

## THE LITTLE BRONZE BUTTON

How dear to the heart of each gray-headed soldier  
Are the thoughts of the days when we still wore the blue,  
While mem'ry recalls every trial and danger  
And scenes of the past are brought back to his view.  
Though long since discarding our arms and equipments  
There's one thing a veteran most surely will note:  
The first thing he sees on the form of a comrade  
Is the little bronze button he wears on his coat.

The little brown button,  
The sacred bronze button,  
The Grand Army button  
He wears on his coat.

"How much did it cost?" said a man to a soldier,  
"That little flat button you wear on your coat?"  
"Ten cents in good money," he answered the stranger,  
"And four years of marching and fighting to boot."  
The wealth of the world cannot purchase this emblem,  
Except that the buyer once wore the brave blue;  
And it shows to mankind the full marks of a hero,  
A man who to honor and country was true.

Then let us be proud of the little bronze button  
And wear it with spirit both loyal and bold.  
Fraternally welcome each one who supports it,  
With love in our hearts for the comrades of old.  
Each day musters out whole battalions of wearers,  
And soon will be missed the token so dear,  
But millions to come will remember with honor  
The men who'd the right that bronze button to wear.

John L. Parker.



"The Brand That Brews the Best"

To no field of endeavor is the old maxim more directly applicable than to that of mercantile striving. For nearly three score years, through fair weather and foul, merchants have pinned their faith to SEAL BRAND COFFEE and have successfully weathered every storm. It is to-day what it was a half century or more ago—THE LEADING FINE COFFEE OF THE COUNTRY.

## CHASE & SANBORN'S Seal Brand Coffee

CHICAGO

BOSTON

# CANDY

Cooler weather means more candy will be eaten. Get your stock ready for the demand that is coming.

Double A  Candy

is the popular kind. A postal card will bring our latest price list to you, or our salesman will call with samples.

Western Michigan  
Sales Agents For

**LOWNEY'S**

**PUTNAM FACTORY**  
Grand Rapids, Michigan

## It's Convincing Yeast Talk

Every day millions of Americans are reading Fleischmann's Yeast-for-Health advertisements in their newspapers and magazines.

These advertisements are putting over with snap and vigor the health-building quality in

### FLEISCHMANN'S YEAST

They are a mighty force to send customers right up to your counter.

Tie up with this big campaign and watch your profits increase.  
Ask the Fleischmann salesman. He knows.

**THE FLEISCHMANN COMPANY**  
Fleischmann's Yeast      Fleischmann's Service



Ask us about our new Tea Sugar

## Help Your Customers Succeed

Your success depends on the success of your customers—the retail grocers.

Their success depends on their profits; use your influence to induce them to concentrate on

### Franklin Package Sugars

To save them the cost of twine, bags, labor, overweight and breakage.

**The Franklin Sugar Refining Company**  
PHILADELPHIA

"A Franklin Cane Sugar for every use"

Granulated, Dainty Lumps, Powdered,  
Confectioners, Brown, Golden Syrup



FIRE

TORNADO

## BETTER INSURANCE

AT

## LESS COST

During the year 1920 the companies operating through

### The Mill Mutuals Agency

paid more than \$4,000,000 in dividends to their policy holders and \$6,300,000 in losses.

How do they do it?

By INSPECTION and SELECTION

Cash Assets Over \$20,000,000.00

We Combine

STRENGTH and ECONOMY

**THE MILL MUTUALS**  
AGENCY

120 W. Ottawa St.

Lansing, Michigan



# MICHIGAN TRADESMAN

Thirty-Ninth Year

GRAND RAPIDS, WEDNESDAY, SEPTEMBER 7, 1921

Number 1981

## MICHIGAN TRADESMAN

(Unlike any other paper.)  
Frank, Free and Fearless for the Good  
That We Can Do.  
Each Issue Complete in Itself.

DEVOTED TO THE BEST INTERESTS  
OF BUSINESS MEN.  
Published Weekly by  
**TRADESMAN COMPANY.**  
Grand Rapids.  
E. A. STOWE, Editor.

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issues a month or more old, 15 cents;  
issues a year or more old, 25 cents; issues  
five years or more old, 50 cents.

Entered at the Postoffice of Grand  
Rapids under Act of March 3, 1879.

## TAKING TOP OFF WEALTH.

When Congress reconvenes in the fall the Senate will probably concur in the decision of the House to postpone until 1922 the repeal of the excess profits tax and the modification of the surtaxes on income. This compromise between the Administration Republicans and Middle Western insurgency appears to have been necessary to forestall opposition that might have endangered the whole tax programme, but it means that business must wrestle for another twelve months with the same tax troubles that have vexed it during the past year. Leaders of the agricultural bloc have been outspoken in their opposition to the repeal of the tax on profits and the reduction of surtaxes, and the Democrats, sensing possible campaign material and welcoming any chance to create a division in the ranks of the majority, have been aiding and abetting the insurgents.

The charge made by the opposition that the new tax bill was framed with the purpose of shifting the tax burden from the well-to-do and thus overtaxing those in less fortunate circumstances will not bear close scrutiny. If the surtaxes on incomes in the higher brackets and the excess profits tax were maintaining their productivity, such a statement might have a degree of plausibility, but the Government's income from these sources has been slowly drying up, and they remain now as one of the great obstacles to business recovery. As Representative Mills, of New York, recently showed in a speech in Congress, the revenue from taxes on incomes in excess of \$100,000 decreased over 42 per cent. between 1918 and 1920. This slump in the yield cannot be explained as due to the wave of depression, for the same tendency of the higher taxable incomes to shrink was noted between 1916 and 1918, when the country was at the height of its war prosperity. In 1916, 1,296 persons reported taxable incomes

in excess of \$300,000, whereas in 1918 the number had fallen to 627.

What actually happened in this period was not the dwindling of large incomes, but the flight of their recipients into the haven of tax-exempt securities. The present surtaxes, attaining a maximum rate of 65 per cent., are thus defeating their own end by depriving the Government of the revenues which it sorely needs and by diverting the liquid capital needed by industry into non-productive fields. The farmer-labor element, by insisting on the retention of tax rates which prevent the investment of large earnings in factories, railways and other necessary enterprises, may soon find itself hoist by its own petard.

In the first income tax law, passed in 1913 by a Democratic Congress, the highest rate for the surtax was only 6 per cent. Even in the famous Lloyd George budget of 1909, which brought Great Britain almost to the brink of political revolution, the normal tax was only 5 per cent. and the surtax 2½ per cent. In view of these facts the retention of a surtax in the new law with a maximum rate of 32 per cent. can hardly be regarded as affording relief to the wealthy taxpayer. It has been suggested that the proper remedy lies not in the reduction of rates on swollen fortunes but in checking the issue of tax-exempt securities. Legal opinion is unanimous, however, that such a step would require an amendment to the Constitution, a slow and uncertain process at best. Moreover, even if such an amendment were duly ratified there would still remain outstanding some \$15,000,000,000 of tax-exempt issues which would remain unaffected and therefore offer a considerable avenue of escape.

## COTTON MARKET EXCITED.

The report of the Department of Agriculture on the condition and prospects of the cotton crop as it appeared on Aug. 25 was issued last Thursday. Private reports had been all to the effect that the hot weather and the boll weevil had caused great deterioration since the issuance of the report of a month ago, but the reports were so pessimistic that they were taken with some grains of allowance. When the Government report came out with a showing even worse than the estimates of private agencies, however, the markets responded in a tumultuous way. So much was this the case that conservative interests found it necessary to apply brakes to the speculation attempted. The Government figures were really sensational. They showed a condition of 49.3 per cent., which was a decided deterioration from July

25, representing a loss of about 1,300,000 bales, and indicating a yield for the season of a little more than 7,000,000 bales. This is on an acreage of about 26,500,000, or less than one-quarter of a bale to the acre. The chances are that no subsequent report is apt to show a lower yield, while a production of ten pounds extra per acre would indicate a crop of half a million bales more. But the report put up cotton beyond the 20c basis for May, besides raising spots to 17½c and intermediate months in proportion.

It was on the goods market that the most marked effects were immediately shown. A lot of fabrics, in the gray and finished, were withdrawn from sale until the mill men and selling agents could get their bearings. They appear to have abundant justification in raising the prices of cloths and are disposed to do so. But the question that arises is whether such action will not result in much reduced distribution at this time, when consumers are clamoring for lower prices. As against this it is urged that a cent or two additional on a yard of cottons will not mean much at the retail counter, but will help mills to avoid selling at a loss. The problem will have to work itself out, but meanwhile a lot of buyers have occasion to reproach themselves for not having bought what they should before prices went soaring. Not so much effect has been produced on knit goods prices by the rise in cotton. This is because the knitters have been working on raw material bought at lower levels.

## WHY WE DETEST HENRY.

Several times a week the Tradesman receives an enquiry as to why it invariably spells Henry Ford's name with a small "f", instead of using a capital "F." The reply to these enquiries is as follows:

The Tradesman has no personal grievance against Mr. Ford. He has never crossed our path and we have never crossed his path.

Prior to the war and also while the war was in progress Mr. Ford gave frequent expression to unpatriotic utterances about our soldiers and sailors and did many acts which gave hope and confidence to our common enemy. This is defined in the Constitution of the United States as treason and a person guilty of treason has no claim to the respect of patriotic Americans who place love of country next to the worship of the Almighty. So far as the Tradesman's information goes, Mr. Ford has never expressed regret for his unpatriotic utterances or shown any disposition to make atonement therefor. So long as he stubbornly maintains this atti-

tude, the Tradesman will continue to show its contempt for the man by refusing to use the name his father gave him. Mr. Ford is reputed to be laying aside a half million dollars a month as his profits from his factory and because he is the second richest man in the country he is fawned upon by many flatterers and penny-a-liners, but he cannot re-establish himself in the good graces of the Tradesman until he makes due amends for his conduct during the time when every true son of America ought to have supported the cause of civilization from the moment the German beasts crossed the Belgian line. Because the name of the United States was signed to the treaty which forbade such action on Germany's part, the declaration of war should have been made that day, instead of three years later.

## As a Man Thinketh.

A man is literally what he thinks, his character being the complete sum of his thoughts.

Man is made or unmade by himself.

Man is the master of thought, the moulder of character, and the maker and shaper of condition, environment, and destiny.

Good thoughts bear good fruit; bad thoughts bear bad fruit.

Men are anxious to improve their circumstances, but are unwilling to improve themselves. They therefore remain bound. The man who does not shrink from self-crucifixion can never fail to accomplish the object upon which his heart is set.

A man is not rightly conditioned until he is happy, healthy, and prosperous.

There is no physician like cheerful thought for dissipating the ills of the body; there is no comforter to compare with good will for dispersing the shadows of grief and sorrow.

Thoughts of doubt and fear never accomplish anything, and never can. They always lead to failure. Purpose, energy, power to do, and all strong thoughts cease when doubt and fear creep in. The will to do springs from the knowledge that we can do.—Allen.

The stamps issued by the H. H. Sturtevant Co., a department store of Zanesville, Ohio, are as good as money in the store. No premiums are carried, but the stamps are redeemable at 4 cents on the dollar in store merchandise or 3 cents on the dollar in cash. The management says that they have an increase of more than 1200 cash customers trading regularly in the store. People with cash feel free to trade where they choose, but the 4 per cent. discount holds them to the one store.

**FARMER'S HARVEST MONEY.****How He Will Spend It This Fall.**

Over the broad expanse of 6,449,998 American farms good crops are being harvested and marketed. Money is coming into sweat-stained pocket books. But will it be spent? And if it is spent, what will it go to buy? Many a manufacturer and merchant would sleep better to-night if he knew the answer to these questions. It is in the hope that we have found at least a partial answer, that we present this story of what Farmer Smith is going to do with his harvest money.

The meat of the story—and it is mostly meat—was furnished by a publishing house which gets out a farm journal. It went about it in an original way; it was left to the Smiths on the subscription lists.

"The Smiths," said the research man, "are reliable folks—good sound Americans who will average up with any group you can name."

So he sent out a questionnaire to the 12,824 Smiths who were on the publication's lists. The returns were heavy. They were used as a basis for estimating what the entire 1,100,000 farm subscribers were going to do with their harvest money. The commodities named were chosen, apparently, as the ones that had the most far-reaching effect on industry, such as building of houses, an enterprise that calls for a thousand kinds of materials and tools.

"The big thing to be gained from the perusal of the report," says the publishing house, "is the unalterable fact that farm folks not only have the money but that they are planning very definitely how they will spend it. All business is based on agricultural conditions—so it is obvious that there will be large and increasing opportunities for manufacturers to make cash sales this fall."

It is pointed out that the percentages are more likely to be low than high since the farmer is notoriously reluctant about reporting his buying intentions unless they are very real and immediate. Also it is quite possible that on the spur of the moment he may not remember all the things that he stands in need of.

It should be borne in mind that the 1,100,000 referred to below constitute a high type of farmer and that their demands may be larger than many of their brother agriculturists; also that the purchases planned are for this fall and winter.

Out of 1,100,000, there are 513,700 who will paint. The following table shows what that number is going to paint either this year or next year:

	In 1921	In 1922
Houses	194,700	239,800
Barns	107,800	140,800
Other buildings	100,100	105,600

The tremendous demand for building material is apparent from the following figures: 42,900 country people out of 1,100,000 of the type described, will build houses this year, and another 42,900 are planning to build barns, 38,500 are planning to

build houses in 1922 and 40,700 are planning to build barns.

Moreover, some of these farmers will do a great deal of building, for 15,500 are planning to build both a house and barn this year, or a house this year and a barn next year, or vice versa.

About 1,100,000 farmers will build 786,500 buildings; and 191,670 buildings will be repaired or remodeled. Tremendous quantities of materials will be required this year and next year to build or repair or remodel 862,000 farm buildings.

In addition to this, large quantities of tools will be purchased by the farmers. Even in ordinary times, the farmer or his son or hired man does a great deal of rough work in building. Now that labor is so plentiful on the farm, the farmers will do a much larger proportion of the work.

This fall, especially, will find the farmers exceedingly busy on fence building. The reasons are quite apparent—prices are pretty well down and labor is plentiful.

Of our 1,100,000 country people, 521,400 will build or repair fences this fall. Another 95,800 will build or repair next year. At least that many are sure, and undoubtedly many thousands more will find next year that they must build or repair.

Eleven and five tenths per cent. of the Smiths will purchase automobiles this year, unless things go very wrong. This makes a total of 126,500 automobiles to be purchased this fall by the 1,100,000 farmers.

Quite a number of the Smiths are already pretty well sold on certain makes of cars. The table shows the number of different kinds of automobiles which 1,100,000 country people will buy in 1921 and 1922.

Ford	66,000
Buick	22,000
Dodge	12,100
Studebaker	2,200
Chevrolet	2,000
Overland	1,900
Still undecided	30,800
<b>Total</b>	<b>137,000</b>

These 1,100,000 country people will also purchase 17,600 motor trucks this year and are definitely planning to purchase another 2,100 next year.

Farmers are certainly well sold on the value of motor transportation. In addition to the automobiles and motor trucks, they are planning to purchase 8,300 motorcycles. Two thousand and one hundred prefer the Harley-Davidson, 2,000 prefer the Indian, while the other 4,100 do not seem to have any preference.

However, as against 8,300 motorcycles, which will be purchased this year, only 6,200 bicycles will be bought.

Sixty-eight thousand five hundred, out of the 1,100,000 farmers will purchase lighting plants this fall. Thirty-three thousand one hundred will install heating plants. The comparatively small number of farmers who are planning on heating plants, as compared with the number who will install lighting plants, would indicate that there is a great need for edu-

cational work by the manufacturers of heating plants.

They are planning to buy 28,800 gas engines according to the record of the Smiths.

There must be considerable replacement of the hand machines by the power or electric machines. This last indicated by the fact that out of 78,100 washing machines to be bought, 8,300 will be electric machines.

Our 1,100,000 are not going to neglect the finer things of life—they intend to buy 120,300 musical instruments.

It looks as if the tractor industry would be pulled out of the slump this fall, for out of the 1,100,000, those planning to purchase tractors number 33,100. Nineteen per cent. of these tractor prospects are planning to buy fordsons, while the remainder do not express any preference.

One hundred thousand other farm implements will be bought. The fall purchase of machinery by 100,000 out of the 1,100,000 farmers may be considered a very large demand.

Altogether, it is conservative to estimate the total purchases of 1,100,000 country families, of the quality described at \$911,503,000.

The larger and the more definitely known purchases of various types of goods are given below:

Automobiles	\$101,200,000
Building materials	325,900,000
Building tools	12,507,000
Fencing	34,001,000
Gas Engines	3,500,000

Heating plants	13,240,000
Implements and machinery	100,000,000
Motorcycles and bicycles	4,045,000
Motor trucks	23,760,000
Musical instruments	14,650,000
Paint	17,600,000
Tractors	33,100,000

In conclusion, we may say that some of the indicated purchases will run below the estimates. Others will run above. It is noticeable that actual spendings always do run over mentioned plans for spending; farmers can not think of all the things they need nor take the trouble to write them down. Joyce O'Hara.

**Didn't Recognize the Name.**

"Eliza," said a friend of the family to the old colored washerwoman, "have you seen Miss Edith's fiance?"

Eliza pondered for a moment, then bent over the laundry tubs once more. "No, ma'am," she said, "it ain't been in the wash yet."

**Michigan State Normal College**  
Ypsilanti, Michigan

**The School of Special Advantages**  
Located near Detroit and Ann Arbor, two of the most interesting cities in Michigan.  
A campus of 50 acres.  
Modern and well equipped buildings.  
A faculty of 100 instructors.  
Two gymnasiums, extensive athletic fields.  
Prepares for all grades of public school teaching from high school down.  
Prepares special teachers in the following lines: Rural education, Home Economics, kindergarten-primary, public school music, music and drawing, drawing and manual arts, physical education, science, mathematics, history, languages, etc.  
Fall term opens Monday, Sept. 26. Write for bulletin.  
C. P. STEIMLE, Registrar.

**Petoskey Transportation Company**

Petoskey, Michigan

**GUARANTEED CAPACITY TONNAGE**

The above Company is under contract to deliver cement and crushed limestone for the Petoskey Portland Cement Company to all Great Lakes markets, and to haul coal from Toledo and Cleveland to the plant of the Petoskey Portland Cement Company. This tonnage guarantees that the boats of the Petoskey Transportation Company will always be operated at full capacity.

**ALREADY EARNING**

The Petoskey Transportation Company paid a 4% pro-rata dividend on the preferred stock on July 1st, 1921, besides showing a substantial earning on the common stock. The next dividend date is January 1, 1922.

Invest in a sound, substantial enterprise with a long life and with the certainty that you can depend on regular dividends.

The Petoskey Transportation Company assures safety, with the certainty of substantial returns.

We want you to investigate. We advise against investment in any enterprise until you are thoroughly satisfied that the enterprise is sound, has a future, and will be able to pay regular and substantial dividends.

Write for full information.

**F. A. Sawall Company**

313-314-315 Murray Building

GRAND RAPIDS

MICHIGAN



Proceedings of Local Bankruptcy Court.

Grand Rapids, Aug. 22—In the matter of J. J. Bauser, bankrupt, an order having been made to show cause why the offer received by the court should not be accepted and confirmed, and the meeting having been held thereon, the property specified as follows was sold to J. A. Mohrhardt, of Grand Rapids, for \$2,500. The property sold is: Lease of Division avenue store, ford truck, all property located in Division avenue store except baker's oven, one Century cake mixer and one National cash register. An order was made confirming the sale.

Aug. 23. On this day was held the first meeting of creditors in the matter of Fred E. Miller, Bankrupt No. 1973. The bankrupt was present in person and by attorneys, Rogers & Rogers, Dilly, Souther & Dilly represented creditors. Several claims were proved. Frank V. Blakely was elected trustee and the amount of his bond fixed by the referee in the sum of \$500. Bankrupt sworn and examined without a reporter. Appraisers were named and an order appointing them was made and entered. The first meeting of creditors was then adjourned no date.

On this day was also held the first meeting of creditors in the matter of George Sevrey, Bankrupt No. 1972. The bankrupt was present in person and by attorney, Matt N. Connine. Creditors were represented by Dean Face, R. J. Cleland and C. V. Hilding were also present. Several claims were proved. The creditors elected John Olson, of Muskegon, as trustee and the referee fixed his bond at \$4,000. A motion was made and carried that the trustee be authorized to sell the assets of the bankrupt at private or public sale, subject to confirmation on five days' notice to creditors. Bankrupt sworn and examined before reporter. Appraisers were chosen and an order made and entered appointing them. The first meeting of creditors was then adjourned without date.

On this day was also held the first meeting of creditors in the matter of Elba A. Hicks, Bankrupt No. 1969. The bankrupt was present in person and by attorneys, Smedley, Linsey & Shivel, Boltwood & Boltwood appeared for creditors. Claims were allowed against the estate. The first meeting of creditors Gittleton, Bankrupt No. 1963, an order was then adjourned no date.

Aug. 23. In the matter of Allen H. for distribution and the payment of administration expenses has been made and a first dividend of 10 per cent, ordered paid to the creditors whose claims have been proved and allowed.

Aug. 29. On this day were received the schedules in the matter of the McGurrin Sales Agency, Bankrupt No. 1971. The bankrupt lists assets in the sum of \$7,852.10 and liabilities in the sum of \$90,670.11. A list of the creditors of the bankrupt, all from Grand Rapids unless otherwise indicated, is as follows:

W. K. Bell, LaGrave St. (preferred)	\$ 45.00
Henry De Maat, LaGrave St. (preferred)	50.00
Eliss Bank	11,326.61
Father Volkert	1,007.00
C. R. National City Bank	213.42
W. T. McGurrin	500.00
Irene McGurrin	100.00
Nan Ryan	150.00
Universal Car & Service Co.	175.00
Hubert Kethen	437.00
Van Every Sales Co (secured)	800.00
American Taximeter Co., New York City	.95
Air Reduction Sales, Detroit	6.78
Berry Bearing Co., Chicago	15.30
Belknap Wagon Co.	3.50
Becker Auto Co.	241.26
Burrows Adding Machine Co.	80.00
Commercial Letter Co.	15.79
Commercial Credit Co.	32.50
Dunn Electric Co.	21.30
Grand Rapids Herald	369.25
Grand Rapids Oil Co.	140.00
Grand Rapids Press	287.13
E. C. Erickson Co., Des Moines	275.00
Grand Rapids Goodrich Co.	477.96
Holden, Hardy & Boyland	185.72
Himes Coal Co., Grand Rapids	14.00
Leon Heth Co., Grand Rapids	43.84
InterTime Record Co.	110.50
Kemper Thomas Co., Cincinnati	271.88
A. B. Kncwison Co.	86.64
C. J. Litcher Electric Co.	8.65
Lacey Co.	14.54
McMullen Machinery Co.	125.10
Michigan Tire & Accessories Co.	209.18
Premier Refining Co.	189.75
National Co-operative Oil Co.	37.76
Serfling Sink Co.	54.20
Sewell Wheel Co., Detroit	419.48
Sun Co.	138.12
Stevens Davis Co., Chicago	75.38
Taylor Strom Letter Co.	32.50
Tish Auto Supply Co.	57.28
United Auto Insurance Co.	103.65
Vigil Publishing Co.	10.00
Universal Car & Service Co.	211.71
Vacuum Oil Co., Chicago	84.82
White Printing Co.	12.25
Thomas Ward	52.60
Auto Business Association	7.50
Citizens Telephone Co.	9.90
Economy Wall Paper Co.	3.95
Fisk Rubber Co.	42.95
Retail Grocers Association	1.74
Ver Wys Machine Co.	11.25
Gus Derrick	132.05
Bell Telephone Co.	2.50
T. G. McGurrin	972.39

# Then and Now

Before the war we flattered ourselves that we had a personal acquaintance with most of our friends which was strengthened by their belief in our integrity and our desire to be helpful along merchandising lines.

During the war business was conducted under such different conditions that most merchants had little time for enjoying the social side of business experience. We all made one grand rush to take care of our business the best we could, and to contribute all of the remainder of our strength and energy to the war activities. And now that the war is over we find again as we are gradually getting back to normal, that we have that same desire and hunger for the personal touch with our customers and friends.

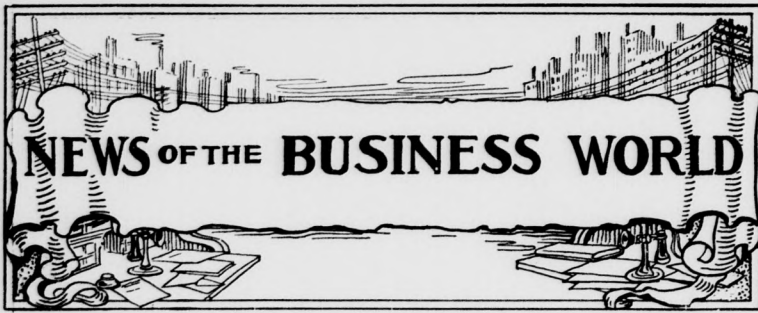
The war speeded us up too fast. It largely eliminated the friendly visits. It left no time for many of the little courtesies of life which help to make life sweeter, and it seems quite apparent that this same thought must be in the minds of most of us to-day.

