

A DOZEN WAYS

(Continued from page 36)

cons if desired—all to be used on the same white boxes.

12 Christmas Atmosphere is Essential in Store: In order to assemble all goods especially appropriate as Christmas gifts without the trouble of erecting a special booth or other display feature, an English store last year used its main centre aisle for this purpose and called it "Christmas Avenue." All down both sides gift merchandise was displayed collected from the various sections of the store, mostly boxed when size permitted and priced with holly tags. Small spruce trees in pots were set at intervals down the aisles to accentuate the atmosphere still further. This plan does much to facilitate Christmas shopping and assists the average man or woman greatly in selecting the most acceptable gift.

Window Displays in Montreal Stores

Display Men Remember to Honor Those Who Fell in the Great War—Many Displays of Evening Wear Were Featured—Novel Display Using Smoking Room as Setting—Overcoats Shown in Profusion

MEN'S WEAR of the finer qualities, in which novelties were notably conspicuous, has received more than usual attention during the past month at the hands of Montreal display men. It has been a season of more than the customary number of formal social festivities, of course, and what with society weddings, balls, public dinners and a protracted season of operatic and other theatrical performances, the average man about town has had to brush up his evening attire no less than those accessories which complete the formal day dress.

November is notable for another reason insofar as window displays are concerned and it is well to note in passing that there were few stores which did not pay tribute to the memory of those who fell during the war and to whom the Dominion paid homage on the eleventh of November. Even though it was but a wreath of poppies, the significance of the date was not overlooked by the majority of men's wear retailers. The outstanding window along St. Catherine Street was perhaps that of Goodwin's Limited which devoted one of their large front display windows to a very striking picture.

A Striking Picture

A simple grave, marked by an unnamed cross centred the window, and all about the small mound were piles of fallen leaves while gravel was strewn about as though to represent a country side devoid of greenness. Poppies were here and there, however, wherever a bit of turf was left, and above, placed so as to form a background, was a pastel painting representing the figure of Victory standing with sheathed sword in hand surrounded by the flags of the allies. At night this striking picture was lit by a dim greenish light while the background seemed dazzlingly bright in contrast.

Evening dress formed the subject of another of Goodwin's displays, one of their large corner windows being effectively arranged with all the necessary items required for both tuxedo and full dress suits. A dull maroon rug and hangings with touches of old gold were the only colors introduced, while an oblong antique oak table flanked on either side by two Chesterfield chairs and a small pedestal in the foreground were the only additional fixtures. Two wax figures were used, one placed at either corner of the window, displaying correct tuxedo and full dress

suits. A coat form on the table showed another style of full dress while another on the floor illustrated a second variety of tuxedo. Over the chairs were thrown the outdoor accessories of evening dress—silk hat, white silk muffler, gloves, cane and navy blue overcoat. Here and there additional accessories were placed filling the open spaces between the figures and the table, etc. No price tickets were featured.

Scotch Rugs With Headwear

The Henry Morgan & Company store held a sale of high grade headwear for men this month, when an entire window was filled with models of all varieties on sale during the event. Colorful Scotch rugs in vivid plaids were used as backgrounds and upon the floor, and luggage and walking sticks were also pressed into service to vary the display and give height to the different units. The hats were uniformly priced at \$5.50.

Shirts and Ties Well Displayed

Shirts and ties were given prominence in a clever manner by the men's shops of Goodwin's Limited as well this month. A window was divided into thirds by means of velvet covered forms, and in each section were shown a number of shirts carefully fitted with neckwear to harmonize shown on suitable stands. In the first group were shown ties and shirts priced at \$2.50 each, in the second, the same articles at \$3.50, while in the third shirts and ties cost only \$1.50. Thus the same price ticket stood for both lines of merchandise, the goods could be carefully compared as to quality, and suggestions as to artistic combinations of the two furnishings were easily made.

Hints for Smokers

Still another Montreal window which attracted attention recently was arranged as a smoking room equipped with red leather upholstered armchairs and a rather oriental looking table in the centre with an eastern rug laid upon the floor. Disposed about the window were various types of smoking jackets and lounging robes, developed in rich paisley silks or black velvet, while slippers were shown close at hand as though to complete the picture of masculine comfort. Very handsome polished wood humidors for cigars, etc., were disposed about the window as well with an occasional brass ash tray-stand at the right of the armchairs. This window held a strong Christmas gift sug-

gestion atmosphere but no hint of this was given through a show card or other means. The character of the merchandise and the accessories were adequate to produce the desired result.

In the majority of men's wear windows overcoats have held the centre of the stage, together with the new shaggy finish rough hats which are the rage at present. Mufflers which resemble closely the type of knitted tie worn so widely last summer, are likewise featured in one or two store windows, and last but not least spats, which are being taken up this Fall by more than the customary number of Montrealers, whether from motives of economy or the desire for added smartness.

FORMAL OPENING OF WORKMAN STORE

(Continued from page 22)

perature in winter to do away with frosted-over glass. It is also possible to maintain a cold temperature in these windows in summer, so that wax display figures will not be injured by the sun's rays. Although the store is located on an inclined slope the windows have been designed that all may be the same level. The backgrounds are cream enamel and the floors are of plain polished hardwood.

Boys' Department is Well Equipped

At the right hand end of the main floor is located the staircase leading to the boys' department on the floor above, adjacent to which is the office and cashier's desk. At the head of the stairway is located the resident tailor's shop in which all alterations required in clothing purchases are attended to free of charge. A large fitting room equipped with mirrors, etc., is also found on this floor which is splendidly lighted with the same high glass windows as are employed on the floor below. In the case of the upper windows a permanent display of boys' clothing and furnishings is to be kept on view, as these windows can be easily seen from the street below, and sliding doors will permit easy facilities for dressing displays. To add to the life-like effect, a number of very fine wax figures representing boys from the ages of 6 to 12 years are posed in the windows. This department will cater to the needs of boys from 2½ years up to "first longs."

The G. Hawley Walker Store, Yonge Street, Toronto, had their formal re-opening on November 18.

"Can You Afford to Stay Away?" Are Doubling Their Capacity

Retailers All Over the Province Urged to Set Aside Convention Dates in February and Come to Toronto—President Fred Voiland and Secretary Charles Wry of the U.S. Organization to be Here

By R. F. FITZPATRICK, President of Ontario Retail Clothiers' Association

MEMBERSHIP in the clothing section of the Ontario Retail Merchants Association is not an expense; it is an investment. The records of what has been accomplished by the Association since its organization a few years ago will show this beyond a doubt.

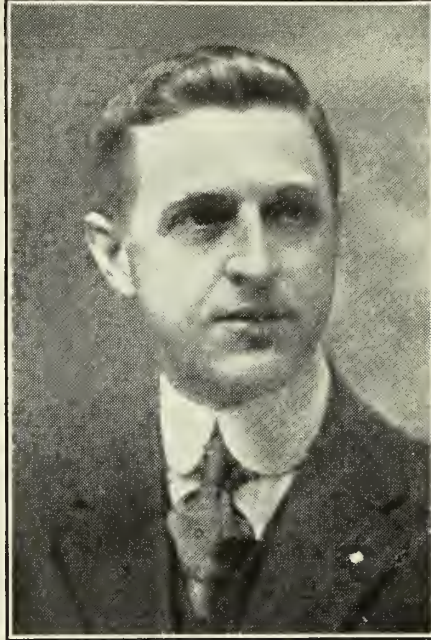
"But it can be made a much more profitable investment if the clothing and furnishing men of this province will take a greater interest in the outstanding function of the Association's activities during the year—its annual convention in February. It is at this convention that the work of the past year is brought into review and the work of the coming year is discussed and plans laid for that work. Attendance at our convention has not been what it should have been in years past. Either indifference or some unavoidable circumstance has kept merchants away from a convention that is profitable to every aggressive merchandiser in this province. If the convention served no other purpose than that of getting merchants together to discuss their business and their methods of doing business it would be worth while, for there is no training school in business like the training school of experience whose curriculum is the combined experiences of men who have faced retail problems day in and day out for many years.

Interest is Growing

"I am very glad to say that interest in the work of the Association is growing week by week all over this province. The zoning system through which members of the Executive are reaching out into every section of the province is proving a boon to the Association. Your Executive, in coming into personal contact with men of the trade, is finding that it only requires some specific information on the work that has been done during the last few years to demonstrate that the Association has been and can continue to be of great benefit to every retailer, and that men will take a keen interest in it. No better prospective of the Association's efforts in your behalf can be had than by attendance at this convention in February.

An Important Departure

"Your executive during the last few months has taken an important departure. By co-operation with the Ontario designers we have secured their consent to submit models for the Fall and Winter of 1923 for our inspection at our



R. F. FITZPATRICK

January executive meeting. After suggested alterations following this meeting, these models will be shown at the February convention as approved by the executive. They will be shown by clothing manufacturers as such and the opinion has been expressed that this will go a long way toward avoiding costly alterations that have to be made during the seasons. At the convention, we will have a designer of international reputation who will give a practical talk and demonstration of alteration work and will throw a good deal of light on a subject that has always been a problem with the retail man.

Voiland and Wry

"Having with us Fred Voiland, president of the United States Association, and Charles Wry, the secretary, is a great privilege. In a recent communication from Mr. Wry, I was told they had an important proposition to lay before us. An international Association has been talked of for some time and this may be the forerunner of this linking up with the powerful organization on the other side of the international boundary.

"It is not a question of whether you can afford to come; it is a question of whether you can afford to stay away. Keep these dates before you and let nothing stand in the way of your coming to Toronto during the convention week."

Wolthausen Hat Corporation, Ltd., of Brockville, Find Step Necessary

In order to take care of their increasing business in both the domestic and the foreign fields, the Wolthausen Hat Corporation, Limited, of Brockville, have taken over the lease of the Briscoe Motor Company, Limited, plant of that city. The Briscoe premises now become a part of the Wolthausen plant, which will have the immediate effect of doubling their capacity.

For the past two years, the Wolthausen Corporation have been operating under difficulties on account of their cramped space; consequently this step has been found necessary. Their foreign business is also developing rapidly and they have been obliged to refuse business from Australia, New Zealand, China, South American and other foreign countries on this account. This acquisition not only increases their floor space but brings their employees up to the number of 120. The three buildings added to the present plant are: Two storey buildings 50 x 150 feet, and the third, 148 x 46 feet. In 1908 a similar step was taken when the premises were enlarged and the capacity doubled; while a year later a change of policy was made by going direct to the retail trade rather than entirely to the wholesale trade.

The officers of the company are F. Wolthausen, president; F. D. Wolthausen, vice-president; S. C. Horton, secretary-treasurer. All have been associated with the hat business for many years. The president was in business a number of years in the United States prior to 1903 when his factory in South Norwalk, Conn., burned down and he took over the Union Hat Company of Brockville.

P. A. Belliveau, men's wear dealer of Main Street, Moncton, is the manager of the Moncton harness racing track. Mr. Belliveau is greatly interested in trotting and pacing and has owned several fast horses which he has campaigned in the Maritime provinces.

Armstrong's Men's Shop, Charlotte Street, St. John, has expanded. A store formerly utilized as a grocery shop a joining the Armstrong store to the north has been taken over. There is an excellent opportunity for window display that will be effective in the new store. Business has increased considerably at Armstrong's Men's Shop since the adding of the new store to the Armstrong quarters. This firm has been specializing in hats in the extension, and although not in the heart of the retail section has achieved much success.

Gives Knockout to Price Bogey

Here is the Story of a Man and Woman Who Came to Buy an Overcoat Armed With Competition, Nursing a Prejudice, Harboring a Wrong Impression—It Tells How a Real Salesman Overcame Them All and Made Two Friends

SNATCHING victory from apparent defeat is the common experience of many a salesman. There is a psychological moment in the negotiations between the salesman and the customer when the clinch is put upon the whole transaction—or it is lost. A salesman who really wants to make a success of his life's work analyses every step of the transaction, looking for this ONE moment when the steady marshalling of all his arguments and talk has yielded results and the sale can be said to have been made. Experience is the greatest factor in the success of the salesman. Men who have become successful salesmen look back upon their experience as a long day in which they went to school and studied very hard to grasp those essential points of the art of selling which marked the highroad to success.

A Real Story

Not long ago a man and woman dropped into a Yonge street store in Toronto to "look" at some overcoats. The proprietor of the store waited on them. In this case there was no doubting the place of the woman in the sale. She was the deciding voice and, like most women, was a "shopper."

"I could have lost my temper two or three times," said the proprietor to the writer, "but I made up my mind to keep cool and it certainly was the best thing to do.

"I showed them several overcoats; finally there was one that seemed to interest them particularly."

"How much is that coat," asked the deciding voice.

"Forty-five dollars," was the reply.

"Oh, your prices are too high. We were just down the street and saw a beautiful coat for \$32. The only thing wrong with it was the size, it was a 42."

"Well, that is perhaps the reason such a good coat was marked down to \$32. I don't say the coat wasn't a good one, but if the coat didn't fit it wasn't even worth the \$32. There are lots of merchants who would be glad to get \$32 for an off-size coat rather than carry it over a season."

Overcoming The Prejudice

This customer had a prejudice; she couldn't forget that \$32 coat. The proprietor finally selected a coat which seemed to interest the man and the woman. He deliberately chose a coat that was one size too large because he wanted to drive home the "style" and "fit" argument. The psychological moment was drawing near. A look of

How much does it cost to lose a customer?

Have you ever figured it out? Sat down with pencil and paper and traced the widening circle of loss-possibilities in one lost sale? It is better to lose a sale than to make a customer buy something that he does not want; but amateurish salesmanship, indifference, discourtesy, ignorance—these are contributory causes to the loss of a sale that are hard to figure out. There is the sale itself—the immediate sale. The chance that the customer will ever come back is a dwindling one. If the prospect has not been suited the possibility is that mention will be made of it sometime in a circle of friends and a black mark is registered immediately against that store. And so the circle widens.

But look at the other side of it as shown in this story told Men's Wear Review by a real salesman. The overcoat was sold. Satisfaction was given. Two more suits are in prospect. And there is not the slightest doubt in the world but that their friends will hear all about it.

pleasure came over the face of the man as he tried the coat on, felt its warmth and realized that it was a good fit.

"Do you like that coat?" said the man to his wife.

"Yes," she said—and turning to the proprietor: "How much is that overcoat?"

"Forty-five dollars," he answered.

"But your prices here are too high. I know the coat is a good coat and it seems to fit him well but I can get a good overcoat down the street cheaper than this."

The Fit Of It

"Yes, that may be so," said the proprietor, "but what good is an overcoat that doesn't fit properly, feel nice on you and give you every satisfaction?"

And then he started to tell how the coat was made, the character of the fabric, the workmanship employed in manufacturing the garment, the style that stood out in every line of it. And he picked out the one size smaller that fitted him like a glove.

"Well," said the husband, "if you like that coat and I do, why not buy it here?"

"Yes, well, where would you like it sent?" spoke up the proprietor. The psychological moment had come and he clinched the sale. He promised speedy attention to one or two little alterations

that were to be made, took the \$45 and the sale was made.

Making Friends

Then followed a pleasant little chat with the customers. They unbosomed themselves, told how they had worked during the last four or five years to pay for their home and were saving up for a two-months' trip to the Motherland next summer.

"I will want two new suits of clothes before I go," said the man.

"Come in and see us before you go," was the proprietor's quick rejoinder; and the promise to do so was as quickly made.

The proprietor had not only made the sale but he made friends, and stored up future profits for the business.

Victory From Defeat

That is the way the proprietor spoke of the sale—snatching victory out of defeat. These two people came into his store armed with competition, nursing a prejudice, harboring an impression. Three formidable obstacles to be overcome—competition, prejudice, impression. There was the "price" bogey brought from another store. The proprietor knew what all wise salesmen know: that a price customer is anybody's customer; the way to overcome it was by a style talk, boosting quality and workmanship—without running down the other fellow's merchandise. Armed with this argument, the man and woman came into his store with a prejudice against it and with an impression that grew for a few minutes that prices were too high. By keeping his temper, the proprietor gradually met the competition bogey, overcame the prejudice, dispelled the impression and made friends.

It is a good story with a good moral.

M. David has opened a store in New Glasgow, N. S., on the former Bank of Nova Scotia stand.

"The Don" have opened a store at 890 King Street East, Hamilton, Ontario, with a full line of men's clothing and furnishings. R. Quikell is the manager.

Burch and Conacher, of Toronto, are selling out their stock of clothing and furnishings. They are giving up business.

The Franklin Fire Insurance Company have evolved a policy covering the loss of overcoats by burglary, theft, larceny or robbery.

Drawing Contest and Santa Claus Post Office Box are Featured in Christmas Selling Plans

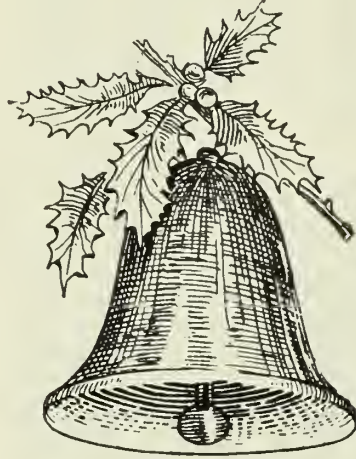
C. H. Smith Company, Limited, Have Found Them to Be Big Contributors to Their Christmas Profits—Theatre Parties Given at Which Santa Claus Makes Personal Visit—Many Charities Are Helped Through Post Office

CHRISTMAS is the children's season.

That is the foundation of the plans for Christmas buying which are formulated by the C. H. Smith Company, of Windsor. Their greatest efforts centre round the children of the border cities, but they do not overlook any possible service to the adult population at this important season of the year.

Drawing Contest

There are three or four features of interest to children in the Christmas plans of this firm. The first one is the drawing contest. There are six classifications in this contest—children under six years, under eight years, ten years, twelve years, fourteen years and sixteen years. There is a first and second prize for each classification—a five and a three dollar prize. To get the contest started forms are sent out to their mailing list of children or may be obtained by application at the store. These forms are sent out on a paper that is suitable for drawing and the contestants are requested to make their drawings on the reverse side of the form. The form is called the Santa Claus Drawing Contest, and space is reserved for the applicant's name, address, school and age. Announcements of great interest to children are made on this same form. For instance, a reference to the opening of toyland is made, and mention is also made of a theatre entertainment to be given by this firm to its friends at which Santa Claus will appear in person. Care is taken not to run this drawing contest too far into the month of December and it is closed on the 7th of that month so that the early rush of children to the store may be over with when the inevitable rush just before Christmas comes. To keep up interest in the contest some of the drawings are reproduced in the daily papers of that city. The list of names secured is used for the activities of the store throughout the year which are of interest to children or for the next Christmas plans, for other similar occasions.



Theatre Parties

The C. H. Smith Company rent one of the local theatres for three days to give parties to their friends. Free tickets are given but they must be secured by the parents or guardians of the children at the Exchange Desk of the store. This insures a visit of the parents to the store when they see many of the Christmas lines of merchandise on display. Santa Claus makes a personal appearance at these theatre parties and a parade is formed in which many hundreds of children are enthusiastic to join. The first interest in the forthcoming visit of Santa Claus is created by a telegram which appears in the daily advertisement of the firm from Santa Claus from some very distant point in which the children are informed that he is on his way to the Santa Claus headquarters—the C. H. Smith Company, Limited—to display the toys he has made during the year for the children of the border cities. This first telegram is followed by others, indicating the nearer approach of the old saint. By and by a parade is outlined and the route to be traversed is shown in the paper. It is needless to say that the route is lined with many thousands of children who are thus brought face to face with all the merchandise that is of interest to children at this time of the year.

A Santa Claus Box

For four years the C. H. Smith company have had a Santa Claus mail box. This is essentially for the children, though it may be used for others as well. These boxes—as near like the regular ones as it is possible to get—are placed at the main entrance of the stores. Announcement is made through their daily advertising that this mail box may be used by all the children to write Santa Claus telling him what they want for Christmas. It is also made plain that an answer will be sent by Santa Claus to every letter received. Very particular care is taken that this is done and a form letter in which receipt of the letter is acknowledged, its contents noted and a promise that the very best will be done to satisfy the numerous requests sent out. To enliven the interest in this feature three or four of the letters are reprinted in the daily advertising without the full names of the children being used; only the first name is used in each case.

Helps Desirable Charity

This Santa Claus post box has proved to be a valuable aid to the firm in dispensing its usual Christmas charity amongst the needy of the border cities and to the regular charitable organizations of the city. There are many letters coming in from sources where it is known the requests cannot be met by the parents of the children. The firm itself takes care of many of these, and organizations which seek to give Christmas cheer ask the firm to hand over as many of such letters as they can to them. In this way, cheer is brought to many a home that otherwise might be overlooked.

Samuel D. Crothers, who died in September last, after an illness of eleven months, had been in the dry goods business in Wallaceburg, Ont. for 27 years. He was 57 years of age. All of the stores of Wallaceburg were closed during the funeral as a mark of respect toward this well-known merchant.





Gene Sarzen (left) and S. Ray Hickok (right) are here shown on the Oak Hill Golf Course at Rochester wearing the suitable sports togs for the occasion. Gene Sarzen is the open golf champion of the United States.

FOR SALE

TAYLOR SAFES FOR SALE—RARE
opportunity to secure a safe at small cost. They are in splendid condition. Inside dimensions and prices are as follows: 15" deep, 2 ft. 6" wide, 3 ft. 11½" high, fitted with built-in compartment. Price \$250.00. 18" deep, 2 ft. 8" wide, 4 ft. 5" high, fitted with steel compartment. Price \$290.00. Apply Box No. 20, Men's Wear Review, 153 University Ave., Toronto.

THE MANUFACTURERS OF "MONITO"

Socks, sold direct to retail trade, require representatives for the Province of Ontario; Provinces of Saskatchewan and Manitoba; Provinces of Alberta and British Columbia. Only those having close contact with men's wear dealers need apply. Prefer men who are selling kindred high grade lines. Commission basis only. Address Moorhead Knitting Co., Inc., Harrisburg, Penna.

SHOWCARDS, PRICE TICKETS, ETC.,
Christmas samples, 25c. M. Moorby, Newmarket, Ontario.

TORONTO AGAIN CONVENTION CITY

At a meeting of the executive of the Clothing Branch of the Ontario Retail Merchants' Association held at Niagara Falls on October 26th it was decided that Toronto should again be the convention city. The time is not definitely set but it will be in February. The program is being proceeded with as rapidly as possible and the executive aims at having a completed program in the hands of every dealer a full month before the convention date.

Whether or not the convention is to be held at the same time as another proposed textile products exhibition is still uncertain. Opinion is divided as to the wisdom of holding them in conjunction but no definite action has yet been taken.

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

SHOREY'S BROCKVILLE, ONTARIO

Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Artist Supply Co., Ltd.

Room 50, 77 York St., Toronto
Complete Show Card Material Dealers

Write for Price List

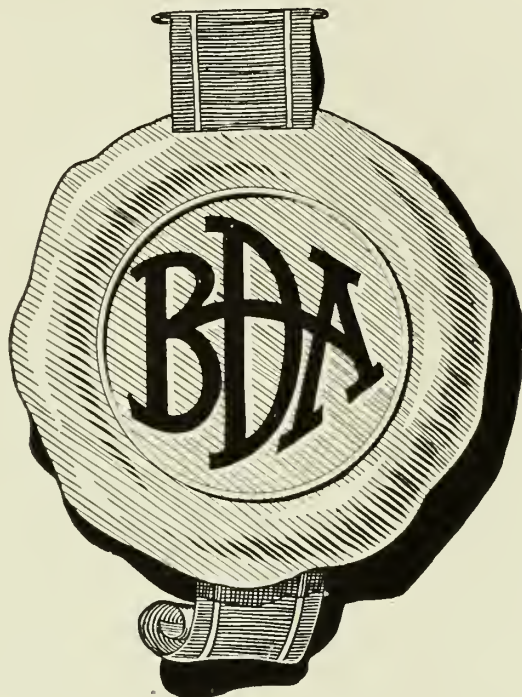
We have a complete Belknap Addressing Equipment for sale. This equipment is still in use in our Subscription Department and is in excellent working order. We have placed an attractive price on this outfit, and would advise manufacturers or merchants having a mailing list to let us tell you how it will save you money. We will give a guarantee as to the proper working condition of this equipment.

THE MACLEAN PUBLISHING CO., LTD.,
143 University Ave., Toronto, Ontario.



MADE BY TURNBULL'S OF GALT

The Hall-mark of
Excellence in the
Textile World—
and a guarantee of
the utmost in Dye-
ing and Finishing.



This Trademark is
important to the
manufacturers of
clothing as well as
to merchant tai-
lors. It means
good linings.

Save Money on Linings

B.D.A. finishes enable the Clothing Manufacturer and the Merchant Tailor to use COTTON LININGS instead of Silk, and give the same appearance and more wear to the garments.

For instance, consider B.D.A. "MARQUISE" finish. Cotton Venetians, processed by the "Marquise" Finish have the sheen and lustre of expensive silk linings—give better service—and are not affected by pressing or ironing.

Another very excellent lining is a Cotton Venetian, "SUNBRITE MARQUISE DE LUXE," which has a lustre and depth of shade second only to silk.

Ask your wholesaler or jobber to show you these, and other B.D.A. Finishes. They are soundly economical—and they are exceptional in quality, or the B.D.A. Trade Mark could not appear on them.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER

6 OXFORD ST
ST PETERS SQ.

BRADFORD

DEPT. 43
39 WELL ST

LONDON

128 & 129
CHEAPSIDE, E.C.2



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Pyramid



Tooke

BROS. LIMITED

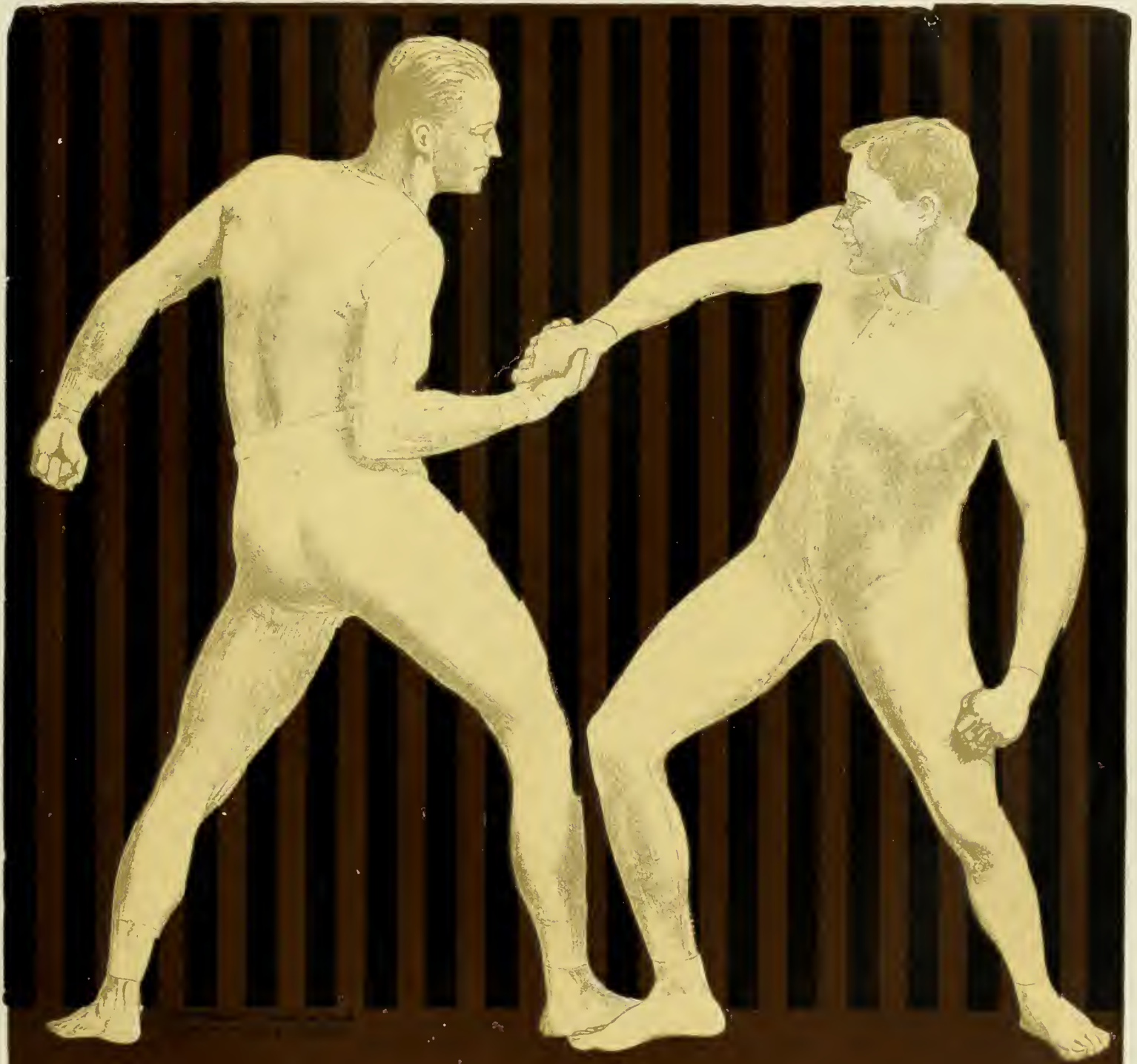
A
New
Stiff
COLLAR

MEN'S WEAR REVIEW

Vol. XII. No. 12

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

DECEMBER, 1922



STANFIELD'S
Unshrinkable
UNDERWEAR

**"Stands
Strenuous
Wear"**

Repeat orders for one and two piece suits filled promptly.

Rush orders filled at nearest warehouse:

Stanfield's Limited, Truro, N.S.
Whelpley & Co., 510 King St. West, Toronto, Ont.

Archibald & McDougall, Ltd., 370 Donald St., Winnipeg, Man.
Gault Bros., Ltd., Vancouver, B.C.



STRAND de Luxe



"Its Grand in a Strand"
De Luxe
Strand
SHIRTS
A Product of Alphonse Racine Limited Montreal

INSPIRATION

The Romance of a "Strand" Shirt Scene 4

Men's Wear Review

VOL. XII

DECEMBER, 1922.

No. 12

Sales Staff Wear Morning Coats

R. J. Tooke Store, of Montreal, Has Adopted This Policy With Marked and Satisfactory Results—Morning Coats and Correct Dress Accessories During Winter and Spring Months—No Tendency to Frighten Men Away

CONSIDERABLE discussion has been evoked in the columns of the business papers of the United States in the course of the last twelve months on the subject of correct dress for salesmen in men's wear stores. The foremost writers on matters of style have written eloquently on the topic of correctness in male dress, accenting the vital need for emphasizing the newer, smarter ideas and advocating the need of a style mentor in every men's wear store. The argument is heard time and time again to the effect that the average man is really helpless in the matter of correct dress and longs for some really expert advice from an authoritative source on what is being worn by the best dressed men. The retailer has been urged to wear the newest things himself, to talk about them, show them constantly in store windows and most important of all, to make sure that his salesmen wear them and thus act the part of "living models" in a daily style showing.

"The average American wants a source of style information that is correct," is a sentence taken from one of these articles, which further says, "I have had men's wear dealers say that their customers did not want to see salesmen wearing the same thing they wore; that the better dressed men wouldn't wear what he saw a retail salesman wearing. This is a lot of bunk and won't hold water in democratic America..... It's about as true as saying that the smart women of New York society would not trade at Lucille's because its proprietress, Lady Duff Gordon, and her saleswomen wear the very smartest gowns themselves—and they do."

Canadians Prefer Conservative Dress

The question has arisen in certain Canadian cities as to whether the average Canadian business man comes under the same category as the democratic American. According to more than one prominent retailer of men's wear, the average Canadian does not look to the men's wear store salesmen for his ideas on dress, not because he is snobbish but simply because he dresses conservatively himself and is not particularly interested in knowing of the newest thing in



This picture shows how the sales staff of the R. J. Tooke Company store of St. Catherine Street West, Montreal, is attired for business hours. Morning dress is uniformly adopted and is finding increasing favor with the store's patrons who frequently remark that they are about the most smartly dressed sales staff they have seen in Canada.

silk handkerchiefs or shirts, etc., just because it happens to be new.

According to Chas. Nelson, of the firm of R. J. Tooke & Co., of Montreal, it is time that the Canadian retailer formulated some definite rules on the subject of dress for salesmen, which will be expressive of good taste and correctness, while calling forth the approval of customers who are not particularly interested in ultra new effects or extremes of fashion. In an interview with Mr. Nelson this month, Men's Wear Review was informed that the average Canadian business man is not impressed by what he sees a salesman wearing and is not, on the whole, inclined to yearn for style over and above all such considerations such as comfort or even price. "I do not believe," said Mr. Nelson, "that our customers want to see salesmen dressed up in haberdashery which is a lap or two ahead of what is being worn round town. On the contrary, we have found in our Uptown store, located at Peel and St. Catherine Streets, that our customers react far more favorably to a uniform appar-

ance on the part of our salesmen who wear morning coats and correct accessories throughout the winter and spring months. Since we adopted this new mode of dress for our salesmen we have received nothing but flattering comments from customers who tell us that they have rarely seen such well turned out salesmen. Not only is this method uniform but it lends an air of formality to the store which is appreciated as a general rule by gentlemen. On the other hand, we have not found that it has a tendency to frighten off the man in the street who might fear that such formal attire means high prices. Having advertised low values in high grade merchandise for the past fifty years, our reputation is sufficiently well known to ensure us a liberal patronage from all classes of men. I can say that morning dress solves the problem of how to dress salesmen, simply because it achieves the effect of uniformity, correctness and just the right amount of conservatism to appeal to Canadian business men."

(Continued on next page)

Higher Sales Tax Collected at Source

Conference of Representatives of Canadian Manufacturers, Wholesalers and Retailers Discusses All Forms of Taxation—Trend of Opinion Favors a 5% Tax to Do Away With Proposed Receipt Tax and That Tax be Collected at Source,

TORONTO, Dec. 6. (Special).—Committees representing the Canadian Manufacturers' Association, wholesalers' associations, and the Retail Merchants' Association of Canada met in joint conference here yesterday and to-day for the purpose of discussing problems arising out of taxation legislation now in force in this country.

Higher Tax at Source

All forms of taxation came up for discussion at this conference. The trend of opinion was in favor of an extension of the present sales tax from 4½% to five per cent., to provide for the proposed receipt tax revenue which is due to come into force on the first of January, also that the sales tax be collected at the source. As pointed out at this meeting, investigation had shown that the receipt tax would not be sufficiently productive of revenue to offset the heavy costs of its collection. Revenue from sales tax this year it is estimated will be fifty-seven millions. With an increase of half of one per cent. revenue expected from the receipt tax can be raised.

Another suggestion brought forth at the conference is one relating to the stamp tax. It was argued that a much more workable plan would be to charge two cents on all amounts up to \$100 and on amounts over that figure make the tax four cents.

This conference constituted a Drafting Committee from the three branches of trade to arrive at a common policy of taxation acceptable to all. This policy will be reported back to the individual organizations, and when approved, a joint delegation will proceed to Ottawa where the suggestions agreed upon will be laid before the government.

J. R. Shaw, president of the Canadian

Manufacturers' Association, was in the chair.

The Retailers' Position

The Retail Merchants' Association have for some time past advocated a sales tax at the source.

The contention was made by officials of the Association at the gathering that the sales tax should be collected at the source of supply, viz., from the manufacturer and the importer, and from as few channels as possible, so as to save annoyance and expense in the collection of the same. When the sales tax was placed on the Statute Books by the late government in 1921, it was surrounded with a great many annoying difficulties, as far as the retail trade was concerned. The Act itself was poorly drafted and full of confusion and contradictions. In order to ascertain the retailers' position, it was necessary to undertake a number of lawsuits, as will be remembered by a large number of retail merchants, in order to have the courts determine the meaning of the Act. It never was the intention to endeavor to escape the payment of a fair share of taxation. The endeavor was to keep the payment of the sales tax down to the source of supply, as always advocated, so as to save the expense of the employment of a host of tax collectors.

"We have always frankly admitted that although manufacturers and importers were asked to collect the tax, in reality all the taxes they pay they pass on to the retail merchants and they in turn have to do the best they can to collect them from their customers," another official stated.

A Distinct Sales Tax

"What we have always contended for was a clear, distinct Sales Tax Act, one

that could be easily understood and easily followed, and one that would not be applied to every small retail merchant in the country who sells soft drinks or makes a few home-made candies or currant bread or pastry, or other like small articles for sale, and which forced them to take out a manufacturers' license and be called manufacturers, but who were not to be allowed to be taxed in the same manner as manufacturers. Our contention is that when legislators make laws, they should be consistent and clear, and, as far as our Association is concerned, we intend to see that all legislation that is passed which affects the retail trade is made as intelligible as possible, and if it is not we intend to call the attention of our members and the public to it, and hold it up to the public view."

4½ Per Cent. From Wholesaler

Representations made by some manufacturers present and from some wholesalers suggest that the Sales Tax may not be absorbed by any section of the trade, that the Sales Tax from the manufacturer to wholesaler on goods bought for resale be eliminated, that the Sales Tax from wholesaler to retailer be 4½%, and that the Sales Tax from manufacturer to retailer be 4½%.

At Madeline and Madeline's the favorite furs for this season are reported as murmel and shaved lamb, which is American broadtail.

Among the most recent of Bernard's creations are a few interesting fur models; many little coats replace the jacket of the three-piece costumes and have been cut on the same soft and graceful lines, slightly bloused at the waist under a narrow belt of fur.

SALES STAFF WEAR MORNING CLOTHES

(Continued from previous page)

This mode of dress has been adopted in some of the more exclusive Canadian women's stores for some little time past where male heads of departments are concerned, and incidentally it might be noted in passing that in such establishments it is not customary for saleswomen to be gowned in elaborate or extreme costumes such as were alluded to in the extract taken from an American writer earlier in this article. In such

stores, which cater to the best class of trade with Canadian women of means, the saleswomen invariably wear black afternoon gowns of simple but becoming lines, the embodiment of features corresponding exactly to masculine morning dress for men. Shirt waists and skirts, sports clothes, etc., are tabooed in the better class women's stores where the saleswomen are concerned and it stands to reason that the same rules apply equally well where salesmen are concerned, as being out of place for both the place and the occasion. In the average women's store, all the saleswomen are asked to wear black for the reason

that it is uniform, that merchandise is not overshadowed by another brighter color, and because a black frock is more economical to the wearer in the long run.

It should be possible for the retailer and his salesmen to be posted authoritatively on all matters pertaining to men's dress yet at the same time avoiding too noticeable an effort to display and advertise what is new. Each locality will of course find its own solution to the problem of what dress is best, but the idea inaugurated by the R. J. Tooke store of Montreal is commendable from most points of view.

Arrangements for the Convention

Ontario Clothiers Executive Meets to Complete Program for February 21st and 22nd—Delegation to Attend Montreal to Talk Dominion Association—Many Interesting Subjects to be Discussed—Some of the Program

FEBRUARY 21st and 22nd, 1923.

THESE are the dates for the convention of the Clothing Section of the Retail Merchant's Association to be held at the King Edward Hotel at Toronto.

At a meeting of the executive held at the Queen's Hotel in Toronto on December 11th, many of the details in connection with the convention were arranged, a list of probable speakers outlined, and steps taken to arrange for a large delegation of attending retailers to go to Montreal on the last night of the convention, that is Wednesday, to attend the textile products show being held at the Mount Royal Hotel during that entire week. Providing one hundred or more make this trip, special rates have been secured from the railways and first-class accommodation assured.

To Inaugurate Dominion Association

The members of the executive decided at this meeting to try to inaugurate a Dominion Association in Montreal on Thursday, February 23rd. The various provinces have their provincial clothiers' associations which are functioning well. Expressions of opinion have come from different sections of the Dominion favorable to the formation of a Dominion-wide association; and, it will be remembered, that President Fitzpatrick of the Ontario Association, took a trip to the western coast to promote greater enthusiasm in favor of this larger body. Between now and the time of the convention, Ed. Mack, who is chairman of the Dominion Board, will confer with representatives of the different provinces and make an effort to get them to send delegates to Montreal for the 23rd of February when a conference will be called to discuss and, if possible, form a Dominion-wide organization of clothiers and furnishers.

The textile exhibitors have already arranged to hold a style pageant for the 24th of February, that is, the closing day of their Montreal exhibition. The Ontario executive are going to ask them to co-operate to the extent of changing the day for this to the 23rd so that it will be an added attraction to provincial delegates to attend the Montreal meeting when Dominion organization will come before them.

Convention Program

A good deal of the time was devoted at this executive meeting to arranging the program and the entire affair was outlined. While definite speakers have not

ALTERATIONS BOOK

The Ontario Executive in conjunction with the Ontario Designers have recently undertaken to distribute a very valuable book on the whole question of alterations. This is a question of vital concern to the retail merchant everywhere and this book shows how they can be done economically and satisfactorily so far as the customer is concerned.

If there are any retailers desiring the book they should apply to W. C. Miller, Provincial secretary, The World Building, Richmond St., Toronto.

been secured for the various subjects to be discussed, names were suggested and the executive will immediately communicate with them. The executive plans this year to have the completed program in the hands of every member of the association throughout the province fully ten days or two weeks before the convention date so they may make all necessary arrangements to attend.

Tuesday's Program

The morning session of Tuesday, February 21st, will be given over to the president's address by R. F. Fitzpatrick, the reading of the report of the secretary-treasurer, W. C. Miller, and the appointment of the various committees such as legislation, question box, transportation, etc.

The afternoon will be largely taken up with an altogether new and most interesting feature of the convention. It will start out with the report of the style committee that has worked in conjunction with the committee from the Ontario Designers in selecting and approving of models for Fall and Winter, 1923. This report will be more than verbal. Before the delegates to the convention will be placed the models that have been approved by the style committee and they will have the opportunity of inspecting them.

In conjunction with this, the Ontario Designers have undertaken to secure a speaker from amongst themselves to give a talk on: "Alterations, Their Cause, Effect and Remedy." This speaker will go thoroughly into this matter and will probably give an actual demonstration of how alterations should be made, giving the desired result to the customer at the least cost to the retailer.

Window display will constitute one of the addresses of the convention and it will immediately follow this report and address on alterations. "Originality in Window Display an Asset to Merchandising" will be the subject and a man who is a noted authority on this subject is being sought.

Thursday Program

Thursday morning is to be a most instructive morning for the delegates to the convention. It will start out with an address on "The Business Outlook for 1923," and is to be handled by a well-known manufacturer. Fred Voiland, the president of the National Association of Retail Clothiers of the United States, is slated for this morning meeting and his address follows the one on the business outlook. An effort is also being made to get Mr. Voiland to go to Montreal to address the conference at which an effort will be made to form the Dominion association, the feeling being that there is no better man in America to handle this subject than Mr. Voiland.

Following his address, there will be two fifteen-minute talks on the subjects, "Direct by Mail Advertising" and "Retail Advertising that Pulls."

At the afternoon session some time will be given over to the question of taxation—a very important subject for every retailer. W. C. Miller, the provincial secretary, will handle this subject and the various phases of taxation affecting the retailer will be dealt with and a discussion will follow.

Then follows the question box, the reports of the various committees, election of officers and adjournment.

Banquet in the Evening

As usual, the evening will be given over to a closing banquet, a get-together affair for a little seriousness and a lot of fun. Details in connection with this are being worked out. It is the intention, of course, to bring it to a conclusion in time for delegates going to Montreal to make their train.

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

Sales Ideas for January Clearance

Here Are a Number of Ideas on Sales That Were Worked Successfully by Canadian Stores—Surprise Sales—Lucky Day Sales—Twelve Specials During the Month—A Ten Cent Sale on Suits

JANUARY—the month of sales—is almost with us, bringing with it the same merchandising problems incidental to clearing out odds and ends and such lines of Fall merchandise as have accumulated instead of selling quickly.

In glancing back over the sales featured by leading men's wear stores in Eastern Canada during January or February, 1922, it is significant that in nine cases out of ten, the retailer prefers the method of advertising his goods at so much per cent. off regular prices as a means of featuring his semi-annual sale event. In Montreal, for example, one St. Catherine Street shop of long established reputation announces year after year a 20% discount off. Another shop, also on the same street, featured a 25% discount in 1922, while yet another in the same locality which caters to a very discriminating clientele, gave a discount of 33-1/3 off its regular prices. Here and there also other stores advertised reductions which varied from 10 to 50% off, instead of fixing upon one set discount for the entire stock. Again others called attention to their clearance sales under such descriptive titles as "January Liquidation Sale," or "January Thaw" and so on. In this connection be it noted, the stores which prefer to give a distinctive name to their regular clearance usually offered discounts varying from 20 to 33-1/3% off the regular figures.

The advantage of the latter variety of January sales, say those who featured them last year is the fact that people respond more readily to a suggestive title like "Gift Money Sale" or "A Sugar Plum Week" than they do to a mere statement of so much off the dollar. A few good sales ideas therefore have been picked out which might prove a change from the ordinary kind and lift the sale out of the rut with a corresponding effect upon the volume of purchases made.

Sales Idea Number 1: "Surprise Sale"

The store which tried out this idea in Montreal advertised it as follows:

"The most extraordinary offer of our annual Surprise Sale. We shall offer for tomorrow only 500 surprise boxes at \$1. We guarantee that every box represents the value of \$1 or more. Also in the lot we shall put out 10 boxes each containing a voucher good for merchandise to the value of \$5 each. (We are the first to inaugurate this style of sale and it will be an opportunity for exceptional bargains for everybody.)"

Sales Idea Number 2: "Lucky Day Sale"

A novel version of a clearance sale that was a wonderful business builder for the store trying it last year. The store announced that to every customer who made a purchase on January 22nd last, it would refund whatever amount they paid. During the month of January a careful record was kept of all purchases and the Mayor of the town was given a sealed letter with the request that he open it at the end of the month—making it fair to all concerned. When the Mayor opened the letter he found a request to select a certain date at random. He fixed on the 22nd and the store went over its records, and all those who made purchases on that date were made happy by receiving a check. This "stunt" created unusual interest all through the month.

Sales Idea Number 3: "Ridiculous Sale"

A retailer who had on hand a considerable quantity of goods in broken sizes and odd lots, advertised a January clearance sale under this title during which all sorts of odd prices were fixed on the various goods, and effected a very rapid clearance of the whole stock. Everything about the sale, the unusual style of advertising, the prices and the goods themselves, was out of the ordinary.

Sales Idea Number 4: "Twelve Specials" Daily During January

There is nothing particularly novel about this plan of featuring just 12 specials daily during the month of January, but a great deal depends upon the way it is advertised. Such an idea will "get over" splendidly if the following points are kept in mind: Advertise seasonal and desirable goods in your adv. on the basis of the greatest demand. Give the reader a clear idea of the nature of the article advertised and the kind of value it represents at the price. Catch the reader's eye by a forceful caption or heading. Make the price and the value appear reasonable. Omit any extravagant claims or vague or misleading arguments. Also admit any comparisons with competitor's values. When comparative prices have to be used, back them up with explanations that help the prospective customer. Suppose you advertise a clearance of men's underwear this way for instance: "Men's fleeced union suits—98 cents. It reads as though something was radically wrong with them, but outside of the sizes being broken and a few being slightly soiled, the only thing wrong is the

price. We want to close them out, every suit, so a price was decided upon that will take every last one early tomorrow morning. There are two styles and a good quantity of the best selling sizes. Some of these suits were \$2.25, the balance were \$2.50 but tomorrow you choose all you want for 98 cents the suit."

Sales Idea Number 5: "Ten Cent Sale of Suits"

Recently an Ottawa firm staged a sale under this name which was advertised thus: "The Suit Sale of the Season. Tuesday only. You buy one suit at the regular price then select another of equal value for only ten cents. You buy a suit for \$15 and ten cents takes another. You buy a suit for \$25 and ten cents takes another. You buy a suit for \$50 and ten cents takes another. We wish to emphasize the fact that this is an absolute bona fide sale—exactly as represented. First comers naturally have the first choice, therefore, early selections are advised. During this sale: No telephone orders, no C.O.D.'s, no exchanges, no refunds, no charges and all sales final."

Do Not Alter Price Tickets

Those stores which do not especially like the idea of trying anything out of the ordinary may find it pays best to adhere strictly to the percentage discount during January as usual. In this case, it is wiser not to make any changes in the price tickets on merchandise but simply let customers figure out the discount for themselves. This breeds confidence and shows that no prices were raised just to make the event seem more extraordinary. This is the method followed by the firm of R. J. Tooke in Montreal which has run a January sale for the past 50 years in this manner. A discount of 20% is allowed on everything except branded collars and their own \$1.50 line of shirts which are already priced below cost. All the customer has to do is to mentally figure one-fifth off the regular price marked, which is plainly done in the Tooke stores. Many of their customers have got into the habit of waiting for the January clearance sales in order to replenish on men's underwear especially. Many women are on hand on the opening day and buy an entire outfit or as many as half a dozen of suits at the reduced price. The firm encourages this attitude for the reason that at sale time they rarely sell a single suit but rather in sets of three or half dozens and if

(Continued on page 37)

Display Lessons from Chain Stores

Method of Checking Up is Carried Out by Inspectors Such as Operate in Banks—Detailed List of the Points They Consider in the Matter of Window or Interior Display—Personal Appearance and Conduct Important

HAVE you ever stopped to consider the fact that the chain store organizations across the country such as the five and ten cent stores possess a uniform method of display which seldom if ever varies even though the stores be separated by the width of the continent? How is this uniformity and standard of equality maintained and what rules are formulated which ensure such a uniform standard?

As a matter of fact the majority of chain stores are supervised by travelling inspectors who travel from one store to another periodically and make a thorough inspection of each. They drop in without warning and conduct their examination after a well planned system much as a bank inspector does his work. The tests applied in many cases would prove helpful and interesting to the average retailer in any line of business, especially as regards the display of merchandise whether in the windows or inside the store.

Checking Up Window Displays

Where windows are concerned the procedure is carried out in this wise. The inspector looks over the window trim and notes first of all, if any out-of-season goods are being shown. If so, he asks for reasons why such merchandise is featured. Next he examines the windows to ascertain whether seasonable goods are being shown sufficiently in advance of the season to get the best results. He finds out what window dressing publications the display man is reading and whether he is originating new ideas. Also he notes whether or not sufficient display is being made of profit making lines. Again he considers such points as these:

Can every item be seen from one point or are large items in front of the window thus obscuring the rear?

How often is the display changed?

Are the windows clean?

Are goods cleaned and dusted before displaying in the window?

Are signs clean or finger-marked and fly-specked?

Inspection of Inside Displays

Inside the store the inspector examines the counters and follows out the following instructions which are appropriate in any class of business.

"Devote space in your report to the subject of counter trimming. Take each class of merchandise by itself. Every store is provided with a list of items which should be found in each

class of merchandise on the counter. Be sure to note which items are not shown and learn the reason. Note particularly if any out of season goods are displayed on the counter and the amount of space taken. Note also the space taken by any given line and compare with the other lines. In determining this point, keep two factors in mind, the gross profit after deducting all charges which go to the store, and the number of turns which can be made."

This last point is especially valuable. Unseasonable goods on the counter not only do not sell, but take the space of profitable lines. This is one of the distinguishing marks between a well run syndicate store and a half run independent store. No matter how much it may hurt the retailer, or how much loss he may feel he is incurring, he should take the out-of-date goods from his counters and charge off the total loss on them rather than have them out, to the detriment of the new live merchandise.

Live Items

Another important feature in this plan is the list of live items. Every retailer can make up such a list, either from experience or with the aid of his clerks, and where such a list is made up and the displays checked by it, much good is bound to result. Certainly no store should be without one.

Finally, the chain store inspector must study the effectiveness of interior trimming, including signs, price tickets, fixtures, with proper classification of goods, appearance of the displays, cleanliness and the amount of space given to them. He is asked to make a remark opposite each question on the following list in his report:

Are goods on counters in a salable condition? Any soiled or broken? Are items shown on the right counters?

Is general arrangement of counters such that trade is well distributed and circulates all over the store?

Are profit making staples and seasonable goods afforded sufficient counter-space or are good items scantily displayed?

When and how are 'specials' featured?

Good Signs are Essential

The inspector gives much attention to the question of signs throughout the store, noticing whether or not there are sufficient signs at the different counters to attract the attention of customers to the lines shown. He studies the wording of the signs to see if it is new and

effective or the same old signs that can be seen in hundreds of places. When an inspector sees any particularly good signs he makes a note of the fact and a copy is sent to all the stores in the chain.

Before leaving any store the inspector emphasises the absolute importance of all merchandise on display looking clean, new, fresh and attractive. Nothing must look mussed, shopworn or soiled. This direction is responsible for the high standard set by all the syndicate stores in Canada and the United States, and it is as much to the attractive displays in these establishments as the low prices which attract purchasers.

Appearance of the Staff

The personal appearance of the sales staff is not overlooked either by the inspectors of chain stores who must note and report on the general appearance of the staff, especially as regards such points as these: Is the staff such as should be expected in a large concern?

Does it compare favorably with the appearance of the help of your competitor? Are all clerks trained to be alert and watchful over their counters as well as courteous and attentive to their customers?

What sort of an impression do you get on entering the store? Does it impress the customer that the store is a good place to shop in?

Do the sales staff say "Thank you" to the customer, and is the money registered before the parcel is wrapped?