Therefore let us all cultivate our friendships. Let us develop the personal ties. We on our part want to make our excursions out in the state carry warmer friendship, and we want you to come and see us when you are in our city, with the idea that a better acquaintance will bring us closer together and develop a higher type of merchant and manhood.

## WORDEN GROCER COMPANY

Grand Rapids—Kalamazoo—Lansing

The Prompt Shippers.



### Movement of Merchants.

Hastings—Jess Davis succeeds C. E. Waring in the grocery business.

Ironwood—The Lindbloom-Peterson Co. has engaged in the shoe business.

Bessemer—Jacob Mannie has engaged in general trade on Moore street.

Sault Ste. Marie—Dan MacInnis succeeds J. H. Roe in the grocery business.

Alto—E. C. Rosenberg & Son succeed John H. Keiser in the grocery business.

Vermontville—Hammond Bros., furniture dealers, have put in a line of groceries.

Bay City—The Scitner Dry Goods Co. has increased its capital stock from \$30,000 to \$150,000.

Flint—H. Blidstein, dealer in boots, shoes, etc., is reported to have filed a petition in bankruptcy.

DeWitt—R. B. Hawley has opened a restaurant and ice cream parlor in connection with his bakery.

Shepardsville—Thieves entered the general store of E. G. Lattimer and carried away considerable stock.

Jackson—Miss Lempi Nurmi has opened an exclusively millinery and fur shop at 901 Washington avenue.

Detroit—S. Kaminski, boot and shoe dealer, is offering to compromise with his creditors at 25 cents on a dollar.

Eaton Rapids—The Abrams Seed Co. is remodeling the building which it recently purchased of the True Manufacturing Co.

Houghton—Loyal O'Leary, recently of Hancock, succeeds John McNamara as manager of the Houghton Mill & Elevator Co.

Marquette—Orill and Harry Morris have engaged in the grocery business at 119 Champion street under the style of Morris Bros.

Nashville—The Chicago Cut-Rate Merchandise Co. has sold its stock of shoes, clothing, etc., to F. G. Baker, who has taken possession.

Hillsdale—R. N. Burlingame has sold the stock of the South End Drug Store to Abraham Dersham, of Blissfield, who will take possession Sept. 15.

Leonidas—A. R. Mosgrove has sold his hardware stock to B. I. Banta and R. B. Kitchen, who will continue the business under the style of Banta & Kitchen.

Coopersville—A. G. and G. C. Tracy, of Muskegon, have taken over the vulcanizing and repair shop of Ray Graham and will continue the business.

Sandusky—Fire completely destroyed the McDonald garage and automobile supplies stock Sept. 5, entail-

ing a loss of about \$30,000 with \$3,000 insurance.

St. Johns—E. D. Parr has sold his grocery stock and store fixtures to S. D. Parr and F. J. Ridenour, who have formed a copartnership and taken possession.

Saginaw—The Saginaw Battery Sales & Service has been incorporated with an authorized capital stock of \$10,000, \$5,000 of which has been subscribed and paid in cash.

Kalamazoo—Thomas Bros., proprietors of the Bon Ton restaurant, have purchased the Victory restaurant 219 East Main street, and will conduct it as Bon Ton restaurant No. 2.

Reed City—J. F. Holmgren has sold his interest in the grocery stock of C. E. and J. F. Holmgren, to his partner, Charles E. Holmgren, who will continue the business under his own name.

Ganges—Frank L. Rhodes, who conducted the grocery business here for ten years prior to one year ago, when he sold out to F. Day, has repurchased the stock and resumed the business at the same location.

Mt. Pleasant—Wind and lightning damaged the store building of James Hersee & Sons, hardware dealers. A large new basement was being constructed and the storm warped the building, causing it to collapse.

Big Rapids—W. R. Van Auken, grocer, has purchased the A. R. Moorhouse building, which he has occupied for several years. Consideration, \$3,700. The building has been used as a grocery store for nearly thirty years.

Muskegon Heights—A. Krause is closing out his stock of clothing at special sale and will devote his entire attention to the cigar and soft drink parlor which he recently opened on McKinney avenue, next door to his clothing store.

Lansing—The Neller Hardware Co. has merged its business into a stock company under the same style, with an authorized capital stock of \$20,000, \$15,000 of which has been subscribed and paid in, \$2,000 in cash and \$13,000 in property.

Jones—The Jones Creamery Co. has filed a petition asking that a receiver be appointed. The creamery has been successful for the past twelve years but the invasion of the territory by South Bend buyers of butter fat is said to be responsible for the failure.

Coopersville—The Charles R. Parish Co. opened its new flour mill Aug. 31 for inspection by the public. The mill was put in operation during the early part of the evening and wheat was shown as it passed through the different processes until it became flour.

Charlotte—Waddell & Boyer have opened a modern meat market in the former office of the old Williams Hotel. The latest improved equipment has been installed, including a meat and bone cutter which can cut up a quarter of beef into roasts and stews in eight seconds.

Allendale—G. H. Walbrink, who conducted a general store at this place for many years, but has lived a retired life for more than a dozen years, died at his home here last week and was buried Saturday. The funeral was largely attended, because the deceased was respected and loved by all who knew him.

Port Huron—The Star Oil Co. now has six filling stations in this city, also stations at St. Clair, Marysville, Yale and Crosswell. J. F. Wilson, manager, says that new stations will be built elsewhere. The company has paid up capital of \$70,000, 95 per cent. of which is held by residents of Port Huron.

Marquette—Gust Beyers has sold his meat stock and butcher's equipment to Joseph Desjardin, who will continue the business at the same location at the corner of Bluff and Third streets. Mr. Beyers has closed out his grocery stock at special sale and Mr. Desjardin will conduct a meat market only.

Flint—At a meeting here last week of the board of directors of the Michigan Retail Lumber Dealers' Association, it was decided that the annual convention to be held early in February, 1922, will take place at Flint. Heretofore conventions have alternated between Detroit and Grand Rapids but now that excellent hotel accommodations are offered in Flint, the meeting will be brought here. The Flint dealers have given evidence that they will make the coming convention one of the best ever held by the association. Arrangements are now being made for accommodations for about 500 guests from all over the State.

Houghton—Adolph J. Ruhl, who died recently in Duluth, was buried here last Friday. Mr. Ruhl was born Aug. 10, 1869. He attended the Hancock public schools and was a graduate of the Hancock high school. After school and on holidays he worked in the A. J. Scott drug store and upon completing his schooling he went to Ann Arbor, where he took a course in pharmacy. He then moved to Houghton and in 1891 helped organize the Shelden Bros. & Co. drug business. On June 10, 1893, he was married to Miss Frances Russell Harris, of Houghton. The same year, he, with Ben T. Barry, bought out the Shelden Bros. & Co. business. Some years later he sold his interests in this business to Mr. Barry and embarked in the commission business, in 1897. In 1899 he organized the Lake Superior Produce Co. Mr. Ruhl took an active part in all movements of a commercial and community nature and was actively engaged in furthering the interests of both the present Houghton Association of Commerce and its predecessor, the Copper Country Credit Bureau, after having assisted in their organization. Mr. Ruhl was also instrumental in the organization of the

Houghton Club. He was chairman of the building committee and served as one of the first directors.

### Manufacturing Matters.

Kalamazoo—The Reed Foundry & Machine Co. has increased its capital stock from \$250,000 to \$1,000,000.

Grand Haven—The Story & Clark Piano Co. will install a large steam-power plant, doubling the present capacity.

Detroit—Larned, Carter & Co., manufacturer of overalls, has increased its capital stock from \$524,000 to \$750,000.

Union City—The Peerless Yeast Co. will remodel its plant and install modern machinery. It will also erect a new office building and heating plant.

Marine City—A contract for the manufacture of 2,500 parts for the James Washing Machine Co., has been secured by the Gierholt Gas Motor Co.

Saginaw—The Don P. Toole Co., manufacturing silk blouses, has started production. The plant has capacity of 750 to 1,000 blouses a week and has 60 employees.

Hudson—The Pathe Battery Co. has been organized to manufacture storage batteries for automobiles. The company has engaged in business at 102 North Maple Grove avenue.

Port Huron—The Bryant Company, manufacturing feed choppers, now occupies new and larger quarters, and reports a growing business, some shipments being made to South America.

Traverse City—The Johnson-Randall Co. has completed a Government order for 1,502 refrigerators. Over 250,000 feet of lumber, three cars of cork and a car of insulating paper were used in production.

Eaton Rapids—The plant of the Davidson Textile & Yarn Co. has been completed and opened for business Sept. 2. The remainder of the machinery will be installed as quickly as possible and a full force of workers employed.

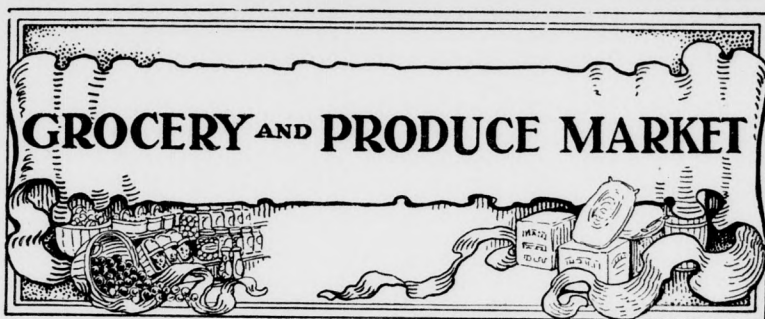
Lansing—The Walton Milling Co., manufacturer of Wheathearts, made the banner record for the new cereal in August. The company has now sales connections in 11 states. State institutions are taking a large tonnage. The company has been buying wheat continuously since the crop was harvested and has now a stock of 30,000 bushels on hand.

### Whale Sausage and Steak.

Delicacies made from the flesh of whales are now being put on the market by Newfoundland whalers. Among them are sausages, meat extract, canned steaks and tongue.

Quite a number of Michigan houses are buying canned pumpkin from the Southern canneries in Louisiana, Mississippi and Tennessee. They claim that the quality is excellent, the flavor sweet, and that they can get delivery or shipment earlier than from Northern canneries, the price laid down being about the same. Buyers usually want as early delivery of canned pumpkin as they can get, so as to distribute it to the retailers by Nov. 1 or sooner, in time for the Thanksgiving pie trade.





### Essential Features of the Grocery Staples.

The intervention of labor day and Sunday, two holidays together, has caused a stoppage in the canned foods market, for many took advantage of the half day on Saturday by making it a whole day off, thus combining three days for a week-end trip to the country and relief from the heavy humidity and the oppressive heat.

There seems to be constant contention on the Pacific coast between the fishermen and the canners of fish as to the price of the raw product. The Japanese fishermen of Southern California seem to be hard to handle. An enormous catch of Albacore was made late in July and early August, and sold to a few canners at San Diego for \$125 a ton or about 6c per pound for the raw fish. A large catch of blue fin tuna was made in the same period in the same locality, and sold to canners at \$50 a ton, or 2½c per pound.

It is said that the California canners of sardines are confronted by a serious problem because of the low cost of labor at European sardine canneries and the price of foreign exchange. The California canneries find it difficult to compete with Norwegian, Portuguese and French sardine canneries as to price, although the stocks of California canners of 1920 pack are about all disposed of. Some of the California sardine canners do not intend to pack, it is reported.

The Canners League of California has issued a new sales contract based on 2 per cent. cash discount if invoice or 1 per cent. cash discount if paid in thirty days from date of invoice and shipment.

The secretary of the Canners League of California has issued a communication in which he states that the "carry-over" in canned fruits in canners' hands Jan. 1, was on July 1 reduced to 10 to 15 per cent. unsold. The figure as to July 1, however, is an estimate and not a statistical compilation, as was that of Jan. 1.

San Diego seems to have become a very important fish canning and fish catching point in the Pacific.

The export business from the United States to foreign countries of canned foods is really a very trivial and unimportant business, and it would seem that canners will have to rely upon the home market to consume their production.

There was a big accumulation of dried fruit shipments at Pacific coast points awaiting the reduced freight rates which went into effect Aug. 22.

The California Associated Raisin Company on Monday, Aug. 22, and Tuesday, Aug. 23, moved Eastward

200 carloads of raisins from Fresno, Calif., consisting of 12,000,000 pounds of raisins of various grades and styles. There were five trains composed of forty carloads each, the largest shipment of raisins ever made at one time in the world's history. The cars will be diverted to buyers in many of the larger markets as the trains come Eastward.

Within the week beginning Aug. 22 a total of five hundred cars of prunes were shipped East from San Jose, Calif. The California supply or surplus of 1920 cured prunes is now about cleaned up, and orders have been booked for a very large percentage of the 1921 output of California prunes, heavy orders having been booked for export to European countries.

The Oregon Prune Growers' Association has named prices on 1921 prunes of a very attractive character.

Prices on 1921 crop of California raisins have not yet been announced, but will probably be made known about Sept. 10; but may be postponed until more definite information as to the tonnage of the yield can be secured.

Thompson seedless raisins are now entirely out of first hands, and Sultana raisins will have to be used in their stead.

In addition to the big rail shipment of prunes heavy shipments by water and rail via Galveston, and by the all-water route through the Panama canal, have been coming forward and regular business deferred until after a reduction of freight rates is being extensively booked.

It is thought that by the time the new 1921 crop of raisins and prunes arrives in the market the entire surplus of 1920 cure will have gone into consumption.

The peach crops of Georgia and of Arkansas were heavy this year, and there has been an enormous shipment of fresh peaches from those states to the large markets; but very few dried peaches come from those states, which have never engaged heavily or scientifically in the production of dried fruits.

Some dealers failed to note the date of the withdrawal of the Karo and Argo arrangement and still are requesting payment of advertising allowance on shipments made after July 23, the closing date. The syrup and starch allowance was not to be made on invoices made after that date.

The fact that the West Michigan State Fair will be on week after next calls to mind that this is a sure sign of fall and the approach of the Thanksgiving season. It is not too early to begin to think up what stocks will be needed to fill orders for Thanksgiving meal materials.

Another chocolate and cocoa firm has followed the trend of the times and, as predicted would probably happen after the ice had been broken, dropped down the scale a few points.

Cover oysters have arrived in the market, of the 1921 pack, and prices are lower than last season.

Shipments of Elberta peaches from Utah are expected to reach this market the latter part of the week. The quality is reported good. Prices will range from \$3.50@4 per bu.

Sugar—All of the New York refiners are now on a 5.90c basis. Local jobbers hold cane granulated at 6.65c and Michigan at 6.44c.

Tea—The local market presents the same general features that have characterized it for some time. A good business is being done in line lots, but speculative interest is dormant, or is perhaps kept from finding expression by the lack of offerings of teas of desirable character at prices much, if anything, under the current market. While there is nothing particularly new in advices from primary sources of supply, they all tend to add to the confidence of holders of stocks in this market.

Coffee—Latterly all reports from the primary markets have been of a distinctly bullish character and have been supported by steadily rising cost and freight prices. The floating of the \$50,000,000 loan last week, and the fact that it was oversubscribed to the extent of 100 per cent. according to some accounts, would seem to greatly strengthen the position of the Brazilian Government in its plans to stabilize exchange and support the market through purchases of coffee to be held until needed by consuming countries.

Canned Fruits—In the spot market there is little choice fruit available and old pack choice pears are selling at \$3.50, while clings command \$2.60. The California Fruit Canners' Association listing shows depleted stocks in all items and further withdrawals in apples, apricots, cherries, peaches and plums, with no prices on raspberries or strawberries. The only berries quoted are loganberries at \$2.50 for No. 2 fancies. Sliced pineapple in cans is coming into the market to meet immediate sale.

Canned Vegetables—Tomatoes have weakened somewhat and some Maryland No. 1s are now offered at 60@62½c, while most brokers held out for the opening price of 65c. Brokers seem to view this weakening as temporary, as tomatoes are statistically strong. Packers are paying \$1 and \$1.15 for raw stocks. The next two or three weeks will determine the course of the market in market opinion, as the bulk will be canned by that time. Corn remains strong. In the South the yield will be fair on the short acreage and the quality is said to be good. Raises have been made on some stocks, Western standards bringing \$1.05. Peas have slumped a bit in demand for some unknown reason. They are seasonably scarce and prices are firm.

Canned Fish—With the demand strong on all spot stocks, many items of which are scarce, and a keen interest being shown in all new packs,

with the possible exception of pink salmon, where packers are holding for opening prices and selling small lots at shaded quotations, the canned fish market is firm.

Syrup—A heavy selling season is on on syrups. Prices are at the new basis, which is indication the grocer may buy safely. The prices are under last year's figures. Corn syrups are about half the 1920 price and sorghum and molasses at 25 per cent. reduction. Bulk corn syrup in barrels is at 35c per gallon, the lowest figure since before the war, when it was 78@79c.

Rice—The market continues with strong demand and price firmness. With a tendency toward higher levels. New crop receipts are still negligible.

### Eat More Eggs.

Eggs, milk and leafy vegetables contain certain substances known as vitamins which are essential to growth. For that reason, eggs, milk and the leafy vegetables are known as protective foods. They are protective because they correct the faulty composition of seeds and the tubers. Young animals fed on wheat, oats, barley, or other seeds, fail to grow. The ration is inadequate even if the grains include beans, peas and potatoes and even if moderate amounts of leafy vegetables are also fed.

Egg yolks contain about 35 per cent. fat. It contains growth-producing properties, as does also butter fat, which are absolutely essential. These growth-producing properties are not found in vegetable fats or oils, nor are beef or porkfats substitutes.

Since these protective foods are found in eggs, eggs should become more and more one of the regular articles of diet. Some protective foods are necessary if the health of the people is to be maintained. The price of these foods should be of minor consideration. A good health insurance policy is to include eggs in the diet. They promote growth and increase one's ability to withstand disease. If we expect to be at our best, we cannot afford not to include eggs in the diet.

Eat an egg a day!

### Mt. Pleasant To Get New Industry.

Mt. Pleasant, Sept. 6—Isabella county is to have a new industry in the National Portland Cement Co., now being organized here. The promoters, H. C. Shields and John S. Langley were in the city the early part of the week conferring with local bankers and business men concerning the proposed plant which is to be built at Coldwater lake near here.

The new company has been authorized to issue \$2,000,000 in stock which is now being offered for sale throughout the State. The promoters met with the local Chamber of Commerce and an effort is being made to run a branch line of the Ann Arbor Railroad out to the plant. The prospects for the plant are good as the estimated amount of raw material at the lake is enough to supply 75,000,000 barrels of cement.

The prospective production of the plant is 540,000 barrels per year with a possible production of 800,000 barrels. Work is to be begun on the plant early in November and the manufacture of cement will begin by April 1, 1922. The company has established offices here.



## RIGHT UNDER THE GUNS.

### Not Always Well To Have Things Too Easy.

Tradition says that the Spanish Armada put up such an awe inspiring appearance that to see it was to admit that it was invincible. The towering galleons were like floating fortresses. They rode high out of the water, with walls apparently impossible to scale. They carried massive tiers of guns. Large numbers of men were on board. The equipment throughout was the last word. They had everything that made for offense or defense. Each vessel was a wonder in itself and there was a wonderful number of them.

Such was the famous Armada.

It took the high seas and started North to conquer.

It seemed that no human power could stand against it.

When the issue came the little ships ran under the guns and did pretty much as they pleased with the invincible Armada. They would cut out a big galleon and sink it. They would run right under the wooden walls of one of these floating forts and attack boldly.

They were not afraid.

Under the guns.

That was the word. They didn't fight a long-distance battle.

The Armada was scattered and badly beaten. The elements, no doubt, had a deal to do with this defeat, but the little ships had to fight the elements, too.

The men of the Armada were good fighters, but the chances of battle went against them. It was no easy victory for the little ships. But the marvel is that it was a victory.

The other day I saw a big, massive department store. With its flagstaffs on the roof it was not unlike a galleon in appearance. It occupied an entire block, with the exception of one narrow bit of space. This bit of space was occupied by a shoe store. The building was four stories in height and not over eighteen feet wide. It looked even more like a ship than the massive department store.

And I said to myself: "He's right under the guns."

So he was.

I had a talk with the proprietor of this shoe store.

He said: "Twenty years ago I was doing fairly well. My father left me some money and I put up this modest building. At that time the department store occupied only a portion of the block. Of course, it was picking up a bit of property here and a lot there, all the time, and before I realized it, had bought up the entire block, with the exception of my corner lot, and run up a big building that overshadowed me on two sides. Then they came to me and wanted to buy my building. I could see their point of view. I kept them from occupying the entire block, and it was almost a shame not to sell—from their viewpoint. Still, I took pride in my little building, I didn't know where I could get another location, and that was my viewpoint."

"Weren't you afraid they'd try to run you out?"

"Well, my friends were greatly alarmed. Told me I'd be out of busi-

ness in six months. I didn't feel any too easy in mind myself, but my store had an established trade. As I say, I didn't know where to look for a location, so I thought I'd fight it out."

"Was there a fight?"

"In all fairness I must say that I have never seen any signs of unfair competition. All business competition is a sort of fight. They had a shoe department before and they have one now. I can't see that it has grown much. My own business has more than quadrupled."

His fair statement speaks well for both sides.

The shoe man has quadrupled his business, under the guns.

Why?

His shop is highly specialized and service is another telling feature. This little shop has the best shoe salesman in town. He is a fitter, and won't sell you a pair of shoes unless they fit your feet and suit your feet. People wait for an hour or so to get his services. The proprietor himself takes a back seat when this man is on the job. Specialists in foot troubles send people to this salesman from all parts of the city. The store has four or five other men almost as good. The stock is extensive, not low in price, but you get value for your money. All customers attest to this.

I have heard an enthusiast say: "Why, that shoe store takes in more money on shoe polish than the department store does on shoes. Pretty soon they will be taking in more on shoe laces alone."

The proprietor himself makes no such claims.

But the shoe store does a good business.

What happened is this. When the proprietor saw a formidable opponent range up alongside of him, he realized that he would have to put up a strong fight or go under. So he strengthened his line, got some good men, fixed up his windows, specialized on service, advertised consistently, and made a winning fight.

Right under the guns, too.

Plenty of drug stores are doing the same thing.

A druggist further up the street said: "My friends told me that the department store would take all my customers. I was badly scared, too. As a matter of fact, the department store has brought me customers. Its heavy advertising brings thousands of people to this block every day of the year.

There's another way to look at it.

The small store has all the best of it when it comes to service.

The big galleon has its handicaps.

Many a plucky small dealer is doing business right under the guns.

It wakes him up. It arouses his fighting spirit. Not infrequently it doubles his business for him. It is not always well to have things too easy. Sometimes there is more excitement and even more profit under the guns.

Clothes may not make the man, but the man with clothes conspicuously unfit will lose confidence in himself and his clothes may be the cause of his failure.

### Why September Is Eventful in American History.

Grandville, Sept. 6—The month of September is not without interest because of its position in the historical life of the United States. While the month of April has been filled with deeds of American valor, notably being the month in which two of our greatest wars had their beginning, the story of September is equally interesting as being not only a battle month but the month in which Abraham Lincoln's immortal proclamation freeing the slaves was first given to a waiting world.

The American president waited for some sign that the Almighty favored Northern arms before giving to the public his great state paper which stands in our annals no less a great human document than the Declaration of Independence. The battle along Antietam creek decided the day. Even though the invading hosts of rebellion were not totally defeated, yet the supposedly invincible Lee was checked, his army of invasion turned back, thus giving new hope to the North, a breathing spell for recuperation of all Union forces.

The battle of Antietam was one of the most hotly contested in the war for the Union. Here Northern steadiness and valor won over Southern impetuosity and nerve. President Lincoln decided the time had come for the launching of his ultimatum to the seceded states. Had the South accepted his offer at that time the war would have been shortened. This was not to be, however. The enemy retreated to his own soil and the Union took on a new lease of life.

The next great event in the month but a year later, was the stubborn and sanguinary battle of Chickamauga, where the Union forces, under General Rosekrans, met Bragg's Confederates and fought them to a finish. This battle has been regarded by some military men as the most sanguinary and hotly contested of the whole war, not excepting Gettysburg.

The Union troops were largely outnumbered, and at one time there was promise of complete disaster to the army of Rosekrans. It was at this time, when both wings of our army were in flight, that the star of George H. Thomas rose in unequalled splendor as the doughty, unconquerable hero of the war.