What disposition is made of any articles found in the store by the staff and what becomes of change left by customers? Is it sent to the office?

It often happens that the sales staff in these chain stores are asked to supply their own wants from the store and also to try to bring in one new customer at least each day. In certain stores liberal discounts are given to the staff to encourage the purchase of personal needs. However, the rule should be strictly enforced that the 10 or 20 per cent. discount for employees is not to be extended to their relatives and friends. Every salesperson is encouraged to be a "business missionary" and to bring trade to the store in every way possible.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Men's Wear Review

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No. 12

Has An Idea Any Value?

HARRY T. HOLMAN, president of R. T. Holman, Limited, of Summerside, P.E.I., said in a recent article that an idea that was good in one concern was almost always good in another. The statement is not mere theorizing by Mr. Holman. He is the head of one of the most progressive retail organizations in this country. Though the town in which his store is located has only a population of some 3,000 people, he does a volume of business in excess of \$2,000,000 annually. He says that ideas have built up his business, that he reads trade papers very carefully, and that he uses whatever ideas (where possible) they convey in the way in which they can be applied to his business.

Mr. Holman, in a brief sentence, summarizes the main purpose for which the trade paper exists—the conveying of ideas. He says that every idea, no matter whence its source, can be used by him in some form or other. Whether the idea has been worked out by a New York department store or whether it comes from a little store in a remote corner of this Dominion, there is, perhaps, something in it that may be applied to his business somewhere. He may not be able to use the idea as it is presented by the trade newspaper but it can be adjusted to his business and made use of to increase profits.

There are many retailers who take the view that the idea that is used by the big store and outlined in the trade newspaper is of no use to them. "What good is this idea to me?" they say. "It has been used by one of the big stores in Toronto or Montreal." It is because the store in Toronto and Montreal used ideas that seemed too big for them at the time that they are now what they are. After all, an idea is an idea; the application of it may of necessity vary according to the business head that makes use of it. There are no ideas too big for the smallest store keeper in this country. As Mr. Holman says, every idea is of some value; the aggressive merchandiser is the one who, in seeing the idea laid before him, figures out how it can be profitably applied to his own business.

Display Men's Association

WE CONGRATULATE and offer our best wishes to the newly-organized Display Men's Association of Toronto. It is an organization that has a very useful and a very definite object in the merchandising plans of every retail store, and we have long advocated it in Canada. Our earnest hope is that it is the beginning not merely of a local organization, not even a provincial but a Dominion-wide organization. There is a great need of it in this country. As Claude Forsyth stated the night of the opening banquet in Toronto, one has but to travel through the country to see that there is a great lack of appreciation of the value and importance of store fronts and window display as a part of the whole scheme of merchandising. The first impressions received are conveyed through the eye and the retailer who fails to create a favorable impression because he has a time-worn store front and an uninteresting and unattractive display is failing to meet the competition of the bigger stores in his own city or in distant cities. People to-day are travellers; they bring home impressions from the large city stores. If the local merchant makes no effort to meet this competition in the best manner possible to him, that is, by attractive displays, he need look no further for some reasons which take business out of town.

There are many ramifications to the work of such an Association. Photography is one of them. The Display Men's Clubs in some of the American cities study photography very closely and develop good photographers. This enables them to take pictures of their own or other productions which can be of service to themselves or other display men either in their city, state or country, according to the scope of the particular organization to which he belongs.

Another development of the Display Men's Association as it is worked in the United States is the Circuit Plan. A number of display men in different cities arrange to take pictures of their windows and pass them around the circuit. Thus, the display man in one town or city may see the window displays of eighteen or twenty display men in some of the largest cities of the United States. In broadening out their usefulness, the Toronto club might take this idea into their consideration as a means of interesting display men in neighboring cities.

Only good can come out of this new organization if it is proceeded with with vigor and a sincere desire to improve and develop display talents amongst the membership. Better store fronts and better window displays always mean better business. That is one reason why the retail merchant, himself, should evince an interest in this organization and seek to promote it in Toronto and elsewhere.

Brief Editorial Comment

IT IS A comforting thought to reflect that the troubles of the year 1922 have not to be met again.

THE YEAR 1922 saw the definite turn in the road for better times. May 1923 witness the retailer overtaking "better times" and occupying a prominent seat beside him.

Men's Wear Markets at a Glance

Year Just Closing Has Been a Sorting Year and Incoming Year Does Not Indicate Much Variation from This Policy—Revival Starting in Suit Trade—A Decidedly New Hat to be Shown—Active Demand for Christmas Lines

NINETEEN Hundred and Twenty-two has been pretty much of a sorting year in the men's wear trade, and the incoming year will not vary greatly from this practice. That seems to be the opinion of many manufacturers and wholesalers with whom Men's Wear Review has talked. What variation there is from this practice as already indicated by spring placing would seem to show that the confidence of the retailer is gradually strengthening. While on some lines his placing for Spring and Summer has been as light, perhaps even lighter, than a year ago, on the whole, it is probably a little heavier and shows that the retailer shares the general optimism of this continent that business is steadily, even if slowly, improving. The steady and most satisfactory increase in exports over imports left us at the end of October with a trade balance in our favor of something like \$75,000,000. We are finding markets for our surplus production, which is another way of saying that we are not only functioning financially in a wise way but that we are slowly absorbing unemployment—we are getting back to work on a solid foundation.

Aside from the international problems which affect us more directly than we are wont to admit, there are national problems confronting us that are being taken hold of with vigor and apparent wisdom. If it is true that the administration of our national railways problem is now in the hands of a capable man who will be free of political interference, there is cause for gratification and, at least, the burden of taxation will be checked so far as this national debt is concerned. Hand in hand with the solution of this problem—for these do go hand in hand—is the working out of a wise immigration policy that will bring to our shores people whose industry and character will contribute to our productivity and our moral fibre. The incoming year may see substantial progress taken along these two lines; if so, the curtain will fall on 1923 with a happier, a more contented and a more prosperous people than in 1922.

Will Merchandise Carefully

Retailers seem in the mood to merchandise carefully, to keep exact step with improving conditions and larger demand for merchandise, to refrain from speculation. They believe that prices have reached a stable basis for the most part, recognizing, however, that there are bound to be slight fluctuations one way and another. Rising prices on some lines have not hurried them into speculation; they are covering the immediate needs of the changing seasons and leaving the rest to a sorting business. Despite the fact that they are sometimes "left" on certain lines, they are not disposed to alter this policy. There are manufacturers who believe that the retailer will not stand

for advanced prices to any extent. Only a few days ago, one manufacturer stated that he had been asked for higher prices on three lines of merchandise that went into one of his products but that he would not buy because he did not believe the retailer would stand for the increase in price of the finished article. He admitted that his guess that prices would come down to where they now are after the new year might be wrong, but he was willing to take the chance.

Clothing

From some sources we hear that there is beginning a revival in the suit trade. It has been quiet for many months and this winter sees the overcoat covering a multitude of sins in the shape of worn out, thread-bare suits of clothes. It has been a remarkable Fall and Winter for overcoats; the same thing has got to happen in suits and we believe that Spring will see the beginning of a much livelier demand for suits of clothes than the retailer has seen for some time. Men simply can't go much longer without replenishing their wardrobes. It is true that a man will go without clothes to see his wife well dressed and his children properly clothed, but the breaking point must come sooner or later even to this altruistic policy. We think it is coming and that Spring will see the beginning of seasons that have been as brisk for the retailer as the overcoat season has been recently.

Hats and Caps

The retailer will soon see a hat that is entirely different, according to a large importer who has just returned from England. It is as much different from the current styles as a clergyman's hat is different to the hat worn by the ordinary civilian. This man states to Men's Wear Review that it is being worn to-day by the best dressed men in Bond Street, London, and that it is being quickly taken up by smartly dressed gentlemen. It is a big felt hat, wide of brim and high of crown. If you would take a cowboy's hat with its great breadth and height and mould it into a conventional shape with its well regulated curves and creases, you would have some idea of the hat. This importer, on arrival home, went through any old styles he had kept for many years back and though he showed Men's Wear Review a big hat, he said it was not as large as this new one that is to be shown for Fall of 1923. It will be shown in the popular shades and the price will not vary from other felts.

Cap manufacturers say they are beginning to get better orders for their output and feel satisfied that the tide has well turned in their favor. There is still a good deal of price cutting, however, but in spite of this high-class merchandise is selling and there is a pronounced feeling for novelty lines.

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"Receipt Tax Will Handicap Trade"

Says Secretary Dominion Board R.M.A.—Penalty for Person Who Divides Amount Paid With Intent to Evade Tax—What Constitutes a Receipt—Exemptions—Will Hamper Trade

THIS ACT will give the retail trade of Canada, as well as other interests, a staggering blow when it comes into operation. It will disrupt every cash and credit sales slip and cash register system that is now in existence throughout Canada, and it will add more expense in a great many cases, to the office staff of retail merchants than the amount that will be paid to the government by them in stamps."

The foregoing observations, together with others of like nature, are made in a memorandum on the question of the operation of the tax on receipts which comes into effect the first of January, 1923, which has just been issued by E. M. Trowern, secretary of the Dominion Board, Retail Merchants' Association of Canada.

Special mention is made of the fact that a penalty is provided for the person who separates or divides the amount paid, with intent to evade the tax.

Retailers Should be United

Every retail merchant in Canada is urged to take a deep personal interest in this matter. The Dominion Board feels that the measure should be defeated if possible, and therefore calls upon all merchants to work together and act together under one common direction.

The memorandum follows:

What the Act Requires

According to the Special War Revenue Act which was passed at the last session of the Dominion Parliament, and which will come into operation on January 1st, 1923, upon all receipts of ten dollars (\$10.00) and upwards there must be affixed thereto an adhesive stamp of two cents (2c), or, unless there is impressed thereon by means of a die, a stamp of the value of two cents (2c), which is to be cancelled by the person by whom the receipt is given before he delivers it out of his hands. Cancellation shall be effected by the person who cancels the stamp, writing or impressing his name or initials on or across the stamp, together with the true date of such writing or impressing.

What a Receipt Means

A receipt means any note, memorandum or writing whereby any money amounting to ten dollars or upwards, or any bill of exchange or promissory note for money amounting to ten dollars or upwards, is acknowledged or expressed to have been received or repaid, or whereby any debt or demand, or any part of a debt or demand, of the amount of ten dollars or upwards is acknowledged to

have been settled, satisfied or discharged, or which signifies or imports any such acknowledgment, and whether the same is, or is not, signed with the name of any person.

Exemptions

The receipts which are exempted under the Act are as follows:

(a) A receipt for any money deposited in any bank to be accounted for to the person to whose credit the money is deposited.

(b) A receipt or document in the nature of a receipt which is taxable under any other section of this Act.

(c) An acknowledgment by a bank of the receipt of a bill of exchange or promissory note for the purpose of being presented for acceptance or payment.

(d) A receipt for or upon the payment of money paid for any purpose to or by His Majesty for or out of the Consolidated Revenue Fund of Canada or for or out of the Consolidated or General Revenue Fund of any Province of Canada.

(e) A receipt endorsed or otherwise written upon or contained in any instrument liable to stamp duty, and duly stamped, acknowledging the receipt of the consideration money therein expressed.

All Legislation Should be Made Clear

"Sub-section (b) of the exemption clauses is not clear," says Mr. Trowern. "We took it up with the Department but found that no rulings have been made yet. We suppose they mean that when a cheque is received in payment for an article or in payment of an account, that when stamps have been put on the cheque it is not necessary to put them on the receipt. This is another evidence of poor legislative drafting, and we contend that all legislation should be drafted in plain, simple language."

Penalty for Violation

Any person who violates any of the provisions of the above sections of the Act, or who refuses to give a receipt, duly stamped, or who, upon the receipt of a payment to the amount of ten dollars or upward, gives a receipt for a sum not amounting to ten dollars (when the actual amount received is over ten dollars) or who separates or divides the amount paid with intent to evade the tax, shall be liable to a penalty of not exceeding one hundred dollars.

It Will Disrupt Every Cash and Credit Sales Slip

"This Act was passed by the Government on June 27th, 1922, and it will

come into operation on January 1st, 1923, if the Government, in the meantime, does not see fit to have its operations suspended, which we hope they will," says Mr. Trowern.

"This Act will give the retail trade of Canada, as well as other interests, a staggering blow when it goes into operation. Only those engaged in the retail trade have any idea of what it means to carry out the provisions of this Act. It will disrupt every cash and credit sales slip, and cash register system that is now in existence throughout Canada, and it will add more expense, in a great many cases, to the office staff of retail merchants than the amount that will be paid to the Government by them in stamps.

"Its operations will cut both ways. In the case of fruit and produce dealers, when retail merchants purchase fruit, vegetables, produce, poultry or eggs, etc., from farmers and market gardeners, it will be necessary for the farmers and market gardeners to carry at all times postage or revenue stamps with them, so that they can place them on the receipts they give to the retail merchants for the goods they sell to retail merchants when they want a receipt for the same. If the farmers and market gardeners refuse to place stamps on their receipts and to cancel the same they will be subject to a fine not exceeding one hundred dollars. Or take the case of a retail merchant who takes a receipt from his employees for salaries received, the employees must also carry a supply of stamps so as to place stamps on the receipts they give for their salaries, and cancel the same, or they will be subject to a fine.

Trade Must Not be Hampered by Governments

"There are a large number of other illustrations that could be given but the above are sufficient to show that this is another piece of annoying and badly considered legislation, that will not only annoy retail merchants but will add to the cost of doing business without giving the Government the amount they could secure by a less expensive system, as far as retail merchants are concerned. No effort, as far as we know, was made by the Government to ascertain what effect this complicated system would have on the retail trade; it has evidently been merely recommended by someone unfamiliar with retail trade conditions, and it was then thrust upon us when the budget was brought down,

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"RECEIPT TAX WILL HANDICAP TRADE"

(Continued from page 24)

in the most autocratic manner, to take effect on January 1st, 1923. In our opinion, it should be suspended, and as we are an active part of the electorate of the Dominion, every retail merchant should do all within his power to let the legislators of our Dominion Parliament understand that, as loyal citizens, we want to help to pay every cent of our war debt, but we must not be hampered and annoyed in our daily business transactions, and be subjected to paying heavy fines. In other words, Governments must be told to keep their hands off business, and allow it to flow as freely and as rapidly as possible through the natural channels of trade.

"Before we are asked to pay we should be consulted as to what effect any proposed system would have on our business, as the more unnecessary expenses that are put upon us the more the public will be called upon to pay in the end. Every retail merchant knows that when postage stamps are placed on receipts or cheques, or any other documents, for the purpose of paying our war debts, that it is an unbusinesslike system, as we have been led to believe that postage stamps and Inland Revenue war stamps are for entirely different purposes, and if they cannot be kept separate—and it appears that they cannot—this fact alone should be sufficient to condemn that method of the collection of revenue. The present system of placing stamps or cheques, drafts, notes and bills of exchange is bad enough, and, in our opinion, should be abolished without adding the further annoyance by adopting the same system on receipts.

"This legislation, if it goes into effect on January 1st next, will affect all classes alike—farmers, manufacturers, wholesalers, retailers, bankers, the laboring classes and all municipalities and corporations. We are well aware that the Government wants money to pay our war debts but we want it raised in the least annoying manner, and we consider that when we are made partners with the Government in order to collect it, we should be consulted as to how we think the money should be raised, without disturbing our commercial operations."

During the last six months, thieves have made five attempts at robbery at Chic Farrar's store at Mount Hamilton.

Artist Supply Co., Ltd.

Room 50, 77 York St., Toronto
Complete Show Card Material Dealers

Write for Price List

TRAVELLERS WANTED WITH FOLLOWING for line of neckwear, in Ontario and Western Canada. Commission basis. Poyer & Company, Niagara Falls, Ontario.

The New Anti-Combines Bill

BILL No. 207, An Act for the Better Prevention of Certain Commercial Agreements, which was given its first reading in the Ontario Legislature on April 6 last and which was to have come into force on the first day of July, 1922, has been completely altered. As a matter of fact, according to information received, nine of its eleven sections have fallen by the wayside, all that remains of the original bill being:

"No. 207 1922

BILL

"An Act for The Better Prevention of Certain Commercial Agreements.

"1. This Act may be cited as The Commercial Agreements Act, 1922.

"2. In this Act:

"'Agreement' shall include contract, arrangement, understanding, combination and conspiracy whether written, verbal or tacit."

Now, the alternative sections making up the balance of the new bill are as follows:

"3. Upon the Attorney General filing an affidavit of any person setting forth,

(a) that an agreement such as is described in section 4 is in existence;

(b) that the deponent verily believes that such agreement is unlawful;

(c) that certain persons, naming them, are parties to, or have knowledge of such agreement or circumstances connected therewith.

"The Supreme Court either before or after action brought as hereinafter provided may make order on the ex parte application of the Attorney General, entitling him to examine under oath the persons so named and to have production of all books, documents, records, memoranda, letters or other writings relating thereto in accordance with the consolidated Rules of Practice of the Supreme Court governing discovery.

"4. An action may be brought by the Attorney General of Ontario in the Supreme Court for a declaration that an agreement—

(a) constitutes a conspiracy in restraint of trade as being an agreement between two or more persons to do or procure to be done an unlawful act in restraint of trade; or

(b) is an agreement to unduly limit the facilities for transporting, producing, manufacturing, supplying, storing or dealing in any article or commodity which may be a subject of trade or commerce; or

(c) is an agreement to restrain or injure trade or commerce in relation to any such article or commodity; or

(d) is an agreement to unduly limit or restrain the manufacture or production of any such article or commodity or

to unreasonably enhance the price thereof; or

(e) is an agreement to unduly prevent or lessen competition in the production, manufacture, purchase, barter, sale, transportation or supply of any article or commodity, and that such agreement is unlawful and void and for an injunction, mandatory order or other relief.

"5. If the Court finds that such agreement comes within any of the clauses from (a) to (e) of section 4 it shall declare such agreement illegal and void to all intents and purposes and the Court may make such order with respect to past and future dealings, rights or obligations of the parties to such agreement as may be deemed just and expedient having in view the course of business between the parties, the degree of good faith manifested by them in entering into, acting under, or carrying out such agreement and the protection of the public interest, and may make such further order as the circumstances require to prevent the carrying out of such agreement or any similar agreement.

"6. This act shall come into force and take effect on the first day of June, 1923."

Considerable damage was done to the store and premises of Louis Goldberg, St. John, N. B., during a recent fire.

Mrs. R. Saunders has started with a first-class store and stock in which she is specializing on men's shirts made to order at Birchcliff.

Gallia
MADE IN FRANCE

Marque Déposée
INTERNATIONALEMENT

French Braces

carry all the features and qualities of higher priced brands.

They are:—

—Serviceable—Comfortable
—Profitable to handle.

Write for Prices

SOLE CANADIAN DISTRIBUTORS:

Onad Agencies, Regd.,

46 St. Alexander St.,
MONTREAL.

Timely Helps in Taking Inventory

Suggested Forms That Might be Used to Simplify Stock-Taking and Arrive at Correct Results—How Should the Inventory be Taken?—The Facts Should be Fairly Faced When Physical Assets Are Listed

By G. W. HAFNER

AN inventory is a part of a statement of the financial and operating condition of a business upon a certain day. And yet anyone at all familiar with actual conditions will agree that the inventory is usually the most dubious figure in the financial statement or balance sheet. It may look very precise, but it commonly covers a multitude of sins. The entire process is often full of guessing and juggling; and, to cap it all off, a thoroughly unsound scheme of valuation may be employed.

What An Inventory Should Include

The influence of the closing inventory figures upon the showing of net income and financial position is so great as to demand the most searching scrutiny of inventory practices, and the insistence upon the use of principles and procedures which are as rational and accurate as possible. Especially in these days of heavy income taxes has the inventory process—both taking and pricing—become a matter of utmost significance to all business men.

Hence our endeavor should be to ascertain, not alone how to take the inventory so as to eliminate mistakes, but also the best manner in which to price the inventory after it is taken. What we should be interested in is getting at the facts, whatever they may be. We want to know what the goods on hand on a certain day are worth as an asset of the business.

Pricing At Cost or Market

Where the method is used of pricing goods at cost or market, whichever is lower—it becomes necessary to set up three price columns on the inventory records, designated as "Cost," "Market," and "Lower," as illustrated by Figure 4. The cost per item or unit should be entered in the first column; the market price, in the second column; and the lower of the two preceding figures, in the third column. The number of units of each item appearing on the inventory sheets are then extended at the values showing in the third column.

Market is defined as the current bid price prevailing at the date of the inventory for the particular merchandise. In establishing a "bid" price it is necessary to show actual tradings in the particular merchandise, goods or materials at the prices used. Getting at the market price is sometimes difficult,

but there is no mystery about getting such values. Quotations can always be secured for the merchandise on hand which is sold in the same form as it is bought.

The material part of any manufactured product would also be priced at market, plus labor and overhead. In labor and overhead the use of "market" also applies. These are usually measured, of course, by the actual payments for labor during the period, and by actual overhead for the period, or by an average rate or a standard rate of overhead. Thus the labor represented in the goods being inventoried may have been at a higher rate than that obtaining at the close of the year. The actual burden rates at the end of the year may, likewise, be lower than the rates applied when the products were manufactured. In such cases the lower rates in effect may be substituted.

This whole matter of pricing the inventory will be simplified and clarified, if it is borne in mind that the inventory is in the nature of a photograph, a snap-

shot, of the value of the stock on a particular day. It is not an impressionistic painting that brushes into the values either the hopes or the fears of the future. Neither is it a forecast of what the business will be in a week, a month, or six months hence.

It is advisable, then, from every conceivable standpoint that inventories be valued by the method, "cost or market, whichever is lower." As an indication of financial condition on a specific date, actual cost is not, in the very nature of the case, a satisfactory valuation. Price changes between purchase and inventory dates, are quite likely to be so striking as to render "cost" an extremely dubious representation of the true economic position of the concern. Especially during a phase of depression, with the trend of prices constantly downward, such as that we are now experiencing, it would put a valuation upon the inventory entirely too high.

Taking the Inventory

The taking of a true physical inventory involves some considerable preparation. This matter of preparation is

FIG. 1

QUAN. _____

DO NOT DETACH THIS TAG

INVENTORY CARD

GENERAL

DEPT. _____ S

DESCRIPTION _____

COUNTED BY _____ C

QUANTITY _____

FIG. 2

QUAN. _____

DO NOT DETACH THIS TAG

INVENTORY CARD

WORK IN P

DEPT. _____ SE

DESCRIPTION _____

COUNTED BY _____ C

QUANTITY _____

FIG. 3

QUAN. _____

NO. 574

DO NOT DETACH THIS TAG

INVENTORY CARD NO. 574

SUPPLIES

DEPT. _____ SECTION _____

DESCRIPTION _____

COUNTED BY _____

CHECKED BY _____

PRICED BY _____

QUANTITY _____

UNIT _____

UNIT PRICE _____

HAFNER PATENTS

Tags like these together with the inventory sheet shown on the next page are all that is necessary in taking an inventory.

HAFNER METHODS FIG. 4 SHEET NO. _____

INVENTORY SHEET SHEET NO. _____

DATE _____ 19 _____ DETAILS OF _____ STOCK _____

ENTERED BY _____ CHECKED BY _____ PRICED BY _____ FIRST EXTENSION _____ FINAL EXTENSION _____

INVENTORY TAG NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE			FINAL EXTENSION	FIRST EXTENSION
				COST	MARKET	LOWER		

Simple yet comprehensive inventory sheet for listing the information found on various tags attached to the merchandise.

a governing factor in securing accurate quantities. If you want an exact inventory you must begin some time in advance. A definite plan of procedure must be laid out, definite instructions sent to all officials and employees, and every one must familiarize himself with the instructions. For the guidance of business men in this respect, the following general instructions are presented:

Physical Inventory Instructions

The following instructions outline the means of taking a physical inventory of stock at the close of business December 31st, 1922. In order to obtain dependable information, these instructions must be understood by the executives of the company, as well as by ALL the individuals who will handle the detail work of counting, checking, pricing, recording and extending the inventory.

The general manager will assume the entire direction and responsibility for properly carrying out instructions and taking inventory. He will determine that all persons in any way connected with the work understand the instructions, and are thoroughly familiar with just what will be required of them.

The department manager, or individual in charge, in each department will be held responsible for the count of all merchandise which is within the boundary of his department at the time of taking inventory.

Each department manager will assign certain individuals in his department, who are competent, to the various sections to make the count of all stock within such section. Since the department manager will be held responsible for the accuracy of this work, he should use care in choosing men who write legibly, know the stock thoroughly and are careful and accurate.

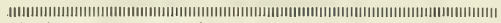
The men shall work in gangs of two, one counting the stock, and the other writing up the description and other necessary information on the tags, and attaching such tags to the proper lot of merchandise; the tag marked "Goods in Process" (figure 2) for all products, if any, in course of manufacture, and the tag marked "Supplies" (figure 3) for sundry items of supplies on hand.

Every tag will be numbered, and all of them must be accounted for. In case an error is made in writing a tag, under no circumstances must it be destroyed. It

shall be marked void, and given to the department manager.

As soon as an entire department or section has been completed, the department manager will notify the general manager or whoever is acting as inventory inspector, who will make a sufficient examination to determine that all stock has been tagged, that the description on each tag is correct, that the quantities appearing on the tags are correct.

As this is done, the inspector will tear off the bottom portion of the tag, place initials in the space marked "Checked By," and turn the tag over to the department manager. The department



Taking inventory is one of the new year problems of large and small dealers alike. Not only is this required by law, if correct returns are to be made to the government in respect of the various taxes that are levied during the year, but it is essential if a dealer is to have that intimate knowledge of his business which he should have. This article is very suggestive in ways and means of taking inventory and shows some simple forms that can be duplicated in a few minutes' time and used with effect in taking the inventory of all lines carried. It applies to the small as well as the larger business.



manager will see that all tags received by him are accounted for, and will then turn them over to the office, for checking with the issue records. The stubs must remain with the merchandise, and no stock shall be removed until all tags are accounted for.

When the tags are received in the office, and are checked with the issue records, they will be turned over to the pricing clerks, who will price the tags under the direction of the general manager.

When all the tags are accounted for and priced, they shall be assorted, first by the following classifications, and then by particular items:

1. General stock.
2. Goods in process.
3. Supplies.

Having been thus assorted, they shall be listed on inventory sheets (Figure 4) and the first extension made on the stub of these sheets.

After this extension has been made, all sheets will be numbered, the stub to bear the same number as the sheet. The stub will then be torn off and the final extensions made in the column provided on the sheet proper. By comparing the total of each sheet with the total of its respective stub a proof of the clerical accuracy of extensions and footings will be obtained.

MERCHANT PRINCE MOURNED UNIVERSALLY

John Wanamaker, the man who revolutionized the retail business in America, died at his home in Philadelphia, on December 12. As a philanthropist, churchman, statesman, and individualist, Wanamaker has been accorded probably the highest place that any merchant has ever reached.

John Wanamaker was a man who made an institution of a retail business. Early in his career, he laid down principles which were gradually increased in number and which he religiously followed in his after life. At a time when it was traditional to pay employees in merchandise and work them long hours, John Wanamaker came with a new ideal which, many years later, was reflected in refinements of welfare work and social activities among the workers. At a time when to enter a shop was taken by the merchant as a promise to purchase and when buying was a contest of wits between the customer and the retailer, John Wanamaker laid down the creed of "one price to all," at that time a startling innovation in merchandising.

Wanamaker's Business Creed

- First.—Cash payments on the spot to workpeople on completion of the work.
- Second.—Shorter business days.
- Third.—Not two prices—one price and only one.
- Fourth.—To take back anything sold and return the money, if desired.

"Individualism as a Factor in Affairs"

Is Subject of an Inspirational and Most Impressive Address Delivered by Sir Joseph Flavelle, Before the Canadian National Newspapers and Periodicals at Recent Convention

TORONTO, (Special). — Speaking at a luncheon of the Canadian National Newspapers and Periodicals Association the other day, of which organization Men's Wear Review is a member, Sir Joseph Flavelle, who was the guest of honor, declared that individual effort and achievement are the greatest elements in life. Sir Joseph was speaking on "Individualism as a Factor in Affairs." His address was inspirational and remarkably impressive. It was a call for the development of the individual man. Sir Joseph spoke as follows:—

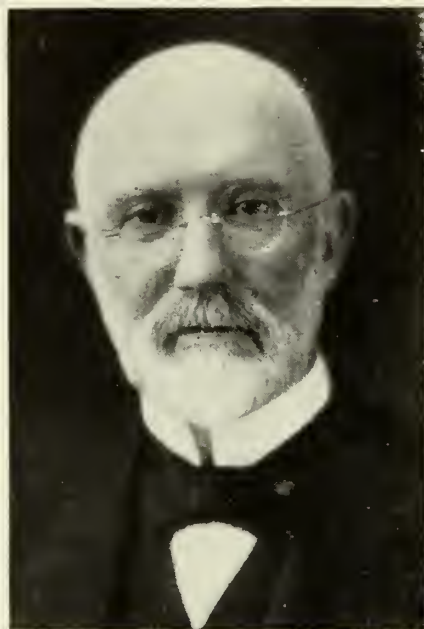
In emphasizing Individualism, I am not claiming for it a "cure-all." If we were discussing the whole broad issue I would give it its relative place, but in the time at our disposal I cannot do so. In stressing Individualism, I am only stressing one of the great underlying principles in affairs. I will introduce the subject with a few illustrations, and perhaps you will catch the drift of my thought.

In a book of Memoirs of a German Prince—one of the Hohenzollerns—the Prince tells of his experience with General Falkenhayn. The General is teaching him to ride, and after taking him across much rough country in which his heart nearly failed him, the Prince was brought up against a stiff obstacle. The General spat out: "Throw your heart across, the rest will follow." I think in this statement lies the interpretation of character. Our difficulties accumulate, and when the supreme one comes at the tail end, the test of a man is his capacity to "throw his heart across."

Lord Rosebery in his book of "Miscellanies" furnishes a copy of an address which he delivered to the students of the University of Glasgow, and in which the following appeared:

"We had then (speaking of a period fifty years back) the terrible hand-to-hand struggle with learning on the one hand and poverty on the other, which embodied in a new form the competitive spirit of our ancestors, but which turned out indomitable Scotsmen, who had suffered so much, and who had done so much, that they needed and dreaded nothing in the battle of life."

He illustrates this by a fellow-craftsman of yours, Robertson Nicholl, the son of a Presbyterian minister, and now Sir Robertson Nicholl of the British Weekly. He won a bursary of £12, which took him to the University of Aberdeen. He spent £8 in fees, and had £4 left for his



SIR JOSEPH FLAVELLE

maintenance during twenty weeks in Aberdeen. He spent a shilling a week on lodging; his food was bread and cheese, and his drink treacle and water. Lord Rosebery says, by way of parenthesis—"I ask you to remember I am not recommending a diet, but recalling a character." Nicholl won out, even though he had to go through an Aberdeen winter without fuel or fire in his room.

"And Its Name is Courage"

Sir James Barrie, in his rectorial address delivered at St. Andrew's University in May last, said to the group of young men graduating from the University:

"I cannot provide you with a staff for your journey, but perhaps I can tell you something about it, how to use it and lose it, and find it again, and cling to it more than ever. You shall cut it—so it is ordained—every one of you for himself—and its name is Courage."

He illustrated this in a letter to him from Captain Scott of the Antarctic, written in the tent "you know of," where it was found long afterwards with his body and those of some other very gallant gentlemen, his comrades. The letter, in part, was as follows:

"We are pegging out in a very comfortable spot. Hoping this letter may be found and sent to you. I write you a word of farewell. I want you to think well of me, and my end. Good-bye. I am not afraid of the end, but

sad to miss many a simple pleasure which I had planned for the future in our long marches.....We are in a desperate state..feet frozen, no fuel, and a long way from food, but it would do your heart good to be in our tent to hear our songs and our cheery conversation.....Later (It is here that the words become difficult) We are very near the end.....We did intend to finish ourselves when things proved like this, but we have decided to die naturally without."

Barrie then took these young graduates to Gallipoli, and told of a young officer "dropped overboard to light decoys on the shore so as to deceive the Turks as to where the landing was to be. He pushed a raft containing them in front of him. It was a frosty night, and he was naked and painted black. Firing from the ships was going on all around. It was a two hours' swim in pitch darkness. He did it, and crawled through the scrub to listen to the talk of the enemy who were so near that he could have shaken hands with them, lit his decoys, and swam back. He seems to look on this as a gay affair. He is a V. C. now, and you would not think to look at him that he could ever have presented such a disreputable appearance, would you?" The officer was present, so that these University lads could look at the man who "threw his heart across" and the rest followed.

"Fight on, my men, says Sir Andrew Barton,

I am hurt, but I am not slain,
I'll lie me down, and bleed awhile.
And then I'll rise and fight again."

You say "These are heroic cases, incident to the war, effected by the war spirit." Let me give you one from humble life.

Two years ago, driving from Oakville to the city, in the morning, I picked up a passenger on the highway near the Goodyear rubber plant. It transpired that the man had served in the Great War. He had been invalided home from wounds, and he still had an unhealed sore on his back from shrapnel. He had secured a position at Goodyear's when business was active, and had bought a piece of land and built a shack on the Etobicoke. Then the bad times came in the rubber business, and he was laid off. He told me he had a wife and six boys, the eldest being thirteen years old. He had secured a job at the Dome Mines for the winter, and had been out that morning to tell a chum that he could secure a place for him, and was met with

the rejoinder "I'll starve before I'll go to the Dome Mines." It transpired that in the great explosion in Halifax, his wife's eyes were filled with powdered glass, and the surgeon found it necessary to remove both eye-balls, and in consequence, she was stone blind. The morning after her eyes were removed, her sixth baby boy was born. I said to him "Your wife blind, and six boys to care for—how do you get on?" "Well," he said, "We get on just about as well as we ever did. My wife does all the work at home, washes, irons, mends the children's clothes, keeps the house as she did before she lost her eyesight. When we came to Etobicoke, the neighbors saw my wife putting clothes on the line, and were told she was blind. They hesitated to believe that it was possible. She is keen to go to Dome Mines, stating that we will get free fuel for the winter, and be that much further ahead in the spring." This woman could have said that she was part of the war wreckage, that someone ought to take care of her children and her home, but she had the fighting quality in her, and said "I have a husband and children, and a home; I will take care of them." As we separated in the city, my soldier friend said, "I am sure if you were to come with me now to my home, you would find my wife whistling or singing."

Not Towards Self-Reliance

You will agree with me I am making no overstatement when I say the spirit of the present time is not running in the direction of self-reliance. The popular view writes off the individualist as a selfish beast, who thinks for himself, works for himself, and who shirks responsibility for his fellows. As a theory of life, individualism has developed mean selfishness, and its advocates are frequently neglectful of those who are less strong and less able to take care of themselves. It represents, however, a vital principle of personal responsibility, upon which, whether they know it or not, the world of men and women rest and depend. It bases its advantages upon its discharge of this responsibility, through hard, determined, unflinching personal effort.

Dependence Upon the State

Lord Rosebery said this further thing in his address to the students of Glasgow University:

"As things are, we in Scotland do not take much, or even ask much from the State, but the State invites us every day to lean upon it. I seem to hear the wheedling and alluring whippers 'Sound ye may be, we bid you be a cripple. Do you see? Be blind; Do you hear? Be deaf. Do you walk? Be not so venturesome. Here is a crutch for one arm, when you get accustomed to it you will soon want another. The strongest man, if encouraged may soon accustom himself to the methods of an invalid, he may train himself to

totter, or to be fed with a spoon. The lesson of our Scottish teaching was 'level up.' The cry of modern civilization is 'level down.' Let the government have a finger in every pie, probing, propping, disturbing. Every day the area for initiative is being narrowed, every day standing ground for self-reliance is being undermined, every day the public infringes on the individual, the nation is being taken into custody by the State. I should like at least to think, that in one powerful city, youth was being reared to know that most of what a man has to do in the world he must do for himself, and that it should produce men and women who shall look not to external or even legislative support, but to themselves for their success in life. May the tone and note of this University be independence and self reliance. May it produce not merely scholars, but men."

The reliance placed upon what governments can accomplish is pathetic, and the frequent determination of even thoughtful men to turn to government or to legislature, for relief in business and other troubles is part of the daily experience. Manufacturers call for the Department of Trade and Commerce to find export business for them. Farmers call for government controlled and operated Wheat Boards at the public risk, and with transportation charges relieved at the public expense. Labour seeks to secure through legislation, shorter hours of labour, assured employment, and minimum wages, and the people generally, through public ownership or government control are to be delivered from the tyranny of private enterprise.

A recent writer stated:

"Our Social Reform schemes are conceived on a theory of pleasure economy, but history and evolution show that man has come up through a pain economy—he has struggled up—found his way up through never ceasing effort and struggle and battle. Man is at his best rowing hard against the stream. In our facile plans for the future of society, no place is found for sacrifice, yet in all the long history of mankind, sacrifices had a conspicuous part. We are planning to rely too much upon social and political machinery, and we underestimate the importance of physical health, education, and the sense of individual responsibility. No society will survive without the integrating motive, which consists not 'in not having,' but in doing one's full share. The world is stirred to-day by powerful centrifugal forces like a whirling wheel, which will fly into pieces unless it is held together by equally powerful centripetal forces. These integrating forces are measured self-control, obedience, respect for law and authority, restraint, limitation of desires, the feeling of obligation. We have a superabundance of vital energy—what we need is vital control."

If you consult with a company of

your associates in business for the correction of weaknesses or the increase in production, the usual result is that your officers will say "Give us more machinery and a larger organization." It is a rare thing for the men on the working lines to say "We will learn to work harder and more intelligently, and to make greater use of the existing organization and machinery." When the United States came into the war, the President made a call upon business men to assist the nation, and there came to Washington probably the greatest aggregation of executive capacity that was ever gathered for public service in one city. They came from all parts of the Union. They sat for weeks and months, not knowing what to do. Under the American system, the Chief of Ordnance is responsible for the production of munitions of war. I said to him, "We have had some experience in Canada during the war in making use of business men for purely business purposes. If you will draft these executive men whom the President has brought into Washington to carry on the business for you, your engineers can prepare the necessary specifications and furnish the needed technical inspection, in which case I think you will secure excellent results. This is the present British practice. They tried what you are doing, but had to drop it. Their army officers and engineers now prepare designs, and furnish inspection, but business men have charge of production." He replied "I will not pass over to a body of business men what this Department should itself perform." So he built a very wonderful organization, housed it in excellently constructed buildings near the White House. The organization reached, I believe, as high as twenty-two thousand men. There were miles of blueprints illustrating the organization. There were, however, few if any, American shells fired during the war, and few, if any, American guns in service. Charged with the same duty in Ottawa, we had been at work for a year or more when someone asked for a plan of our organization. I replied "I fear we have not prepared one. In securing production of munitions of war, we have not thought of preparing a plan."

There is another aspect of this question of "Dependence Upon Organization" that is impressive. The Ford plant at Detroit is a wonderful place. You take off your hat to the men who have organized it, but looking at it from another side it is the most dis-spiriting place possible. Each man repeats the same operation on a piece of material passing before him upon a moving belt. He turns a screw, bores a hole, or does some other single act repeated all day long. As one looks at it one thinks of the noble profession of craftsmanship. I am not saying this to make light of the Ford organization, but to direct attention that we are living on our capital of craftsmanship, and one wonders what will happen at some later time

when all these one-job people are called upon to do some other work. This organization of repeat work kills the development of the craftsman. He is simply a cog in a huge operating machine, and we are in danger of forgetting that a man is a man, and has a right for all round development.

Dependence Upon Associations

A few years ago, three gentlemen from a town on Georgian Bay, called on me and said, "We desire to establish a packing house plant in our town, and want to talk to you about it." They submitted their plans, and we had an interesting hour together. These men had hitherto been somewhat bitter opponents for the North Shore trade. I asked them "Who is to manage this business?" and they replied, "Oh, we will all do it." After they had gone, I said to Mr. William Davies, "These people will come to grief; they have an impression that by building a house, and organizing with some sort of general oversight from themselves, that it will go itself. They will come a cropper. The plant, which cost five hundred thousand dollars, has been closed up for the past ten years or more.

I remember during the War, that manufacturers of munitions in this Province formed a munition section of the Manufacturers Association. The President and Secretary came to Ottawa to lay their views before the Chairman of the Munitions Board. They stated: "Your revised prices for shells are too low. They cannot be made at a reasonable profit. We represent three hundred and thirty manufacturers, and we are expressing their view when we say it is necessary that we should have a higher price." I said in reply, "I am sure you are wrong; if the purpose of your organization is to secure higher prices, you do not need an association of manufacturers to convince the British Government that they should give a fair price for work done in Canada. What you have not known is that through the courtesy of a number of manufacturers, we have in detail the cost of producing various sizes of shells in their plants and the prices we have fixed are based on their experience and upon their statement that they think the price a fair one. You will perform real service with your Association if you will co-operate, and those who have greater experience assist those who have less, in establishing better production with the same overhead. You will make more money, and you will assist a hard pressed British treasury." It has always appeared to me that one of the dangers of the Manufacturers Association was that it led to dependence upon assistance from outside, and did not look enough toward improving business from the inside. I have never believed in Trusts, nor been a member of a Trust or combination—not because I thought they could do much harm to the consumer over a length of time, as sooner or later the spirit of competition took care of that side, but that the harm came to

the consumer because men depended upon the organization in place of trained judgment developed under the stress of necessity. I remember a manufacturer during the War saying "You will fall down in the delivery of munitions unless you pull these infernal munitions inspectors out of munitions plants, as they try to impose all sorts of ridiculous standards upon the manufacturer." I asked the Chief Inspector to send his senior officer to this plant, and to bring back a report. Upon his return, I had the manufacturer join in the conference. Complaints had reached the Board from the British authorities that the ammunition boxes pulled apart under stress because the screws did not hold. The Chief Inspector said, "My officer went into this manufacturer's shop at the finishing end, and inspected the boxing of shells. The workman was driving the screws in the boxes home with a hammer. The inspector asked him 'Do you permit that?' 'Permit what?' came the reply. 'Permit screws to be put in your boxes in that manner?' And for the first time the manufacturer saw it. He said 'You damn fool, what are you doing that for?'" Similar conditions were found all over this man's establishment. The correction of his troubles lay with himself, and did not arise from unreasonable standards set up by the Inspector.

Prior to the War, I was asked to speak in the town of Ayr, where they had a very active Farmers' Organization and Women's Institute. The subject of my address was "Co-Operation," and I fear the Company was disappointed in the type of Co-operation I recommended. The Chairman of the meeting had been one of a group of some twelve hundred farmers, who had gone to Ottawa from all parts of Canada to prefer a plan about something—the nature of it I have forgotten. I said to them, "The Chairman of this meeting was one of a Company who went to Ottawa. I am not passing upon the question, whether what they wanted was right or wrong, but I would desire to say to him, and to you who are farmers present, that if every man in the company who went to Ottawa had in place of going there to seek for remedy, formed themselves into a league, each with his neighbor and he in turn with his neighbour, to fight bad weeds, to cultivate the land better and deeper, to use better seed, and to get rid of their scrub cattle, they would make more money for themselves and add far more to the wealth of the country than by anything which they, or twelve times their number could secure from Ottawa."

Take Labour. We know the abuses under which Labour suffered, and respect the causes which led to the organization of Unions, and the redress of many wrongs made possible only through the pressure of organized Labour, but there has developed an insistence for collective bargaining, the closed shop, the sympathetic strike, and the policy of

Ca' Canny. Red-blooded men are told that they must lower their output. Any action which through the force of organization levels the good man down, is a menace to society. The control of the spirit and purpose of a man, and his responsibility is with himself, not with his neighbour, his Union, his Group, his Party, or the Combination to which he belongs. It is a frequently forgotten truth from which there can be no deliverance "Whatsoever a man soweth, that shall he also reap." The question was asked long ago "Do men gather grapes of thorns, or figs of thistles?"—acres of thorns or fields of thistles, because they are numerous, give no greater promise of grapes or figs.

There have developed bodies of determined men, in classes, in groups, in associations, in brotherhoods, in Unions, who claim they are righting injustices and relieving society of tyranny. They are found in politics, in industry, in agriculture, in education and in the Church. They are mostly sincere, and frequently uninformed or misinformed. The onlooker, seeing some of them in action, may be forgiven if he indicates they seem to be chiefly concerned in what they can capture for their theory, for their class, their group, or their organization, whether what they desire to secure presses upon others or not. It would appear they are too commonly possessed of the selfish purposes of the individualist without his creative force or courage. He seeks to create through his own effort, and if he will he can share with others. They depend upon organizations and collective power to force their plans, if they are not willingly accepted. They develop and exploit class consciousness, and determine to have their way if the forces at their command can compel its acceptance. One is inclined to ask—are we setting up another form of tyranny, without the compensating gain of individual responsibility and individual initiative and effort? The community needs both forces—individual initiative present in organized groups which are exponents of opposing views but neither should seek the exclusion of the other.

We are slow to see it, but our problem is not, how shall we obtain our share, but how shall we make something worth sharing; not one solved through capture, but through creation. It was perhaps natural in the reaction from the strain of the war to believe in the possibility of economic restoration along the path of less work and more enjoyment. We have entertained delusive hopes of a high standard of living to be attained with less effort and shorter hours of labor. It will not do. We must travel along the old highway of hard work with ungrudging service, while practising sound economy. This is an asset, not a penalty.

Many still believe that hard work for full hours is a penalty. Listen to Bar-

(Continued on page 34)

Securing and Use Made of Ratings

Methods Used by Erie Credit Rating Bureau in Getting Information and in Giving it to Merchants—Ratings Are Listed in Code—Success Depends Upon Co-operation of Local Merchants—Collecting Accounts Important Feature

IT WILL be remembered that in a previous issue of Men's Wear Review we gave some account of the Credit Rating Bureau of Erie, Pa., and the way it operated. Some further information regarding the various forms used in securing and tabulating data in connection with the individual whose rating is kept by the Bureau may be of interest.

The initial success of this bureau depends entirely on the co-operation given by the local merchants to the manager of the Bureau who, of necessity, must have had some training in securing and compiling information. The Erie Bureau have been fortunate in securing the services of E. N. Secord who had experience with Dun and Bradstreet, the two well-known mercantile agencies.

Form No. 1 shown on this page is a form sent to the merchants by the manager asking them to fill in the blanks as nearly as they can. It will be noted that there are seven possible ratings and these, in turn, are recorded in Form No. 2 which is kept by the Bureau. C-R-E-D-I-T-S, shown on Form 2 correspond with "Prompt Pay," "Fair pay," "Slow pay," "Very slow pay," "Financially good, but slow," "Pays on account" and "Not good; demand cash."

The Bureau Rating

Form No. 2 shows the card kept by the Bureau and from which information is given to any merchant on application regarding any consumer. The information passing from the Bureau to the merchant is confidential and in code. To begin with, each line of business has a number. Men's furnishings, for instance, might be 20. If, therefore, a merchant wants the rating of any consumer, the Bureau might give it to him as "20C" which shows the consumer's rating as "Prompt Pay" according to the experience of some retailer of men's furnishings. Each merchant has a key number and if he makes an inquiry of the Bureau regarding some consumer, this inquiry is noted by the Bureau in the column marked "Inquiries" in Form 2. In thirty and ninety days the merchant is called by telephone by the Bureau to ascertain what his experience has been with the individual. This form (Form 2) is revised each year.

On the back of this form certain information is given. It gives the occupation of the individual, where employed, his income, what rent he pays, his taxes, his habits, his age and whether married or not, the number in his family and their nationality, if a new resident where he came from, and the date of his arrival in Erie.

Form No. 3 shows the form used in connection with the collection of debts. If the account is not older than one year 10 per cent. is charged by the Bureau; if more than this 25 per cent., and the commissions earned are turned over to the Bureau, partially to defray the expenses of the Credit Department. The merchant makes out the bill in the regular way, giving full information such as date debt was incurred, name and address, with what collecting agencies account was formerly placed, and classification of account.

The classification of account means that letters will be sent as follows: Class A, a mild series of letters is used; Class B, moderately severe letters; Class C, severe letters. On the Class A and Class B, a sticker is usually placed which reads "This is a reminder not a Dun." In addition to employing letters as a means of collection, personal calls are made and, in rare instances, the telephone. When a payment is made on account to the creditor or when an account is paid in full, the merchant is asked to advise the Collection Bureau without delay, as in many cases letters and personal calls are made on parties after accounts have been paid. This proves detrimental to the merchant's future business and has an ill effect upon the Credit and Collection Bureau.

News of the death, in England, of Leslie H. Gault, former president of the firm of Gault Brothers, Company, Ltd., of Montreal, was received recently by relatives. Mr. Gault was born in Montreal 67 years ago and entered the firm of Gault Bros. & Company, general dry goods merchants, in 1871. He became partner of the firm in 1883 and was elected a director in 1896. He assumed the position of president in 1903.

Besides these positions, the late Mr. Gault was prominently identified in many other important mercantile corporations in this country.

He was a Director in Gault's Limited, Winnipeg; Gault Brothers, Limited, Vancouver; Crescent Manufacturing Company, Montreal; Van Allan Company, Limited, Hamilton, and was prominently identified with the cotton industry in Canada.

The late Mr. Gault is survived by two sons and a daughter.

Major G. B. Johnson, Canadian Trade Commissioner at Glasgow, who has been making a tour of Canada, looking into trade conditions and opportunities for overseas trade, was a recent visitor in Montreal where he conferred with leading manufacturing and business concerns. Major Johnson later left for Halifax and the maritime provinces.

Form No. 1: A form for collecting merchant information. It includes fields for Name, City, Occupation, and Employment. A central section titled 'RATINGS' contains checkboxes for 'Prompt Pay', 'Fair Pay', 'Slow Pay', 'Very Slow Pay', 'Financially Good But Slow', 'Pays on Account', and 'Not Good Demand Cash'. To the right, there are fields for 'Income', 'Property owned', 'Habits', 'Age', 'Married', 'Widow', 'Number', and 'If now resident, where from'. A 'REMARKS' section is at the bottom.

Form No. 2: A card for recording ratings and inquiries. It has fields for Name, Present Address, and Moved to. Below these are two tables: 'RATINGS' and 'INQUIRIES', both with columns for Date, Key No., and ratings C, R, E, D, I, T, S.

RATINGS							INQUIRIES										
Date	Key No.	C	R	E	D	I	T	S	Date	Key No.	C	R	E	D	I	T	S

Form No. 3: A form for debt collection. It includes fields for Name of Account, Address, Received from, For Collection on, Amount of Bill, and Date Account Was Opened. A central table is titled 'ERIE CHAMBER OF COMMERCE ADJUSTMENT BUREAU' and has columns for 'RECEIVED FROM COLLECTOR', 'COMMISSION', and 'VOUCHERED'. The table has sub-columns for 'AMOUNT' and 'DATE'.

The value of the annual production of Canadian woolsens, 40,688,467 dollars, is distributed as follows:—28,018,565 dollars in woolen goods, 9,153,210 dollars in woolen yarns, and 3,516,692 dollars in wool felts. The number of employees in the making of woolen goods is 5,604, in the making of woolen yarns 1,206, and in wool felt plants 532. The salaries and wages paid in the three branches of the industry respectively are as follows:—5,407,515 dollars, 1,068,158 dollars and 535,690 dollars.

A. E. GREENE SALES CO.
 Merchandise Sales Specialists. Conduct business—
 building, reduction or complete closing-out sales
 for retail merchants. Terms, dates, etc., no obligation.
 216 E. Main, Jackson, Mich., U.S.A.

Personal Touch in Business Letters

E. R. Fisher, of Ottawa, Gets Away From Circular and Stereotyped Letters—Addressed to the Person and Name Repeated in Body of Letter—Does Not Overlook the Ladies in His Solicitations

THE art of writing a so-called "personal letter" is probably one of the most difficult branches of the epistolary craft known. That is why the majority of retailers are content to send out mere printed circulars instead of contriving a real letter which will carry a genuine message and convey that much to be desired "personal touch." Printed circulars have many things to commend them, of course, but the least worth while of all such circulars is the stereotyped letter which begins "Dear Mr. Smith" in a distinctly different colored typing from that used in the body of the letter. Anybody who is not blind can see that these letters are issued by the hundred or thousand and they are treated with little respect and usually find a haven in the waste basket in short notice.

It has remained for one Canadian retailer, namely E. L. Fisher of Ottawa, to discover a way around the difficulty and to contrive personal letters which are as carefully read as the most intimate personal correspondence, which bear all the hall marks of an ordinary business letter yet which have been issued by the thousand in and around the city of Ottawa. Discussing the question of the value of this form of publicity with Men's Wear Review, Mr. Fisher spoke most emphatically in favour of a well written, correctly prepared and well-timed personal letter as a business builder. In his own words "there is no better way to get after business at the beginning of each season."

A Series of Letters to Men

Mr. Fisher's own method with these personal letters merits a detailed explanation since it is undoubtedly one of the most successful ideas which he has tried out. On the fifth of September last, thousands of letters were sent out from the Fisher store addressed to a picked mailing list of the best names procurable in Ottawa and vicinity. Each letter was typed on the store's own stationery of the double letter size variety and addressed to the recipient personally instead of to the usual "Dear Sir."

Furthermore, somewhere in the body of the letter the name of the recipient appeared again to still more emphasize that most desired personal touch. The letters closed with the words, "cordially yours, E. R. Fisher," the signature being an exact reproduction of Mr. Fisher's autograph and done in green ink.