After the larger part of the Union forces were in flight toward Chattanooga, Thomas, who commanded the center, held his ground, fighting like a lion at bay until the enemy gave ground. Many times during the day the enemy sought to turn the flanks of Thomas, but in vain, and when the sun went down on that September day the rebels had retired beyond reach of our guns, leaving the Rock of Chickamauga successful on his well fought field.

It is our delight to honor men of courage, soldiers who fight until the last gasp in defense of the stripes and stars. Such a man was Thomas, a native Virginian, who, unlike Lee, saw his duty in allegiance to the Nation, rather than to his native state. Another Virginian, General Winfield Scott, stood four square to the winds that blew, solidly in line with those who were patriots rather than state rights defenders. Lee, who wrestled all of one night in an effort to reconcile secession and rebellion with duty, at length yielded to the siren voice of his state and received as his reward the command of all the armies of the Confederacy.

We do not read that sturdy Thomas was obsessed. He was a United States army officer, a graduate of West Point, and owed his allegiance to the Nation which educated him at her chief military school. Lee was also a U. S. army officer, but failed to see his duty as did the more robust Thomas. To-day the statue of Lee occupies a prominent place in the

rotunda of the capitol at Washington, while Thomas lives alone in the hearts of his grateful countrymen.

September, in which those autumnal days, "the saddest of the year," have their beginning, witnessed some of the daring deeds of that other remarkable soldier of the Civil War, Philip Henry Sheridan, who rode from Winchester twenty miles away on the horse presented to him by the ladies of Grand Rapids and succeeded, through sheer force of his personality, in changing a lost battle into victory and making for himself a name that will live in history as America's greatest cavalry general. As General Grant was the pre-eminent military genius of the Civil War, Sheridan—cavalry Sheridan—was its brightest officer of dragoons.

Sherman in his march to the sea, cutting the Confederacy in twain, exposing its weakness to the world, made for himself a name which Americans delight to honor. America's great military quartette, Grant, Sherman, Sheridan and Thomas have gone down in history as the greatest of military heroes, even greater than subsequent wars have produced.

September is far more a month for peaceful pursuits than for engaging in sanguinary acts of war. It is the month for harvesting the grains and fruits of the fields, for making preparations for the chill months so soon to follow in this Northern clime of ours. It is the month which brings to a close the vacation of the busy man of business. Before its end he picks up the raveled threads of care once again and buckles down to hard work.

Labor day marks the end of the vacation season, immediately followed by the re-opening of the schools, so that we may well regard the month as one of extreme importance in the calendar of time. It is the opening month of the labor year, and we trust may prove a harbinger of better days, this year as never before.

The check to the tide of disunion in those fateful Septembers of 1862 and 1863 marks this month one of the most remarkable in our country's history. Standing out as it does in high relief on the page of military history, we may well dedicate the month to better things, to a vigorous effort to bring better times in the immediate future by having faith that the worst of our business troubles are of the past.

Old Timer.

### Stock Company Way of Repudiating Liability.

Reed & Son, grocers at Coopersville, recently had the misfortune to suffer the loss of a 75 gallon kerosene oil tank and contents located on a platform back of the store. The flames also got inside the store and did some damage to fixtures and contents. Reed & Son carried insurance in two companies—the Michigan Bankers and Merchants Mutual Fire Insurance Co., and the American Eagle Fire Insurance Co., a stock company with headquarters at New York. The former paid its portion of the loss within a week. The stock company denied any liability on that portion of the loss which occurred outside of the building.

Which kind of insurance is best for the merchant, mutual or stock? The Coopersville settlement, and hundreds of other adjustments of a similar character, furnish an answer to this question.

Your character, your honesty and your ability are going to count for more with Dun and Bradstreet than the actual amount of money you have in the bank.



## FROM BEHIND THE COUNTER.

## How Our Mercantile Friends Regard the Tradesman.

Smith Creek, Sept. 2—We want to congratulate you on your thirty-eight years of faithful service to the trade. The Michigan Tradesman has come to us quite a number of years and we think it one of the best. May you continue the good work for many years to come!

F. P. Wilson & Sons Co.

Oxford, Sept. 3—Your letter received and read with pleasure and wish to say that I read the Tradesman with much interest and get lots of good out of your trade paper and wish to say I prize your honesty and uprightness in your paper and the many valuable service you have rendered the retail merchants of the grand old State of Michigan. As to offering any suggestions for making your paper more interesting, I do not think I could offer anything that would be worth while except one thing might help. It is only a small idea. From time to time we are interested in trying to pick up a bankrupt stock. You publish many accounts of these failures, but you do not always state just the kind of business involved in the failure. I am of the opinion that it would be, in a way, some advantage to a great many of us who are more or less interested in that kind of purchases. Here's hoping you many more long years with your paper and good health and increased usefulness!

C. K. Heidelberg.

Whitehall, Sept. 2—I have no suggestions to offer with regard to the Tradesman. I think it very valuable and interesting as it is now.

Anna Gloeckner.

Harrietta, Sept. 3—I congratulate you on the record you have made with the Tradesman. I get several trade journals. One of them soaks me \$5 per year. I have got to take it or lose my insurance, and it is not worth a whoop. What makes my hair pull is to think that, in order to sell their magazine, they have to get a pull from the insurance company to do so. The Tradesman has always been square, giving us a lot of good advice and exposing any crooked game in the State without fear or favor.

C. E. Moody.

Sebewaing, Sept. 2—Accept our congratulations, Mr. Stowe, on your thirty-eighth anniversary with the Tradesman. We hope you will be able to continue the good work for years to come. We do not know where we could offer any suggestions how you could make the Tradesman more interesting or valuable to us. Your "Essential Features of the Grocery Staples" alone is worth the price of a dozen subscriptions, and the way you go after the fakes and crooks working the retail trade shows plainly that you are not afraid to battle for the right. Your articles, as a whole, are strong, forceful and inspiring. We congratulate you and wish you every success.

John Rummel & Co.

North Muskegon, Sept. 2—I would like to tell you I like the Michigan Tradesman very much. It is a great benefit to any one in business and we look forward to every copy.

Charles Miller.

Cumberland, Wis., Sept. 5—We are unable to suggest any improvements you might make at this time in your paper, and believe you get out a very nice publication as it is. We thank you just the same, however, for granting us opportunity of giving our expression.

Cumberland Fruit Package Co.

Mattawan, Sept. 2—I know of nothing that you can do that would

make the Tradesman any more interesting than what you are doing. It is the best paper for me that I can find. Success to you. I hope you may run the Tradesman thirty-eight more years.

C. F. Hosmer.

Bridgman, Sept. 2—We certainly appreciate the compliment implied in asking us to help make the Tradesman a better paper. We are small people in the business world and do not feel able to suggest anything much in the way of improvement. We consider the Tradesman an ideal trade paper. The only thing we might suggest would be a page devoted to short spicy items from merchants telling what they have done and are doing to make better business and helping to improve the home town, making it a better place in which to live and trade—a sort of an old fashioned methodist experience meeting in the columns of the Tradesman. You have our best wishes for your continued success.

Chauncey & Baldwin.

Manitou Beach, Sept. 2—I am pleased to express my opinion as to what I think of your paper. I can honestly say that I think it is the best trade paper printed to-day. It is worth double what it costs. I would be lost to be without it. I thank you for this opportunity of expressing myself on the subject.

E. L. Selleck.

Vassar, Sept. 5—The writer is not in a very good position to comment upon your good publication, as we have been acquainted with it only a short time. However, we would say that it covers a good range of subjects and should be read fully.

Vassar Farms Elevator Co.

Saginaw, Sept. 2—We wish to extend to you our hearty congratulations over your thirty-eighth year with the journal of which you have been the mainstay. As one of your subscribers who always looks forward to the weekly appearance of the Tradesman, and being located in the Eastern part of the State, we feel that if you could arrange to have a correspondent that would give this part of the State a little more publicity and news that you publish so freely of the Western part of the State, it would benefit us somewhat more directly. We admire your stand that you have taken from time to time on both State and Federal matters and hope that it will be our good fortune to have you keep pounding hard and vigorous as in the past, more particularly on such concerns as are in business only for what they can get from the other fellow.

Saginaw Woodenware Co.

Dublin, Sept. 5—We call the Tradesman the Retailer's Friend in this neck of the woods. We read it carefully, especially on market conditions. I think it is one of the best informers we can get out here, for you see we are not in touch with the market like some others closer by. Therefore don't see how I can offer you any suggestions, only that you may expect to retain me as a regular customer so long as I am in business. Every merchant, no matter what line he is in, ought to have the Tradesman. If you happen to have a little spare space somewhere in the back of the Tradesman, don't you think it would pay to publish the weights and measures of the main produce raised, so one could at a glance see just what an article weighs per bushel.

Robert J. Fuchs.

Mentha, Sept. 5—You ask for frank comment on the Tradesman. We enjoy the paper as it is newsy and breezy for a trade paper, but there is one enquiry that the writer would like to make and that is, why Mr. Henry ford's name is always spelled with a small "f." So far as the writer is

while we may all not agree with his aware, Mr. ford is a gentleman and ideas and policies, still should he not be treated in print as well as the next man? Perhaps you personally dislike the man and as I have only taken the paper a year or so, I do not know of any controversy that may have appeared before that. But at any rate, I am sure the small f does not hurt him any, except to give him some free advertising, but it surely does detract from the dignity of any paper. I am sure I am not the only person who notices the attempted slur and believe your paper would be better to forget it. The rest of the paper is too good to spoil.

E. L. Woodhams.

Rushville, Ind., Sept. 2—Personally I cannot see where you could consistently improve on your paper. I have taken it for the past twenty years. I enjoy your poetry very much on the first page.

R. G. Wellmen.

Eben Junction, Sept. 2—Your letter enclosing clipping from Chicago Commerce, bearing upon the subject of the Great Lakes Route to Tidewater is duly received and very much appreciated.

It is the most comprehensive and logical of all the articles on this subject that has come within my scope, and I thank you for it. I am glad to note that yourself, like the Michigan Tradesman, is still on the job. The Tradesman is not thirty-eight years old, but thirty-eight years young and we trust that in spirit and flesh its editor may remain as youthful and buoyant as when he was hopping counters in Don. McClellan's general store in the lumber jack days of old Reed City nearly fifty years ago.

W. J. Kehoe.

## Needed More Sand.

A young man sat on the shore at Ottawa Beach by the side of a beautiful young woman.

They were sitting very close together.

He leaned toward her and she let her parasol drop over the shoulder next to him and waited expectantly.

Nothing happened.

After some minutes, she looked up coyly.

"I thought, maybe, you were going to try to kiss me," she observed.

"I was thinking about it," he replied, "but I've got sand in my mouth."

"Swallow it," was the quick retort. "You need it in your system."

## Labor and Prices

TO MEET competition manufacturers today are interested in lowering prices.

But in attempting to lower prices one should consider that the cheapest products are not always the result of cheap labor. The highest paid labor may in the long run produce the lowest priced product.

Costs may more often be lowered by increasing efficiency, eliminating waste, and concentrating upon profitable departments than by cutting labor.

Request an analysis of your Costs by Certified Public Accountants to reveal those elements of your business which might best contribute to a reduction of prices.

## SEIDMAN &amp; SEIDMAN

Accountants & Tax Consultants  
Grand Rapids Savings Bank Bldg.  
GRAND RAPIDS

New York Washington Rockford  
Chicago Newark Jamestown

## "A company is known by the flour it keeps"

Take out your Eversharp and make a list of the firms whose reputations are of the best whether they sell organs, jewelry, autos or glue. Scanning the list you realize that the one feature or factor they all have is "reputation for quality."

Not one of these firms sells on a price basis. They give an even dollar value for every dollar received and maintain the standards of their products.

Likewise and also as to flour.

## JUDSON GROCER CO.

Wholesale Distributor

GRAND RAPIDS

MICHIGAN



**PROGRESS OF LIQUIDATION.**

In the main, last week showed a lull in many kinds of business activity, as is usual before Labor Day. The spell of hot and muggy weather also helped to curtail especially the trading at retail, which is about due for a seasonal expansion in certain directions because of the approaching end of the vacation period and the opening of the schools. Notable, however, among the last week's occurrences was the call by a Des Moines big department store for \$100,000 worth of ready-to-wear, knit goods and other merchandise wanted for staging a large sale. It was understood that only goods below the market rates were desired, and there was some curiosity as to the kind of response there would be. All doubt on this score vanished when the offices of the buying firm were opened in New York. The crowd of salesmen was so large and they were so insistent that it looked like a riot. There was no difficulty in securing the goods desired at satisfactory prices, and more could have been had if they had been called for. Manufacturers are not disposed to hold out for large profits if cash offers are made for adequate quantities.

What the Des Moines house is doing is what is being done on a small or large scale by many concerns all over the country. These are trying to stimulate buying by special offerings at reduced prices in order to get the public into the habit again. Such sales have been quite successful where the goods have been right and the reductions in price have been bona fide. They have also resulted in moving other goods than those advertised because they have succeeded in bringing into the shops persons who would not otherwise have come and who, in looking over the stocks, became suddenly aware of many things which they could find use for. Merchandising has become an art again, instead of what it was during the period of reckless and extravagant expenditure which ceased last year. To what extent and for what purposes buying can be stimulated is now the problem. It is recognized that, under existing conditions, the reduced purchasing power of large numbers of the population must be taken into account. This means that price is to be one of the controlling factors, and, in view of this situation, costs all along the line have to be closely watched and cut whenever possible. The labor expense is one of the items which has been receiving especial attention. In textile lines this expense has not been increased so much because of the rate of wages as by the reduction in output per capita, or, in other words, by shirking. But with the menace of unemployment this evil is correcting itself rapidly to the advantage of all concerned, including especially the wage earner.

There is nothing astonishing in the way that economic conditions are working out after the hectic experiences of the last few years. Instability was then the rule, and extraor-

dinary demands had to be met at any cost. There was a pyramiding of expenses which was met by a similar one of profits, with a constantly decreasing purchasing power of the dollar. It was manifestly a process that could not be continued indefinitely. As soon as the demands came to be restricted, the inflated structure that had been reared began to totter. With a less efficient banking system a panic would have been inevitable. The worst of the trouble was passed some months ago, losses being taken by the concerns which had made provision for the emergency, while the purely speculative ones were mostly pushed into insolvency. Liquidation has been forced in many cases, but consideration has been shown in others where temporary help was needed in tiding over the period of stringency. That all are not yet out of the woods is apparent from the records of business embarrassments, which are still much above the normal. During the last month, for example, the failures numbered 1,562, with an indebtedness of \$42,904,409, as against 1,444 in July, with an indebtedness of \$42,774,153. The second half of the year is not showing up as well as was hoped. In the first half there was a gradual reduction in the number of failures, June making the most favorable record. In the two months since, advances have been shown. But these relapses are what might have been expected, just as it is quite likely that the remainder of the year will show improvement in this respect. Matters of this kind do not go by rule, and, as conditions are growing more favorable, gradual progress is bound to become more apparent.

**WHY UNIONS ARE CONDEMNED**

Why is it that business in all its branches looks with suspicion on every trade union and dislikes and distrusts all the representatives of organized labor? Is it because business is opposed to good wages for workmen. Obviously not, for all business, retail, wholesale, manufacturing, building and construction, is dependent on generous earnings by labor, for a large part of its profits. There can be no sustained, continuous prosperity for business when the trades are not well paid for their work. From the strongest of motives, self-interest, business is a natural friend of labor in every community.

For these reasons, and others, business approved of any proper effort made by labor for the protection of laboring men and to secure fair wages for them. Why, then, the almost universal condemnation by business of the agents of the unions and of nearly all of their organizations? There must be potent reasons why business, naturally and from self-interest desirous of helping workmen, is in fact hostile to labor leaders. What are the causes of this general dislike and distrust?

The public can judge any society only by its conduct; the principles, avowed openly or supported secretly, of any organization, are revealed by its conduct. Acts tell the truth, and the acts of organized labor have re-

vealed many things which account for the disapproval of its principles. Business has learned that loyalty to its union takes precedence over loyalty to country and family; that in the supreme emergency of war organized labor will walk away from a Government job on the order of its leaders; that the union man will quit work even when the act deprives his wife and children of the necessities of life; that he will destroy the property of his employer and cause him irreparable loss when so ordered by his union.

Business knows beyond a doubt that union men are taught discontent under all conditions, no matter how favorable; that their minds are systematically poisoned against their employers as oppressors, even when wages and work are so pleasant and liberal as to bring content. The spirit of the union, revealed on every job in the country, is to give less and less service and demand more and more pay; to maintain a truculent and sullen attitude toward the capital that gives it work. We have seen a Gompers boosting wages to meet soaring prices of food and clothing, and later when prices dropped, declaring wages should not be reduced.

All through the field of unionized labor business has seen its leaders fomenting agitation against fundamental economic laws and striving with supreme selfishness and utter disregard for the welfare of all other occupations, and even of the welfare of the Government itself, to make of union labor an arrogant despot over business, industrial enterprise and the government. In Russia this policy of labor succeeded, and now in that unhappy land the factories, the farms, and all business except tax-collecting lies prostrate. Judged by its conduct alone, the unions operate under principles that are unjust and oppressive, and consequently hurtful to all enterprise and progress. And business, burnt and stung in a thousand places, knows it.

**FIRE PREVENTION DAY.**

Every man, woman and child in the United States suffers either direct or indirect financial loss because of the seemingly unbridled advance of our National fire loss. Considerably more than \$300,000,000 goes up in smoke every year.

This is but one item of the loss. There are on an average 18,000 human lives lost, while some 60,000 persons suffer bodily injury in varying degree. Because of our fire worshipping habits, extensive fire departments are necessary. Fortunately most of these are amazingly efficient, yet due to the fact that we have neither established fixed habits tending to materially reduce this fire loss nor persistently waged effective education to the same end, the cost of our National annual bonfire is many times greater than the figures usually published as representing this loss.

For a number of years it has been the custom to, in some fitting way, observe October 9 as Fire Prevention Day. This date has been generally

accepted for such observance throughout the country because it is the date of the memorable Chicago fire of 1871. Frequently a week's programme is arranged in the larger cities and suitable exercises designated for each day of the week.

Tens of thousands of people know that buildings can be built that will not burn. Architects, engineers and contractors know how to design and build such structures. Everyone realizes when he has been the one to suffer most from fire that there were one hundred and one neglected precautions which he might have taken to prevent or minimize his loss.

Fire Prevention Day and Fire Prevention Week have become too prosaic. Not only must we celebrate the day or week, but also observe the teachings the occasion presents. There should be 365 fire prevention days and fifty-two fire prevention weeks each year.

It can be done. Any progress that we make is in answer to well-directed, persistent education. We must carry on our educational work for fire prevention every day, of every week, throughout every year, until nine-tenths of our present fire waste has been eliminated. That this is possible is proven by the fire records of Europe, where the annual per capita fire loss is only one-tenth that in this country.

**WOOLEN GOODS UNCHANGED.**

An outstanding fact in the wool situation is the firmness of prices for fine merinos. This was shown during the past week at the auction sales at London and in Australia, where the offerings were eagerly taken even at advancing figures. Americans figured in the bidding despite the Emergency Tariff act and the promise of a continuance of duties when that measure becomes inoperative. The fact is that, duty or no duty, domestic woolen manufacturers must secure certain foreign wools in order to carry on their business. Neither the finest nor the coarsest of wools is produced in this country. Japanese were also bidders at the foreign auctions. To-morrow the War Department will offer at auction in Boston 5,000,000 pounds of its holdings, mostly low-grade stock.

Not much of consequence happened during the week in the goods market. There are yet a few openings to be had of special woolen goods for use by merchant tailors, and worsted dress goods for spring are still to be priced. This last mentioned event will probably not occur before the middle of the month, and it may be deferred beyond then. There is some complaint about the reluctance of dealers to order clothing for fall, but it is generally understood that stocks are low and will need replenishing soon. The retailers are insistent on medium-priced goods and appear to be of the impression that the best sellers of suits and overcoats will be those in the \$35 class. A little hint of colder weather, it is felt, is what is needed to stir up real buying both in men's and women's wear.



# -why it pays to Push Prunes

Let us say you buy 5 boxes [125 pounds] at 12 cents. You will have \$15 invested. So \$15 is your capital.

Now, suppose you consider 30% margin on sales — which is equivalent to 43% on cost — the right margin on prunes. Then your selling price, based on 12 cents cost, will be a little over 17 cents the pound. Therefore, to be perfectly safe, you can sell at 18 cents the pound, 2 pounds for 35 cents.

Here's a safe and sane way to figure out what happens: allow 1 pound on the box [or 4%] for shrink, sampling, overweight. Figure 17% average expense. Together these will make a total burden of 21% on the sales and leave you

### 9% NET Profit

In this case your earnings will be even greater. Because the 125 pounds of prunes on this basis will sell for, say, \$22.20 or:

Gross spread	\$7.20
Deduct the 21% burden	4.66
And you have as net earnings	\$2.54

This is actually over 11.44%. It happens because the selling price will average more than 17½ cents.

Now, suppose you turn your prune stock once each month on this plan, you will have 12 turns at \$2.54 each, or \$30.48. This shows net annual earnings of over 200% on your capital of \$15. If you buy and sell out every two weeks, you will have \$60.96, or more than 400% on your capital.

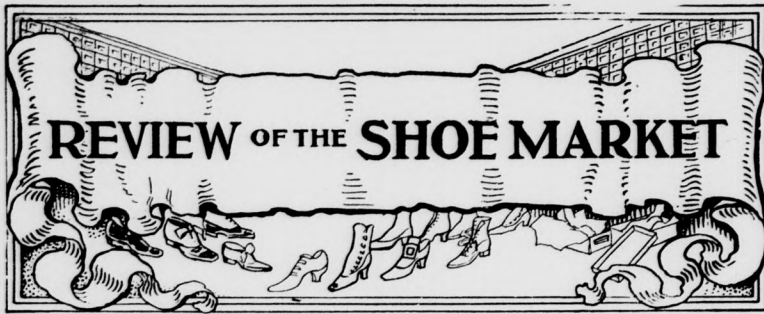
These are the plain facts and figures showing what can be made on prunes in any store. It can be done by any merchant who watches his margins and keeps his prune stock active. Fair margins plus rapid turnover work real magic with your profits—remember that!

## SUNSWEEP CALIFORNIA'S NATURE-FLAVORED PRUNES

—sell them the year 'round

Ask your jobber for Sunsweet Prunes—the nationally advertised brand—the standard of quality by which prunes are judged the nation over. Also write us for sales-help; and merchandising "pointers" that will show you why it pays to push Sunsweet Prunes the year 'round. California Prune and Apricot Growers Inc. 999 Market Street, San Jose, Cal. 10,800 grower-members.





**Michigan Retail Shoe Dealers' Association.**  
 President—J. E. Wilson, Detroit.  
 Vice-Presidents—Harry Woodworth, Lansing; James H. Fox, Grand Rapids; Charles Webber, Kalamazoo; A. E. Kellogg, Traverse City.  
 Secretary-Treasurer—C. J. Paige, Saginaw.

#### Successful Shoe Merchandising on a Falling Market.

What would be the answer if each of us asked ourselves the question "Have we been successful in handling our business since the downward trend of prices started in shoes?" The one word "successful" changes the question entirely and I wish to deal with this topic in a broad sense. No doubt the location of the business, the size of the city, town or village, your competitors, and class of trade done would have its own peculiarities but how could we define successful merchandising to cover us all as retail shoe merchants. I am inclined to define it in this way:

"The buying and selling of shoes to show a legitimate balance of the profit side of profit and loss account at stock taking time, which should be at least once a year. To do successful buying, whether on a steady, rising, or falling market, it is necessary to watch the market. How can we do this?"

First. Read your trade journals. I might say study your trade journals because in them you get not only price conditions but the views of every side of your trade from the man who handles the raw material to the finished product. Study the trend of Dame Fashion as well as the views of the man who makes the staple product, and I am sure that you will all agree that the information from this source is much more authentic than the propaganda as seen in the daily papers written by men paid to do so from a mere money side of the question.

Next, watch your stock—and to watch your stock properly, you should use some form of stock accounting system that will enable you to watch your sizes. This one thing is a big leak in most retail shoe stores for in a good many cases we get in the habit of saying when buying a line, "Oh, give me regular sizes"—and never taking into consideration what we have in stock of a very similar shoe. As a personal experience, let me give this one example. Some fifteen years ago when I was on the road, I had been calling on a merchant for some time but only selling him an odd line, but on this particular occasion, I called and asked him if he could come over to the sample room that evening, and received the reply, "Yes, about 7:30 o'clock." He came and brought his head saleslady; picked out some 20

or more lines and started to give me the sizes. Just recall a similar circumstance yourselves and see if you haven't often given this same answer; the words "regular sizes," was the answer. In a number of cases his saleslady would say, when for instance a women's line was in question, "Mr. Blank, we have lots of 2½, 3 and 3½ of similar lines in stock." But she got the reply, "We will have to clear them out"—and he bought regular sizes 2½ to 7, in most cases 18 pair lots. Why had he so many of these small sizes? Because he did not watch his stock. Better lose the sale of one pair than have five pair to sell at cost and on a falling market, at a loss, leaving no balance of profit at stock taking time, or if a profit shows, it would be unsalable sizes on the shelves which would be a false profit, and might easily prove a loss. A few years later, Mr. Blank's health failed and his stock was sold for 45 cents on the dollar; not successful merchandising.