On October 3rd a second letter was sent out embodying the same ideas but

entirely different in message, and again on November 7th a third letter went to the same recipients with still another style of message. The three letters are reproduced herewith as an example of really worth-while personal circulars which have resulted in an increase of thousands of dollars' worth of business, traceable directly to the letters and the good will which they were instrumental in building up.

Letters Sent to Women Too

However, Mr. Fisher is not confining his efforts to gain new business this Winter solely with the men of Ottawa. On the contrary he is making a special drive to capture all the women's trade to be had, realizing that more than 50% of the purchases of men's wearables are made by women. On this account he has had prepared a series of three personal letters addressed to a picked mailing list of women also of Ottawa and the surrounding country which were sent out on October 17th, November 15th and December 5th. In the first letter the idea is stressed that the Fisher store is just as much intended for women as men, to dispel any idea that women may feel shy about coming in. In the second, the point emphasized concerned the courteous service provided by the store as well as the fact that the merchandise is always correct and of the kind appreciated by every man. In the December letter, of course, Christmas gift problems were touched on and an invitation was extended to the women to bring their gift problems to the store for solution.

This third group of letters has been equally successful and Mr. Fisher feels that just the right wording and the exact amount of personal interest was injected into them to ensure a genuine ring of sincerity in each one, judging from the expressions of appreciation received.

Nowadays, Mr. Fisher finds, the average woman who shops for men has got her requirements down to a science and it is nothing out of the ordinary for a woman to come in and ask for an out-size suit of clothes with the trousers shortened so many inches perhaps, or whatever other alterations she deems necessary, and take the purchase away with the utmost satisfaction to the rightful wearer who may never appear in the store at all. In dealing with women of such experience a man's store experiences no more difficulty than with the average male customer and Mr. Fisher takes care to lay stress on the fact that his store is first and foremost

a man's shop even if women do like to buy there.

French Advs. in English Papers

Day by day of course there appears an item in the daily newspapers advertising the Fisher store, which is always readable and interesting, but on Mondays the English newspapers feature the Fisher adv. in the French language entirely, a fact which constantly calls forth curious enquiries from patrons. The explanation of this apparently incongruous happening is given by Mr. Fisher as follows:

"We have a great many French customers in both Hull and Ottawa who however buy and read the English newspapers every morning and evening. I think it advisable to run at least one French advertisement a week for them alone as it pleases them and is a subtle compliment after a fashion. Our English speaking customers frequently ask us why we run an adv. that they don't understand and we tell them the reason and they are all the more interested in the merchandise even if they have to get someone to tell them what it is all about. It is an idea that we have featured some time and we find it works out extremely well, for of course, it is the only French advertisement in the entire newspaper."

A "WEEKLY SPECIAL" IDEA

A new departure in advertising and sales ideas has been inaugurated by the Max Beauvais store of Montreal, located on St. James Street, which consists of a "Weekly Special" selected out of the regular stock and given an individual window display all to itself as well as considerable space in the store's daily newspaper advertisement. The central window of the Max Beauvais store is dedicated permanently to this feature and bears a neatly framed sign hanging from the upper frame announcing the words "Weekly Special" in white letters on brown. This special may be an odd line of coats, underwear, shirts, gloves, etc., and varies from week to week, the price in all cases being decidedly attractive.

The Max Beauvais advertising in the daily press has taken on a new form of late months and now reproduces a regular news column effect with heading, date and volume number included. A seasonable quotation from one of the literary classics is also a feature of the advertisement.

Letters to Ladies

Letter No. 1

Miss M. McCaffrey,
165 Nepean St.,
Ottawa, Ont.

Dear Miss McCaffrey:

Are your "men folks" careless about their buying? Most men hate to shop, and would sooner wear shabby things than take the time to visit a store for new ones. Therefore, the shopping falls to the woman. We wonder where the men would land, anyway, if it weren't for the women.

To find a store where you receive personal attention and intelligent advice is very hard. And then, too, there are men's furnishing stores where you hardly like to enter, feeling that you will be the only woman there.

We want you to feel that although this store sells men's wear only, it is for women as well as men. A great many women come here every day, and they are always pleased with the service they receive. The advice given by our salesmen, too, is always good, and you will please the men with whatever you finally select.

Won't you come in, Miss McCaffrey, and see what a nice store this is for women?

Cordially yours,
E. R. FISHER

October 17th, 1922.

Letter No. 2

Miss Helen O'Reilly,
380 Gilmore St.,
Ottawa, Ont.

Dear Miss O'Reilly:

Buying things for men is an awful worry, isn't it? And they so often refuse to do their own shopping. When you go to select something for a man, you soon see what you like, but you are afraid to buy it, fearing that he will make fun of your selection. Men seem to have acquired the habit of teasing the women about their taste in men's clothes.

If you do your shopping here you will always secure something that will delight a man. We carry a very wide assortment, Miss O'Reilly, and everything is the very best in quality, and style.

For birthdays, anniversaries, or for just plain shopping, you will always be pleased with what you purchase here. And you will receive the most courteous attention and kind consideration. Our service will please you, we are sure, and you will like our store in every way.

If you are thinking of doing any shopping for men, call on us for anything in our power to do.

Cordially yours,
E. R. FISHER

November 15th, 1922.

Letter No. 3

Miss Helen O'Reilly,
380 Gilmore St.,
Ottawa, Ont.

Dear Miss O'Reilly:

In view of the fact that it is the annual time for gift giving for everybody we are taking the liberty of writing you personally of a personal matter.

Doubtless, you have experienced a difficulty common to many in purchasing presents for the men of your family.

Letters to Gentlemen

Letter No. 1

Capt. William Smith,
457 Albert St.,
Ottawa, Ont.

Dear Capt. Smith:

We consider ourselves in business not for ourselves, but for you and our many other discriminating customers. We feel that we're really working for you.

Our duty is to keep in touch with the new styles and fabrics as they appear, to have a complete stock on hand at all times for your selection, and to see that you get the proper fit in your clothes and the quality that will make your purchase a good investment.

For these many years we have been giving every effort toward making this duty a real *trust*. The faith our customers have in our dependability places us in a position where we must "do or die." And we feel, Capt. Smith, that since the same men continue to call on us year after year, we have not tried in vain.

The designers have surely excelled themselves in the clothes now on display here for Fall and Winter. We extend to you a cordial invitation to come in and inspect them. There's no obligation to buy, of course, unless you feel so inclined. We're satisfied to have you visit us and compare our goods. Our prices and quality are convincing arguments.

Cordially yours,
E. R. FISHER

September 5th, 1922.

Letter No. 2

Mr. Harry Carter Dale,
Devonshire Place,
Ottawa, Ont.

Dear Mr. Dale:

We don't claim to know a thing about bungalows or automobiles. They're not in our line.

However, when it comes to men's clothes, we believe this organization belongs to the expert class. Years of faithful and diligent service, a careful study of your needs and the sincerity of purpose with which we consider your interests entitle us to this standing.

Consider this shop entirely at your service.....at any time. We're here to please YOU, whether it's supplying your clothes, or merely giving you information. "To serve" is our understanding of the word "service."

Many years of faithful and diligent service have established for us a reputation of reliability that we regard as priceless. For it is because we are dependable that the biggest men in Ottawa come to us for their clothing.

When you see our Fall line of stylish suits, Mr. Dale, you'll be just as enthusiastic over them as we are! Come in and look them over.

Cordially yours,
E. R. FISHER

October 3rd, 1922.

Letter No. 3

Mr. W. L. Allen,
Aylmer St.,
Ottawa, Ont.

Dear Mr. Allen:

Here's a store where you can feel just as free to drop in and look about as though you owned the place. We try, in

Endless hours spent in planning and buying and then a big disappointment.

Let us help you this year do your Christmas shopping for men in a high class Man's Store, be served by experienced salesmen who know what men really like. Be assured, Miss O'Reilly, our styles are right and conservative and the sizes absolutely correct.

We shall be delighted to let you have the benefit of our long experience in catering to men of good taste.

Cordially yours,

E. R. FISHER

December 5th, 1922.

fact, to make our friends feel that it's their store, and that they are welcome if they just stop in to say "Hello" as they would be if they were buying a year's supply of clothes.

The better we know you the better we'll be able, Mr. Allen, to serve you. We get to know your preferences and your likes and dislikes.

Right now, we are showing a wonderful line of the most stylish suits and overcoats in men's and young men's styles that you would see in many a day's journey.

Cordially yours,

E. R. FISHER

November 7th, 1922.

Men's Wear Markets at a Glance

(Continued from page 23)

Webbed Goods

Some sharp advances have been asked of the manufacturers of certain webbed goods lines for the materials they use in their output. Advances have been asked of the elastic webbing, the leather trimmings and the metals. One manufacturer stated that if he paid the advances asked on the trimmings alone it would increase the price of the finished article to the retailer by 30 cents per

dozen. He did not pay it, but admitted that he might have to later on.

Christmas Goods

There has been a very lively demand for all kinds of Christmas goods. Tie manufacturers have been working hard to meet the retail demand. Everything in the nature of Christmas gifts has been in demand.

"INDIVIDUALISM AS A FACTOR IN AFFAIRS"

(Continued from page 30)

rie's experience as recited to the young men at St. Andrew's:

"So you will have to work harder. The Almighty doubtless could have provided us with better fun than hard work, but I don't know what it is. To be born poor is probably the next best thing. The greatest glory that has ever come to me was to be swallowed up in London, not knowing a soul, with no means of subsistence, and the fun of working till the stars went out. To have known any one would have spoilt it. I did not even quite know the language. I rang for my boots, and they thought I said a glass of water, so I drank the water and worked on. There was no food in the cupboard, so I did not need to waste time in eating. The pangs and agonies when no proofs came! How courteously tolerant was I of the postman without a proof for me. The magic days when my article appeared in an evening paper! The promptitude with which I counted the lines to see how much I should get for it."

Here Barrie catches the spirit. Life is a great adventure in which a man of red blood plays his part with joy in struggle.

Years ago, at the plant of the William Davies Company the level of the city drains permitted a minimum of fall to the Don River. In consequence, during high water the street drains blocked and had to be opened. It was a particularly bad place for the workmen, as the ground had all been filled

in, and mostly with cinders, hence there was no bond. On one of these occasions, the Superintendent of the work came into my office, mud from head to foot, and declared with enthusiasm "We have beaten every previous record in the time spent in opening and clearing the drain." Even in this class of work there is joy in struggle and achievement.

Suspicion, envy, hatred, with consequent unrest, have been unloosed in the world to an unparalleled degree. There is no world deliverance from this and the economic burdens of the war except through individual courage, with patience, individual acceptance of the spirit of obedience, with the individual hard work and determined saving, and, with it all, cheerfulness. If we have concurrent, purposeful, national and international action, planning for sound economies by Government, re-established exchanges and better understanding between nations, there will follow the gradual emergence from the present state of confusion and distress in Europe. Probably greater progress than known has already set in.

Few Serious Losses

Canada has had few serious losses to bear. We can accept our moderate discomforts with dignity and restraint. We can secure no early relief from heavy taxation. There can be no freedom for years from the drain upon our cash resources through overbuilt railways, now the property of the State but we have no cause for fear, if we play the game with high courage—and do not leave our cheerfulness—whatever happens, we must not lose courage, or abandon a sense of individual responsibility. Tax-

ation is troublesome. It arouses a sense of injury, with anger. This may be useful if it curbs new and extravagant national and municipal expenditures. But otherwise surely it is a mistake, unless the burden of taxation is unfairly distributed. We fought a good fight. A great increase of national indebtedness followed, which must be met by taxation. There is a manlier way than scolding about the cost to us individually. We can still remember that the flower of our young manhood gave their services, and many of them their lives in the great struggle. If we have to go without some comforts because our share of the burden means the payment of heavy taxes, should we complain?

Shippy McGee said "Parson, think of me leading the brigade down here, keeping up the work, fighting things that hurt, and finding out things that help. Lord, what a chance! A hundred millions to work for, a hundred millions of one's own people, and a trail to blaze for the unborn millions to come. Lord God, that is a man size job!"

There is an honourable place for each man in Canada to do his job as well as he can each day, and that is the way the world's work, which matters, is done.

Hoffman, Ducoffe & Co., manufacturing men's and young men's clothing in Montreal, will, in future, be known under the name and style of University Clothes, Ltd. A general reorganization has taken place and practical executives and additional capital will enable the new company to handle their business better.

Suggestions for Showcards for Seasonable Merchandise

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

CLOTHING THAT IS DISTINCTIVE IN
APPEARANCE

COMFORTABLE, ADJUSTABLE CAPS FOR
BLUSTERING DAYS

A TRIANGLE OF STYLE, QUALITY AND
VALUE

UNDERWEAR OF CHARACTER

BOYS' CLOTHES WITH A TRADITION FOR
EXCELLENCE

HERE ARE A FEW SPECIALS OF OUR
JANUARY SALE

EVENING CLOTHES EXQUISITELY
FINISHED

WE WISH YOU ALL A HAPPY NEW YEAR

THESE ARE THE FIRST OFFERINGS OF
OUR JANUARY CLEARANCE SALE

COMFORTABLE HOUSE COATS FOR THE
HOLIDAY SEASON

HEADWEAR OF QUALITY WITHOUT
EXTRAVAGANCE

SOLID COLOR WASHABLE SHIRTS WITH
COLLARS TO MATCH

NEW AND OUTSTANDING CREATIONS IN
HEADWEAR

REMARKABLE VALUES IN KNITTED
NECKWEAR

HANDSOME STYLES AND SNAPPY FABRICS
IN THE LATEST CAPS

THE VALUE OF THIS GARMENT IS NOT IN
THE PRICE BUT THE QUALITY

HATS THAT ESTABLISH A STANDARD OF
STYLE AND NEATNESS

KNITTED NECKWEAR FOR THE HOLIDAY
SEASON

THE NAME IS A GUARANTEE OF THE
FAME

SILK SHIRTS FOR HOLIDAY SELLING

ATTRACTIVE NEW HEADWEAR CREATIONS

SILK CRAVATS SUITABLE FOR THE
HOLIDAY SEASON

A COMBINATION OF EXCELLENCE IN
STYLE AND WORKMANSHIP

WARM, COMFORTABLE UNDERWEAR FOR
THE COLD DAYS

KNITTED CAPS FOR BOYS AND MEN
SUITABLE FOR WINTRY WEATHER

WEAR ONE OF THESE COATS AND SING
"HOW DRY I AM."

SOFT HATS IN CORRECT STYLES, QUALITY
AND PRICE

OUR MERCHANDISE IS WHAT WE SAY OR
WE MAKE IT SO

SOFT HATS IN THE ROUGH FINISH

PASTEL COLORS IN NEW SHIRTINGS—
WARRANTED FAST

Advocates Co-operation in Business

Co-operation the Gasoline and Harmony the Oil That Keeps Industrial Mechanism Running Smoothly—One Probable Weakness in Credit Men's Association is That Credit is Too Cheap—Suggests Forming Groups

By F. W. STÉWART before the Canadian Credit Men's Trust Association, Limited, Montreal

THE greatest influence in commercial life to-day is co-operation. Co-operation is the definition of modern merchandising.

Without co-operation within and without an organization, it cannot show the development and expansion that it should, if all departments, inside and out, are working in unison and harmony.

Co-operation is the gasoline and harmony is the oil which keeps the industrial mechanism running smoothly, and which co-educated secure the greatest amount of motive from the equipment.

When the employees of an organization work with that harmonizing spirit which should exist between those of different departments, then will the organization get the best from its employees, and they will be giving the best that is in them to their employers.

Unfortunately few employees realize how necessary each one can be to the business, and how the actions of one or more can be detrimental to the organization, and how the acts and work of each one can help to develop or can be detrimental to the business.

Employees are inclined to lack a full realization of the effect of their work upon the sales of their company.

The work of each individual employee has its effect upon the development and success of the business they are connected with.

All Branches Co-operate

From the purchasing to the receiving department; the stock-room; the operating room; the examining and boxing; the warehouse order and record departments; the packing and shipping; the billing and posting; the passing of credits; and collections; the employees of these departments, outside of the actual selling by the salesmen, all have their bearing upon the sales.

Merchandise must be right, systems must give the best of service, employees in each one of the departments must be conversant with the effect of their work upon sales, and with the right kind of service, the service which brings results, it is with all these working in unison and co-operating to the fullest extent, upon which business can be successfully and profitably built up.

No matter how good the merchandise may be, or how much ability the salesmen may have, a business cannot grow as it should if employees in any department fail to do their part to bring the product

up to the highest standard, and create and maintain a service which will be comparative with the merchandise or the standard of the company.

It takes years of work and service to create and maintain the goodwill of the trade, but it can be dispelled in a very short time by indifference or poor service on the part of the employees.

It is easy for employees to create ill-will and distrust; it is difficult to regain the confidence lost.

The success of your association is based upon co-operation.

Did not the members co-operate to give the information requested to complete the reports which are compiled for your members, your machinery would not operate, you would cease to function.

Of all departments of a business the credit department is the most important.

It is the department which has the greatest responsibility and receives the most criticism.

The desire to keep up volume of sales without sustaining losses; to carry accounts or be lenient under conditions as they are to-day, are big problems for the credit man.

Salesmen damn the credit department if orders are not shipped, and condemn it if shipments are made to firms who assign before settlement is made.

The sales department must link up closely with the credit department, if the best results are to be obtained.

If there were no sales there would be no credit department.

It is the duty of every salesman to supply all information at all times, in regard to any account on his territory, to the credit manager to help guide him in the dispensing of credits.

I would strongly recommend the forming of business groups of credit men, representing specific branches of industry, to meet regularly at intervals to discuss credit matters and report upon accounts which are delinquent or which are slow in meeting their payments.

Many customers who are weak financially may be materially assisted and put on the road to success and prosperity by being able to locate the weak links in their business, and by counsel and advice eliminate the causes for the conditions mentioned, and so create a desirable outlet, rather than have stocks thrown on the market, which will mean a loss to all interested.

By co-operative work in such methods, a distinct betterment in retail store managements and in business administration would no doubt be perceptible in due time.

I cannot too highly recommend the association for the advancement which has already been made in the creation of this group system.

Should Group Credit Men

I would suggest that the grouping of credit men in different lines of industry be considered.

By getting representatives of different branches of business to work and co-operate together, such as furs, shoes, dry goods, groceries and clothing, invaluable information could be secured to prevent the granting of credits to concerns who are not entitled to be given other than cash terms, and general credit information could be discussed and action decided upon, at the gatherings of such groups.

Credit Too Cheap

If there is any criticism which I could make in regard to credit men in Canada it would be that credit in this country is too cheap. It is too easy to secure credit. It is granted without sufficient investigation as to the financial standing of the merchant seeking credit.

Too many men start in business who are not qualified to be in business for themselves.

Seventy-five per cent. of men who go into business for themselves do not know anything about figuring expenses and profits.

Such men should not be granted a line of credit, for practically all of them eventually settle at a per cent. on the dollar and eventually disappear from the list of merchants.

It is the duty of all credit managers to ascertain the qualifications of a man who intends starting in business, as to whether he should be granted credit on the basis of his knowledge of merchandising.

When this is done generally then we will have better merchants and fewer losses.

Your association could not do a greater or better work for your members, and business generally than to imbue such methods into the minds of credit managers, and so promote and develop such co-operative actions and methods as will

(Continued on page 41)

Inaugurates a Neckwear Studio

Dave Livinson Tries A New Plan to Increase Neckwear Sales—Helps Xmas Buyers

Dave Livinson, the well known haberdasher of Montreal, has this month opened a "Neckwear Studio" on the floor above his new shop in the Orpheum Theatre Lobby on St. Catherine St., West. According to Mr. Livinson the idea is proving decidedly practical especially where seekers after Christmas gifts are concerned. The new department occupies considerable space and is reached by a staircase leading up from the main shop. The interior arrangement of the "Studio" is simple and as Mr. Livinson points out, has called for little outlay of money in the way of fixtures owing to a really original idea in the way of tie stands which he has devised.

With the aid of a quantity of medium sized nails of the ordinary sort, and some pieces of wood about two inches through in thickness, squared off and painted to match the type of mission fixtures used downstairs, Mr. Livinson has evolved a continuous tie rail running all around his new studio, upon which thousands of ties are displayed just above the level of the eyes in height.

The nails are so inserted into the wooden rails that they appear curved upwards, almost like a letter S, lying horizontally. One tie hangs over each nail, and the entire stock is classified according to fabric and pattern, that is to say, the knits occupy a section to themselves ranging in design from solid colors to fancy open stitch patterns while the cut silks are arranged in groups according to colors and patterns. Every tie in the "Studio" is priced at one dollar which simplifies salesmanship and selection on the part of the purchaser.

White Tags Record Sales

Whenever a tie is bought by a customer, the sales clerk slips a tiny tag, perforated with a punched hole, on the nail formerly occupied by the tie just selected. This little white tag shows that a sale has occurred and a fresh tie must be placed on the nail. Whenever a nail is found without a tag, it is clear that a tie has been stolen by somebody.

On the tables below the display of neckwear are ranged neat piles of shirts, neatly boxed individually. According to Mr. Livinson, it is most advantageous to show the ties against a shirt occasionally to enable a customer to get the best effect of the knot, etc. And in many cases, it should be noted the shirt is sold as well, although the shirts are merely accessories, so to speak, in the "Studio."

Outside on the street, the eye of the pedestrian is instantly caught by the

sight of a number of green and black posters reaching up to the second story of the building, each of which announces some aspect of the store's holiday business in a manner at once amusing and catchy. For instance, one poster reads:

"Some ties make acquaintances,
My ties at a dollar
Make friends.
They're worth more."

And another:
"This is the time to forget the past
And remember the Xmas present.
My ties at one dollar.
They're worth more."

Economy in Boxes

Mr. Livinson points out that the average retailer, by exercising a little ingenuity, can effect a large reduction in the cost of holiday boxing if he will cut down the stock cartons in which goods are delivered by the makers, to make individual containers for gift merchandise. Mr. Livinson displayed a pile of neat, artistic boxes which had been remade in this way from shirt cartons. The joining, etc., was invisible and the new box was decidedly attractive in appearance. Where the sale of less expensive merchandise is concerned these made boxes solve the retailer's problem, as they cost practically nothing but the time taken to cut them down.

Cash In on Winter Sports

Montreal to Have Two Months' Carnival And Clothiers Will take Advantage Of It

Montreal retailers and others are going to cash in on one of the most profitable opportunities for additional business available for many years past, in the inauguration of a two month "Winter Sport Carnival" which is to commence right after Christmas and continue until the beginning of March. Plans as announced by the committee in charge demonstrate that a veritable whirlwind of Winter pleasures is planned and every single day out of the 8 weeks is to be filled with various outdoor activities including hockey, ski-ing, tobogganing, skating, curling, snowshoeing, ice-racing, boating, etc. In addition to various exhibitions, matches or races incidental to each branch of Winter sport, Montreal is planning to elect a Queen of the Carnival, a "Miss Canada," and also to reproduce scenes of typical Canadian winter scenes such as a sugar camp, an Indian settlement, and so on.

The committee in charge has distributed 60,000 booklets to interest tourist traffic throughout the United States and Canada, and it is anticipated that at least \$5,000,000 will be spent in Mon-

treau as a result of the Winter Sport activities which would not have been spent there otherwise.

Large parties from different cities will visit Montreal to participate in the various sports events and every local sports club is uniting in a wholehearted effort to make Montreal's first Winter carnival the biggest thing ever attempted in this country.

Opportunity for the Retailer

It does not take a great deal of imagination to recognize the fact that all kinds of Canadian made and British products which are suitable for sports wear or which are typical of the industries and life of Canada will be in demand with all these lovers of sport who are expected to attend at some time or other during the coming two months. Suitable apparel and accessories for our rigorous northern climate will be an instantly felt want with the majority of American tourists and, therefore, every sporting goods store, men's and women's clothing establishment, as well as all others which cater to the wants and needs of those who ski, curl, snowshoe, or skate, should lose no time in tying up their stores with the movement and keeping alive to every sporting tendency which can possibly be capitalized.

It might be mentioned as well that this eight week carnival is not only designed to interest tourists in the wonderful possibilities for sport which our Canadian climate possesses, but it has also had another effect, namely, to revive all sorts of leagues and other sporting clubs in connection with industrial firms in Montreal. It is announced by the committee in charge that employees of factories and stores and wholesale houses are all organizing such leagues and are being furthered by their heads in this effort, it being generally recognized that such a Winter carnival cannot fail but result in a revival of the old time enthusiasm for Winter sports among Canadians as well as tourist visitors.

Among the most enthusiastic members of the executive committee in charge of the Winter Sport carnival is Armand Dupuis, Secretary-Treasurer of Dupuis Freres, the well known departmental store of Montreal.

SALES IDEA FOR JANUARY CLEARANCE

(Continued from page 20)

underwear were pushed hard earlier in the season it would probably result in sales of single suits only. By midwinter the needs of the average man's wardrobe are manifest and the shrewd shopper—man or woman—plans to buy enough to last over another year.

The Tooke stores are especially careful about their January sales windows and believe in showing all goods attractively instead of piling up merchandise in bulk to accentuate the sales idea.

Some Contests that Are Illegal

Guessing, Lottery, Punch Board, Wheels of Fortune and Shell Game Contests That Run Foul of Dominion Act Should be Avoided by All Merchants—Often Entered into Ignorantly, Not With Desire to Violate Law

By E. M. TROWERN

AT THE last session of the Dominion Parliament our association secured an amendment to the Criminal Code, which reads as follows:

"Every one is guilty of an indictable offence and liable to two years' imprisonment, and to a fine not exceeding two thousand dollars, who disposes of any goods, wares or merchandise by any game or mode of chance, or mixed chance and skill, in which the contestant or competitor pays money or other valuable consideration, or

"Induces any person to stake or hazard any money or other valuable property or thing on the result of any dice game, shell game, punch board, coin table or on the operation of any wheel of fortune."

Guessing Number of Beans in a Bottle Now Illegal

Previous to the passing of the above amendment to the Criminal Code, the Courts have held that guessing the number of beans in a bottle or other similar device was not covered by the Act, and as we had so many complaints regarding this matter from all parts of Canada, it was brought before the Annual Convention of the Dominion Board of our Association, and they unanimously decided to secure legislation to stop it.

This amendment was prepared and secured through the efforts of our association to prevent a host of schemes such as the above, which have for some years been creeping into the economical life of Canada, and which we believe tend to lower the trading policy of retail merchants, and do injury to the public as well.

Some of the members of the druggists' section of our association requested our opinion recently as to the legality of a proposal which was submitted to them, and which we understand was submitted to retail druggists generally, by a firm of manufacturing pharmacists, and which we understand was withdrawn when it was found that the above amendment to the Criminal Code made it illegal.