A few don'ts in buying—Don't buy from too many wholesale firms. Don't buy too many lines because in buying from too many firms, you are liable to duplicate lines and 18 pairs from two houses makes 36 pairs, while if you bought say 30 pair from one house your sizes would run better and you would be less liable to lose sales from being out of the size. Very often a customer will ask for a certain size and if it does not fit and you have to explain that this is the same shoe or very similar shoe bought from another firm—well, the old story, "It just doesn't seem the same or I like the other better if you had the size I require," which ends in a lost sale. The customer may go to another store and buy a shoe just like the last one you were showing but because it is bought from another store it must be different. It is very hard for even the most experienced buyers to carry the description of a shoe exactly in their minds from one sample room to another. How then can we expect a retail customer to go from one store to another and buy a shoe exactly, and be sure they are exactly, the same? Many times we hear, "Oh, I can buy exactly that shoe from so and so and at such price," when we know they cannot, for you may have the exclusive agency for that particular brand of shoe. But it would be of no use to argue with a customer who talks like that, for it would only result in a lost sale. (A good salesman can explain to customers, but should never argue.)

Therefore, confine your buying to as few houses as possible and confine your lines as much as possible, having due regard for required assortment.

Don't buy large quantities to get special prices. If in order to do so you have to carry goods over six months remember what money is worth at the bank. Your profit is soon swallowed up.

Don't buy "regular sizes" but size up lines according to your stock and trade. Slow moving sizes eat up the profit of the selling sizes.

Don't place orders too far ahead; the traveler and manufacturer may not altogether be in favor of this but remember you are a good fellow as long as you pay your bills promptly. This one thing gives most retail merchants over-stock.

Buy according to your turn-over so you can offer your customers new shoes taken from clean cartons for remember the first impression lasts

the longest. A shop worn shoe taken from a yellow faded carton gives a bad impression, at least to the customer; just as shots that have been in stock room for six months are inclined to be looked on as old stock

**SPECIAL FOR SEPTEMBER**  
 8 to 10 lb. Clear Oak Bends ---- 55c  
 11 to 15 lb. Clear Oak Bends ---- 70c  
 12 to 14 lb. 1 Brand Oak Bends-- 60c  
**SCHWARTZBERG & GLASER**  
**LEATHER CO.**  
 57-59 S. Division Ave. Grand Rapids

**Home Ease** Strap Sandal in Stock  
 Glazed Colt, Flexible McKay, Stock No. 500, \$1.90, Terms 3-10. Net 30 days. Write for pamphlet.  
**BRANDAU SHOE CO., Detroit, Mich.**

## Herold-Bertsch Shoes Are Building Satisfied Customers for Over 3000 Dealers

**T**HINK over in your mind the firms you once did business with, who are no longer in existence. There are any number of them. The average business is short lived. They come and go.

Then remember this, that Herold-Bertsch has been making shoes for over 25 years. Here is a business which has grown steadily, weathering all the ups and downs of business through a quarter century, adding year by year to its number of dealers.

We have dealers who sold Herold-Bertsch shoes the first year they were made—and are still selling them. In homes beyond estimate "H-B" has become a household word for shoe quality—father, son and grandson all wear Herold-Bertsch shoes.

*Over 25 years of successful manufacture and growth is your assurance that you are dealing with a sound, substantial house, which MUST be giving unusual values to show a quarter century of steady growth.*

**Herold-Bertsch Shoe Co.**  
 Manufacturers of Serviceable Footwear.

11-13-15 Commerce Ave.

GRAND RAPIDS, MICHIGAN

**NO** tramp too long, no work too hard; no occasion, work or play, when **MORE MILEAGE SHOES** fail to feel good and look good. They **ARE** good.

Good enough reason why so many dealers carry them. Keep a full range of sizes on hand. Don't lose a single sale because you are "just out" of a size. We supply you promptly.

**HIRTH-KRAUSE**

Tanners—Manufacturers of the **MORE MILEAGE SHOE**

GRAND RAPIDS

MICHIGAN



by your sales force even if it is a staple line. It costs 6½ per cent. per annum according to bank interest to carry goods, and on a falling market these points would be doubly true because the over-stock would not only be costing money to carry but would depreciate in value, at the same time making a double loss. So much for watching the market and our stocks which reflects in our buying.

Second. Selling our merchandise after buying it properly. Will it sell itself? I say "No." Only a portion of it. To sell your merchandise, advertise. Tell the buying public what you have to offer them through your local newspapers using good cuts, which represent articles advertised. Describe the article you have in plain English telling the whole truth and stating sizes, widths, and price; and I think in many cases it is well after giving a full and clear description of article to use a phrase, or similar phrase, "Reasonably priced at \$8, \$9 or \$10" or whatever the price is. The people interested or reading the advertisement, in many cases follow your suggestions and think, as you do, especially if they have confidence in the store. Back up your advertising by showing the goods in your show windows and display cases and I believe good price tickets on shoes help to sell them. Do not crowd your advertisement. Three or four lines using plenty of white space around advertisement so it will stand out, will attract more attention and sell more goods than a dozen lines crowded into a small advertisement and poorly set up.

I mentioned before to give sizes and widths in lines advertised as well as prices. I believe this should be done so prospective customers will know that you have his or her requirements.

Third. When customer calls at store, do not have to say, "I am sorry madam, but we are out of that size," without giving a reasonable excuse for being so, such as, "We have had a big sale of that line or that size." Do not let the customer leave your store having the impression that you didn't have what you advertised at the time of advertising. Hold their confidence if at all possible and they will return later.

Fourth. Have store service. What makes store service? Bright, clean, and attractive store; proper accounting system to avoid mistakes; bright and intelligent clerks that are not mere selling machines but know their business. Your clerks represent you when you are not there; be sure your representatives have the proper training and reflect good service. Customers treated properly are sure to return.

Sell not only shoes but sell service. Shoes may sell themselves at cost but service is the margin of profit which makes successful merchandising. If the proper service is given, in 99 cases out of 100 the customer will return when needing something in your line and the return sales make the turn-over, and the turn-over, even at a small profit, swells the bank account. The bank account and balance on the profit and loss account make successful merchandising and I feel sure, if we could only put these sug-

gestions in operation in our business, that we would have success even in buying on a declining market.

In conclusion—I outline the sum total of successful merchandising. Study the market conditions. Buy intelligently and sell not only shoes, but sell service. C. E. Smith.

#### Biggest Complete Exposition Ever Seen Here.

Comstock Park at Grand Rapids is now the scene of much activity where skilled mechanics, expert electricians and master artisans are busy completing the many display booths, grand stand and other decorations for the great West Michigan State Fair that begins Monday Sept. 19, and closes Friday, the 23rd, with the annual exposition proper, to which has been added, this year, an extra special Saturday of thrilling automobile races in the afternoon. So many famous drivers have been entered for these auto racing events the management assures a genuine program of merit.

As this Fair is now classed as the last word in industrial exposition efforts and the greatest agricultural Fair in the State, or this part of the West for that matter, every inducement is being made to attract, entertain and satisfy all the thousands of out of town visitors who always receive a hearty Grand Rapids welcome.

The high class amusement features this year, the most expensive and thrilling that money could secure, involves such an extended night and day series of programs as will be ever remembered by all and fully repay frequent daily attendance.

Miss Ruth Law and her daring crew of flying, racing acrobatic aviators will offer an entirely new list of high air stunts and this new style "flying circus" will alone cover a full day's enjoyment while the night programs in bright pyrotechnics is a scene never to be forgotten. The many meritorious numbers on the long praiseworthy vaudeville program could not be given, the enormous expense considered, unless the attendance proved satisfactory. But every year shows an increased attendance, which assures this big Exposition-Fairs' management that it is money well spent.

The Leach-La-Quinlan Trio, top notch gymnastic act; Lil Kerslake's educated pigs; Jazz Rags, the crazy comedy mule; the white Arabian horses in artistic posing; Harry Davis and company, famous rifle shots; Denver, the high jumping equine; Nathan Daniels the Michigan giant; Vermelto's Wild West and many other attractions. The massive and wonderful spectacular fire works exhibitions such as "The Siege of the Dardanelles," "The Great Chicago Fire" and "Pioneer Days" are all new scenic displays.

#### Cause of the Change.

"You were carrying an advertisement for a 'four-piece parlor set.' I notice you have changed it to read 'five-piece set.' How is that?"

"Why, my little boy broke a leg off from one of the chairs."

If a clerk has a voice or manner that is dismal or disagreeable over the telephone, that clerk should never answer telephone calls.

## Important Announcement

**Y**OU, perhaps, are facing the same perplexing difficulties that are at the present time confronting every merchant in the country—the problem of obtaining quality merchandise at 1914 prices.

Here is your opportunity to more than satisfy the appetite of the ever-hungry buying public at prices which will astonish even the most conservative. Just glance at the announcement contained herein and be convinced.

### We Are Closing Out Our Jobbing Department

Four hundred thousand dollars worth of Men's, Women's and Children's Shoes to be disposed of within the next sixty days. A colossal task? Yes, but when you see the prices and note the quality of merchandise, you will feel as we do—Money not only talks, but it positively shouts.

In justice to our legion of customers, and countless good friends, some of whom have been on our books since 1864, we believe we owe an explanation as to our reason for closing out our Jobbing Department.

The general public is well aware of the fact that our Mr. Howard F. Johnson has developed a chrome sole, known as "Longwear," which will practically revolutionize the shoe industry. This sole is being used exclusively on the "Longwear" shoe for boys, and so great has been the demand for this shoe that we must have every inch of space in our factory to take care of the orders which we have received. In the future, therefore, our entire efforts will be confined to the manufacture and sale of the "Longwear" shoes with "Longwear" chrome water-proof soles, and we must dispose of our immense jobbing stock without delay.

### SALE NOW ON

We have started the machinery in motion, and will stop only when every pair of jobbing shoes on hand is disposed of. This includes everything. Our own make, Men's, Women's, Growing Girls', Child's and Infants' footwear; in fact everything pertaining to the jobbing line.

### We Have Withdrawn Our Salesmen From the Road

and will have them on the floor every day in order to expedite the task of handling the immense throng which is bound to tax our salesrooms to capacity. All lots and prices quoted herein are subject to prior sale. First come, first served. If you cannot be here, wire us or mail your order immediately.

### RINDGE, KALMBACH, LOGIE CO.

10 to 22 Ionia Ave., N. W.

GRAND RAPIDS, MICHIGAN



### Dream That Came To Harriman Too Soon.

It was after the Russo-Japanese War that Mr. Harriman, dreaming of a globe-girdling transportation system by land and sea, visited the Far East. He realized that his greatest difficulties lay in that quarter. He required for his scheme an ice-free port on the Eastern fringe of Asia, but to get this he must deal with other nations. The Asian coast had been then, and is now, partitioned among various Powers as their pheres; and Manchuria, upon which Mr. Harriman had fixed his eyes, was a Japanese economic province.

With the help of Lloyd Griscom, then American minister to Japan, Mr. Harriman made an agreement with two high officials in Tokio that American and Japanese capital should cooperate in financing the Chinese Eastern (or South Manchuria) Railway to Port Arthur and Dalny (Dairen). Under the Portsmouth Treaty, which contained an emphatic affirmation of the open door principle, Japan had acquired this concession from defeated Russia, and it would have been in accord with the open door policy to admit another nationality into the enterprise.

Now, Count Komura, one of the most powerful and adroit of the Japanese diplomats, looked with distrust and fear upon the attempted American invasion of Manchuria. His fear was military as well as economic. And he checkmated Mr. Harriman by negotiating with China an agreement by which the Chinese declared that if Japan required outside assistance in financing the Manchurian project, China should provide it, and none other. The Tokio agreement thus came to nothing.

But though Mr. Harriman's plan was blocked just as it seemed near success, he was not yet at an end of his resources. If the Japanese could not be enlisted in the project, perhaps the British might.

The State Department at Washington had been watching the Harriman maneuvers with interest and, one may suppose, with sympathy. The late Willard Straight was then our consul-general at Mukden, and through him a plan was set afoot for the formation of a Manchurian bank, backed by American and British capital, to finance another railroad, this one to run from Chinchow to Aigun.

The panic of 1907 delayed the plan temporarily, but in the following year negotiations were resumed, and Mr. Straight came to Washington with a memorandum bearing on it. In November of that year Kuhn, Loeb &

Company, Mr. Harriman's bankers, signified to the State Department their willingness to finance the project, and Tang Shao-yi, who represented the Chinese Government in the conferences, set out for Washington, ostensibly to extend his Government's thanks to the Roosevelt administration for the return of part of the Boxer indemnity.

You may see to what subterfuges the old diplomacy drove Mr. Harriman's associates, although Mr. Harriman had nothing to conceal, no ambition which he would not willingly have confided to the world so far as he was concerned. The game was being played in the only way possible to play it then. But this is a digression. Let us return to Tang Shao-yi and his supposed mission of diplomatic courtesy.

The Japanese were not for a moment deceived as to the real purpose of the Chinese emissary's visit, and they were extremely disquieted. But they were not to be outdone in diplomatic amenities. On the very day that Mr. Tang arrived in Washington notes were exchanged between the Japanese ambassador and our Department of State, in which both governments affirmed their cordial determination "to support, by all pacific means at their disposal, the independence and integrity of China and the principle of equal opportunity." So far as words went, this gave the assurance of equal opportunity for America and Great Britain in Manchuria.

Mr. Tang, it should be said, had another scheme in mind, a plan for an international consortium to finance China, with the United States as a participant. But we may disregard that, since the Manchurian railroad project was the foremost in his thought. Senator Philander C. Knox, then Roosevelt's Secretary of State, issued his famous "neutralization" plan for Manchurian transportation, a plan to make the open door effective in that part of the world. Thus the negotiations, involved and labored as such activities always are under the furtive restrictions of the old diplomacy, went ahead smoothly.

And then fate, so it seemed, stepped into the scene. On November 14 the Emperor of China died, and on the following day the Empress died. Yuan Shi Kai, afterward to become President of the Republic, but then a high official under the Manchu regime, was deposed, and Mr. Tang, who had come to the United States at Yuan's direction, was abruptly recalled.

Defeated at Tokio and in Wash-

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John Burnam.

**Exiled Emperor Still Hailed as Hero.**

Grandville, Sept. 6—"With proud and warm gratitude I think to-day of my brave comrades never vanquished in the field."

Thus does the exiled monarch of the fatherland congratulate his friends who assembled at Berlin in honor of the lost German cause. General Ludendorff, Prince Eitel Frederick, Count von Waldersee and Gen. von der Goltz reviewed thousands of soldiers who fought in the kaiser's war.

It was a time for reminiscencing and for congratulations over the fact that Prussianism still lived and still harbored thoughts of revenge in the future.

"With true German loyalty they achieved against the world of enemies deeds such as history never has known before." Proudly the kaiser flaunts his personality once more in the faces of his assembled soldiers. Whatever meaning may be attached to this demonstration, the fact that the emperor still lives to thrust his venom into the veins of unconquered Germany may signify much which fails to appear on the surface.

Certain it is that the old spirit of junkerism still prevails to a large extent throughout the German so-called republic. Again we quote from the kaiser's message:

"The heroism of the dead will live on to the honorable memory of the dead, and for the imitation of the living and for future generations. May the halo of the great days of the past be the beacon for the victorious illumination still in the dark future. God protect the fatherland and its people."

This is really the first authentic announcement from the lips of the deposed monarch which has come to the public. It serves to emphasize the fact that the republic, founded upon the ruins of the Hohenzollern, is but a rope of sand. It serves, also, to show that the German heart is still leaning toward the empire which was supposed to have been shot to death on the bloody field of war.

One of the most significant utterances fell from the lips of Count von Waldersee when he, as the principal speaker of the occasion, declared in tones of fiery eloquence that "There will come a day when we still stand together for the kaiser and the fatherland. Hatred will stand guard in Germany. We must train our children to use the rifle and the sword. So long as Germans suffer under a foreign yoke, and the French stand guard on the Rhine, we must prepare for revenge."

Bravado and loud sounding words do not always count, but that the brutal hordes of the central empire

still harbor thoughts of getting even with their late enemies has been demonstrated on many occasions. Knowing the perfidious character of the German people as we do, it is easily conceived that the war for peace in poor old Europe has not yet been fought. All signs point to a re-awakening of the old Prussian militarism. The kaiser, from his exile, has spoken without being rebuked. The old soldier element, the element directly inimical to the republic, has again reared its head, giving cause for added alarm on the part of France. The breathing of fire and hatred at this latest assembly of militarists is enough to alarm friends of French nationality. France has her hopes fixed on a buffer nation in united Poland, which the entente league has not fully endorsed. Silesia is a bone of contention which may serve to again embroil the nations in war.

The demonstration made a brilliant spectacle, gladdening the eyes of the old regime. Hatred of France is being taught the children of Germany, and it can be a question of only a few years when the old feuds will break into flame and again deluge central Europe in the blood and fire of war.

Gen. Ludendorff in his address said the will to victory must again arise in the German people, and that now was the time for the Germans to turn their thoughts to Prussianism, in which their strength was embodied.

Gen. von der Goltz denounced the traitors who declared the supreme war lord had been deposed. On the whole it was a gathering of ir-reconcilables calculated to make the heart of the exiled kaiser glad. The shadow of militarism will not down in the land of the brutal German. It is more rampant to-day than it was just before the war crusade started in 1914. There are men of middle age to-day who, before their heads are thatched with the frost of age, will see another war in Europe, attended with even more horrors than was the one so recently closed.

Prospects for peace were never brighter than in the days immediately preceding the outburst of war seven years ago.

Protesting his dislike of war, kaiser Wilhelm deliberately placed his hand to the match which lighted the flames of war, and set out to conquer the world, invoking the aid of the Almighty against his enemies, who were enemies only because he chose to make them so. With this same man still living and plotting mischief, with military bands parading, big men of Germany hailing the exiled emperor as still their hero, what may not come to pass within the next decade?

Peace between Germany and the United States is now a fact. The war which ended so disastrously for the Hohenzollern three years ago will never again be invoked along the

same lines as was that contest. By dear experience the hun has learned not to awake the avenging arm of the Yankee Nation. The mistake made when the Lusitania was sunk will not be repeated. America need have no fear of armed Prussianism during the next outburst. France and mayhap England will have need to fight for their lives, but the United States will remain unmolested, in fact will be hailed as the German's best friend among the nations of the earth. However, it will be well enough to beware of Greeks bearing gifts.

Old Timer.

**Took Tax Off Soap.**

The House of Representatives did one thing for which the people everywhere will bless it. It took the tax off soap. Hereafter you can take a bath every Saturday night, whether you need it or not, without paying Uncle Sam for the privilege. The soap tax was an absurdity and an anachronism in these days when the Government is doing everything in its power to spread information regarding the great importance of personal cleanliness.

The wonder is that the men who suggested the soap tax did not propose a prohibitory tariff on the toothbrush. Some brilliant statesman did urge a stamp tax on toothpastes and powder and got it through, too. But the pending House bill takes it off, and, incidentally, removes the impost on the poor man's medicines.

It is a satisfaction to come down in the morning with none of yesterday's work left over to be done to-day. How about to-morrow morning?

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### Origin and Development of the Match Industry.

The first really practical friction matches were made in England in 1827 by John Walker, a druggist of Stockton-on-Tees. The invention, however, must be credited to Sir William Congreve, after whom the Congreve match was named, and who was also the inventor of the Congreve rocket in 1808.

One of the early forms of this useful article was the Brimstone match made by cutting very thin strips of highly resinous or very dry pine wood about six inches long, with pointed ends dipped in sulphur; thus prepared, the sulphur points instantly ignited when applied to a spark obtained by striking fire into tinder from a flint and steel.

This type of match was in almost universal use until about one hundred years ago, when several ingenious inventions followed each other in rapid succession and displaced it completely.

The first of these inventions was the "instantaneous-light box" which consisted of a small tin box containing a bottle of sulphuric acid with sufficient fibrous asbestos to soak it up and prevent it spilling, and a supply of properly prepared matches; consisting of small splints of wood about two inches long, one end of which was coated with chemicals prepared by mixing six parts of chlorate of potash, two parts of powdered loaf sugar, one part of powdered gum Arabic, colored with a little vermilion, and made into a thin paste by adding water. The splints were dipped into melted sulphur and afterwards into the prepared paste.

They were readily ignited by dipping the ends into the sulphuric acid. There were several disadvantages in this invention, especially those arising from the use of so destructive a material as sulphuric acid, which also had a further drawback owing to its great power of absorbing moisture, which soon rendered its properties inert.

Lucifer, "the light-bringing morning star" gave his name to the succeeding variety of match. The bottle of sulphuric acid and all its inconveniences were dispensed with. The match was made of either small strips of paste-board or wood, and the inflammable mixture was a compound of chlorate of potash and sulphurete of antimony, with enough powdered gum to render it adhesive when mixed with water. The mixture was applied over the end of the little stick and dipped in melted brimstone. These matches were ignited by the friction caused by drawing them through a piece of bent sand-paper and gave off choking sulphurous fumes. They have left their name behind, which is popularly applied to other kinds since invented.

Next to the Lucifer in importance was the Congreve, the match which has, in a general way, survived to the present day. The body of the match was usually of wood, but some, called Vestas, were made of very thin waxed taper. The composition used on these matches consisted of phosphorus and nitre; or phosphorus, sulphur

and chlorate of potash, one of the salts of potassium, (when a small piece of potassium is thrown upon water, reaction sets in, and the hydrogen formed takes fire and burns with violet flame), mixed with melted gum or glue and colored with vermilion, red lead, umber, soot or other coloring matter. The proportions used were almost as varied as the manufacturers were numerous. The Congreve match required only a slight friction to ignite it, for which purpose the bottom or some other part of the box was made rough by attaching a piece of sand-paper; or covering it with sand-paper after wetting it with glue.

With every variety of Lucifer and Congreve match there were certain dangers attending their use, for in both, a slight friction would ignite them, and as, from the nature of their application, they were apt to be carelessly thrown about and consequently exposed to the risk of accidental friction; in this way they have been the cause of numerous mysterious fires and serious conflagrations.

The Congreves were exposed to further risks of accidental ignition arising from the employment of white phosphorus, which from its very inflammable nature will ignite spontaneously at low temperature. In the match factories it was necessary to keep the white phosphorus in water to prevent ignition when exposed to the atmosphere.

To "Bryant and May" is accorded the credit of patenting and introducing the "safety match," although it was invented by a Swede named Lundstrom in 1855, who made matches in Jonkoping.

The only essential difference between Congreves and the "safety match," as originally manufactured, was in leaving out the phosphorus from the composition applied to the match, and instead mixing it with the sand on the friction surface, thus separating this highly inflammable material from its intimate and dangerous connection with the sulphur and chlorate of potash. This simple invention of "light only on their own box" matches, removed to a large extent the dangers and objections to the use of the Congreve match.

Match heads containing white phosphorus would "go off" when subjected to heat of 150 or 200 degrees Fahrenheit; the properly-made, present-day, strike-anywhere matches will not ignite until a temperature of 300 to 330 degrees is reached, and the safety or strike-on-the-box matches will not ignite until they are subjected to a temperature of 350 to 370 degrees Fahrenheit. Experiments have proved that the lack of sufficient oxygen and the gases of combustion quickly smother the flame in a closed case of the well-made sesqui-sulphide match, so that the risk in storage has been greatly reduced. A box of matches may be burned through impact or otherwise, in the center of a filled case without igniting a second box.

Under too high temperature in storage the old style matches were also subject to spontaneous combustion, and they ignited easily by shock in

transportation or when stepped on, and parlor matches were quite apt to be explosive, throwing off incandescent particles when struck. Added to their other defects for common usage the match-making industry was very unhealthy until the introduction of amorphous phosphorus, "Amorphous" or red phosphorus is a non-toxic form obtained by heating common white phosphorus to about 450 degrees Fahrenheit in air-tight vessels. It does not take fire until heated to 500 degrees Fahrenheit; it conducts electricity while the white or poisonous phosphorus is a non-conductor.

So wonderfully has match-making developed, that more thousands are now engaged in it than there were individual persons who found employ-

ment in making the brimstone or sulphur matches formerly.

George F. Lewis.

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**MOTOR TRANSPORT OCTOPUS.****It Must Pay Costly Bills of Highway Construction.**

No man with a mentality evenly balanced, is unappreciative of the amazing record of growth and development made by the motor-truck industry within the last few years. Our industrial history records no such parallel in growth and development of any one industry for a similar period of time. Equally true is it that no other form of transportation has been so fortunate in escaping such state and Federal legislation as would establish the difference between the motor truck transportation business and the general use of motor trucks by business men in the delivery of goods in power vehicles of two tons capacity—or less. True, also, is it that the operatives of power trucks of tonnage ranging from two to ten tons capacity have so far been most fortunate in escaping state and Federal legislation which would establish the financial obligation of owners and operators of power trucks requiring costly highway pavement. In considering the so-called improved highway proposition, motor truck operation should be considered from two distinctly separate viewpoints.

First, an established standard should be worked out by experts with recognized highway construction experience for application to such highways as may be considered thoroughly adaptable to what we might term popular public use. This classified highway should be built so as to fully serve the requirements of owners of pleasure cars of all weights; of horse-drawn vehicles, and of power trucks generally termed delivery trucks. The dead weight carrying capacity of the general business vehicles might be fixed at say two tons. The actual cost of building an improved highway capable of taking care of all types of pleasure cars, horse-drawn vehicles and power trucks up to two tons capacity, should first be worked out as the primary fundamental in establishing the difference between the cost per mile of a highway suitable for the three divisions of traffic above specified, as against the construction cost of a highway over which power trucks between two and twelve tons could be safely operated.

Second, a standard should be established showing the cost per mile of building a highway adaptable to the wear and tear produced by power trucks of from two to ten or more tons. By establishing the difference between the cost of a highway that would prove suitable for general public use, and a highway constructed to take care of heavy duty traffic, would mean possession of information upon which to make a start in solving the problem as to where the tax liability of the public should start and end, and then where the tax or license liability of the heavy truck owners or operators should be gin and end.

Now, let us suppose that a highway, for example, could be constructed for \$20,000 per mile—such a highway as would serve adequately the requirements of pleasure cars, horse-drawn vehicles and general business trucks of up to two tons carrying capacity.

Now suppose the construction cost of a highway suitable for heavy power truck traffic would be increased up to \$35,000 or \$40,000 per mile. Who should pay the difference in construction cost? Should taxpayers having use for a highway built at a cost of \$20,000 per mile be compelled to pay the additional cost of \$15,000 or \$20,000 per mile when the extra construction cost is made solely in the interests of what we might term motor transport? We believe that while there is considerable horse-sense in the argument that the big motor truck is an absolute necessity in the eternal fitness of things, it should be considered from the viewpoint of cold facts. Hundreds of motor truck transportation organizations are being put into operation all over the country—and for what specific purpose? Certainly not for the purpose of serving the public merely upon a charitable basis; certainly not upon the basis of charging cartage rates that pay operation costs without thought of profits or dividends to promoters and operators of motor transport lines.

There is a big difference between any proposition that can be considered a public convenience—the building of a highway that will serve the demands of pleasure cars, horse-drawn vehicles and the smaller classes of power trucks used for general business purposes—and any proposition that is established and operated upon the same business basis as the steam railroad or the coastwise steamship company. The motor truck industry has become a marvelously efficient servant to the domestic and business demands of our country and we believe that the future of this great industry should be made safe for all time, but unless owners and operators of power trucks engaged in heavy duty service face the issue of costly highway construction frankly and co-operatively, the general public will see to it that state laws requiring very heavy license fees will soon become decidedly common. It is simply a question as to whether owners and operators of the giants of the public highway express a desire to do their full duty in paying a just percentage of highway construction adaptable to their own specific requirements. The taxpayers of this country are already burdened to the breaking point with all sorts of taxes, and millions of them have begun to distinguish the difference between paying assessments for highway construction that will serve popular demand and highways that must be built at double the cost for the mere purpose of providing a roadbed over which motor trucks of large tonnage capacity may operate safely and economically.

The public has also begun to appreciate the unfair advantage which motor transport lines have over the so-called public carriers—the railroads. When a railroad company is organized, its first consideration is applied to the raising of finances with which to purchase, build and lay ties and rails, purchase rolling stock, build yards, sidetracks, depots, etc. But how different it is when the motor truck transportation line goes into business. Practically all that is

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necessary is to form an organization and raise a comparatively modest amount of capital, engage drivers, purchase trucks and then arrange an inexpensive organization so that it will function—collect and deliver loads ranging from two or three tons to ten or more tons, here, there and everywhere. The public highways are handed over to these motor transport lines for practically no financial consideration, excepting perhaps an operating license that is a joke when compared to the wear and tear put upon the highways by the great juggernauts that crack and smash an average highway as a man might crush a Uneda biscuit.

The Tradesman wants to see the "square deal" applied not only to the future of the motor truck building and operating industries, but to the millions of taxpayers who are bending their backs under taxation levies that would bankrupt any foreign country. The Tradesman believes that the daily newspapers and all other publications should step between the taxpayers and the motor transport business with the single purpose of justice to both sides of the controversy. The Tradesman believes that every dollar that goes into the construction of a highway built specifically to take care of large tonnage motor trucks should be collected from those who are now profiting through the laxity of city, town, county and state officials having to do with public thoroughfares. The taxpayers of the country were never called upon to present steam railroads, for example, with free rights of way and roadbeds. Where in the name of all that is equitable, do taxpayers of the United States come in to dig from their jeans the \$15,000 or \$20,000 that goes into the additional cost of every mile of highway constructed, or to be constructed, solely for the purpose of permitting private carriers to operate their transportation lines at will? This highway proposition is a mighty big subject, and the Tradesman is going to go into it from all phases, and with the earnest hope that newspapers and other publication editors will awaken to the absolute injustice that prevails because of state legislative and official inactivity. That the motor truck transport business is no plaything is pretty well proven by the fact that some very influential lobbyists camp at state capitols while legislatures are in session, and their devious ways are counting quite materially, even in this early stage of the game.

#### How Well Do You Know Your Boy's Secret?

Written for the Tradesman.

So Sammy is to be sent to school this fall? Perhaps he already is going through those first, delicious, exciting, dismal, homesick experiences so keenly felt by children, so little remembered and realized by parents and teachers.

You have had Sammy under your eye since the day he was born. You have worried through his little illnesses—or perhaps serious ones; you have watched over his choice of playmates and tried to correct what seemed his faults and failings. You

have done the best you could for him. And now you have washed your hands of Sammy and turned him over to a school teacher to make or mar.

Or haven't you? Many parents do. A few wise ones do not. The few go much out of their way to find out what sort of person it is who is going to make indelible marks on Sammy's character to get very well acquainted with her and to co-operate with her in every possible way. Father would do something like that if he were sending a valuable horse to a boarding stable!

Do you know the young woman who is to stand in your place with Sammy all through the school year? She may be well trained in the technique of her position and grade of work; she may even be a better person to have charge of Sammy than you are. I have known of such instances. And then, again, she may not. Anyway, do you know? Is she cheerful and sunny, or is she gloomy and nagging? Will she bring out the best in Sammy, or turn his steps into a wrong road from which he may never come back?

There is such a difference in teachers' dispositions—you are fortunate if you do not remember some bad ones. There is as much difference in school teachers as there is in parents.

Have you definitely planned to visit the school this term, and will you do it?

My father was a country school teacher when he was eighteen years old. I remember his telling of "boarding around," as the families in the village shared the "keep" of the teacher. He used to say that it had its advantages, especially in getting acquainted with the parents and the family environment, as well as in getting, once in a while, comfortable bed and board! He couldn't remember many parents who took particular pains to co-operate with him in his responsibility for their children, but it was a great help to know the sort of homes from which his pupils came.

Three questions were asked, I remember, by a veteran school teacher at a mothers' assembly in the State of New York that I once attended. They touched vitally upon the relations between parents and teachers. She did not answer the questions nor ask her audience to answer them. It was interesting to see the varied expressions of countenance with which they were received and to hear the hum of comment which they caused.

"What relation does your living room bear to your child's teacher?"

"What relation does your dining room bear to that teacher?"

"What relation does your guest-chamber bear to him or her?"

These were the questions which, the speaker felt, embodied an important aspect of the relation between teacher and parent. She saw a vision of the help and inspiration that would reward a teacher who became well acquainted with the child in his home relations.

Suppose Sammy's teacher should come to know him through your living room. Does Sammy have an important part in the life of that room, so that he feels at home with the

books on the shelves; so that the lamp and chairs and pictures are a part of his daily life? Will the teacher see him, when she calls really participating in the life of the family? Or is he shut away in a place by himself or compelled to have his real life with servants? Teacher would notice that.

When she knows you well enough to break bread with you, will she get a delightful intimate glimpse of friendship between you and Sammy, and father too? Will she like to be invited to your table?

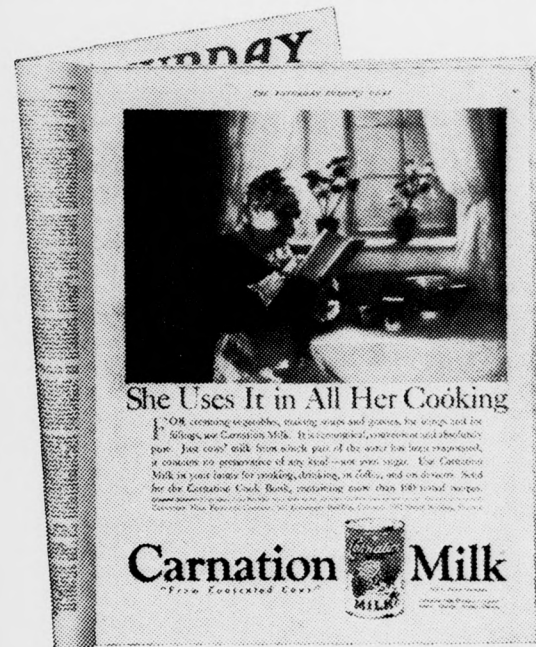
When you give her a chance to see Sammy "round the clock" by asking

her to spend a week-end with you, what will be her impression then?

Teacher may be able to tell you some things you do not know about Sammy. The co-operation may not be all for teacher's benefit. Both of you will be better equipped for the task of making Sammy all that he ought to be—bringing out of him all that he is and has, for his benefit and the benefit of the world in which he will live after you and teaching both are gone.

Prudence Bradish.  
[Copyrighted 1921.]

Better the memory of the good man than the epitaph of the great.



LIKE every other grocer, you are interested in bigger sales. Carnation Milk, now in its twenty-first year of leadership, continues to turn over quickly month after month. This turnover will be steadily maintained by Carnation quality and Carnation advertising.

A large number of your customers are readers of The Saturday Evening Post and other national publications in which Carnation advertising is regularly appearing, month by month. They know you carry Carnation Milk in stock. Thus, in addition to new business which this advertising brings, there is being developed for your store the prestige so closely associated with national advertising. Get your full benefit of this advertising by using the Carnation advertising and store helps. Ask our representative or write to us.

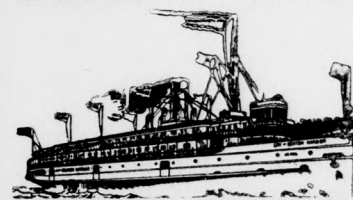
#### CARNATION MILK PRODUCTS COMPANY

933 Consumers Building, Chicago

1033 Stuart Building, Seattle

Remember, Your Jobber Can Supply You

#### Graham & Morton



City Ticket Office PANTLIND HOTEL

Tel. Citz. 61111; Bell, M 1429

Lv. Chicago Daily 10:45 p. m. & Sat.'s 1:30 p. m. Chicago time. Lv. Holland Daily Except Sat.'s 9:30 p. m., Sat.'s only 1:45 and 11:30 p. m. G. R. time.

#### CHICAGO

\$4.35 Plus  
War Tax

DAILY

Michigan Railway Lines

BOAT TRAIN

Daily Except Saturday's 9 p. m.  
Sat.'s 1:00 & 10:20 p. m. G. R. time.

Tel. Citz., 4322; Bell, M 4470

FREIGHT TO AND FROM  
CHICAGO and All Points West  
Daylight Trip Every Saturday.  
Boat Train 1 p. m. G. R. Time



**Michigan Retail Dry Goods Association.**  
 President—J. W. Knapp, Lansing.  
 First Vice-President—J. C. Toeller,  
 Battle Creek.  
 Second Vice-President—J. B. Sperry,  
 Port Huron.  
 Secretary - Treasurer — W. O. Jones,  
 Kalamazoo.

### Dry Goods Business of Sixty-Five Years Ago.

Written for the Tradesman.

"Things ain't as they used to was." The dry goods business of to-day is a very different proposition from what it was in February, 1856, when I first engaged in helping to conduct it with William E. Lawrence, one of the old-time merchants of New York City, at the munificent salary of \$2.75 per week for my first year's service. That was back in the days when there wasn't anything known of the modern delivery wagon. Packages were all delivered on the backs of "bundle boys," of which I was one. Salesmen were instructed not to offer to send bundles weighing less than the equivalent of sixteen yards of wide muslin. Even then we were told to wrap it up and place it on the counter in front of the customer and wait until her hands were upon it and then to say, "Would you like us to send your package home?" In that way we would get by on many bundles weighing more than sixteen yards of muslin. Each morning early I would load up with a system of straps over my shoulder, the bundles sold the afternoon before, and start out on my job of walking "day in and day out" my twenty-five to thirty miles per day, ending up after dark, all stores then remaining open until 9:30 to 11 o'clock. Sometimes the bundles were as big as the boy who carried them.

Those were days of needful small economies. Strings about packages coming in were carefully untied and wound upon a ball for future use. Care was taken not to tear the paper in unwrapping goods, and it then became one of my duties to cut this paper up into suitable sizes, string it and hang it up for use the next day. No advertising was done, A. T. Stewart only indulging in occasional four inch single column advertisements which were regarded as a needless expense.

Profits were extremely small. We paid as high as 10½ cents for an article sold at 12½ cents; 17 cents for one sold at 20 cents and 21 cents for one sold at 25 cents. For a black silk to sell at a dollar we never paid less than 85 cents. Everything else in proportion. Our highest paid head salesman received \$9 per week. Merchants were compelled to accumulate very slowly. My employer had been in business for thirty-five years, was considered a successful merchant and

was at the time probably worth a fortune of less than \$30,000. He had a premium for the clerks in a successful year's business. Whenever at our annual inventory it was found the store had cleared a thousand dollars he would take us all out and treat us to oyster stew—six oysters, a little sliced cabbage and four crackers, 15 cents. That was sixty-five years ago, but I can taste the joy of those oysters yet. We lost out, however, on the oysters about half the years. Now, a dry goods merchant who can not clear up a thousand a month considers himself a piker. And how long would the dry goods dealer of to-day keep out of the hands of the sheriff on a 15 per cent. gross profit on his sales?

We are experiencing at present a tremendous business depression. I am getting used to them. I went through that of 1856 and it was a hummer all right. My second year's salary was kept down to \$3.50 per week because my employer had lost money the year before. Again we had a real-for-sure one in 1873 and I got out from under it by selling my interest in the dry goods firm of Foster Brothers, which then had one of its stores at Grand Rapids, and starting the Grand Rapids Saturday Evening Post. It was clearly providential that I didn't hit the rocks. Then 1893—why even your younger readers remember that. Practically five years of unemployment and soup houses. The water had to be squeezed out of inflated values in mortgages, real estate, manufactured goods and wages, Debts had to be paid without the wherewithal to pay them. Reckless extravagances had to be put aside and pinching economy substituted. We are traveling and must travel the same road to-day. Thanks to our Federal Reserve System our troubles are not complicated by a financial panic, as in '56, '73 and '93. We might reasonably expect quick recovery if union labor was more wisely led and exhibited a better spirit. Wages must come down before goods can be manufactured and sold at a profit, and if in the process of deflating them we are to have a continued series of strikes, with all the disorder and distress which will follow, we may expect to travel a very rocky road in business for at least a couple of years to come.

David N. Foster.

#### His Definition.

"Father," asked the young son, "what is a lawyer?"

"A lawyer? Well, my son, a lawyer is a man who gets two men to strip for a fight and then runs off with their clothes."

### One Way To Handle Furnishings.

A wardrobe replacement plan offers possibilities, particularly now, as there are probably more trousers with shiny seats, more shirts with frayed cuffs, and more torn underwear in use among the middle classes than at any time since the close of the Civil War. An investigation of 100 well assorted wardrobes would give a fair indication of what articles need to be replaced. The gentleman making this suggestion would then stock up with these articles and forget that he was selling anything else. His next step would be to prove his honesty to the public conclusively, if he had to publish his costs and swear to them. He would then content himself with an exceedingly moderate profit.

More than in prices, the consumer is interested in adherence to some reasonable standard of value. He goes into a retail store to find old clothing made during the war, cut in an obsolete fashion and containing shoddy material, shown alongside new and better goods, but bearing a corresponding price. Such experiences entrench in the consumer's mind the conviction that the retailer isn't doing his part to make buying possible. But most retailers still have to learn that freedom to charge a high price does not imply an obligation to charge a high price. Most retailers can't forget a certain court decision to the effect that the retailer may ask what he pleases for his goods. They treat this decision as a kind of Magna Charta for their craft, forgetting that there may be times when there will be more

money, as well as increased good will, in prices which are not quite as high as they might ask if they wished.

Glove sales grow on the basis of:

1. The individual nature of the merchandise, considering a pair of gloves as a unit in itself.
2. The influence the gloves have on the completed attire of the wearer, in relation to hat, suit, and so forth.
3. The personal viewpoint of the purchaser. Gloves as a line of goods have a distinct merchandising personality. Do not confuse the glove as an item with what the glove means to the customer and do not confuse either with what the glove department means to the store.

A dazzling vision will lure, but sober judgment must pick the way.

We are manufacturers of  
**Trimmed & Untrimmed HATS**  
 for Ladies, Misses and Children,  
 especially adapted to the general  
 store trade. Trial order solicited.  
**CORL-KNOTT COMPANY,**  
 Corner Commerce Ave. and  
 Island St.  
 Grand Rapids, Mich.

**Salesbooks**  
 THAT GIVE  
**100 PER CENT PLUS SERVICE**  
 ALL KINDS, SIZES, COLORS, AND  
 GRADES. ASK FOR SAMPLES AND  
 PRICES.

**THE MCCASKEY REGISTER CO.**  
 ALLIANCE, OHIO

## Crochet Cottons

Fall and winter months mean increased sales of crochet threads. We stock such popular brands as C. M. C., O. N. T., Silkine and Peri Lusta.

Fill in your stock now.

Quality Merchandise — Right Prices — Prompt Service

**PAUL STEKETEE & SONS**  
 WHOLESALE DRY GOODS GRAND RAPIDS, MICH.

Knit Silk Ties !  
 Fifteen Styles !!  
 The "last word" !!!  
 On the floor !!!!  
 Get the business !!!!!  
 YOU Can !!!!!!!!!!!

**Daniel T. Patton & Company**

GRAND RAPIDS  
 59-63 Market Ave. North

**The Men's Furnishing Goods House of Michigan**



**KEEP YOUR WINDOWS CLEAN.****Untidy Appearance Has Bad Effect on Passing Public.**

What is the use in devoting much trouble and pains to a window display, if the details are not considered? Why put time and energy into a trim, and overlook one of the essentials that create a good impression? Why let carelessness or unconcern enter into a well-laid scheme because of one or two matters that count for so much when the whole is considered? In the main, why be negligent as to the cleanliness of the glass through which those outside looking in get their first impressions? Why not do the entire job right?

Too often we see dirty window panes in show windows, which contain really commendable displays. A clean show window pane is necessary to secure the greatest publicity for a dealer's display. Nothing so surely destroys the attractiveness of a really good window trim as a streaky, dust-covered or fly-specked glass in front of it. Such a condition is easily avoided. If every dealer, or his display man, understood how simple it is to keep windows bright, probably more attention would be given to this important detail of successful retailing. The following instructions are given for the benefit of those who desire their displays to have all the telling effect it is possible to create on the passing public.

Do not attempt to wash a window while the sun is shining directly upon it, for under such a condition it will appear streaked after drying, regardless of the amount of muscle used in the rubbing. One should wait until the window is shaded. A cloudy day is best. The best and cheapest equipment for washing windows is a brush and a rubber cleaner, the latter being generally known as a "squeegee." A long round stick, which is used as a handle for both brush and cleaner, accompanies the outfit.

The water used must be clear and free from all sediment or grit, as grit will scratch and injure the glass, marring its polished surface permanently. If the only water available carries an appreciable amount of grit, such as sand, it should be filtered carefully before using it on the window panes. Where water naturally is clear, this is, of course, unnecessary. If the water is "hard," it is best to use a few drops of ammonia to soften it.

Securing the brush to the long handle, it is dipped into the water and the cleaning started at the top of the window glass, which should be rubbed thoroughly. The long handle greatly simplifies the work, as a stepladder is not needed, the top of the glass being easily reached while the cleaner is standing on the sidewalk. While the glass is still wet the brush should be exchanged for the rubber cleaner.

Starting at the top of the pane, the water should be squeezed from the surface of the glass by long, steady downward strokes reaching to the bottom of the window. The rubber cleaner should be wiped clean with a cotton cloth after each stroke. In polishing the window inside, Bon Ami can be very satisfactorily used. It should be applied thickly with a cotton

rag. After this preparation has dried on the pane, it should be wiped off with a cotton cloth. However, the glass rarely needs polishing if it has been thoroughly cleaned.

A similar method is employed for cleaning the inside of the pane, except that one never should use Bon Ami or any other similar powder, because it creates a fine dust in rubbing, which is apt to settle on the merchandise, on the floor or background, getting into the crevices, where it is difficult to remove it.

Often, if the porter is given the task of cleaning show window panes, he is quite careless about the corners and edges near the frames, leaving dirt there. A glass never looks clean unless it is thoroughly gone over. If sediment has accumulated in the corners, it should be removed with some soft-pointed instrument, and the glass to the very edge cleaned and, if necessary, polished.

Window washing is not an especially attractive spectacle at the best, and a dealer will wisely select a time when there is not much pedestrian traffic along the street to have his windows cleaned. The large department stores have their window glass cleaned at nights or on Sundays, when the pavements are not congested, and the man doing the work is not disturbed. Where there is a good deal of unavoidable moisture in the interior of a display window, it can be dried quickly by using an electric fan, the breeze from which dries the floors and the sills readily.

All these details are necessary in order to get the best results from a window display. Carelessness and negligence should not be evident anywhere, for their marks are always noticeable. There is no excuse for them.

**Cutting a Men's Wear Store in Two.**

Toepfer & Bellack, Milwaukee, have grown rapidly very largely as the result of the good will enjoyed by the partners in divergent social circles. Toepfer belongs to a large number of fraternal orders. Bellack, a college man, is popular among the first families. Each of these men has brought his friends' patronage to the store, with the result that in a short time it has outgrown its original quarters. Their location was expensive but valuable, and moving was not to be considered. They discovered that they could lease an adjoining "L," but it occurred to them that what they wanted was not additional first floor space but second floor space. None of the second floor, however, was available. They were then impressed with the distance from their store's floor to its ceiling, 20 feet. They cut it in two. The floor area was 40 x 70 feet. The second floor was built over a space 40x55 feet. This was given over to clothing. The total result is decidedly pleasing. The work being done in ornamental steel and a most artistic stairway being introduced into the center of the room about half way down its length. Lighting fixtures of the semi-indirect type have been installed. The floor has been carpeted and the color motif adopted is light gray. The change has enabled the store to take on a large amount of additional stock without increasing its overhead.

## How the Rising Market Looks to Us

New York, Sept. 3, 1921.

Having been in the market the past three weeks with several buyers, we have had an opportunity to see and talk with those familiar with the situation and the causes back of the recent runaway movement in cotton goods.

Cotton a few weeks ago was selling at 11½c and very weak. To-day it is 18¼c and strong. The change in sentiment is due to the realization by those who use raw cotton that while the carry-over may have been 10,000,000 bales, that the next crop is likely not only to be very short, (around 7,500,000 bales) but that a large part of the cotton carried over and the next crop WILL BE BELOW MIDDLINGS instead of MIDDLINGS AND ABOVE, and most of the Mills are equipped to handle only Middlings or better grades, and could not handle lesser grades without changing equipment at a large cost. Hence the Mills started buying. Speculators who counted on the pessimistic attitude of everyone had sold cotton short and were badly squeezed when the market rose, and their necessity to cover helped push up the price still further.

During the fiscal year ending June 30, 1921, the exports of cotton fell off 21 per cent., but beginning August 1st Europeans began to buy and the recent takings of cotton for export each week have been practically double the same week last year. Large corporations organized privately and Governmental assistance are providing proper credit facilities whereby the cotton farmers can secure loans on cotton to provide for their needs and prevent needless sacrificing and thereby handle the carry-over and new crop in an orderly manner.