The proposal was as follows:

The firm offered to sell goods to retail druggists valued at seventy-five dollars (\$75.00). Along with these goods they were to supply a doll valued at fifteen dollars, for which they asked nine dollars and forty cents. The company was to supply a pound bottle full of beans and also tickets, and asked the retail druggists to give one of these tickets to every purchaser of the above prepar-

ations who purchased twenty-five cents' worth. The customers receiving the tickets were to have had the right to guess how many beans there were in the bottle; the one guessing the nearest number of beans contained in the bottle to get the doll as a prize. The number of beans contained in the bottle was made known to the retail druggists and the drawing was to have taken place sometime in December.

All such schemes are now illegal, and if any such scheme, or schemes of a similar character, should be in operation in any city or town, and any retail merchant should have any doubt as to the validity of the Act and desires to test it out in the courts, we will be pleased to take charge of the prosecution.

On September 27th, 1922, a well-known firm conducting a department store, desirous of holding a special sale to celebrate the founding of their business, advertised and conducted a birthday anniversary sale. With every sale they made, and to anyone who asked for one, a metal coin was given bearing a number. Duplicates were kept and on the 16th of October the duplicates of the coins issued were placed in a churn, and a drawing was made to ascertain who were the winners of the prize.

On October 27th, 1922, the firm was charged in the Police Court, Ottawa, with having unlawfully conducted or managed a scheme, contrivance or operation for the purpose of determining who were the winners of certain property, to wit: One automobile, one grafonola, one cabinet, one electric vacuum cleaner, one lady's coat, one stove, one set of dishes, one overcoat, one comforter, one smoking gown, one silk negligee, one blouse, one girl's coat, one boy's suit, one club bag, woollen blankets, one electric heater, one silk sweater, one electric iron, one pair of gloves, one hand bag, and one pair of stockings, proposed to be advanced, given, or disposed of by such scheme, contrivance, or operation.

Acted on Solicitor's Advice

In conducting the prosecution against the firm the Crown Attorney presented the following argument:

"It was an advertising scheme purely and simply, the firm expecting to be reimbursed for the expense for the cost of the prizes through increased sales, and where the prizes were given to non-purchasers this was not done through generosity, but to try and protect themselves from just such a prosecution as this. I contend that what has been

done in this case has been a direct violation of the statute, and that a conviction must be effected. Nobody believes the firm knowingly did wrong; it acted in good faith, on the advice of its solicitor, but it has erred, and the statute has been contravened."

The counsel for the company made the following statements:

"The difference between my learned colleague and myself narrows down to a small thing. There is such a thing as good will between a merchant and his customers. A merchant's business must be built up on the faith and trust that he can instil in his patrons, or he cannot succeed. If you find that the company has not acted upon this basis, then my client is guilty, but to reach this climax, you must disbelieve the evidence he has given that he did not enter into it for profit, and find that he conducted this scheme for motives of profit or gain."

Five Hundred Dollars and Costs

In giving judgment on October 31st, 1922, the police magistrate said:

"In weighing the Act carefully, I find that the accused has violated the law as far as carrying out a scheme of lottery is concerned, and I impose a fine of \$500 and costs, and I also direct and order that the said goods of the company be confiscated and held and disposed of as the Attorney-General may direct."

The above cases give further evidence of the necessity of all retail merchants keeping in close touch with our association in all matters of a commercial character; it is your association, and it is equipped to take care of your interests; we ask you to use it.

If you hear of any violations of the above Act, please notify the Secretary of the Provincial Board of our Association in your province, and they will receive our immediate attention.

The above cases cover in a general way most schemes of this sort. They all vary, of course, more or less in detail, and for this reason we ask all of our members—those who may be induced to enter into any such plan, or those who are opposed to all such measures—to submit to us, through the Secretary of the Provincial Boards of our Association, whose addresses appear hereon, any plan that may be suggested to our members, or any plan of the sort that is now in operation, and we will gladly give you our opinion regarding same.

"You're Fired" Said the Proprietor

Here is the Story of a Salesman Who Sold Pillow Shams, Pants and Hats by the Enforced Method and Lost His Job Thereby—Ruining Bed-Steads, Misrepresenting Pants and Making the Mayor Ridiculous by Selling Him a Hat, Were in His Line

"YOU'RE fired."

The proprietor of the store spoke the words gingerly, for behind them was a story and a strange coincidence. And behind the story again is a might good moral.

Starting in Business

Many years ago in a little western town a young man started in a very small way in the clothing and furnishing business. The amount of capital he had was limited, but he had an abundance of energy and a good business head. He had been looking for a long time for the opportunity to start out for himself and now that it had come he determined to make the best of it.

He was not disappointed in his first business venture. The business grew because it was founded on principles that make any business grow—good merchandise and service. As hackneyed as the two words are, there are scores of merchants who have yet to learn the alphabet of these two principles of modern merchandising.

Pillow Shams

Not long after this young man started in business he took in a partner—not in the business but in his home. He got married and started housekeeping in such circumstances as his moderate means would permit. One of the articles of their new household effects of which the happy young couple were very proud was a walnut bed-stead.

One day a salesman came to the door selling pillow shams. He was of that too well-known type who could not be driven away and would not take "no" for an answer. The young wife said she did not want the pillow shams, but the salesman pushed his way into the house and into the room where this handsome bed-stead stood. Almost before the lady of the house knew what was happening he had fastened the pillow shams on the head of the bed. The sale was made—it was forcibly made. To have removed the shams would have been to disfigure the bed because they were screwed in.

When the young husband came home at noon, his wife was in tears, lamenting the disfiguration of the bed-stead and incensed because she had been forced to buy that which she did not want.

The Scene Changes

The scene of this little story changes. Prosperity has been the just reward of this young man and he has moved to a

The accompanying story is a true one told to the writer by a man whose name is a very familiar one in the clothing business. There is a splendid moral in it for every salesman. There is a difference between intensive persuasion and finding out what the customer wants, what suits him and then selling it to him. The former type—of which the salesman in this story was an ardent admirer—is, perhaps, a too frequent type met these days. But Gordon Selfridge, the noted London, England, retailer, says that the latter type—which is the type seen and heard in the big Paris stores—results in five department stores in Paris each doing one hundred million dollars' worth of business last year—more than any department store in New York. And New York is much bigger than Paris.

distant city where the store is much larger, the business bigger, and time has healed the wound caused by the sale of the pillow shams some years back. But it is not forgotten.

The proprietor has inserted an advertisement in the paper for a bright, intelligent salesman. The applicant duly appears with recommendations that seem to justify a confidence in his ability to sell goods. He is engaged. He certainly can sell merchandise—the proprietor admits that—but an uneasiness grows in the mind of the proprietor because of his methods.

Selling Pants

One day a customer comes in for a pair of pants. This salesman is in the midst of serving him and the ears of the proprietor are taking in what is being said.

"Oh, yes, they are all wool," said the salesman in reply to a question from the customer.

"Pardon me," said the proprietor as he walked over to the customer, "my salesman has misinformed you about those pants. They are not all wool. But for what you want them for, that is, working pants, you will find them even better than all wool because they are stronger and will stand the wear better. We have all wool pants if you want them but these are not all wool."

After the customer went out, the proprietor gave the salesman a talking to. He told him most emphatically that merchandise in his store should not be misrepresented, that sales did not have to be made that way, and that only a dis-

service was rendered both to the customer and the store when a sale was made under false pretences. But the lesson was soon forgotten.

Selling a Hat

One day as the proprietor of the store was about to go in it, the mayor of the city came out—he was a personal friend—with a very funny looking hat on his head. For years the proprietor had sold the mayor his hats, knew exactly what he wanted and there was never any question about it.

"Where did you get that hat?" asked the proprietor.

"I just bought it in your store from your salesman," said the mayor, "and I am as mad as I can be about it. It is not what I wanted at all, but he simply shamed me into buying it."

"Come back with me," said the boss.

Turning to the salesman he asked to see the old hat that the mayor had left in exchange for the new one. He took the new hat off the mayor's head and put back his old one and gave him his money back.

"We are just out of your particular hat but I will order one for you right away and will have it in a few days. We certainly do not want you to go out of this store with that kind of a hat on your head. It looks like the devil on you."

Conclusion of the Story

"Did you ever sell pillow shams in the little town of —," said the proprietor to his salesman.

"Yes," was his reply.

"You're fired," was the irate reply of the proprietor.

In truth, it was the same man who had brought the first grief to the little, new home of the proprietor and his wife many years ago. The knowledge of that injury with further evidences of his altogether false conception of salesmanship resulted in hasty action.

SALES MANAGER ROYAL TAILORS

Tom Moore, known to the trade for eighteen years in his capacity as traveller with the House of Hobberlin, has gone over to the Royal Tailors of Toronto. Mr. Moore is now the Sales Manager of the Royal Tailors.

The Art of Showcard Writing

Describing the Layout and Lettering for Posters and Showcards Advertising the January Clearance Sales—How to Obtain Attractive Effects, Design and Coloring—Ornamental and Conventional Styles

By JALEXO

WE have seen enough and to spare of the sale poster that flaunts cranes in a sky and ducks in a pond. That's the kind of poster one looks at but seldom reads. There is a certain other kind of poster however, that is made to be read and remembered; it is the poster that subordinates the decoration to the lettering. As weeds are a drawback in the ground where flowers should grow, so is excessive decoration a detriment on the poster where lettering should show.

There should be no difference in the poster used in the cities from that used in the smaller towns where the agitation of the cities does not reach. The poster that looks attractive in one place is bound to look equally attractive in another. There is no exclusiveness about city posters that cannot be obtained in the country.

Appropriate Sizes and Shapes

The most satisfactory poster delivers its message readily and at the same time focuses one's attention on the window. The depth of such a poster should not reach below the level of the eye. In other words, the bottom of the poster ought to be at least six feet from the ground. This permits a clear view of the window and its contents and on the whole is infinitely more presentable to both the customer and the store. The poster requires careful handling. Nothing so mars the effect of a sale as unsightly window announcements. The poster might easily be large and impressive and yet appear neat and pleasing.

The average poster takes an oblong shape, and many desirable effects may be worked out in this style. This kind of poster may show display lines straight or curved, and the same rules hold good for the poster work as for showcards. The dominating words should be made to stand out in bold relief so that he who runs may read. The lettering should be clean-cut so that there will be no doubting the purpose of the message.

In the case of a poster measuring nine feet long by three feet deep with the inscription, "Great January Clearance," the size of letters, border and coloring may take any one of a number of forms. The writer recalls one particularly attractive poster containing the before-mentioned inscription and has had it reproduced in the accompanying illustration. The lettering was done in an ex-



cellent poster style showing an attractive brown color with an outline of yellow striped around each letter. The poster itself was in a tan shade and was decorated with a wavy line border done in a color slightly darker than the poster. The entire color scheme presented quite a striking appearance and is worthy of repeating in any store today.

The "Pre-Inventory Sale" poster was sufficiently attractive to warrant reproduction in this treatise. The poster in this case was tinted in a pale green. The lettering was done in ultra marine blue showing a yellow stripe running through the component parts of each character. The sketch of the "sweeper" and the ribbon border effect were both done in a harmonizing shade of dark green. This on the pale green ground produced a pleasing poster. A character sketch of the sort reproduced on this poster is easily sketched even by one who has little, if any, artistic ability.

Another poster quite as remarkable as the foregoing, and which is likewise reproduced herewith, contained the words "January White Sale." It was a study in blue and white. The poster was white. The border lines were done in pale blue. The curtain effect above the oval was done in a shade of blue somewhat darker than the borders yet not so dark as the lettering. The lettering was in royal blue and overshadowed everything else. The modified style of lettering was less severe than the plain

block and was decorative without being freakish. The size of this poster was approximately 3 x 3½ feet.

The illustration which shows the man and the box is simple and realistic. The box offers a tempting surface for embellishment, so we have "Clearance Sale" lettered on it. This attractive sketch done in red and black on a card 22 x 22 inches attracted considerable attention. The color scheme was something after this fashion: The man, lettering and box were in black, and the border lines were in light red. This kind of card as you can see is not difficult to do. The color scheme might be altered to meet any requirement. The box could be in natural shade with blue lettering; the man in black and the border lines in pale blue; all on a white card.

Since the lettering, borders and sketches on these posters are interchangeable, the showcard writer ought to find no difficulty in producing different effects, according to his individual ideas. The example shown here will give the reader some idea regarding the extent to which the decorative motifs may be carried out without detracting from the legibility of the poster. Each example contains as much art work as the subject will bear, and to add further embellishment might seriously impair the balance and technic of the work.

The season of clearance sales will soon be upon us. There will be posters galore attesting all manner of sale an-

nouncements. It is not a bit too soon to begin planning your posters for the big event. The store that embodies some attractive color scheme and lettering in its posters will be in a fair way to secure more attention. After all it is largely a matter of a little extra time and care to turn out something different in posters. The card writer should be too much of an enthusiast to relax his efforts without succeeding in his object. So this coming season let us have posters that are uniquely smart.

WE HAVE A NEW DESIGNER

(A well-known retailer contributes this bit of poetry, stating that it is one of the familiar songs of the month).
 Now, Mr. Dennis; I've goods here,
 That splendid value surely are;
 I sell them everywhere I go,
 To merchants near and far.
 They are a nifty line of goods—
 You cannot buy a finer;
 I know they'll suit you to a tee—
 We have a new designer!
 I've British and Canadian cloths—
 The very newest nobby line;
 Within the sleeves of every coat
 There's silk or satin fine.
 For dressy suits to quickly sell
 You've never seen a finer;
 Let me impress upon your mind
 We have a new designer!
 These suits will like the sample be;
 All buttons will be firmly set;
 For workmanship throughout complete
 They've ne'er been equalled yet.
 They're better than our former best—
 In every way they're finer;
 Now, Mr. Dennis, don't forget
 We have a new designer!

CO-OPERATION IN BUSINESS

(Continued from page 36)

prevent men from leaving lucrative positions, to take the responsibilities of proprietorship when they are not qualified to do so.

I congratulate you upon the excellent work you are doing as an association, as you are giving the most desirable credit information which is supplied from any source, and I know of no reason as to why every commercial concern should not be a member of your association.

I hope that your organization will grow in number and in its usefulness to the commercial community, and that your work in future will be such as will allow manufacturers and wholesalers to distribute credits which will be fair to the retail merchant, at the same time permitting the losses in bad debts to be held down to such an extent that it will always be of the utmost advantage to all commercial interests.

The annual banquet of the Hodgson, Sumner Company Ltd., of Montreal, will take place on December the 28th next.

Color and Combination in Display

A. L. Bronskill Gives Interesting Address to Toronto Display Men's Club Dealing With Layout of Window and Method of Securing Proper Balance—Club Members to Hold Dance in January

"COLOR and Composition" was the subject of a very interesting address given by A. L. Bronskill to the Toronto Display Men's Club on the evening of December 4th. Mr. Bronskill is a designer of fixtures and this work has brought him in very close contact with some of the problems of the window display man. During the course of his address, Mr. Bronskill developed the idea that the display man should plan his window on paper before he actually starts the work. At first, he said, this would be difficult; but in time when he became accustomed to proportionate spaces indicated on the paper plan, he would know exactly what amount of merchandise would go in the window—a very useful bit of information for the display man when he was asked to put in a sale window, for instance, when quantity merchandise was required.

Work By Plotting

In his opening remarks the speaker said that any window, in respect to the fixtures to be used or the elevation, could be worked out by plotting on the square plan just as the surveyor went about his work. The window and the background could be squared off as a checkerboard. By doing this it would be found that there was usually space for each article that was to be displayed. In this kind of layout, however, there was a danger of having it too well balanced, there would not be enough variety; this could be overcome by running diagonals both ways which would make a diamond. Of course this did not mean that one article should go on each square; one article might take four squares and one single square might be used on each of four squares in the corners of the window. This would give a fair window composition. Mr. Bronskill pointed out that there were such articles as scarfs, draperies, ties, etc., that could not be laid straight on these squares; but with these a corner of the square might be taken and the article worked around this corner.

Unbalanced Balance

Mr. Bronskill referred to the unbalanced balance that sometimes developed out of a too well-balanced window planned on this square idea. To overcome this, he suggested that a very tall article might be put in one corner with a much smaller one in the other. This would give the unbalanced balance around which the symmetry of the whole window could be developed. The speaker said that in working on this square plan it might be found that there was too much space between articles. He

advised working in threes; in this way it would be found that the odd numbers were the squares to show goods on.

Colors

In speaking of colors, Mr. Bronskill said that yellow gave the strongest light and reflection; if the sun were not yellow, he said, we would not have nearly as much light as we have. In using red, one-third more might be used than yellow, but in the case of blue there was a drop in its value because it lacked strength and vividness. Only about 25 per cent. of blue should be used. This proportion would about evenly balance the color scheme of any window.

Making a Plan On Paper

Mr. Bronskill advocated the planning of the window on paper before the work was actually done in the window. For some months, he said, this would be disappointing until the scale of the window was thoroughly understood from the paper sketch. After a time, however, this would give the display man an actual control of the window, and no matter what merchandise was to be displayed, he would know what quantity would go in the window and the actual spot it would take in the complete display. This would come in very useful, he said, when a sale window was to be arranged and when quantity merchandise was the principal thing to be considered. The display man would know in a minute whether all the merchandise that the department manager or the proprietor might desire to use would go into the window space.

Are Holding a Dance

The newly-formed club got off to a good start at this meeting. There were about fifty members there and the officers have now enrolled over sixty-five members. Much interesting business was transacted and the announcement made that the club is endeavoring to secure Clement Keiffer Jr., of Buffalo, for one of the early meetings of the club. It was also decided to hold a dance sometime in January and the amusement committee is taking steps to make all arrangements for the same. It was decided to hold the meetings until further notice at Hunt's store near Bloor Street.

A pleasant feature of the meeting was the attendance of two window display men from Oshawa.

The Congoleum Company of Canada, Montreal, report the completion of an addition to their plant which will allow an increase in output of fifty per cent.

NEWS OF THE CLOTHING TRADE

Sandy Corbet has opened a store at 195 Union street, St. John. He opened on November 25th.

Premier W. L. MacKenzie King was recently presented with a suit length of cloth manufactured by one of the Canadian woollen manufacturers.

Several suits and overcoats were stolen from the store of R. A. Holden, Preston, on Sunday morning, November 19th. This is the third robbery in two years.

A new specialty shop has been opened under the name of the R. F. Minty Hosiery Co. Ltd., at 468 St. Catherine St., West, Montreal, which will carry a line of fine novelty hosiery exclusively.

Mr. G. T. Milne, British Senior Trade Commissioner for Canada and Newfoundland, sailed for England on November 22, having severed his connection with this branch of the service.

Stanley & Bosworth have recently issued a very attractive eight page folder containing cuts and descriptions of some of their Christmas lines. It is contained within a red cover on which is a slogan "From his shop."

Well dressed Frenchmen are hoping that King Alfonso of Spain will wear a soft collar at dinner functions during his forthcoming visit to France. The Prince of Wales has already given this collar such a place in England.

T. Masse has opened a men's clothing and furnishing store on Notre Dame Street, West, adjacent to St. Peter Street, Montreal, having sold his former store in Verdun. A full range of clothing is being carried in stock in addition to a separate haberdashery department.

Mrs. Margaret Wood, formerly of Rexton, N. B., claims to have made the first pair of trousers ever worn by Rt. Hon. Andrew Bonar Law, the new Prime Minister of Great Britain. Mrs. Wood states that she was then a young woman living at the home of the Rev. James Law, and made the trousers out of an old pair of the clergyman's.

Announcement is made that still another real estate deal has been made in Montreal recently by means of which the destinies of many stores will be affected. A big ten-story block of offices and stores is to be erected on the busy cor-

ner of Peel and St. Catherine Street, West, involving the removal to other premises of many well-known firms. The new building is to be started early in January and will be among the finest of Montreal's commercial blocks when completed.

The death is recorded on November 30th in Montreal, of J. J. Westgate, the well-known manufacturer and capitalist who founded the Hudson Bay Knitting Company in 1889, one of the outstanding manufacturing industries of Montreal. Mr. Westgate was born in 1861 and began his career as a salesman with the Slater Shoe Company, becoming vice-president of that company after five years of service. He later became president and general manager of the Hudson Bay Knitting Company and was largely instrumental in effecting the amalgamation of all the large rubber companies in Canada.

Among his other successful organization ventures was that of the Canadian Light and Power Company, of which he was the principal factor. He brought about the locating of the Armstrong Whitworth Company, Ltd., at Longueuil.

Mr. Westgate was a director of Lachine Rapids Power Company, and a number of other real estate and industrial concerns. He was a past vice-president of the Homeopathic Hospital and was a life governor of the General Hospital and the Western Hospital. He was a life member of the M. A. A. A., a member of the Automobile Club of Canada, the Canadian Club, Royal St. Lawrence Yacht Club, the Board of Trade, Dorval Jockey Club, Blue Bonnets Jockey Club, Engineers' Club and the Canada Club.

He is survived by one son, G. S. Westgate, and four sisters, Mrs. P. W. McLagan, wife of Mayor McLagan, of Westmount; Mrs. C. L. Walters, Mrs. R. Lucas, of Lachine, and Mrs. H. F. Moulton, of Winnipeg.

SIX WAYS TO STIR UP IDEAS

Shut the desk and mix with the customers in the store.

Go window shopping down the street and keep your mind open for suggestions.

Ramble through a bunch of current magazines and see what the editorial matter and ads may suggest.

Go to the movie and study how the scenes and titles are arranged to dramatize human interest.

List a dozen articles in stock and write under each, six uses. This will always bring out some new ideas.

Go to the library and read the newspapers from other cities, studying the ads.

The Prince of Wales, who is credited with having set the styles in the matter of the bow tie, the colored collar, the tilted silk hat, fancy socks and other styles, recently introduced the Tuxedo as a dinner suit. Formerly this has been regarded as too informal for formal occasions and too formal for informal occasions.

Announcement is made in Montreal of the formation of a new clothing firm under the name of Lippe & Garipey Ltd., who will manufacture men's clothing in the premises located on St. Lawrence Boulevard formerly occupied by the firm of Garipey & Frank. Mr. Lippe, was formerly connected with the firm of Fels and Lippe. The latter firm will be known in future under the name of D. Fels & Son.

Blumenthal Sons Company, of Craig Street, Montreal, staged a monster sale this month in order to make new friends for their new store in the downtown district. As a special inducement an offer was made to give away free a suit or overcoat worth \$22.50 to the first five men who bought either an overcoat or a suit at the store. Thus the purchaser would get an entire outfit or else two suits or two coats as desired.

In order to take advantage of the shopping facilities which will be offered by the new street known as Mount Royal Place and which will flank the southern extremity of the new Mount Royal Hotel, owners of properties on St. Catherine street, between Peel and Metcalfe streets, have tacitly agreed to make improvements in the rear of their buildings so that an arcade may be developed between the hotel and the retail shops.

Kenneth Raymond, son of R. B. Lindsay, secretary-treasurer of Holt Renfrew & Co. Ltd., died on Nov. 25th last, at the home of his parents, Cote St. Antoine Road, Montreal. A native of Quebec, he was educated at Stanstead College and McGill, later serving in France with the 42nd battalion. Returning after the war, he joined Holt Renfrew & Co. and was in charge of their Bayff Springs Hotel exhibit when he was taken ill.

History and Making of Gloves

First Gloves Made in 814 A.D. But Not Till 1066 Did They Become Accepted Article of Men's Attire—Industry Started in America in 1760—Process of Manufacturing Gloves an Intricate One—Dressing and Dyeing

GLOVES have a history of more than usual interest which in part accounts for their present day standing among the various articles of attire which are accounted necessary in the wardrobe of the well-dressed man. Dating back to prehistoric days, leather gloves were worn by the ancient cave dwellers, traces of them having been found showing that leather thread was used to stitch the gloves together. The ancient Greeks also wore gloves, although more as a protection for the hands when doing heavy work than for dress purposes as was the case with the Romans who wore them as a badge of rank as well as ornaments. Not until the time of the Norman conquest in 1066 did gloves become an accepted part of masculine attire in northern countries and were only introduced then on account of the fashion of carrying a pet falcon on the wrist as was the custom and popular sport of the time. During the eighth and ninth centuries they were worn chiefly by persons of noble birth and were considered as a sign of rank, being removed as a token of respect before a superior as in churches. They were worn in the hat as favors and cast down on the ground in challenge to combat. By the sixteenth century gloves were worn by all classes and then, as now, were made of silk, worsted and leather. Those worn by the wealthy were elaborately ornamented with embroidery and lace.

First Gloves Made in Europe

The earliest glove makers in history were the monks under Charlemagne who lived around 814 A. D. and who granted to these early craftsmen the unrestricted right of hunting in return for making gloves, girdles and book covers from the skins of the deer they killed. In these early days gloves were made without fingers and were made also by the Germans and Scandinavians in the eighth and ninth centuries, but in the year 1190 a guild of glove makers was formed in France which took upon itself the task of maintaining honest workmanship among glove makers, and of introducing constant improvements in the methods of manufacture. In Scotland the glovers of Perth were incorporated in 1165 while London glove makers became known from the year 1349. For many centuries France has excelled in the quality of gloves manufactured in some of her cities while in America the making of gloves dates back to the days of Sir William Johnson who induced several families of Scotch glove makers to settle on his grants of land in the year 1760 and these makers brought with

them the necessary patterns and materials and established the glove industry on this continent.

In the construction of kid or leather gloves no fewer than thirty pieces of leather are required to complete even the most ordinary looking glove. First of all, the raw or "brute" skins are selected by brokers whose business it is to scour the country districts of Persia, Africa and other countries where hides are available of the right quality.

The raw skins are carefully picked by these buyers for the reason that skins differ so greatly in quality and it is necessary to get as many pairs out of one dozen skins as possible. Twenty pairs of wrist length gloves is considered as a good average. The skins most favored are white-haired goat skins because they are easier to dress than those with black hair.

Dressing Process is Complicated

The first step in dressing consists of removing the hair and ridding the skin of any fat, after which the skins are graded in three groups, called medium, fine and superfine. They are placed in cold water for 48 hours, thoroughly washed in running water and finally soaked again for another 48 hours in cold water.

A lime bath follows in order that the skin may be softened and the hair loosened, this process requiring from 10 to 25 days, depending upon the origin of the skin. Extraordinary care has to be exercised in this process, lest, the skins be spoiled by being left in too long. They are tested every 48 hours to see if the pores of the leather have opened enough to permit removing the hair.

Another cold bath follows after which the skins are scraped to remove the hair and then all traces of the lime are removed by a hot chemical bath. Next the skins are put on wooden blocks and scraped again before being given another hot bath to expand the pores. A bran bath of lukewarm temperature follows, in which the skins are kept moving alternately soaked in bran and scraped until the dresser considers that they are of the right texture.