But perhaps the biggest factor of all is that supply and demand are now more nearly equal. Our 106,000,000 people are wearing out cotton goods constantly, whereas the production for nearly a year has been curtailed. Many wholesalers and retailers have been low on merchandise, and orders recently placed have cleaned up the available production for nearby delivery. Practically every Mill advanced prices first, but that didn't stop orders pouring in. Meanwhile they tried to buy cotton in the face of a runaway market, and it jumped so fast they didn't know what to do, so almost all Mills are now sold up until November, and have withdrawn their lines until they know what to do for later delivery.

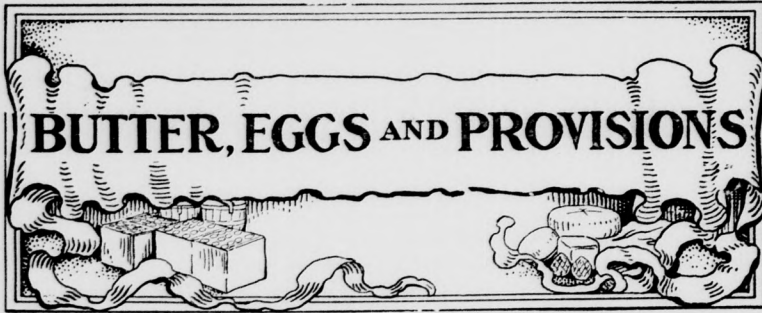
Manufacturers of Hosiery, Underwear, Knit Goods, Men's Furnishings and Ladies Ready-to-wear are almost sold out of merchandise for nearby deliveries, and are asking advances on such merchandise as they have to sell. They maintain that during this period of readjustment, some lines dropped further than others, and are entitled to an advance to place them on a parity with the others, and that dry goods, of all other lines, is most entitled to benefit accordingly. Already it is plainly stated that those who do not buy for Spring 1922 now, will have to pay large advances, or go without altogether.

More conservative authorities in cotton goods circles have expressed the opinion that they hope that the advances in cotton and other raw materials will not go so far as to force a large advance in cotton goods, as there are some other lines which went down with cotton goods which have not gone up accordingly and those lines have resented the advance in cotton goods.

In Fall River, Mass. many of the Mills are now employing labor full time and in some cases over time and there have been some few advances in wages. It looks to us as if the remainder of the Fall would be a strong buoyant market in cotton and other dry goods. We are hoping that we will not have a re-occurrence of the swiftly advancing market and the attendant evils which we had before, but that the market may become stabilized and move along on a basis where all of us, including Mills, Manufacturers, Wholesalers and Retailers will be able to merchandise without the attendant worries of a constantly fluctuating market.

C. J. FARLEY, President,

GRAND RAPIDS DRY GOODS CO.



**Michigan Poultry, Butter and Egg Association.**

President—J. W. Lyons, Jackson.  
 Vice-President—Patrick Hurley, Detroit.  
 Secretary and Treasurer—Dr. A. Bentley, Saginaw.  
 Executive Committee—F. A. Johnson, Detroit; H. L. Williams, Howell; C. J. Chandler, Detroit.

**Buying, Thawing and Cooking of Frozen Poultry.**

Many elements enter into the question of successful preservation of foods by the means of cold storage. Each step is a distinct and separate process, but in each case the condition of the food is the main consideration.

In the refrigeration of poultry the birds selected must be absolutely free of disease. After killing, they are pre-cooled to remove any body heat, then placed in cold storage. It is stated on the best authority that turkeys are far better when they have been in cold storage. Ninety per cent. of all turkeys are marketed in the fall and then held in cold storage until Thanksgiving, Christmas or New Year's, when turkey is the popular bird. Otherwise it would not be possible to supply the great demand for turkeys at this time.

Before cold storage facilities were available, during the time of plenty, the prices were naturally low, and during the time of scarcity, prices were extremely high. Now cold storage houses enable us to have practically as steady a supply during the period of non-production as during the period of greatest production. It is a most necessary and healthful form of food preservation and it is to be regretted that every one does not understand its importance.

The average housewife thinks that all cold storage foods are frozen foods. Quantities of fruit as well as other things are kept in cold storage at a temperature that preserves, but does not freeze.

When buying a cold storage fowl, choose a bird with white skin and a plump, round breast rather than one with a long breast and yellow skin, if you want one of fine texture and flavor. Often you will see some one select a chicken with bunches of fat inside as well as immediately under the skin, but the expert chef in the best hotels would throw it away rather than serve it. The best chicken has the fat evenly distributed in small globules throughout the flesh so that, when it is cooked, it is rich, juicy and sweet. This means the chicken has been properly fed with not too much corn.

If possible, select a dressed fowl, rub your hand over the skin and never accept one that feels slippery or slimy, for this means it is in bad condition.

It is best to buy the fowl in its frozen state, just as it comes from cold storage, because, once a cold storage chicken begins to thaw, it decomposes quickly. It should be thawed in ice-water and then cooked immediately afterward, never allowing it to get warm. Treated in this way, it is delicious, the meat tender and sweet and an entirely wholesome food. If the chicken is purchased already thawed in the market, clean and cook immediately.

A friend of mine told me that he took home with him two cold storage fowls. He cooked one and gave the other to his neighbor. The next day she called to him and asked him where he had purchased the bird, saying that it was the best one they had had in years. This man was a scientist and the chicken he gave to his neighbor was one he had kept in cold storage for five years, having held it as an experiment.

In England a chicken is not considered first-class until it has been kept in a frozen state for some time. Many first-class restaurants, too, in this country serve only cold storage chickens, claiming they are the only ones which satisfy their patrons. The economic argument against cold storage is as unsound as is the attack against the healthfulness of properly handled cold storage foods. This form of food preservation should not have to suffer from hearsay and idle gossip. Probably some of the old charges are true, but cold storage of to-day is the result of the most careful study and investigation on the part of the Federal Department of Agriculture, agricultural colleges, and the growers and packers of food products. It is rightly classed as one of the most beneficent agents in our present civilization.

Helen H. Downing.

Many a marriage contract has been ruined by hot bread and cold feet.

**Watson-Higgins Mfg. Co.**  
 GRAND RAPIDS, MICH.

**Merchant Millers**

Owned by Merchants

Products sold by Merchants

Brand Recommended by Merchants

**New Perfection Flour**

Packed in SAXOLIN Paper-lined Cotton, Sanitary Sacks

Grand Rapids Distributor

**Blue Grass Butter**

Good Luck Oleomargarine

Procter & Gamble Full Line of Soaps, Chips, Etc.

Flake White and Crisco

Southern Cotton Oil Trading Co.'s Scoco and Snowdrift

**Oxford Brand Oranges**

**KENT STORAGE CO.**

GRAND RAPIDS MICHIGAN

SEND US ORDERS **FIELD SEEDS**

WILL HAVE QUICK ATTENTION

Pleasant St. and Railroads Both Phones 1217 **Moseley Brothers, GRAND RAPIDS, MICH.**

**MILLER MICHIGAN POTATO CO.**

Wholesale Potatoes, Onions

Correspondence Solicited

**Frank T. Miller, Sec'y and Treas.** Wm. Alden Smith Building Grand Rapids, Michigan

For Dependable Quality

DEPEND ON

**Piowaty**

**M. J. DARK & SONS**

GRAND RAPIDS, MICH.

Receivers and Shippers of All

Seasonable

**Fruits and Vegetables**



**Leave the Farmer Alone.**

Trufant, Aug. 30—Under existing conditions we farmers have no opportunity to make prices in our products. We must accept such prices and conditions as the ones higher up see fit to allow us, but I cannot believe this will last so very long. Should it do so, we will go bankrupt. Us farmers cannot very well go bankrupt with a substantial roll in our jacket. All we can do will be as our fathers did fifty and sixty years ago—work harder and longer hours, consume what we produce and stop buying. This in time will shut down factories and the so-called laborer will probably find out the result and that Gompers and the law makers are not the ones who keep body and soul together. If all labor leaders could in some way be silenced and 90 per cent. of the last ten year's law repealed and lawmakers go home and stay home, we could probably get back to normal times and avoid a revolution. All that I think is necessary will be to enforce the old laws, do away with 99 per cent. of the newly created officers and as the Grand Rapids Herald reported a short time ago, lock up drunkards and let them pay all the expense of arrest and their keep besides. The prohibition movement as it is conducted seems to be too awful an expense and a failure except for officers and those higher up. The producer needs no Government help. Just let him alone and conditions will right themselves in the end. Should the so-called business side object to farmer organizations, such as Gleaner, Grange or Farm Bureau, I believe the remedy to discontinue is very simple. Just discontinue their own organizations. Let competition rule and, no doubt, the farmers will be glad to disband. However, should labor unions and all other combinations continue and ask the Government for backing, we cannot expect farmers to refrain from being mulish and kick back and they certainly are strong enough to hold their own. Not alone that, but they can take life easier than when trying to meet competition. Last, not least, I wish to make known personally I belong to no group nor what I call cowardly association whereby I expect the other fellow to do the dirty work for me. I am one of the old timers and would feel awfully small in being supported by combinations or help from our Government.

G. P. Rasmussen.

**Secret of an Unusual Groery Success.**

Although Mr. Cochran had the reputation of being one of the highest priced grocers in the county, although Clarion, Pa., is not excessively populated, and although there is no deficiency of competition, this grocer increased his sales in four years from \$14,000 to \$82,000. The fundamental cause of this growth is aggressive advertising. The store avoids stocking anything that is not well advertised. Mr. Cochran maintains a mailing list that he uses effectively, and he uses the newspapers; but, as the newspapers are weeklies, he relies chiefly on direct mail matter. His town list includes 350 names, his rural neighborhood list 2700 names. Farmers' names comprise another mailing list used for special purposes. The store's employes collected as many names as they could, and the postmen were induced to add the missing names to the list. When a newcomer rents a house or buys one, the agent conducting the transaction informs Mr. Cochran of his name. The same is true of the agent writing a fire insurance policy.

Mr. Cochran's file contains a set of

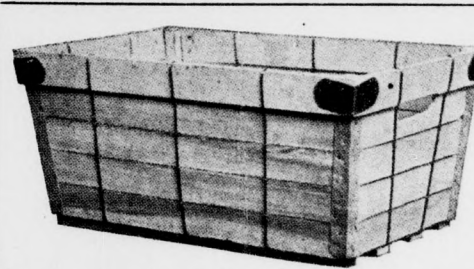
cards showing customers' preferences as to brands of coffee, etc. Coffee is one of the store's leaders, and practically every home uses it at the rate of 12 pounds per capita. Making coffee a leader is a good way to get customers. Letters are sent out weekly, and special bulletins are issued every Wednesday under the caption of "Cochran's Mouth Organ." New-comers are always pleasantly surprised by the personal letters which they receive from the store.

Charles A. Goddard.

**Value of Eggs as Food.**

It is generally accepted that weight for weight an egg contains more nutriment than any other kind of food. There is no bone, no gristle, no great proportion of water, and the only portions which are not edible—the shell and the outer membrane—are a very small percentage of the whole. Thus there is the very modicum of waste or refuse. Eggs, as a rule, average eight to the pound, and a dozen eggs, even though they cost 45 cents per dozen, are cheaper as an article of diet than 1½ pounds of beefsteak. The two will cost alike, but in point of real nutriment we believe eggs have the advantage. Eggs can be served in scores of different ways, and can be presented in the most palatable forms. They enter into the composition of innumerable dishes, are relished equally by the invalid and the healthy; together with milk they should form the principal diet of children and are, in brief, one of the most valuable of our foods. It is true they do not suit all stomachs. Those who are known as bilious subjects dare not eat many eggs, but apart from such people, there are few to whom a new-laid egg does not appeal.

The steps of evil will never reach the summit of good.



**Delivery and Carrying BASKETS**

Built of Ash, and bound together with heavy galvanized wires and metal corners. Light and strong. Guaranteed to stand the hardest usage. Wires inside and outside of basket tied together with Brock Patent Rings.

1 Bushel size	-----	\$1.50
1½ Bushel size	-----	1.90
2 Bushel size	-----	2.20
2½ Bushel size	-----	2.60
3 Bushel size	-----	2.80
4 Bushel size	-----	3.40

Agents wanted.

**Archie J. Verville Co.**  
608 Quincy St.  
Hancock, Michigan

**DAYTON DISPLAY FIXTURES ARE GUARANTEED TO**  
—increase sales; save time, space and labor; improve display and appearance of store.  
Write for literature, terms and prices.  
The Dayton Display Fixtures Co.,  
Dayton, Ohio.

Blanks for Presenting  
**LOSS AND DAMAGE**  
or **OVERCHARGE**  
CLAIMS,  
and other Transportation Blanks.  
**BARLOW BROS.**  
Grand Rapids, Mich.

We are now shipping

**Apples - Onions**  
**Grapes - Pears**

If you are in the market for carlots or less, write

**The Vinkemulder Company**  
GRAND RAPIDS, MICHIGAN



**"cracking" a coconut with a can opener**

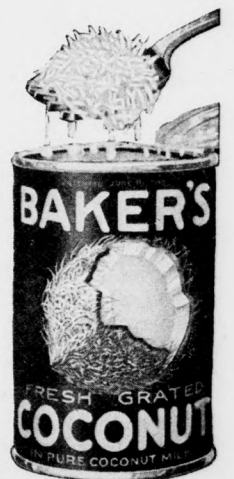
People used to sneak up on an unsuspecting coconut and hit it in the head with an ax. They made the coconut insensible and spoiled the ax. Now and then they got a little milk—usually they got a little mad.

The sensible woman runs a can opener lightly around a can of Baker's Coconut. It's simple—it's easy—and she gets better coconut all ready to use. It saves time, temper and trouble.

No wonder Baker's Fresh Grated Coconut is the choice of discerning housewives everywhere.

**THE FRANKLIN BAKER COMPANY**  
Philadelphia, Pa.

Baker's Dry Slice Coconut—the old-fashioned sugared kind is also sold—in paper cartons.





Michigan Retail Hardware Association.  
President—Norman G. Popp, Saginaw.  
Vice-President—Chas. J. Sturmer, Port Huron.  
Secretary—Arthur J. Scott, Marine City.  
Treasurer—William Moore, Detroit.

#### The Fall Fair Exhibit as an Advertisement.

Written for the Tradesman.

With the advent of the season for fall fairs, a new opportunity is offered the hardware dealer for successful advertising. A booth in the main building at the fall fair or an exhibit on the grounds represents an excellent opportunity to get into touch with customers new and old.

It is especially an opportunity for the hardware dealer to meet his country customers and to get a line on their needs. However, in most communities, the fall fair draws both the town crowd as well as the rural crowd and the hardware booth should be designed to appeal to both classes of customers, with, perhaps, some emphasis on the needs of the agriculturist.

The hardware dealer who also handles implements does not need to be told that the fall fair represents a good opportunity to advertise. He expects to be represented as a matter of course.

But the use of a fall fair booth to feature hardware lines, apart from agricultural implements, is not so general a practice.

In my town, ten years ago, one hardware firm had a booth at the fall fair, showing stoves and ranges. Next year there were two. Last year four out of a total of five or six firms were represented. The original exhibits have been considerably expanded from year to year, and the first firm, which started with a small space, takes half of one wing on the ground floor for its present exhibit.

"It is good advertising," is the consensus of opinion among the hardware dealers who have tried it. "We make direct sales, we get a line on new prospects, and we get into touch with the people to whom we aim to cater a little later in the fall."

Many lines can be successfully featured in the booth at the fall fair. The problem is, not to find something to show, but to find space to exhibit everything that can be shown to advantage.

In most exhibits the great feature will be stoves and ranges. These lines are timely at this season, and, although they occupy quite a lot of space, it is worth while to show them. Several models of ranges, including the biggest in stock; and several heaters of various sizes, should be shown. You cannot show everything you have to sell; but with a fair amount of space you can show lines

that will interest and approximate the needs of all classes of customers.

See that the heaters and ranges are spick and span, and keep them clear of dusts, circulars and the litter that such goods are apt to accumulate. Have them conveniently situated to show to customers, and in as good a light as possible.

Paint can also be shown and demonstrated. A good feature is a demonstration of some interior specialty—such as floor finish. One firm puts on a demonstration of this sort year after year, and reports increasingly good results.

While space is a problem, the fixing up of the booth permits many opportunities to show and demonstrate the use of various incidentals. If you handle linoleum, for instance, use that on the floor, finishing the edges with your floor finish. Have a full line of accessories, including any novelty articles, for your stoves and heaters. You can finish the side and back of the booth, and perhaps the ceiling, with wall board; and this can be attractively tinted, demonstrating your wall tint. The same wall board will serve for years, although every year the tinting can be touched upon renewed.

Another stunt is to show your "feature" kitchen range with a complete line of kitchen accessories. So, too, a washing machine can be shown with all the incidental equipment—wash boards, clothes baskets, drying racks, clothes line and pins, etc.—for a complete Monday's work. Aluminum and electrical goods can be shown in connection with your kitchen equipment; although electrical goods will have small appeal in the ordinary rural districts, where no current is available. Many farm homes, however, are now equipped with individual generating plants.

All the other lines mentioned are of interest to both town and country customers. The important point is to use every inch of space available to display articles that dovetail naturally into your exhibit.

A good idea is to show a model equipment for some line of work—such as a model kitchen or a model wash-room. A furniture dealer every fall puts on a display representing three model, connected rooms—say, living room, dining room and bedroom. This idea can be adapted to the hardware display.

The hardware display will, however, fall short of its maximum of effectiveness if, after having been well and carefully put together, the responsibility of looking after it is entrusted to an indifferent junior. I have known juniors who had the natural capacity

and enthusiasm to handle a fall fair display efficiently and well; but the fall fair exhibit deserves the most capable salesman you can spare. If the hardware dealer himself cannot be present, he should send his best salesman, or two of them. In this respect no effort should be spared to make a favorable impression on prospects.

Personally, I think that, at least on the second or big day of the fair, the hardware dealer himself should by all means be present, at least when



#### SIDNEY ELEVATORS

Will reduce handling expense and speed up work—will make money for you. Easily installed. Plans and instructions sent with each elevator. Write stating requirements, giving kind machine and size platform wanted, as well as height. We will quote money saving price.

Sidney Elevator Mfg. Co., Sidney, Ohio

## MCCRAY REFRIGERATORS

for ALL PURPOSES

Send for Catalogue

No. 95 for Residences  
No. 53 for Hotels, Clubs, Hospitals, Etc.  
No. 72 for Grocery Stores  
No. 64 for Meat Markets  
No. 75 for Florist Shops

MCCRAY REFRIGERATOR CO.  
2144 Lake St. Kendallville, Ind.

## Foster, Stevens & Co.

### Wholesale Hardware

157-159 Monroe Ave. :: 151 to 161 Louis N. W.

Grand Rapids, Mich.

## Brown & Sehler Co.

"Home of Sunbeam Goods"

Manufacturers of

### HARNESS, HORSE COLLARS

Jobbers in

Saddlery Hardware, Blankets, Robes, Summer Goods, Mackinaws, Sheep-Lined and Blanket-Lined Coats, Sweaters, Farm Machinery and Garden Tools, Automobile Tires and Tubes, and a Full Line of Automobile Accessories.

GRAND RAPIDS,

MICHIGAN

## Michigan Hardware Co.

Exclusively Wholesale

Grand Rapids, Mich.



the crowds are thickest. It is worth his while to exchange greetings with his country customers. The personal touch counts a lot more with them than with city customers.

Incidentally, a big banner or sign outside the booth should carry the name of the firm in conspicuous letters; and show cards can be used to good advantage in connection with the display.

The fall fair is, of course, a big opportunity to distribute advertising matter. Some firms make a practice of handing out inexpensive souvenirs. A large share of this material in actual practice gets into the hands of unappreciative youngsters; although not all the material so placed is wasted by any means. Nevertheless, there is bound to be a lot of waste.

See that all advertising matter handed out is stamped with your firm name and address. That is important.

Special efforts should be made to get a line on new prospects; as, for instance, in the stove department. If a woman is interested in your big range, get her name and address; also, if possible, her promise to call at the store and talk things over. Perhaps with a little extra effort you can clinch some sales on the spot; but if not, don't neglect the opportunities of dealing later on.

Have a book to note down the names and addresses of all such prospects; noting also in what particular line they were interested. After the fair is over, make it a point to get in touch with these prospects and include them in your follow-up advertising campaign. If you handle this matter properly, you will ultimately be able to trace a lot of good sales to your fall fair exhibit.

Demonstration is always a first-class means of advertising; and, where possible, demonstrations should be put on. If, for instance, you have gas connections, you can show the range in operation; or you can perhaps demonstrate it with other fuel. If not, you can at least invite anyone interested to witness a demonstration at the store, a little later, or perhaps during fall fair week. Paint specialties can be readily demonstrated in the fall fair booth; silver polish and similar articles can be demonstrated; a food chopper can be demonstrated and will make you a lot of sales in return for very small space to show it.

The more the opportunities are studied, the more they will develop before you. It is important, however, not to attempt to show too much. Better show a few lines and show them effectively. Take ample time to get your booth in attractive shape before the fair opens, so that from the very start your display will be effective.

Victor Lauriston.

**Misleading.**

"Did you buy your furniture at that installment house I told you about?"

"No, indeed! I went out there and looked at the sign in the window and came right away."

"Why, what was wrong?"

"You know very well prices have been dropping like the mischief lately and his advertisement said 'Nothing down.'"

**Varied Activities of Petoskey Business Men.**

Petoskey, Sept. 6—Thousands of annual sufferers from hay fever are now in this city, seeking the relief which Little Traverse Bay offers. Hotels, boarding and rooming houses and private homes are fast filling to capacity. In the work of housing these visitors the Chamber of Commerce is very busy, a special staff devoting full time to the work.

A communication from one of our nearby cities published in the Tradesman of last week invites the following comment: What community ever prospered on flaunting its ills and short-comings? We doubt if any. The writer of the article referred to some time ago took occasion to rap the undersigned for seeking publicity. This was a "grievous charge," but unlike Caesar's experience, we hope to make no "grievous answer." We are for the community in which we live and try never to overlook an opportunity to tell the world of its virtues. When comes the time that ills attack us we'll keep on trying to better conditions and speak only of the good there is.

Northern Michigan has a heritage in the development of which every unit of our citizenship should play its part and this the men of Petoskey are endeavoring to do—and with splendid success. Publishing to the readers of the Tradesman—and they are legion—the beauties of Little Traverse Bay region has aided very materially in the present unprecedented prosperity of this city and we are very grateful for the opportunity afforded to use its columns.

Chamber of Commerce activity has resulted in the re-opening of the Inland Route navigation. This wonderful water route has been closed since prior to the kaiser's war. Visitors are enthusiastic over this added attraction.

J. Frank Quinn.

**Suggestions For Pushing Enamel Ware.**

Sales in enamel ware have come up from 15 to 20 per cent. in the last six months under the slogan "Show it up and clean it up," says a successful retailer. He suggests that not more than two or three pieces of ware be displayed in the window. In connection with these he would offer special reduced prices for about a week, for the purposes of "acquaintanceship" with stock and values. This would be succeeded by other similar sales. Carry only the finest enamel ware or, at least give it first place in your store. Both in window display and interior arrangement, it is wise to confine yourself to one color. Large circular tables with ascending shelves placed in front of the store and carrying the identical lines displayed in the window, help the customer to make a quick choice.

**Putting Thought Into Your Window.**

More than shoes are required to make a campaign effective. Novelty must not be overlooked. There is always opportunity to exercise artistic taste by introducing decorative materials. The display man should always be ready to place a special or timely trim. For example, he should have plans, show cards, price tickets, etc., ready for a special display of waterproof shoes—the window trim ready to be placed immediately when weather threatens. This advanced preparation makes a "scoop" over your competitor.

**SHERWOOD SPRING COASTER**

THE BEST BOYS' WAGON ON THE MARKET.  
NOTE EXCLUSIVE FEATURES—NEW LOW PRICES.

HUEBNER SCREEN DOOR CO., Distributors.  
Farnsworth & Grand Trunk R. R. Detroit.

You Make Satisfied Customers when you sell

**"SUNSHINE" FLOUR**

BLEND FOR FAMILY USE  
THE QUALITY IS STANDARD AND THE PRICE REASONABLE

Genuine Buckwheat Flour  
Graham and Corn Meal

J. F. Eesley Milling Co.  
The Sunshine Mills  
PLAINWELL, MICHIGAN

When You Need Any of the Following Items And Want the BEST POSSIBLE SERVICE

Write The Dudley Paper Co.  
LANSING, MICH.

Wrapping Paper—Twine  
Congoleum—Shingles—Roofing  
Wood Dishes—Milk Bottles

We are making a special offer on Agricultural Hydrated Lime in less than car lots.