All these scrapings and soakings naturally reduce the quality of the skins so that artificial means have to be resorted to, to enrich and beautify the texture. So for 24 hours the skins are placed in a mixture made of egg yolks, meal and alum which nourishes them and later they are dried in a current of heated air, bundled in packets of 72 each and left for a fortnight or longer in a dry store-room.

In order to make the skins supple and soft after all these processes, they are put through another cold water bath and a set of rollers, after which they are passed, flesh side out, over blunted steel knives before being passed for sorting and grading prior to the dyeing process.

Dyeing is Intricate Process

An expert is called upon to decide what colors are best suited to the texture and quality of the various skins, for the color value is a matter of vital importance. The greater number of skins can be depended upon to dye black or bleach white, but obtaining tans and greys requires judgment and no little skill. The dye is brushed on by hand in several coats until the desired richness of color is obtained, by which process the under side of the skin remains white. Cape skins and other heavier leathers are usually dipped in the dye which colors both sides. Exceedingly great care must be taken to ensure the shades matching and being even all through.

After dyeing, the skins are given to the cutters who reduce the skin to uniform thickness with a broad flat knife, after which they are cut into oblong pieces, known as "trunks" out of which the glove sections are stamped later. The cutters must first ascertain whether the glove is to be pique, prixseam or overseam style and then endeavor to cut as many oblong pieces as possible without waste. The scraps are saved to be used for piecing and binding.

The Final Touches

After the stamping process comes the embroidering which may be either hand-work or machine, then the sewing of the glove itself, the addition of clasps and the finishing, which includes laying the gloves on steam tables to give the final softening.

As can be judged, each of these many processes is important and calls for expert workmanship which naturally has an appreciable effect on the price of the finished gloves. Manufacturers have to invest large sums of money a long time ahead in the making of enormous quantities of gloves, and heavy losses are frequently suffered through such extra items as transportation charges, customs, insurance, packing charges, or even a cancellation of orders and adjustments for defects. For notwithstanding the skill employed by the glove makers, flaws inevitably occur, and a certain percentage of defects is naturally allowed for each season. But taking into consideration the complexity of operation in the making of gloves, the industry has built up an enviable reputation for itself which is based upon both art and mechanical skill, which together have evolved from the old time clumsy hand covering, a new conception of utility combined with beauty.

An unsuccessful attempt was made to rob the store of the Tailor Craft Company, 275 Yonge Street, Toronto, on December 10.

The Turnover System—Does it Pay?

The Experience of Two Exclusive Men's Wear Stores in Cleveland—One Uses it Successfully While the Other Thinks it no Good—Their Reasons for Their Conclusions—Carefully Study the Character of Their Trade and Adapt System to it

THERE always have and there probably always will be differing opinions with regard to the turnover system. Whether or not it is wise to turnover a customer to some other salesman when the sale seems to be slipping is a debatable point. There seem to be arguments favoring each contention, arguments that are backed by figures which, in the language of the old saying, cannot lie. When a man tells you that he can trace forty or fifty sales in one week that would have never been made if the turnover system had not been used you come to the conclusion that, as a system, it is justified, that if it will work with such splendid results in one store it will do the same in the other. And then you go to another store and they tell you they think it is no good. Why, you ask. And they tell you that their customers are old established customers who have been with them for many years. They know the store; they know the merchandise carried. Moreover, they know what the turnover system is and they don't like it. They don't want to be shifted here and there, the victim of more than one salesman. They know what they want and if the particular salesman who waits on them does not know his stock they either prefer to go out and return to another salesman or go to some other place. But they don't want to be persuaded into buying something they don't want and that is what the turnover system means to them.

Two Cleveland Stores

During a recent trip to Cleveland, Men's Wear Review discussed this system with two of the leading exclusive men's wear stores. In character, the stores are quite different. The methods of the one would be considered very conservative; it is an old house looking back on nearly a half century of successful merchandising. The store does not like the turnover system. They have given it a trial but have dropped it. They say that their customers are old ones, fully appraised of the merchandise carried and of the general character of the store and its methods. They don't like "intensive persuasion" because they think someone in the store with a particular gift of speech and persuasion has been set upon them to try to make them buy when they are not even averse to buying if they see exactly what they want. It isn't persuasion they want, it's merchandise, and they know the kind of merchandise they want. If their customers think that pressure is being

brought to bear on them it irritates them and they begin to keep shy of the store in future.

This store, however, comes to the assistance of a salesman who feels that he is losing a sale. The head of the department moves freely amongst the salesman. Perhaps some indication is given by the salesman that he would like a little help with a sale. That help is forthcoming. The head of the department interjects a few new ideas about the merchandise, its suitability and its quality. That's all he does and after he has done this he leaves the salesman to complete the sale. It generally works and, according to the manager of the clothing department in this store, no unpleasant feeling is created such as they believe would be created if they used the turnover system.

The Other Store

The other store is one of the new stores in Cleveland, looking back over slightly more than a decade of successful merchandising. Their methods would be considered very aggressive which does not mean, however, that they lack courtesy in the slightest degree or that they aim at simply making a sale at any cost. They think it is possible to strike the even balance between good salesmanship that completes a sale without offence because the customer came in wanting to buy, and that kind of salesmanship which really forces a man to buy against his will. Their belief in the turnover system is founded on a conception that there is something in personalities that either harmonizes or works at cross purposes. A customer may come in and be handed over to Mr. A. As the conversation between the salesman and the customer develops, the salesman begins to realize that a jarring note is creeping into it. He sees that he is losing his grip on the customer, that the sale is slipping, and that the time has come when the turnover system should be put into operation. He takes it for granted that the customer wants to buy, else he would not have come into the store. At least, he is a potential customer and, being so, it is the store's privilege to use all the legitimate arts of scientific salesmanship to effect a sale. Therefore, he turns the customer over to another salesman. It is often done by a simple little artifice. Perhaps the salesman says to the customer, "Perhaps Mr. B. has something in his stock that will be more to your liking." The customer, in the majority of cases, does not know the reason for

handing him over to another salesman. The manager of the clothing department told Men's Wear Review that their salesmen were sufficiently experienced to realize when the sale was slipping from them and that they turned over the customer without any feeling of ill-will. It was in this store the manager told us that they traced forty and fifty sales a week that were made which otherwise would have been lost to the store.

Which Is Best

So there are the two views expressed by two successful dealers. We talked the same matter over with other managers in other stores and the opinions were about equally divided. The conclusion of the matter to us seemed to lie in the character of the trade done

THE GERM OF CAPITALISM

(By Lord Leverhulme)

Shall we take the the growth and development of a capitalist, and see how he begins?

I venture to say, if you will search back during the last two thousand years, you will come to this germ growth of a capitalist. It has been so in all ages; it is so to-day. We will take six young men entering any trade, engineers, or whatever it may be, at the same time, approximately the same age. One of them takes the view of what is outside the wage envelope, he is hard-working and saves. The other five, like the man with the one talent, have no sin; they are simply pleasure-loving, easy-going, and they never think very much about to-morrow. When their money comes it is spent, but they have no sin, no vice—they are merely pleasure-loving, easy-going.

Now, the young man who saw more outside his wage envelope saves and prepares a home and marries the girl of his choice. In process of time he is made foreman; a little later on he is made manager; a little later on he is an actual employer himself, and further, later on in life, the other five—who have committed no sin, remember—seeing him go past in his motor-car, with smiling wife and bonny children beside him, wonder how it is, and they come to the conclusion that it is the capitalistic system that has placed one man in the motor-car and left the other five just where they were when they began. They adjourn to the nearest public-house, and pass resolutions against the capitalistic system, and determine it must be overthrown immediately, if not sooner.

Future of Second Floor Hat Shop

Has It a Future at All?—Rents Play a Very Important Part in Modern Merchandising—Methods Pursued by Upstairs Clothes Shops—Location, Advertising and Slogans—Drawing Attention to the Upstairs Shop

SIDE by side with the introduction of "upstairs clothes shops" comes the innovation of the "upstairs shoe shop" and the "second floor hat shop" among others which cater to the needs of man. The question has been raised whether the hat shop located on the second storey of a store can possibly be made to pay. The argument is raised that the hat business is a difficult one to promote at the best of times, and needs unusually good window displays and attractive price inducements featured prominently before sales can be counted upon to any extent.

In the good old days of moderate rents there was no such thing as an upstairs store, for in a choice between a ground floor and one above the street level the little saving in rent was not considered worth all the time and energy required to make the second storey shop a successful institution. To-day, however, the proposition assumes a different aspect. Rents are high with no relief in sight, the few leases which are available in busy districts of larger Canadian cities are offered at period terms which ensure high rents to the landlord even after rents in general have taken a tumble. For the retailer who handles headwear exclusively to sign a high-rent, long-term lease for the sake of securing ground floor quarters is a matter that requires serious consideration. To-day, however, in most cases second storey stores are the only ones available and if the retailer does not take the upstairs space he gets nothing. Therefore, it behooves the retailer to study its possibilities and not reject the idea as being utterly impractical without due consideration.

How Upstairs Clothing Shops Operate

After all, there is not any really logical reason why a second storey hat shop should not succeed any more than the other kinds of stores mentioned at the outset of this article. Chains of upstairs clothing and footwear shops exist in this country as well as in the United States and reap large profits. "Walk Upstairs and Save Ten" is as significant a slogan as "His Master's Voice," or "A Skin You Love to Touch," and all because it has received Dominion-wide and persistent advertising until it has become almost synonymous with popular priced clothing. But the main difference noticeable between the chain clothing stores and the few headwear retailers who have attempted upstairs hat shops is that while the former

fairly shout about their elevated position the latter seem to feel apologetic about it. The clothing stores have turned what might have been considered a drawback into an asset while the latter class of trade continues to regard the second storey shop as a liability. Certain Montreal clothiers who have established themselves firmly in second storey locations along St. Catherine Street would not give up their stands for any consideration. They have faith in the practical value of the upstairs shop and in no way regard it as a makeshift. Therefore, if the idea works in connection with the clothing man, why should it not also prove workable for hatters as well?

The question naturally arises as to which features have most contributed to the success of the leading second storey shops. Is it location, advertising, display, prices or what?

Busy Corners Are Best

Location is undoubtedly an important factor. Successful clothing upstairs shops are invariably located on a corner, preferably on corners where there is an entrance from both streets, and the busier the thoroughfare intersection, the better. A notable example of this can be found in Montreal at the Windsor-St. Catherine Street intersection, where several upstairs clothing shops fairly crowd two corners and blaze with thousands of electric lights during the evenings. These stores are reached by elevator service in addition to the much advertised staircase and make quite a remarkable showing in the way of silent salesmanship at the street entrance although there may be but a foot or two of window space available in which to show a coat or suit. Furthermore, these stores have two entrances leading from either Windsor or St. Catherine Streets upstairs, consequently offering as good facilities for ingoing and outgoing customers as any downstairs shop.

If a corner location is not available, then an upstairs hat shop could be situated in the middle of the block a few doors from the corner on "the" side of the street, or else near a carstop or transfer point. If next to a bank or near a public building, well-known monument, etc., so much the better, for all of these landmarks can be used for advertising purposes, in such phrases as "Two Doors from the Post Office—Smith the Hatter; Up One Flight for Style and Quality," or again, "Smith's

Hat Shop. Facing the Memorial Fountain. One Flight Up—But Worth the Climb." Featuring these local landmarks in advertising brings uniformly good results for they are institutions to the townspeople and anything associated with them wins more approval than would otherwise be the case.

Advertise Constantly

The grade of merchandise carried in the second floor shop will determine to a great extent the kind of newspaper publicity that should be run. If the shop is to carry but one brand of merchandise, the people to whom that grade will appeal should be carefully determined and the appeal made through the newspaper that these people read. Such advertising must be continuous if the desired end of getting the upstairs hat shop well known is to be attained. A yearly contract rate with the right newspaper will be the cheapest in the end, for according to one man who has tried the experiment, it takes at least a year's advertising to put the shop "on its feet." Some newspapers allow preferred space, and where this can be secured, it should be contracted for. It may cost a trifle more but it is worth it for it keeps the shop's name in a certain place and becomes familiar to readers in short notice.

Electrical Signs Are Not Ignored

Display windows are the one difficulty in connection with the establishment of an upstairs shop. Of course such display is most effective at the entrance, yet how this is to be done is one of the most difficult problems in connection with the upstairs store. A street door opened to show a flight of stairs will not sell clothing, let alone hats, something more persuasive must be done to transform the upward ascent into a promise of value that will make the climb worth while. An imposing entrance, brightly lit up with electrical signs at night, together with just as much showcase display as can be possibly extracted out of the entrance, will aid matters materially. The staircase must also be kept smartly finished, preferably with fibre matting and brass rods and kept scrupulously clean. The upper windows may also be dressed as though they were on the street level so that pedestrians looking up will see the character of the goods on sale. Palms and ferns also add to the attractiveness of the hat shop windows.

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Pointers on Correct Dress

ONE of the questions which men who would be correctly dressed on all occasions put most frequently to their clothiers and tailors relates to the use of the dinner jacket which is now so largely worn on the majority of occasions entailing some degree of formal dress. According to "Vanity Fair" of New York, it is evident that the average man knows less about the subject of what is correct to wear in the evening than any other phase of his wardrobe.

As we all know, in the days before the war it was considered correct to wear a dress coat for all formal evening occasions and a dinner jacket was only considered permissible for the most informal functions, such as stag parties, country club dances and the first appearance of college boys at social gatherings. Now that is all changed, and "strictly speaking there are only a few occasions," according to this writer, "on which it is essential to wear a dress coat. These are for a formal private dance, a large dinner party, for weddings which take place in the evening, and for diplomatic and official occasions. For all others a dinner jacket is now considered permissible for the older men as well as for the younger."

One of the reasons advanced for this change is the fact that it is now considered correct to wear a white evening waistcoat, formerly prescribed only with a dress coat, with the dinner jacket, which fashion came in since the war. The well dressed man now wears the same shirt, the same collar and the same waistcoat that he formerly wore with his dress coat, and the dinner jacket has become the accepted attire for ordinary evening wear.

According to this style authority, "the smart evening coat, both dress coat or dinner jacket, is well fitted into the figure this season. The sleeves are cut small, the majority of the lapels are faced with black satin. A facing or piping at the cuff is optional, but some such treatment is very smart this year. It is also a matter of choice whether the collar of the dress coat, as well as the lapel, is faced with satin.

"In the case of the dinner jacket, the shawl collar is coming into equal favour with the notch lapel. A dinner jacket should be cut moderately long. It may be made to be worn open or buttoned but it should never be held by a loop. There should be no flaps to the pockets. The properly fitted dress coat should hold well into the waist but at the same time it should show a generous expanse of shirt front and waistcoat. With both a dress and a dinner jacket, very full trousers, which are plaited at the waist line in front, are the correct thing

to wear. The newest fashions in evening waistcoats require such trousers to set them off to advantage.

The Evening Shirt

"The correct evening shirt is one with a plain, stiff bosom and either single or double cuffs. It is a matter of choice whether an evening shirt is made to use one or two buttons in the bosom. This choice depends upon the type of jewelry a man is used to wearing. If his shirt button is a large pearl, one is sufficient. If two buttons are worn they must be of medium size or they may be too conspicuous for a smartly turned out appearance.

"The proper evening collar should be moderately high with a very wide opening. The height of a wing collar does not at all interfere with comfort when the opening is sufficiently wide. This type of collar does not look well when worn low, as an evening collar should show well above the collar of the coat. As much white linen as possible should show with evening clothes in order to relieve the sombre effect of black. A double collar should never be worn with a dinner jacket. The only exception to this rule is that in mid-summer in the country it is possible to take the liberty of wearing a double collar with a semi-stiff pleated shirt.

Wide, Soft Ties Favoured

"The smart evening tie is wide and soft, so that it may be tied in a full bow with a small knot. A white evening tie, to wear with dress clothes, makes the most successful bow when it is made in some thin material, as it is then easily arranged in a small knot with a flaring appearance. It is preferably made in a plain rather than a figured material. A very pleasing effect is made by choosing one's black evening tie of the same material as the facing of the lapel of the dinner jacket. If the lapels are made of satin, it should be a satin tie. If the facing is dull silk, the tie should be of the same material in a soft quality so as to tie in a full bow with a small knot.

Backless Waistcoats

"The long pointed waistcoat is a thing of the past. The smart mode of the moment is a short waisted effect. Double breasted evening waistcoats are being greatly favoured, especially to wear with dinner jackets. The waistcoat which shows a rounded bosom is best adapted to wear with the dress coat, while the V-shaped waistcoat is suited to the dinner jacket because, when a dinner jacket is fastened, the lapel of the waistcoat outlines the satin-faced lapel of the coat in a very pleasing manner. In London

there are many backless waistcoats being shown and it is claimed that this cut of waistcoat allows greater freedom of movement than the ordinary waistcoats, with the lining at the back, and is cooler to wear when dancing. It is well to remember that it is very important to adjust a waistcoat by pulling in the strap at the back as much as the figure will allow.

"A top hat or crush hat should be worn at night when in evening dress. A man who wears any other than a top hat with a dress coat is in bad form. A black silk sock, with or without a black clock, is the right sock for evening dress. Patent leather dancing shoes are almost exclusively worn by the best dressed men. Pumps are only correct for house and midsummer wear in the country. Patent leather boots with buttoned cloth uppers are permissible for evening wear but are generally worn only by older men in cold weather.

"Consideration and care must be given to the ordering of evening clothes because they must be well fitted if they are to make a smart effect. The average ready-to-wear dinner clothes may be greatly smartened up and improved with a little careful change in the fitting. A coat which is a size too large may be taken in at the waist and in the back, thus ensuring a comfortable and generous shoulder room. It is a fault, generally found in dinner jackets, that the shoulders are cut on the narrow side, a feature which must be overcome as described. In the same way, pleats may be made at the waist line of ready-to-wear trousers by using the surplus material in that way instead of taking in at the seams when the trousers are a little too large. Also the flaps on the pockets can be removed as they are not correct on a dinner jacket.

Jewelry Used Sparingly

"Watch chains with evening clothes should be of fine linked gold, or platinum, with an occasional pearl between the links, but the fashion for such chains is less noticeable than it was. Silver, gold or platinum cigarette cases are quite good form for evening, and are the one ostentatious article of jewelry a man is allowed to have. Wrist watches are also worn for evening as well as day wear, but a thin pocket watch is really more useful for the evening as it is clumsy to get at a wrist watch under a stiff cuff. Stick pins are expected to become fashionable again. In the past five years men have not worn them, but a good pearl pin is always in good taste, and is correct with an ascot tie. Rings are now worn only on the little finger by men and valuable

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Cardinal Points in Advertising

Its Primary Purpose is to Bring People to Your Store—Every Word, Layout and Picture Have Dollar and Cents Value—Layout and Display—Knowledge of Typography a Most Important Factor in Advertising

By D. L. WESTON, Advertising and Sales Promotion Manager of Jas. A. Ogilvy's, Limited, Montreal

STORE advertising is primarily intended to bring people to your store that is the first and greatest thing never to be lost sight of. Every word we write, every layout we plan, every picture reproduced, is meant to have a certain very definite dollars and cents value. No matter how beautiful an ad looks, no matter how many dictionaries you have consulted, unless your advertising brings customers to your store, it is a failure, and with space costing anything up to \$750 a page you cannot afford to lose sight of your one great objective. Is it any wonder that store advertising men, either have heads like billiard balls or badgers? So the first great essential of store advertising is that every advertisement must bring you definite returns. If it does not, then you have to find out why, and find out P. D. Q.

If your advertising fails to bring returns then either the merchandise, the price, or the advertising is at fault. Strictly between ourselves I might add the weather, but if you were to search the whole of the United States and Canada you would not find a single store owner or general manager who would concede that the weather could ever be responsible.

No, Sir! So knowing the causes of possible failure it is our daily duty to beware of them. How? First of all watch your advertising. Let your work be your constant thought. Live with it; love it; study it; ever be on the lookout for chances of improving it; above all, keep your finger ever on its pulse, for the pulse of advertising is the response on the part of the public. Also by inspecting the merchandise—seeing it is wanted merchandise, up to the standard of your store, and consider prices. This last is a pitfall. A department buyer naturally seeks to make all the profit he can for his department. Each buyer knows how much percentage of profit his department has to show at the end of each trading period; but seeing that our wives insist on bargains, he naturally has to put a little extra on now and again to level things up. Other things besides water seek their own level. Of course, the great majority of bargains are really bargains, merchandise bought below market prices for a variety of very good reasons, and sold to the public at prices lower than those generally prevailing.

As to the actual ad itself. How did the items get in—how were they selected and how were they assembled?

No Hit or Miss Method

In all large stores there is a certain definite schedule whereby certain departments are allocated certain days for advertising. This is no hit-or-miss method—in fact I may say parenthetically, there's no hit-or-miss methods in department store advertising at any time. Friday is usually the bargain day, whether you call them bargains or not. Saturday is the day for ready-to-wear selling. The middle of the week is good for piece goods. The latter part of the week for house furnishings. Monday is usually a good day for kitchen ware, etc. So a department buyer knowing that he has to advertise more or less regularly takes care to select wanted merchandise at an attractive price for his advertised items, or goes out into the open market to see what he can pick up cheaply. And here you find the greatest difference in buyers. Some of them seem to have a sixth sense in ferretting out cheap merchandise, whilst others wouldn't see it unless they fell over it. Having bought his merchandise, or having certain stock on hand, he writes out the details of his offerings and sends it up to the advertising department, where it is filed under the day of the week his announcement has to appear.

Each morning an assistant gathers up all these manuscripts and compares them with the list to see they are adhering to the schedule. From January to May, and September to January, the advertising manager is an autocrat sternly denying publicity to a buyer unless he, the advertising manager, wants it. From May to September he is a humble supplicant at the knees of the buyers, beseeching them with tears in his voice, and curses in his heart, to give him copy. When the assistant has collected all the copy it is taken to the advertising manager who looks it over—seeing it is seasonable—seeing it is not old stuff revamped—seeing the comparative prices are not exaggerated. You either O. K. the MSS. and hand it over to the copy-writer to add the garnishments, or else pick up offending copy and get after the buyers hot foot. Eventually everything is lovely. Each department offering is typed on a separate sheet of paper, so as to leave room for you to

add some of your own scintillating thoughts if you wish to, or delete some of the adjectives provided.

Now for your layout. Probably no two ad men do their layout in the same way. Personally I consider this a very important feature. Some ads look as though the different items have just been thrown in anyway; in fact I once heard an advertising manager pick up his telephone and calling a buyer say, "Say, Jim, I have 3 inches over 2 cols. that wants filling up, can you give me anything?" Gentlemen, as advertising men you will appreciate what a poor ad that sort of a man will generally turn out. Personally I tabulate the items I have to advertise into three columns. Big display, Medium and Fill Ups. Then I take a small dummy sheet, provided by myself, 8 x 11, ruled into squares representing column widths, 25 agate lines deep. Then I make my dummy layout. I may make 1, I may make 3 or 4, but I go on making trial layouts, until I get one which contains all the items harmoniously balanced without any extravagant use of space. Fifteen minutes spent on trial layouts often saves me \$45 worth of space. With that as my guide I then proceed to make my final layout for the printer, wherein, every heading, every piece of body matter, every cut is accurately placed and allowed for; every rule indicated; and all headings, at least, type specified, both as to the kind of type and the font. Then it goes to the printer.

Should Know Typography

It is absolutely essential that the department store advertising man should have a thorough practical knowledge of typography. Fortunately I spent many years in the "Montreal Star," and I know of no experience more valuable to an advertising man than the advertising department of a good newspaper. It gives him an education which will stand him in good stead every day of his advertising life. The typography of advertising can make or mar a sale. Time was—and not so long ago either—when 72 point Cheltenham bold upper case screeched its message across the pages of our favorite papers. Cotton sheets would be advertised in Ecclesiastical Church text and women's new fall hats in Antique, bold also. Every reader of every paper, be he Bank Manager or Street Cleaner, has an aesthetic sense, whether he knows it or not, and the

psychological reaction of inharmonious type has been, and is to-day, responsible for many lost and diminished sales.

Compositors, excellent men in many ways, are as a rule bad guides in this respect, although, of course, there are exceptions. Of recent years they have learned not to mix fonts in an ad, but a department store manager must be able to specify his type to secure the best results.

It is also absolutely essential in making your layout to pay strict attention to your display. Remember a paper is not bought primarily for the advertising: It is bought for the news, and people will only read your store news if it is presented in a thoroughly clear manner. To achieve the best results you must have the ad well balanced, you must not let the display heading for one line of merchandise be too close to another line of merchandise. We have to break the ad up. Separate your display sections with small items, for by so doing you not only secure each display section receiving the attention it deserves, but the small items sandwiched in between, also receive a prominence of their own.

Use pictures. The more pictures you use in your advertising the better results you will obtain. Don't keep using the same pictures over and over again. A good neat service is comparatively inexpensive, and provides you with constant new material. And be sure your illustrations are pictorially faithful to the article you are advertising. If they are not, trouble will soon be your middle name.

Store advertising has to be dignified and simple. Clever advertising defeats its own ends. Readers will remember a clever, smart advertisement, but usually fail to remember what it advertised or who advertised it. Spending money to-day is for most people a serious duty and not a pleasurable avocation. Your advertising should reflect this. For the same reason do not sell a coat as a coat. Sell the person the warmth the coat will give, the fashion it displays, the sound workmanship it contains.

Each department is allowed a certain percentage of its sales for advertising, the percentage varying from 1/2 to 1 per cent. to as much as 8 or 10 per cent. I know the amount of business the buyer has been told to do in the year. I know the advertising percentage for his department, so I easily know how much he may spend in the year. That amount I have to allocate into twelve irregular monthly instalments.

FUTURE OF SECOND FLOOR

(Continued from page 45)

If the store can become known as offering the best value in the neighborhood at a certain price for a good grade hat, giving this particular brand a distinctive name and keeping this name before the public at all times and occasions, much will be accomplished in the right direction.

Above all, a personal reputation and

COME TO OGILVY'S FIRST

JAS. A. OGILVY'S Limited

ST. CATHERINE ST. & MOUNTAIN

Friday Bargains Classified to Make Selection Easy

<p>Women's Winter Coats</p> <p>WOMEN'S COATS—Here is a real special indeed. Women's and Misses' Winter Coats in newest winter colorings in brown and green mixtures, reindeer, and mixed tweeds. These coats sell regularly for \$25 to \$35 each. Special Friday Rainfall \$15.00</p> <p>Women's Wear</p> <p>SILK STOCKINGS—Women's thread silk hose, full fashioned applied heels, come in beige, camel, sand, grey, brown and black. Tops very elastic. A regular \$1.25 stocking. Friday for \$1.08</p> <p>HEATHER STOCKINGS—Women's wool heather stockings in a double sole, seamless. Colors brown, grey and black mixtures. Special 95c</p> <p>PULLOVERS—Knitted wool Pullovers made showing the new fashionable style neck, long sleeves, large variety of colorings. Replied for Friday here at \$2.98</p> <p>HANDKERCHIEFS—Fl. Handkerchiefs, hemstitched or solid, edges with multi-colored corners, sheer or heavy quality. Regular 65c and 75c each. Special for Friday, each 25c</p> <p>VILLS—Mona Lisa veils of silk. Shell-land mesh, perfect fitting. Colors, black, brown, beige and navy. Special 50c</p> <p>GUIMPES—Just thirty-six Jumper Guimpes fashioned of fine voile with trimmings of collar and cuffs, hemstitched, in white only. Special \$1.00</p> <p>RIBBONS—Fancy Novelty Ribbons, colored silk with tinsel, flared edges, both solid and combination colorings. Per yard 25c</p> <p>GLOVES—Women's Chamollette Gloves in suede finish, 2 dome, come in grey, black, brown, beige, fawn, and black points, lined wrists; per pair 85c</p> <p>CORSET COVERS—Crepe de chine and wash satin corset covers, in high grade quality. Lace trimmed, with ribbon shoulder straps, a delightful piece of wear for \$1.00</p> <p>APHONS—Gingham and Print Aprons in a large variety of colors and designs, made in good full size with wide belt and neat pocket. Friday 49c</p> <p>Corsets and Underwear</p> <p>CORSETS—In small sizes only, 14, 20, and 21, models for almost all styles of figures. In pink silk and broadcloth. Closing Friday, at per pair 98c</p> <p>UNDERWEAR—A line of Women's Vests, Drawers and Bloomers of wool and cotton mixtures, in heavy wool finish. The vests are both low neck and no sleeves and high neck and long sleeves. Regular selling \$1.50. Friday Special 95c</p> <p>UNDERWEAR—Heavy Ribbed Cotton Vests and Drawers. Very warm and comfortable fitting, medium weight. Regular and opera style. Regular price \$1.00 a garment. Friday Special 60c</p> <p>UNDERWEAR—Another line of Vests and Drawers in wool and heavy cotton mixtures. In the vests there is choice of high neck and long sleeves, and low neck with no sleeves. Regular selling \$1.45 to \$1.08, for \$1.25</p>	<p>Art Needlework</p> <p>LUNCHEON SETS—Unbleached Cotton Luncheon Sets of five pieces for colored embroidery in French knots. Friday 59c</p> <p>HUCK TOWELS—In French knot designs and scalloped ends 59c</p> <p>CHILDREN'S DRESSES—White only, stamped at neck and sleeves for gold embroidery. Sizes 2 to 3 years 59c</p> <p>WHITE LUNCHEON SETS—Many designs and styles for eyelet and solid work, also for daisy and French knot stitches in various colors, scalloped edges 59c</p> <p>CRISPE DRESSING SAUCES—In mauve and pink, all stamped to make up. Friday 59c</p> <p>Toilet Requisites</p> <p>TOILET TISSUE, 6 large rolls. Friday for 25c</p> <p>Smallwares</p> <p>C.M.C. HOSE SUPPORTERS—Made children's sizes. Regular 30c and 35c. Special, per pair 15c</p> <p>MAMAZON—Combination Waist and Hose Supporter. Size 2 to 12 years. Regular 65c. Special 59c</p> <p>Men's Furnishings</p> <p>BELTS—Men's and Boys' Belts made of tan leather in a black and grey with patent and plain buckles. Regularly sold up to 50c. Friday 30c</p> <p>SUSPENDERS—Men's Brasers, made in cord style and leather style, in a fine assortment of light and dark colors. Worth up to 50c. Friday 50c</p> <p>BOYS' BLOUSES—Boys' Percale Blouses, every blouse guaranteed full size, in light and dark ground with a fine assortment of hairline and fancy stripes. Friday 85c</p> <p>Boys' Clothing</p> <p>BOYS' SCHOOL SUITS with extra full breeches. All wool Scotch and English. Double, Extra Blue chevrons. Well made with wool serge linings. All sizes from 7 to 16 years in a variety of models. Ogilvy's Special. Friday, for \$15.00</p> <p>Beds</p> <p>SIMMONS METAL BEDS—Wood finished, on square seamless steel tubing, continuous posts, five fillers. Double, three-quarter or twin widths. Walnut, Ivory or Mahogany finish. These beds are usually priced at \$23.25. Special for Friday \$15.95</p> <p>DOUBLE COUCHES—Various patterns of excelsior or green denim, woven wire spring, rope edge, couch, when open makes full size double bed. Regular \$18.00 and \$20.00. Friday \$10.98</p> <p>KAPOK CUSHIONS—Kapok that is as soft as down, covered with white cambric. 69c</p> <p>Furniture</p>	<p>Toys</p> <p>THREE-PIECE KINDERGARTEN SETS—Consisting of heavy square table, strongly made and two straight back chairs, 3 colors, golden, red and green. Friday \$2.50</p> <p>Basement Offerings</p> <p>ALUMINUM WARE—Real aluminum ware at real Friday Bargain Prices. The celebrated "Duro" wear, 8 quart preserving bottles. Regular \$2.50 each for \$1.57</p> <p>One, two and three quart saucepans, Regularly selling at \$3.75 each for \$1.59</p> <p>Six quart Cook Pots. Regularly selling for \$1.18, offered for \$1.59</p> <p>APARTMENT CLOTHES DRYERS—A strong, well made dryer with 24 ft. drying space when opened, but closed up to 10 1/2 inches x 9 1/2 inches. A regular \$15.00 value. Friday, for \$2.10</p> <p>Grocery Specials</p> <p>Comfort Soap, 14 bars \$1.00</p> <p>St. William's Pure Plum Jam, 4 1/2 tin 50c</p> <p>St. William's Pure Raspberry Jam, 4 1/2 tin 45c</p> <p>McLaren's Invincible Jollies, 3 pkgs. for 25c</p> <p>Royal Brand Tomatoes, 6 tins 90c</p> <p>Ice Castle Corn, 6 tins 90c</p> <p>Fairy Soap, 10 bars 60c</p> <p>H.P. Sauce, Regular 50c, for 30c</p> <p>Toilet Sundries</p> <p>Toilet Soaps, Regular \$1.50, 50c for 50c</p> <p>Odd Lines of Face Cream, Regular 25c for 25c</p> <p>Talcum Powders in glass bottles. For sale and 50c for 30c</p> <p>Face Powders Regular 75c, for 45c</p>
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Enamelware

at 69c

The entire stock of our High Grade White Enamelware will be offered for sale on Friday at sensational reductions.

There are about 400 pieces in the lot including:

- 3 qt. Coffee Pots
- 4 qt. Sauce Pans
- 6 qt. Sauce Pans
- 4 qt. Cook Pots
- 6 qt. Cook Pots

The former prices were from \$1.25 to \$2.50. The whole will be placed on Friday at, per article **69c**

The sale starts at P.M. sharp and early shopping is recommended.

Reproduction of a novel advertisement used by Jas. Ogilvy Co., Limited, of Montreal. The layout which follows the classified advertisement style attracted a good deal of attention and brought good results.

an informal atmosphere will ensure the rapid popularity of the upstairs shop, which should be known by a catchy and pithy title. All the usual ways used in connection with the establishment of a regular ground floor hat shop can also be tried out upstairs, such as sending out circulars or personal letters, special sales, etc.

POINTERS ON CORRECT DRESS

(Continued from page 46)

rings are not in especially good taste, particularly in the case of diamonds, which are no longer considered a man's stone."

The writer of this article concludes by pointing out that "the only requirements for being perfectly dressed are perfectly made clothes. They are the one thing that will produce the effect of what we call a "smart man." Some men appear to have the gift of wearing their clothes well; however, this is not impossible to acquire and the effect is really produced by little things. A neatly tied bow, a waistcoat which is pulled in tightly at the waist, or a handkerchief properly adjusted in the breast pocket, are details which produce the effect."



Christmas Greetings

THANK YOU for your liberal patronage throughout the year 1922 and for the confidence you have shown in the House of Racine—We cordially wish you a real old Merry Xmas and a New Year that will be the birthday of such a prosperous year that all your previous records will be beaten.

May you continue to find Racine merchandise and Racine service as dependable throughout the new year as in the past—On our part we can assure you of our best endeavor to give your esteemed orders the proper attention good business demands.

Alphonse Racine Limited

"Men's Wear Specialists"

Everything in Men's Furnishings

60-98 St. Paul St. West

MONTREAL

Factories:- Beaubien Street, Montreal
St. Hyacinthe, P. Q.
St. Denis, P. Q.

18 Permanent sales offices.





H. S. Jacques, Chief Designer and in charge of manufacturing,
John W. Peck & Company, Limited, Montreal.

Peck's

*The Jacques
Touch That
Means So
Much*

—the difference between garments of average merit and clothes that have character, an individuality all their own—that is the “Jacques Touch.” It is exemplified in the Peck range for Spring 1923 now being shown, a line that will grip your interest, the offering of the largest modern clothing organization in Canada. No keen buyer can afford to miss a careful inspection of the range.

CLOTHING

JOHN W. PECK & COMPANY LIMITED

MONTREAL

WINNIPEG

VANCOUVER



Wm. H. Leishman
& Co., Limited

Extend to Their Customers
And Friends Their
Best Wishes
For

A Happy Christmas and Prosperous New Year

Wm. H. Leishman & Co.
Limited

192 Spadina Avenue, Toronto, Ont.

Makers of the best Tailored Garments for Men

Mr. "Men's Outfitter":

"Why not" make your store the headquarters for the well known, fastest selling, tailoring line in Canada next Spring?

The amazing thing about a tailoring business.

Artcraft

If a merchant is of good standing, it costs no more to have the BEST tailoring line than the POOREST.

Tailoring

One is as easy to get as the other.

for

You can sell clothes, the highest class of clothes or the shoddiest. You can sell clothes that will make your town advertise you or clothes that will make your town fight shy of you.

Men

If you become THE ROYAL TAILORING representative in your town, you will have back of you an organization that has been built up on fair dealing, and will deliver satisfying clothes, that is maintained to render

Quality — Service — Value

TOM MOORE
Sales Manager



THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

ROYAL TAILORED CLOTHES

Makes Popular Prices Safe

Cultivate The Young
Men's Trade with

"MEDIUM PRICED"

*Artcraft
Tailoring
for
Young Men
and*

Men Who Stay Young

Fit the customer's pocket book as well as his figure.

Our Spring 1923 Line Will Be Ready In January
Insure right now that a complete sample outfit will go to
your store February 1. Charges prepaid.



THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

When they ask for the Underwear that Mother always Buys



We are advertising Dods-Knit Underwear this season in the newspapers strong. The key-note is contained in the phrase "The Underwear That Mother Always Buys." She buys underwear for the whole family and she always chooses some of the Dods-Knit lines, according to whether husband, son, daughter or the children are to be provided for.

Dods-Knit Underwear is a staple line in the Canadian trade, with a staunch reputation. We are not letting it go at that though. Notice the ads in the daily papers this season. And be prepared when customers mention Dods Underwear as "The Underwear That Mother Always Buys."

The DODS-KNIT Line Underwear For the Whole Family

DODS-KNIT BEAVER FLEECE, including vests, drawers, combinations and bloomers for ladies; and sleepers, waists, bloomers, vests, drawers and combinations for children; and two-piece suits and combinations for men and boys.

DODS SCOTCH KNIT AND DODS ELASTIC KNIT, for men and boys. Guaranteed 100% pure wool.

DODS MERINO AND NATURAL WOOL, a fine medium weight for high-class trade. Men's, Women's, Boys' and Girls'.

Every garment carries the Dods-Knit trade-mark.



Look for this trade-mark when they ask for Dods-Knit, "The Kind That Mother Always Buys."

Selling Agents

**Ontario and Western
Canada**

R. READE DAVIS
Manchester Bldg.,
33 Melinda Street
Toronto, Ontario

**Quebec and Maritime
Provinces**

WILLIAM C. FORSTER
128 Bleury Street
Montreal, Que.

The Dods Knitting Company Limited

Orangeville - Ontario



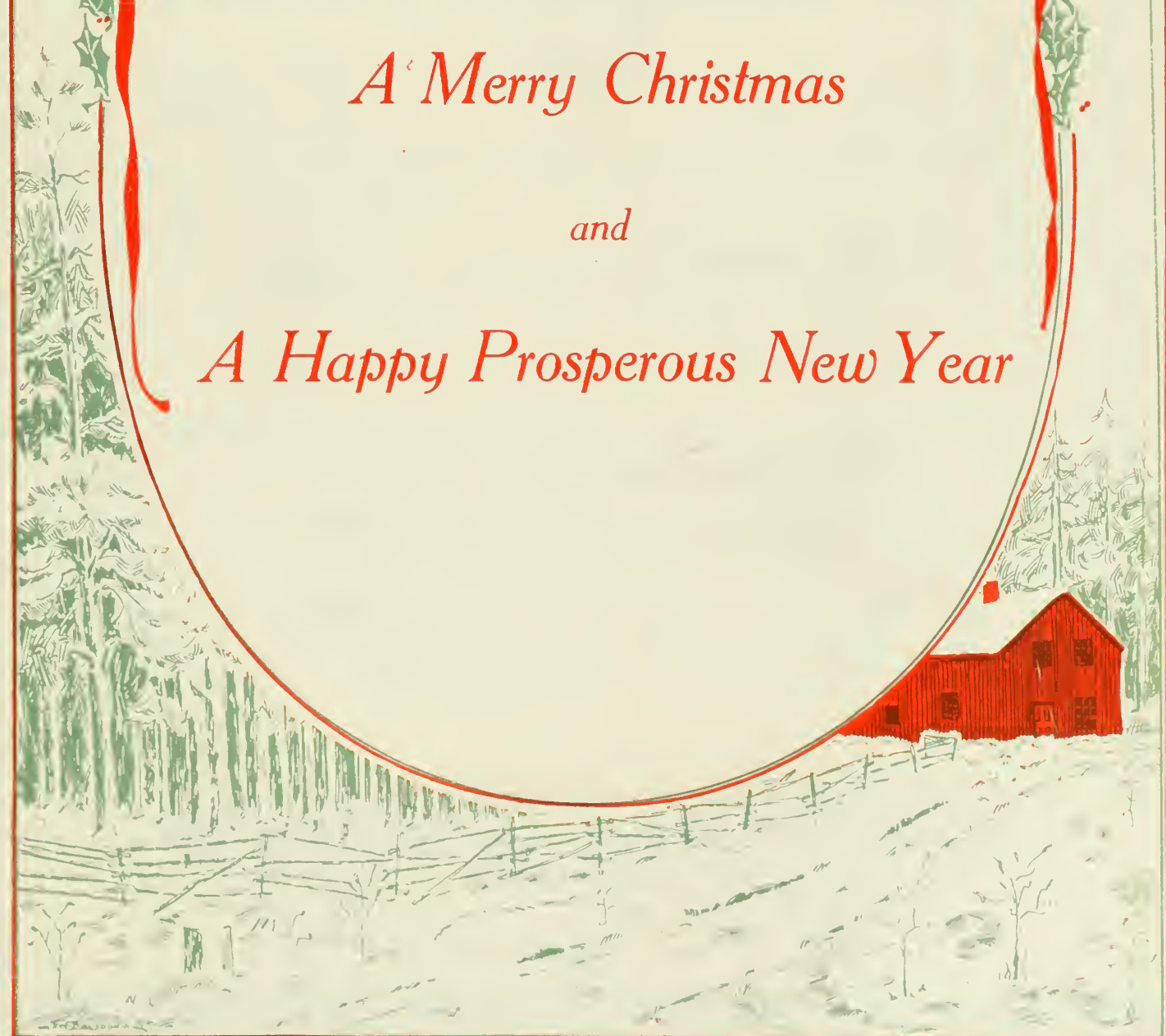
Men's Wear Review

Wishes You

A Merry Christmas

and

A Happy Prosperous New Year





Clothing Manufacturers and Merchant Tailors

will find much to interest them in the linings, dyed and finished by the Bradford Dyers' Association. Two finishes of extraordinary quality, value and popularity with the trade are:

B.D.A. "MARQUISE"—a finish for Cotton Venetians that gives to these sturdy linings the appearance of the finest silk.

Moreover, B.D.A. "MARQUISE" linings are not affected by ironing or pressing.

For medium grade garments, we recommend the **B.D.A. "SUNBRITE MARQUISE DE LUXE."**

This is a finish that gives to Cotton Venetians a lustre and depth of shade second only to silk.

Samples of these, and of other B.D.A. finishes suited to the garment trade, may be had by writing to the principal offices in Bradford, England.

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

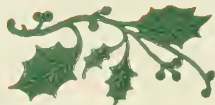


(COPYRIGHT)



A Merry Christmas
and
Prosperous New Year

is our heartfelt wish for all



WE REALIZE that happiness is, to a great extent, bound up with business success. Why not, then, make sure of it?

LANG SHIRTS create an atmosphere of satisfaction and good-will wherever they are sold. The customer likes them because they are serviceable and good looking; the retailer finds them profitable as business-builders and his staff have no trouble in making sales.



The Lang Shirt Company, Limited

Kitchener, Ontario



A Most Happy and Prosperous New Year to You All



Many thanks for the good-will shown us in the past. We shall try even harder in the future to merit your favors and continued good-will.

Hanson's socks are manufactured to secure a lasting reputation. They are imitated by many—equalled by none. Look for the Hanson trade mark on every pair, none genuine without it.

GEORGE E. HANSON

Established 1878

MANUFACTURER

HULL, P.Q.

Stocks carried at Archibald & McDougall Ltd.
370 Donald St., Winnipeg

*Greetings
and best wishes both now
and for the year ahead*



We extend our thanks to our many customers throughout Canada for their splendid patronage during the past year. While our service has met with satisfaction and approval, we hope in the coming year to be more deserving of your trade.

The Dale Wax Figure Co.

LIMITED

86 York Street
TORONTO

Canada
is on the eve of
Great Prosperity!

Let us all be possessed of
**Courage
Faith and
Optimism**

Our
*New Year's Wish
to you is that you will enjoy
a full share of that prosperity.*

H. E. DAVIS & CO.
MONTREAL



To our customers and the trade in general we extend the Greetings of the season and the heartiest co-operation for a most successful 1923

You can help make it—if you stock **KANTKRACK** Collars.

**One Grade Only and that the Best.
One Price to All.**

No chance for loss to merchant or customer as every **KANTKRACK** is guaranteed thru the merchant to give satisfaction.

Parsons & Parsons Canadian Limited

Makers of Composition Collars and Cuffs

Est. in U.S.A. 1879

HAMILTON, CANADA

Est. in Canada 1907

"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:

Wishing You the Season's Greetings and a Prosperous New Year

Get in touch with our boy's suits and bloomers for 1923 and boost your business.

You can always beat price competition by quality goods.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at
Clinton, Goderich, Exeter and Hensall

"_____! What a Woman!"

Irresponsible husband away on a quest for a pot of rainbow gold.

Harassed and dogged by a scheming, unscrupulous admirer who has thrown convention to the winds, in his insatiable desire to win for his own—Lady Lilian Broadbent.

Success on the hunting field crowns the reckless striving of this superb English sportswoman, but over her devoted head hangs a veritable sword of Damocles, a very deluge of ruin and disgrace to drag her down from her place of pride and prestige, to poverty and oblivion—and just when the clouds are blackest—just when Fate seems unkindest—But read it for yourself. It's one of the best stories we ever published—Its title is—



MacLean's Advertising Section

December First

Contains a wealth of suggestion for the Christmas Shopper

More than
95,000 copies
each Issue—

"These Worldly Goods"

A fine long complete Novelette by

Gilbert Frankau

One of England's most popular writers in his best style

A Christmas Gift

A yearly subscription to MACLEAN'S MAGAZINE will carry your Christmas to your friends and keep it fresh throughout the year. We notify your friends with a handsome Christmas card. Send \$3.00 with the full name and address of each of your friends. We do the rest.

MacLean's Magazine

143 University Ave.,
Toronto

Other Features of this fine, big Issue

- | | | |
|------------------------------------|---|------------------------|
| "The Christmas Spirit" - | - | By Alan Sullivan |
| "The Persian Rug Wife" - | - | By Mary B. Wilson |
| "Ring Out, Wild Belles" - | - | By Archie P. McKishnie |
| "Caste" Concluding Installment | - | By W. A. Fraser |
| "Drifting back to Party Lines" - | - | By J. K. Munro |
| "Licking Stamps for Fifty Years" - | - | By J. M. Elson |
| "Good Bye, Old Sourdough" - | - | By Guy Morton |

The Women's Dept. - Out of Doors in Canada and
Review of Reviews

DECEMBER FIRST ISSUE

20
Cents
AT ALL
News Stands

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"



The Season's Greetings

*and Best Wishes for Good
Health, Happiness and Prosperity
throughout the year 1923*

We wish to thank our customers for their co-operation in the past year and assure them that we shall continue to do all in our power to meet their requirements in the coming year. You have but to see our Spring 1923 samples of Garters and Suspenders to realize that we are showing goods you will want to have early and in quantity.



Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.

Just to Remind You

DURING the first eleven months of this year MEN'S WEAR REVIEW has passed along to its readers ONE HUNDRED AND TWENTY-EIGHT merchandising ideas that have been tried out in different stores in Canada and the United States. These included many articles on Salesmanship.

It has had TWELVE special articles on advertising, written by advertising experts.

It has given to its subscribers SIXTY-NINE window and interior displays from Canadian and American sources. It has shown them FIFTY-NINE illustrations of new goods, the outcome of Canadian manufacturers.

And it has given them a half-dozen specially written articles dealing with the manufacturing processes of different lines in men's wear.

It has carried a special series of articles on The Art of Showcard Writing, written by a staff member of the best Toronto College.

—Pretty good returns for the \$2.00 they invested a year ago, isn't it? And it is our earnest purpose to give an even larger and if possible a more practical service with 1923.

Have you sent in your subscription for the coming year? If it is about to fall due—send it in now while you're thinking about it and so save yourself the bother of being billed later on.

Tell the editor what articles you prefer to see in MEN'S WEAR REVIEW. He is always looking for suggestions from live subscribers and will value a few words from you.



To our many customers throughout Canada we express our

Best Wishes

for

Christmas

and the

New Year



“Barriecloth” Ulsters

“Barrie” Trousers

THE ROBE & CLOTHING CO.

LIMITED

KITCHENER

ONTARIO

Honest Wool
Honest Workmanship
Honest Wear



The **UNDERWEAR**
that Overwears

ATLANTIC UNDERWEAR Limited
MONCTON, N.B.

E. H. Walsh & Company
Montreal & Toronto

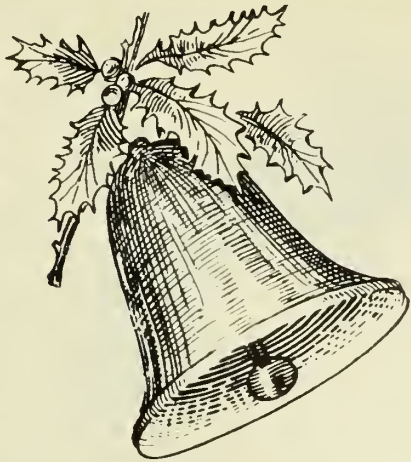
Selling Agents for Quebec, Ontario and Western Provinces

*Have you renewed your
subscription to*

Men's Wear Review

yet?

Send it in *now* while you're
thinking of it!



May Christmas
Bring You Happiness
and the New Year
Prosperity

For the courtesy of your patronage in the past year we sincerely thank you and hope to enjoy a continuance of these cordial relations during the coming year.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., Toronto

“Why, I Own Stock In That Company”

“Let me see what The Financial Post has to say about it.”

You too probably have made investments in stocks and bonds. You too would be interested in knowing what THE FINANCIAL POST has to say about the companies you have invested in, for THE FINANCIAL POST'S information is always authoritative, and often exclusive.

Do You Hold Any of These Investments?

- | | | |
|-----------------------|------------------------------|-------------------------|
| Dominion Iron & Steel | Duluth Superior | Quebec Railway |
| Consolidated Smelters | Riordon | Steel of Canada |
| Dome Mines | Hudson Bay Mines | Wayagamack |
| Mackay Companies | Canadian Western Natural Gas | Toronto Railway Company |
| Brazilian | International Nickel | Matachewan Power |
| Barcelona | Davidson | Rosemount Apartments |
| Kirkland Lake | Dominion Stores | Clarke Brothers |
| Mining Corporation | Canada Flour | Winnipeg Electric |
| Carriage Factories | Dominion Chocolate | Railway |
| Mattagami Pulp | Canada Bread | Dominion Combing Mills |
| Canada Steamships | Mount Royal Hotel | Monarch Life |
| C.P.R. | Ruggles Motor | |
| Matachewan Rand | | |

In one ordinary issue of THE FINANCIAL POST there was news concerning each one of these companies.

In every issue of THE FINANCIAL POST there is news—much of it exclusive news—about dozens of important Canadian companies, companies in which you may be a shareholder or bondholder.

To be informed on investment matters is essential if you are to make the most of your investments.

There is breadth to THE POST'S service. Each week you get:

- | | |
|--|--|
| News of stocks, securities and companies. | Insurance for buyer and seller. |
| Review of business conditions. | Taxation problems. |
| Crop reports. | Statistical information of value to every investor. |
| Reports on real estate and building throughout Canada. | Weekly quotations on all securities. |
| Discussions on bond investing. | Articles on immigration and other national problems. |
| | Etc., etc., etc. |

Use the coupon to subscribe for THE FINANCIAL POST. It will bring you weekly messages of real help. 9,000 other Canadian investors are subscribers.



The Plus Feature of the Post's Service.

Every subscriber has the privilege of submitting his own investment problems to the editor. You may ask as many questions as you like and they will be freely and thoroughly answered. This service alone is worth more than the subscription price.

THE FINANCIAL POST,
143 University Avenue, Toronto.
Send me The Post for one year (52 issues). I enclose \$5 (or you may draw on me.)

NAME

ADDRESS

Greetings
to the
Trade

*We Wish You One
and All A Merry
Christmas and
Even More
Prosperous 1923*

We not only wish you this—
but we are going to do every-
thing in our power to make it
so.

Actions speak louder than
words. We believe in show-
ing our appreciation of past
favors by giving Better Gar-
ments and Better Service this
year than ever before.

The Berger Tailoring Company
Limited

Makers of "Clothes of Quality"
256 Richmond St. W., Toronto





Greetings

May Good Fortune, Health
and Happiness be yours this
Christmas and throughout
the Coming Year.

TUTT CLOTHING CO.
MAKERS OF FINE CLOTHES



WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST,
TORONTO

Pyramid



Tooke
BROS. LIMITED

A
New
Stiff
COLLAR