A. B. KNOWLSON CO.  
Grand Rapids Michigan

*McLellan Business University*

"The Quality School"

A. E. HOWELL, Manager  
110-118 Pearl St. Grand Rapids, Mich.  
School the year round. Catalog free.

**Sand Lime Brick**

Nothing as Durable  
Nothing as Fireproof  
Makes Structures Beautiful  
No Painting  
No Cost for Repairs  
Fire Proof  
Weather Proof  
Warm in Winter  
Cool in Summer

Brick is Everlasting

Grande Brick Co., Grand Rapids  
So. Mich. Brick Co., Kalamazoo  
Saginaw Brick Co., Saginaw  
Jackson-Jansing Brick Co., Rives Junction

Signs of the Times Are Electric Signs

Progressive merchants and manufacturers now realize the value of Electric Advertising.  
We furnish you with sketches, prices and operating cost for the asking.

THE POWER CO.  
Bell M 797 Citizens 4261

**Motor Rewinding and Repairing**

We carry a complete stock of Robbins-Myers Motors for which we are sole agents for Michigan.

We have a fair stock of second hand motors.

W. M. Ackerman Electric Co.  
549 Pine Ave., Grand Rapids  
Citizens 4294 Bell 288



**Do Not Build Up a Wall Around Yourself.**

From the standpoint of efficiency, the ideal business is a first-class merchant running his shop all alone. In this case the merchant is the buyer, the salesman, the stock clerk, the porter and the errand boy. If he is a good man every department of his business co-ordinates perfectly. There is no quarrel between the man who does the buying and the man who does the selling. The buyer opens up the goods and knows them thoroughly. The buying department is in touch with the customers of the business. Do you get the idea? Every great corporation in its organization, attempts to work out the idea of one man running his own shop.

Now this one man of ability may get along nicely until his business grows to the point where it is necessary for him to employ a salesman. When this necessity arises, and the salesman is employed, then a whole new field opens to this merchant. He immediately has a new problem. He must train his salesman to work according to his ideas. Now if he is a wise merchant and has understanding, he will study his new salesman very carefully, and he will start in training this salesman to do things the way he would do them himself, and at the same time he will try to gain the good will and friendship of this salesman, so there will be just as little pulling against him as possible.

After a while if the business continues to grow, other salesmen will be employed and the process of training must be continued. Then the time will come when departments must be organized under foremen and here an entirely new problem develops. This merchant, who started alone in business, must have the ability to train his foremen so they in turn, will train the salesmen under them. It is right at this point where many a good merchant finds his limitations. Some good men can work well alone. They can not train even one salesman. If this is true then their development stops right there.

Then there is a class of merchants who can train salesmen to work immediately under their eyes, but when they attempt to organize their business to run under the supervision of foremen, where the salesmen are not under the immediate supervision of the head of the business, for some reason the head of the business can not do this and in that case he has reached his business limitations right there. He can run a force of salesmen himself, but he does not understand the art of delegating this work

to foremen and training foremen to train the salesmen under them.

Every merchant in his progress reaches these various stages and each stage of development has its underlying principles that surely and certainly lead to success or failure.

No business man can become a great merchant unless he understands the art of multiplying himself. It is necessary in the early stages of the development of any great merchant for him to study and learn the details of his business, but it is just as necessary in the later stages of his development for him to turn the handling of these details over to other people. Nothing is more discouraging in business than to have to deal with an executive who does not understand the details of the business, nor on the other hand is there anything more irritating than to have to deal with an executive whose mind constantly reverts back to details when one is attempting to outline and fix general policies for the guidance of the business. The shores of the ocean of business are strewn with the wrecks of those business ships where the captain in the time of an emergency left the bridge, went down into the boiler room and insisted on doing the stoking.

Every merchant must learn the difference between supervision and interference. It is proper and right for every head man in a business to supervise his business from garret to cellar. Benjamin Franklin expressed the idea when he said that "the eyes of the master can do more work than his two hands," but let me repeat that supervision is entirely different from interference. Some men can go through the business and afterward call certain heads of departments to their office and discuss in a sane and normal manner with these heads of departments certain questions in regard to the running of these departments—but for the head of the business to stop in a department and make criticisms before the workmen in that department is decidedly interference with the work of the foreman of that department. No discipline can exist where such things are done. No good foreman can be held on such jobs. A good merchant shows his own ability by building up the authority of and supporting his foremen. To criticize and humiliate one employe before another is fundamentally a bad break on the part of any employer, and if it is your custom to do this you can put it down that you are not fit to occupy the position you are filling.

If your business has reached the point where you are using superintendents and foremen, you must work

(Continued on page thirty)

**HOTEL WHITCOMB**

St. Joseph, Mich.  
European Plan  
Headquarters for Commercial Men making the Twin Cities of ST. JOSEPH AND BENTON HARBOR Remodeled, refurnished and redecorated throughout.  
Cafe and Cafeteria in connection where the best of food is obtained at moderate prices.  
Rooms with running water \$1.50, with private toilet \$1.75 and \$2.00, with private bath \$2.50 and \$3.00.  
J. T. TOWNSEND, Manager.

**CUSHMAN HOTEL**  
PETOSKEY, MICHIGAN

Commercial Men taken care of the entire year. Special Dinner Dances and other entertainment During the Resort Season. Wire for Reservations.

**OCCIDENTAL HOTEL**  
FIRE PROOF

CENTRALLY LOCATED  
Rates \$1.00 and up  
EDWARD R. SWETT, Mgr.  
Muskegon Michigan

**Livingston Hotel**

and Cafeteria  
GRAND RAPIDS

Nearer than anything to everything.  
Opposite Monument Square.  
New progressive management.  
Rates \$1.25 to \$2.50  
MORROW & BENNER, Proprs.

**Beach's Restaurant**

Four doors from Tradesman office  
QUALITY THE BEST

**Western Hotel**

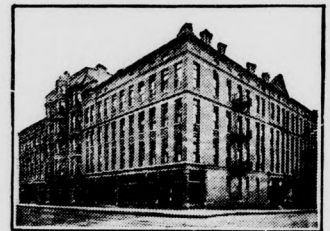
BIG RAPIDS, MICH.  
Hot and cold running water in all rooms. Several rooms with bath. All rooms well heated and well ventilated.  
A good place to stop.  
American plan. Rates reasonable.  
WILL F. JENKINS, Manager.

**PARK-AMERICAN HOTEL**

Near G. R. & I. Depot  
Kalamazoo  
European Plan \$1.50 and Up  
ERNEST McLEAN, Manager

The Newest in Grand Rapids Well Known for Comfort and Courtesy  
**HOTEL BROWNING**  
Three Short Blocks From Union Depot  
Grand Rapids, Mich.  
150 FIRE PROOF ROOMS—All With Private Bath, \$2.50 and \$3.00  
A. E. HAGER, Managing-Director

**CODY HOTEL**



IN THE HEART OF THE CITY  
Division and Fulton

RATES { \$1.50 up without bath  
          { \$2.50 up with bath

**CODY CAFETERIA IN CONNECTION**

**New Hotel Mertens**

GRAND RAPIDS  
Rooms without bath, \$1.50-\$2.00; with shower or tub, \$2.50.  
Meals, 75 cents or a la carte.  
Wire for Reservation.



Fire Proof



### Gabby Gleanings From Grand Rapids.

Grand Rapids, Sept. 6—D. J. Wall, formerly assistant sales manager for the Rindge, Kalmbach, Logie Co., is now New York State salesman for that house, with headquarters at Buffalo.

Mr. Wall's successor is Andrew G. McGill, who was five years with the Emerson Shoe Co., of Rockland, Mass., two of which were devoted to the work of credit man.

F. J. Fessenden, who has long conducted a model drug store at Central Lake, has purchased the drug stock of F. S. Hines, at Charlevoix, and will continue business at both places. He has given the Hazeltine & Perkins Drug Co. his order for a complete set of Wilmarth fixtures and a Guarantee iceless soda fountain, which he expects to have installed by October 15. When the changes he has ordered are fully completed he will have the finest drug store in the resort region. Mr. Fessenden will remove to Charlevoix and give the store at that place his personal attention.

Travelers who are unable to obtain sleeping accommodations at the hotels at Benton Harbor can usually secure excellent room service at the House of David, about three miles out of town. Regular street car service is maintained direct to the resort. Excellent food can be obtained at the House of David, if the diner can get along without meat and be content to drink the vilest and cheapest coffee ever served to a hotel guest. With everything else so good in quality it is unexplainable why the "brothers" should serve such wretched coffee, when good coffee is so easily obtainable.

All doubt as to the future of the Regent theater project has been dispelled by the official announcement of the promotor that as soon as his present theater project at South Bend is well under way he will return to Grand Rapids and resume the construction of the building with funds provided by himself. Mr. Handelsman purchased one-quarter of a block in South Bend for \$300,000, accepted \$300,000 common stock in payment for his purchase and proceeded to sell \$300,000 8 per cent. preferred stock to provide funds for the erection of the theater. Within six weeks \$160,000 worth of stock was subscribed and the building is now practically ready for the roof. A ten year lease of the Oliver theater has also been secured and turned into the general project. Mr. Handelsman is a man who does things right as soon as he is satisfied that the conditions are right.

W. N. Senf, Secretary of the Michigan Bankers and Merchants Mutual Fire Insurance Co., and Arthur G. Bode, Assistant Secretary of the Michigan Shoe Dealers Mutual Fire Insurance Co., both of Fremont, were in the city Tuesday.

The daily papers state that the much-advertised labor union picnic at Reed's Lake labor day, held under the auspices of the central organization of labor unions, was attended by less than 300 people, showing very clearly the demoralization which has taken place in the ranks of labor union propagandists in this community. The membership lists of the various unions have dwindled to such an extent that the union leaders dare not have a parade, because it would demonstrate the remarkable decay of unionism in this city.

Howard F. Johnson, manager of the Rindge, Kalmbach, Logie Co., is putting in a week at New York and Boston. He is expected home Friday or Saturday of this week.

Charles W. Garfield, chairman of the board of the Grand Rapids Savings Bank, has returned from a three weeks' stay in Boston and environs.

When business is dull, sharpen your wits.

Jobs that are done at the last minute seldom last.

Things seldom go wrong for the man who goes right.

When you run into debt remember that it is a long walk out.

Remember the goat; when he meets competition he uses his head.

Some towns need to build hospitals and some towns need to fill one.

The only way to make a success of a business is to make a business of your success.

Every father hopes his son will work as hard as he did and that he won't have to.

There are 129 kinds of automobiles in the United States, but only two kinds of drivers.

A contract is like a deck of cards; just when you think you are winning, the other fellow plays the joker.

The moral that adorns a dog's tail is this; The tail that gets a wiggle on seldom has a can tied to it.

There is only one thing that a man would rather do than talk about himself and that is to listen about himself.

Barney Oldfield says that an automobile is really a locomotive; and "loco," as we understand it, means crazy.

The moonshine is due to the fact that the moon is full, but when a man is full it is generally due to the moonshine.

Perhaps the members of a certain uncertain organization are called the Industrial Workers of the World because they are trying to work the world for a living.

An automobile running twenty-five miles an hour can be stopped in 58 feet; and sometimes a car running sixty miles an hour is stopped in fifty feet—but it is fifty feet straight down.

Harding, Sr., says he got married because he was lonesome for someone to talk to. Well, of course, he didn't get someone to talk to, but he got someone to listen to, and that helps some.

### Moving Michigan Headquarters To Detroit.

Grand Rapids, Sept. 6—Will you kindly change the address on your records of this company from Washburn-Crosby Company, 1211 Grand Rapids Savings Bank building to 608 Empire building, Detroit to be effective immediately.

We are asking that change be made at this time as we are discontinuing, at least temporarily, our Grand Rapids office.

Our year, which ends to-day, has been a remarkably good one. Our business has held up wonderfully, notwithstanding the adverse conditions.

In changing to Detroit we are merely transferring the book-keeping details to that point. The telephones will be continued under present numbers and all our city trade will receive the same service in this respect as before. Our sales organization will, of course, be maintained as heretofore and the change we are making does not in any way contemplate any reduction in our sales effort. In fact, we expect to give greater attention than before to that end of our business and while not at all hampering our service, the change will effect economy, which will in turn be reflected in our dealings with the trade.

We wish to express our appreciation of your magazine. It is the only one we know of that keeps in touch with dealers in a comprehensive manner. We feel that it is of considerable service to us and are, therefore, requesting that you send the magazine to Detroit.

Washburn-Crosby Co.

It is a sign of good advertising when a customer knows more about the advertised goods than the salesman, but it is a sign of poor management.

### Death of Mrs. Lee Hutchins.

The sympathy of the trade will go out to Lee M. and Wilson Hutchins in the loss of their wife and mother, Mrs. Alice Wilson Hutchins, whose death occurred at the family residence Sunday evening. The funeral was held at the late residence of the deceased this afternoon, interment being in the family lot at Oak Hill cemetery.

Mrs. Hutchins had been a resident of Grand Rapids for many years and was prominent in church, social, club and philanthropic circles. She was a member of Westminster Presbyterian church and especially interested in all the activities of that church. She was a woman of broad views and wide sympathies who took to her heart all who came up to her exacting standard of life and living. Mrs. Hutchins profoundly lived her Christianity. She early plotted her chart of life, and her philosophy rose supreme above every obstacle and every vexation. She could not be thrown out of balance, come what might, and she faced the prospect of a lingering, torturing final illness without complaint or a single word of regret. She could face the inevitable with complete resignation because throughout her life she possessed the stoicism of the ancients—save that this stoicism rested upon the most solid foundations of religious belief and profound faith in the eventual salvation of humanity.

Mrs. Hutchins brought to her husband a certain dignity and grace, and a hospitality as ample as it was simple and unostentatious. She came of a Protestant family, of whom it was said that "for two hundred years their word was as good as their bond." To the very end of her life her mind was occupied with elevated and interesting subjects. More than this, hers was a most spiritual nature; while her unselfish devotion made possible her husband's varied activities, his correspondence and his friendships, both with men and women, in all parts of the country. How large a part Mrs. Hutchins filled in the development and the success of the noble career of her husband can only be known to those most near to her, who have witnessed the sweetness and patience as well as the mental vigor and the religious spirit which filled her active life and crowned her latter years.

### Hats Designed For Bobbed Hair Ones.

In view of the fact that certain prominent retailers have "put their foot down" on bobbed hair, so far as its being worn by their sales employees is concerned, it remains to be seen how freely they will take up the types of hats that have already been developed especially for women whose tresses have been shorn.

"For just this type of coiffure," the current bulletin of the Retail Millinery Association remarks, "many of the French modistes have allocated to the back brim of these hats a very short effect. By this is not meant just the elimination of the back brim, but an improved line that gives a nice frame

to the curly ends of the bobbed hair.

"Louise Marsey has created a charming hat of large proportions to fit the need of the naturally small head size and unusual back arrangement of bobbed hair. She folds the back brim almost straight across and allows it to stand in a little raised cuff that meets one of the sides, which is shaped the same way. The rest of the hat continues in a large sweeping line. She then arranges back trimmings of quills as a decorative touch, placing them high enough to give a good line to the head.

"Although the vogue for bobbed hair started in Paris and has for some time been so well established as to be taken into consideration by the French milliners, it has only been within the last few months that the manufacturer's in this country have had seriously to consider it. This way of arranging the hair has become so general, however, as to produce a special need of hats designed especially for it.

### Hide Sales of Six Months Set Record.

The hide market appears to have reached a point that may be called stable. In the past six months probably more hides have changed hands than in any previous six months' period. Packers and dealers were obliged to carry enormous stocks of hides, being almost totally unable to make any sales from early 1920 until the present year. Since trading commenced on a large scale, nearly all the hides accumulated during the year of stagnation, and practically all taken off since the improvement in business, have passed into the hands of tanners.

There is excellent demand for certain weights and selections of hides, particularly kip, light extremes, calfskins, and spready native cows and steers. But, in spite of the demand, tanners and dealers appear to have lost faith in the value of the merchandise and are afraid to advance prices for fear of driving customers away from the market.

Calfskins and kip continue to sell well at 20c for calf and 17@18c for kip alone. Thus, kip are the first class of hides to double in price since March, when best kip brought 9c.

Horsehides continue very low, and only best hides wanted.

Sheepskins and shearings remain unchanged.

### Requisites of a Successful Salesman.

The efficient salesman co-operates with the advertising. He pushes advertised goods. See to it that your goods are placed on the lower shelves, as the goods kept there sell most quickly. Advertised goods deserve good display. A good salesman chooses the right employer that he may be proud of his house. "The best goods at a fair price" is the far-sighted business policy. A salesman cannot recommend his goods without knowing them.

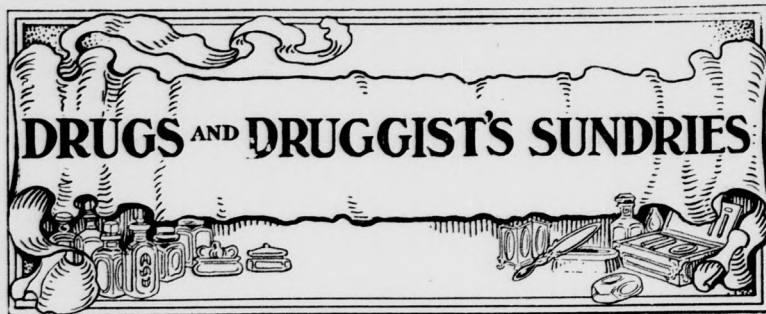
### Explained.

"Do you know," asked the hardware dealer of his newest assistant, "why lead is so named?"

"No sir. Why is it?"

"The first discoverers of the metal made nails of it and found it could not be driven."





### Beautiful Tribute To the Memory of Dr. Cutler.

Dr. William R. Cutler, a former druggist of Ionia, died Sunday, August 28.

I am pleased to contribute to you for publication a little history of the life of Dr. Cutler and of my experiences with him.

Dr. William R. Cutler was one of the few remaining direct descendants of James Cutler, who came from England and, with others, landed near Plymouth Rock somewhere between 1628 and 1632. The family settled in and about Boston, Waltham and Watertown, and lived in those localities for many years. Dr. Cutler's father moved from Waltham, when a young man and settled near Avon Springs in Western New York, Genesee county, only a few miles from Rochester. Emigrants from that part of New York made up the leading early settlers of Ionia.

Dr. Cutler's death was immediately preceded by that of Mrs. Frederick Hutchinson, Judge Allen B. Morse, Major T. G. Stevenson and Mrs. Lewis Smith. These were all close neighbors and friends of the older generation of American pioneers who came to Ionia, just before the trials of the Civil War. Dr. Cutler was incapacitated for service in the Civil War, but his younger brother, Captain Henry Cutler, of Avon, New York, was shot from his horse in a cavalry charge, and at Avon, New York, there is the Henry Cutler Post, G. A. R.

Dr. Cutler came to Ionia in 1857 and engaged in the practice of dentistry. He was then about 22 years of age and shortly after his coming to Ionia he suffered from the disease called necrosis of the bone in his thigh, and those who had known him for a great many years realized that on account of this difficulty and the operation which was performed by Dr. Zenas Bliss that he was incapacitated physically for laborious work.

My father came to Ionia in September, 1860, and bought the drug store that was owned by Phineas Hutchins and W. Yerrinton, and which was located where the Wagner clothing store is at the present time. In the year 1861 he formed an acquaintance with Dr. Cutler and my father took him in his business as junior partner. During the few years that followed, Dr. Cutler practiced dentistry, which was his profession. He was not only a genius, but he was a natural mechanic and the writer knows thoroughly that he was regarded as far beyond the times, as dentists were known in this part of the country, and he gave good evidence of it as years progressed. His work in this

line was at a time when there were no automatic pluggers, and conveniences for the practice of dentistry were few, but the writer had the privilege of handling the mallet and assisting Dr. Cutler in his work, and his patrons were among the leading families, not only of Ionia but of the surrounding country.

It was in this assistance to him and the necessity upon the writer for pocket money that brought about my acquaintance with Dr. Cutler.

If space would permit, I could give a list of names that were his patrons at that time and which bore evidence of his respectability as a man and his ability in his profession.

The firm of Hutchins & Cutler sold out to Taylor & Irish in the year 1866 and in the year 1871 Dr. Cutler bought out Mr. Irish and the firm became Taylor & Cutler. In the year 1885 Dr. Cutler bought the interests of John L. Taylor and he conducted the business in his own name until the time in which he took into partnership, Fred Lauster, who later went from Ionia to California. Mr. Lauster closed out the old store in 1919, and this will give all of his friends an idea of the length of time in which he was connected with the drug business.

The writer went with Taylor & Cutler in the year 1873 and remained as errand boy, etc., until March, 1874. From March, 1874, to October, 1875, the writer was otherwise engaged, but in October, 1875, he went back to Taylor & Cutler and remained with the firm until July 1, 1887.

The friendship between Dr. Cutler and my father was one of the splendid things which I remember in their business lives and I am proud to say that this same friendship continued between Dr. Cutler and myself. Except for his physical disability, he was a first-class business man. He always had a desire for a larger business and a broader field. He was naturally a producer and a wholesaler and many times I have talked with him along the lines that he ought to have been a wholesaler, instead of having the business which he pursued.

After years of friendship and devotion to each other, in which I looked upon him as my foster father, and in which years I had learned to know him as an honest and steadfast friend, I talked with him about my own future, and it was out of his desire and his love for me that he not only advised me to look for a larger field of operation, but sacrificed his own interests to secure for me a position that would lead to what he believed a full life in the lines of business which he had pursued. He not only advised me, but he recommended me to those to whom I went and exercised that ex-

treme faith that it takes a big man to produce and to utilize.

We differed in politics, in religion, in society and in certain economic rules, both local and National, but when it came to the question of business, honor and trustfulness, Dr. Cutler and I always agreed, and never allowed ourselves to injure each other's feelings in the expression of differences of opinion. I have said that I knew him better than any other man, and I can sum it up by saying that I knew him to be an honest man. There never was a time nor a place in my associations with him and in his business when I was with him that he did not base his calculations upon the principles which make up good men.

In his going away I have lost my last and best friend in his generation. He lived as he saw the light of dealing justly with his fellow men. Those who knew him loved him. What more can I say? He trusted in me and I trusted in him and we never broke our trusts. Lee M. Hutchins.

### When the Resort Season Is Over.

Looking ahead is the attitude which every business man should assume; work in the present, but plan for the future.

With the advent of September most people will have completed their holidaying and be ready to return to office, store or factory, as the case may be. One of the objective points of the vacation is to enjoy as much out-of-doors life as possible; and as a result the resorter returns home bearing evidence of her experiences. Here, then, is one of the druggist's opportunities to derive a profit from the sale of preparations of which the holiday maker is in immediate need.

A liberal supply of cold cream and other preparations will be found amongst the best selling articles for the vacationists, and it affords an excellent opportunity to dispose of quantities of "Complexion Improvers," which should be liberally featured in any display during September.

There are also many sundry articles which might appeal to those return-

ing who are unable to get what they want at their favorite summer resort, amongst some of these the delicious candies which they were wont to buy before going away and of which a striking display should be made to attract the attention of the customers. The men will want to replenish with cigars, cigarettes, etc., as well as lines of shaving goods, talcum powders, and many other such lines. The druggist will do well to make a special feature of catering to the returned tourist or holiday-seeker, as not only will it mean immediate business of considerable volume, but will also afford a splendid means to display one's own specialties and to secure "repeat" customers.

### Dental Antiseptic.

The following preparation is used for rendering the tooth cavities and root canals antiseptic in dental caries:

Carbolic acid	4 drachms
Oil of cassia	1 drachm
Oil of clove	1 drachm
Thymol	2 drachms
Glycerine	1 drachm
Tannic acid	20 grains

The cavities are saturated with the solution, then lightly packed with absorbent cotton dipped in the liquid, and finally sealed with a piece of cotton-wool saturated with sandarac varnish.

*Fieglers*

**Chocolates**

Package Goods of  
Paramount Quality  
and  
Artistic Design

## What Makes Your Citizens Telephone Bonds Absolutely Safe?

A million and a quarter in First Mortgage Bonds are backed by over SIX MILLION DOLLARS of property.

Earnings directly applicable to payment of interest are nearly THREE AND ONE-HALF time requirements.

THE COMPANY PRODUCES AN ESSENTIAL SERVICE.

When you consider these facts you KNOW these 7% bonds are ABSOLUTELY SAFE.

Denominations \$100, \$500 and \$1,000.  
Price 98 and Interest, to Yield 7.20%  
Maturing in 15½ Years.

**Citizens Telephone Company**







# GROCERY PRICE CURRENT

These quotations are carefully corrected weekly, within six hours of mailing, and are intended to be correct at time of going to press. Prices, however, are liable to change at any time, and country merchants will have their orders filled at market prices at date of purchase.

ADVANCED		DECLINED	
Cheese		Lard	
Lamb		Flour	
Mutton		Wheat	
Pork		Oats	
Smoked Meats			
Some Candy			

**AMMONIA**  
Arctic Brand  
16 oz., 2 doz. in carton,  
per doz. 1 75

**Clam Bouillon**  
Burnham's 7 oz. 2 50  
**Corn**  
Standard 1 20@1 75  
Country Gentmn 1 85@1 90  
Maine 1 90@2 25

**CIGARS**  
Worden Grocer Co. Brands

**AXLE GREASE**



**Hominy**  
Van Camp 1 50  
**Loabster**  
1/4 lb. Star 2 95  
1/2 lb. Star 4 80  
1 lb. Star 10 60  
**Mackerel**  
Mustard, 1 lb. 1 80  
Mustard, 2 lb. 2 80  
Soused, 1 1/2 lb. 1 60  
Soused, 2 lb. 2 75  
**Mushrooms**  
Choice, 1s, per can 56  
Hotels, 1s, per can 32  
Extra 65  
Sur Extra 80

**Harvester Line**  
Kiddies, 100s 37 50  
Record Breakers, 50s 75 00  
Delmonico, 50s 75 00  
Pacemaker, 50s 75 00  
Panatella, 50s 75 00  
Favorita Club, 50s 95 00  
Epicure, 50s 95 00  
Waldorf's, 50s 110 00

**The La Azora Line.**  
Opera (wood), 50s. 57 00  
Opera (tin), 25s 57 00  
Agreements, 50s 58 00  
Washington, 50s 75 00  
Biltmore, 50s, wood 95 00

**Sanchez & Haya Line**  
Clear Havana Cigars made in Tampa, Fla.

**Plums**  
California, No. 2 2 50  
**Pears in Syrup**  
Michigan 4 00  
California, No. 2 4 25

**Peas**  
Marrowfat 1 35@1 90  
Early June 1 45@2 10  
Early June sifd 2 25@2 40

**Peaches**  
California, No. 2 1/2 3 50  
California, No. 1 2 25@2 75  
Michigan, No. 2 4 25  
Pie, gallons 8 50

**Pineapple**  
Grated, No. 2 2 80@3 25  
Sliced, No. 2 1/2 3 50  
Extra 3 50

**Pumpkin**  
Van Camp, No. 3 1 60  
Van Camp, No. 10 4 50  
Lake Shore, No. 3 1 60

**Salmon**  
Warren's 1/2 lb. Flat 2 75  
Warren's 1 lb. Flat 4 00  
Red Alaska 2 85  
Med. Red Alaska 2 50  
Pink Alaska 1 50@1 60

**Sardines**  
Domestic, 1/4 3 65@5 00  
Mustard, 1/4s 4 50@5 00  
Mustard, 3/4s, 48s 4 00@4 50  
California Soused 2 00  
California Mustard 2 10  
California Tomato 2 00

**Sauerkraut**  
Hackmuth, No. 3 1 50  
Silver Pleece, No. 3 1 60

**Shrimps**  
Dunbar, 1s, doz. 2 50  
Dunbar, 1 1/2s, doz. 5 00

**Strawberries**  
Standard, No. 2 3 00  
Fancy, No. 2 4 00

**Tomatoes**  
No. 2 1 10@1 40  
No. 3 1 75@2 25  
No. 10 5 00

**CATSUP**  
Snider's 8 oz. 1 90  
Snider's 16 oz. 3 15  
Royal Red, 10 oz. 1 35  
Royal Red, Tins 11 75

**CHEESE**  
Brick 25  
Wisconsin Flats 22  
Longhorn 23  
New York 24  
Michigan Full Cream 22

**CHEWING GUM**  
Adams Black Jack 65  
Adams Bloodberry 65  
Adams Calif. Fruit 65  
Adams Chiclets 65  
Adams Sen Sen 65  
Adams Yucatan 65  
Beeman's Pepsin 65  
Beechnut 75  
Doublemint 65  
Juicy Fruit 65  
Spearmint, Wrigleys 65  
Zeno 65  
Wrigley's P-K 65

**CHOCOLATE**  
Walter Baker & Co.  
Caracas 36  
Premium, 1/4s 39  
Premium, 3/4s 36  
Premium, 1/2s 36

**Diplomatics, 50s 95 00**  
Reina Fina (tin) 50s 115 00  
Rosa, 50s 125 00  
Victoria Tins 115 00  
National, 50s 130 00  
Original Queens, 50s 150 00  
Worden Special, (Exceptionals) 50s 185 00

**Ignacia Haya**  
Extra Fancy Clear Havana Made in Tampa, Fla.  
Delicades, 50s 115 00  
Primeros, 50s 140 00  
Queens, 25s 180 00  
Perfecto, 25s 185 00

**Garcia & Vega—Clear Havana**  
New Panatella, 100s 60 00

**Starlight Bros.**  
La Rose De Paris Line  
Cocquettes, 50s 65 00  
Caballeros, 50s 70 00  
Rouse, 50s 115 00  
Peninsular Club, 25s 150 00  
Chicos, 25s 150 00  
Palmas, 25s 175 00  
Perfectos, 25s 195 00

**Rosenthals Bros.**  
R. B. Londres, 50s, Tissue Wrapped 58 00  
R. B. Invincible, 50s, Foil Wrapped 75 00

**Union Made Brands**  
El Overture, 50s, foil 75 00  
Ology, 50s 60 00

**Manila 10c**  
La Yebana, 25s 70 00

**Our Nickel Brands**  
New Currency, 100s 37 50  
Mistoe, 100s 35 00  
Lioba, 100s 35 00  
Eventual, 50s 36 00

**Other Brands**  
Boston Straights, 50s 55 00  
Trans Michigan, 50s 57 00  
Court Royals (tin) 25s 57 00  
Court Royal (wood) 50s 57 00  
Stephan's Broadleaf, 50s 58 00  
Knickerbocker, 50s 58 00  
Iroquois, 50s 58 00  
B. L., 50s 58 00  
Hemmeter Cham-pions, 50s 57 50  
Templar Blunts, 50s 75 00  
Templar Perfecto, 50s 105 00

**Cheroots**  
Old Virginia, 100s 23 50  
Havana Council, 100s 30 00  
Stogies  
Home Run, 50, Tin 18 50  
Havana Gem, 100 wd 27 50

**CLOTHES LINE**  
Hemp, 50 ft. 3 25  
Twisted Cotton, 50 ft. 2 15  
Twisted Cotton, 60 ft. 3 00  
Braided, 50 ft. 3 50  
Sash Cord 2 60@3 75

**COCOA**  
Baker's 1/2s 46  
Baker's 3/4s 42  
Van Houten, 15c size 55  
Bunte, 1/2 lb. 50  
Bunte, 1 lb. 48  
Cleveland 41  
Colonial, 1/4s 35  
Colonial, 1/2s 33  
Droste's Dutch, 1 lb. 9 00  
Droste's Dutch, 1/2 lb. 4 75  
Droste's Dutch, 1/4 lb. 2 00  
Epps 42  
Hersheys, 1/4s 42  
Hersheys, 1/2s 40  
Huyler 36  
Lowney, 1/4s 48  
Lowney, 1/2s 47  
Lowney, 3/4s 46  
Lowney, 5 lb. cans 31  
Van Houten, 1/4s 12  
Van Houten, 1/2s 13  
Van Houten, 3/4s 36  
Van Houten, 1s 65  
Van-Eta 36  
Webb 33  
Wilbur, 1/4s 33  
Wilbur, 1/2s 33

**COCOANUT**  
1/4s, 5 lb. case Dunham 50  
1/2s 5 lb. case 48  
1/4s & 1/2s, 15 lb. case 49  
6 and 12c pkg. in pails 4 75  
Bulk, barrels 24  
48 2 oz. pkgs., per case 4 15  
48 4 oz. pkgs., per case 7 00

**COFFEE ROASTED Bulk**  
Rio 11  
Santos 15@22  
Maracaibo 22  
Mexican 25  
Guatemala 26  
Java 46  
Bogota 28  
Peaberry 22

**Package Coffee New York Basis**  
Arbuckle 23 00

**McLaughlin's XXXX**  
McLaughlin's XXXX package coffee is sold to retailers only. Mail all orders direct to W. F. McLaughlin & Co., Chicago.

**Coffee Extracts**  
N. Y., per 100 10 1/2  
Frank's 250 packages 14 50  
Hummel's 50 1 lb. 10 1/2

**CONDENSED MILK**  
Eagle, 4 doz. 9 50  
Leader, 4 doz. 6 50

**EVAPORATED MILK**  
Carnation, Tall, 4 doz. 5 60  
Carnation, Baby, 8 doz. 5 30  
Pet, Tall 5 60  
Pet, Baby 4 90  
Van Camp, Tall 6 50  
Van Camp, Baby 6 50  
Dundee, Tall, doz. 6 60  
Dundee, Baby, 8 doz. 6 00  
Silver Cow, Baby, 8 doz. 5 30  
Silver Cow, Tall 5 60

**MILK COMPOUND**  
Hebe, Tall, 4 doz. 4 00  
Hebe, Baby, 8 doz. 3 90  
Carolene, Tall, 4 doz. 4 25

**CONFECTIONERY Stick Candy**  
Standard 17  
Jumbo Wrapped 19  
Pure Sugar Stick, 600's 4 20

**Mixed Candy**  
Grocers 13  
Kindergarten 22  
Leader 18  
Century Creams 22  
X, L. O. 15  
French Creams 20  
Cane Mixed 23  
Fancy Mix 22

**Specialties.**  
Auto Kisses 22  
Bonnie Butter Bites 25  
Butter Cream Corn 27  
Caramel Bon Bons 30  
Cream Waters, Pep. and Pink 24  
Fudge, Walnut 26  
Italian Bon Bons 22  
Marshmallow Peanut 26  
Manchus 24  
National Cream Mints, 7 lb. tins 32  
Nut Butter Puffs 24  
Persian Caramels 30  
Snow Flake Fudge 24  
Sugar Cakes 24  
A. J. Jelly Beans 17  
Wintergreen Berries 22  
Sugared Peanuts 22  
Cinnamon Imperials 22  
Cocoanut Chips 26

**Fancy Chocolates.**  
5 lb. Boxes  
Bittersweets, Ass'ted 1 90  
Choc-Marshmallow Dp 1 80  
Milk Chocolate A. A. 2 25  
Nibble Sticks 2 25  
Primrose Choc., Plain Dipped 1 45  
No. 12 Choc., Plain Dipped 1 75  
Chocolate Nut Rolls 2 00

**Gum Drops.**  
Anise 20  
Raspberry 20  
Favorite 24  
Orange Jellies 20  
Butterscotch Jellies 21

**Lozenges.**  
A. A. Pep. Lozenges 18  
A. A. Pink Lozenges 18  
A. A. Choc. Lozenges 18  
Motto Hearts 22  
Malted Milk Lozenges 22

**Hard Goods.**  
Lemon Drops 19  
O. F. Horehound Dps 19  
Anise Squares 19  
Peanut Squares 18  
Horehound Tablets 23

**Pop Corn Goods.**  
Cracker Jack, Prize 7 00  
Checkers Prize 7 00

**Cough Drops**  
Putnam Menthol Hore-hound 1 30  
Smith Bros. 1 45

**CRISCO**  
36s, 24s and 12s 18  
6 lb. 17 1/4

**COUPON BOOKS**  
50 Economic grade 2 60  
100 Economic grade 4 50  
500 Economic grade 20 00  
1,000 Economic grade 37 50  
Where 1,000 books are ordered at a time, specially printed front cover is furnished without charge.

**CREAM OF TARTAR**  
6 lb. boxes 55  
3 lb. boxes 60

**DRIED FRUITS**  
Apples  
Evap'd. Choice, blk. 16

**Apricots**  
Evaporated, Choice 25  
Evaporated, Fancy 30

**Citron**  
10 lb. box 52

**Currants**  
Packages, 14 oz. 20  
Boxes, Bulk, per lb. 18

**Peaches**  
Evap. Choice, Unpeeled 15  
Evap. Fancy, Unpeeled 18  
Evap. Fancy, Peeled 19

**Peel**  
Lemon, American 22  
Orange, American 33

**Raisins**  
Fancy S'ded, 1 lb. pkg. 27  
Thompson Seedless, 1 lb. pkg. 27  
Thompson Seedless, bulk 26

**California Prunes**  
80-90 25 lb. boxes @08 1/2  
70-80 25 lb. boxes @10  
60-70 25 lb. boxes @12  
50-60 25 lb. boxes @14  
40-50 25 lb. boxes @16  
30-40 25 lb. boxes @18

**FARINACEOUS GOODS**  
Beans  
Med. Hand Picked 05 1/2  
Madagascar Limas 06  
Brown, Holland 06

**Farina**  
25 1 lb. packages 3 20  
Bulk, per 100 lbs. 25

**Hominy**  
Pearl, 100 lb. sack 5 25

**Macaroni**  
Domestic, 10 lb. box 1 00  
Domestic, brkn bbls. 8 1/2  
Golden Age, 2 doz. 1 90  
Fould's, 2 doz., 8 oz. 2 00

**Pearl Barley**  
Chester 4 75

**Peas**  
Scotch, lb. 05 1/4  
Split, lb. 07 1/2

**Sago**  
East India 07

**Taploca**  
Pearl, 100 lb. sacks 7  
Minute, 8 oz., 3 doz. 4 05  
Dromedary Instant, 3 doz., per case 2 70

**FISHING TACKLE**  
**Cotton Lines**  
No. 2, 15 feet 1 46  
No. 3, 15 feet 1 70  
No. 4, 15 feet 1 85  
No. 5, 15 feet 2 15  
No. 6, 15 feet 2 47

**Linen Lines**  
Small, per 100 yards 6 66  
Medium, per 100 yards 7 25  
Large, per 100 yards 9 00

**Floats**  
No. 1 1/2, per gross 1 50  
No. 2, per gross 1 75  
No. 2 1/2, per gross 2 24

**Hooks—Kirby**  
Size 1-12, per 1,000 84  
Size 1-0, per 1,000 96  
Size 2-0, per 1,000 1 15  
Size 3-0, per 1,000 1 32  
Size 4-0, per 1,000 1 65  
Size 5-0, per 1,000 1 96

**Sinkers**  
No. 1, per gross 65  
No. 2, per gross 72  
No. 3, per gross 85  
No. 4, per gross 1 10  
No. 5, per gross 1 45  
No. 6, per gross 1 85  
No. 7, per gross 2 30  
No. 8, per gross 3 35  
No. 9, per gross 4 65

**FLAVORING EXTRACTS**  
**Jennings**  
Pure Vanilla  
Turpeneless  
Pure Lemon  
Per Doz.  
7 Dram 1 35  
1 1/4 Ounce 1 90  
2 Ounce 2 75  
2 1/2 Ounce 3 00  
3 Ounce 3 25  
4 Ounce 3 50  
8 Ounce 8 50  
7 Dram, Assorted 1 35  
1 1/4 Ounce, Assorted 1 90

**Van Duzer**  
Vanilla, Lemon, Almond, Strawberry, Raspberry, Pineapple, Peach, Orange, Peppermint & Wintergreen  
1 ounce in cartons 2 00  
2 ounce in cartons 3 50  
4 ounce in cartons 6 75  
8 ounce 13 20  
Pints 26 40  
Quarts 51 00  
Gallons, each 166 00

**FLOUR AND FEED**  
Valley City Milling Co.  
Lily White, 1/2 Paper sack 9 20  
Harvest Queen 24 1/2s 9 40  
Light Loaf Spring Wheat, 24 1/2s 9 80  
Snow Flake 24 1/2s 8 40  
Graham 25 lb. per cwt. 3 0  
Golden Granulated Meal, 25 lbs., per cwt. N 2 40  
Rowena Pancake Com-pound, 5 lb. sack 4 20  
Buckwheat Compound, 5 lb. sack 4 20

**Watson Higgins Milling Co.**  
New Perfection, 1/4s 8 60

**Meal**  
Gr. Grain M. Co.  
Bolted 2 25  
Golden Granulated 2 45

**Wheat**  
No. 1 Red 1 17  
No. 1 White 1 13

**Oats**  
Michigan Carlots 43  
Less than Carlots 47

**Corn**  
Carlots 64  
Less than Carlots 70

**Hay**  
Carlots 22 00  
Less than Carlots 24 00

**Feed**  
Street Car Feed 28 00  
No. 1 Corn & Oat Fd 28 00  
Cracked Corn 28 00  
Coarse Corn Meal 28 00

**FRUIT JARS**  
Mason, pts., per gross 8 76  
Mason, qts., per gross 10 00  
Mason, 1/2 gal., gross 14 20  
Ideal Glass Top, qts. 9 95  
Ideal Glass Top, qts. 11 80  
Ideal Glass Top, 1/2 gallon 15 90

**GELATINE**  
Cox's 1 doz. large 1 45  
Cox's 1 doz. small 90  
Jello-O, 3 doz. 3 45  
Knox's Sparkling, doz. 2 25  
Knox's Acid'd, doz. 2 25  
Minute, 3 doz. 4 95  
Nelson's 1 50  
Oxford 75  
Plymouth Rock, Phos. 1 55  
Plymouth Rock, Plain 1 85  
Waukesha 1 68



**HIDES AND PELTS**

**Hides**

Green, No. 1	05
Green, No. 2	04
Cured, No. 1	06
Cured, No. 2	05
Calfskin, green, No. 1	11
Calfskin, green, No. 2	9 1/2
Calfskin, cured, No. 1	12
Calfskin, cured, No. 2	10 1/2
Horse, No. 1	2 00
Horse, No. 2	1 00

**Pelts**

Old Wool	25@	50
Lambs	10@	25
Shearlings	05@	10

**Tallow**

Prime	@3
No. 1	@2 1/2
No. 2	@2

**Wool**

Unwashed, medium	15@16
Unwashed, rejects	@10
Fine	@16
Market dull and neglected.	

**HONEY**

Airline, No. 10	4 00
Airline, No. 15	5 50
Airline, No. 25	8 25

**HORSE RADISH**

Per doz., 7 oz.	1 75
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**JELLY**

Pure, Silver Leaf, per pail, 30 lb.	4 00
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**JELLY GLASSES**

8 oz., per doz.	44
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**MINCE MEAT**

None Such, 3 doz. case for	5 35
Quaker, 3 doz. case for	4 75

**MOLASSES**

**New Orleans**

Fancy Open Kettle	95
Choice	85
Good	65
Stock	28
Half barrels 5c extra	

**NUTS—Whole**

Almonds, Terragona	25
Brazils, large washed	31
Fancy Mixed	24
Filberts, Barcelona	32
Peanuts, Virginia raw	11
Peanuts, Virginia, roasted	13
Peanuts, Spanish	25
Walnuts, California	29
Walnuts, Naples	25

**Shelled**

Almonds	55
Peanuts, Spanish	15
Peanuts, Salted, 10 lb. box	1 15
Peanuts, Salted, 100 lb. bbl.	10 1/2
Peanuts, Spanish, Salted, 200 lb. bbl.	10
Pecans	95
Walnuts	55

**OLIVES**

Bulk, gal. kegs, each	5 00
Bulk, 5 gal. kegs, each	7 00
Stuffed, 3 1/2 oz.	2 25
Stuffed, 9 oz.	4 50
Pitted (not stuffed)	
14 oz.	3 00
Manzanilla, 8 oz.	1 45
Lunch, 10 oz.	2 00
Lunch, 16 oz.	3 25
Queen, Mammoth, 19 oz.	5 50
Queen, Mammoth, 23 oz.	6 75
Olive Chow, 2 doz. cs. per doz.	2 50

**PEANUT BUTTER**



**Bel-Car-Mo Brand**

8 oz., 2 doz. in case	—
24 1 lb. pails	—
12 2 lb. pails	—
5 lb. pails, 6 in crate	—
15 lb. pails	—
25 lb. pails	—
50 lb. tins	—

**PETROLEUM PRODUCTS**

**Iron Barrels**

Perfection	9.7
Red Crown Gasoline	19.9
Gas Machine Gasoline	33
V. M. & P. Naphtha	22
Capitol Cylinder, Iron Bbls.	42.5
Atlantic Red Engine, Iron Bbls.	23.5
Winter Black, Iron Bbls.	14
Polarine, Iron Bbls.	64.6

**PICKLES**

**Medium**

Barrel, 1,200 count	—
Half bbls., 600 count	—
5 gallon kegs	—

**Small**

Barrels	—
Half barrels	—
5 gallon kegs	—

**Gherkins**

Barrels	—
Half barrels	—
5 gallon kegs	—

**Sweet Small**

Barrels	—
Half barrels	—
5 gallon kegs	—

**PIPES**

Cob, 3 doz. in box	1 25
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**PLAYING CARDS**

No. 90 Steamboat	2 75
No. 808, Bicycle	4 50
Picket	3 50

**POTASH**

Babbitt's, 2 doz.	2 75
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**FRESH MEATS.**

**Beef.**

Top Steers and Heifers	16
Good Steers and Heifers	15
Med. Steers & Heifers	13
Com. Steers & Heifers	11

**Cows.**

Top	13
Good	12
Medium	11
Common	10

**Veal.**

Top	17
Good	15
Medium	12

**Lamb.**

Good	18
Medium	17
Poor	15

**Mutton.**

Good	11
Medium	10
Poor	08

**Pork.**

Heavy hogs	12
Medium hogs	12
Light hogs	11
Sows and stags	11
Loins	23@24
Butts	13
Shoulders	13 1/2
Hams	28
Spareribs	09
Neck bones	04

**PROVISIONS**

**Barreled Pork**

Clear Back	23 00@24 00
Short Cut Clear	22 00@23 00
Clear Family	27 00@28 00

**Dry Salt Meats**

S P Bellies	16 00@19 00
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**Lard**

80 lb. tubs	advance 1/2
Pure in tierces	13 1/2@14
Compound Lard	11 1/2@12
69 lb. tubs	advance 1/2
50 lb. tubs	advance 1/4
20 lb. pails	advance 3/4
10 lb. pails	advance 7/8
5 lb. pails	advance 1
3 lb. pails	advance 1

**Smoked Meats**

Hams, 14-16 lb.	28 @32
Hams, 16-18 lb.	28 @32
Hams, 16-18 lb.	28 @32
Ham, dried beef sets	33 @39
California Hams	14 1/2@15
Picnic Boiled Hams	34 @36
Boiled Hams	47 @49
Minced Hams	14 @15
Bacon	40 @42

**Sausages**

Bologna	13
Liver	12
Frankfort	16
Pork	18@20
Veal	11
Tongue	11
Headcheese	14

**Beef**

Boneless	24 00@26 00
Rump, new	25 00@28 00

**Mince Meat**

Condensed No. 1 car.	2 00
Condensed Bakers brick	31
Moist in glass	8 00

**Pig's Feet**

1/4 bbls.	2 15
3/4 bbls., 35 lbs.	3 75
1/2 bbls.	7 00
1 bbl.	14 15

**Tripe**

Kits, 15 lbs.	90
1/4 bbls., 40 lbs.	1 60
3/8 bbls., 80 lbs.	3 00

**Casings**

Hogs, per lb.	@65
Beef, round set	22@24
Beef, middles, set	50@60
Sheep, a skein	1 75@2 00

**Uncolored Oleomargarine**

oSlid Dairy	28@29
Country Rolls	30@31

**RICE**

Fancy Head	7@11
Blue Rose	5 00
Broken	3 00

**ROLLED OATS**

Monarch, bbls.	7 00
Rolled Avena, bbls.	8 00
Steel Cut, 100 lb. sks.	4 00
Monarch, 90 lb. sacks	3 25
Quaker, 18 Regular	2 05
Quaker, 20 Family	4 80

**SALAD DRESSING**

Columbia, 1/2 pints	2 25
Columbia, 1 pint	4 00
Durkee's large, 1 doz.	6 60
Durkee's med., 2 doz.	7 10
Durkee's Picnic, 2 dz.	3 25
Snider's large, 1 doz.	3 50
Snider's small, 2 doz.	2 35

**SALERATUS**

Packed 60 lbs. in box	
Arm and Hammer	3 75
Wyandotte, 100 %s	3 00

**SAL SODA**

Granulated, bbls.	2 50
Granulated, 100 lbs cs	2 75
Granulated, 36 2 1/2 lb. packages	3 00

**SALT**

**Packers No. 1**

56 lb. sacks	60
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**Common**

Medium, Fine	2 70
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Per case, 24 2 lbs. — 2 40  
Five case lots — 2 30

**SALT FISH**

**Cod**

Middles	35
Tablets, 1 lb.	30@32
Tablets, 1/2 lb.	2 00
Wood boxes	19

**Holland Herring**

Standards, bbls.	13 00
Y. M. bbls.	14 25
Standards, kegs	80
Y. M., kegs	87

**Herring**

K K K K, Norway	20 00
8 lb. pails	1 40
Cut Lunch	1 10
Scaled, per box	20
Boned, 10 lb. boxes	13

**Trout**

No. 1, 100 lbs.	12
No. 1, 40 lbs.	—
No. 1, 10 lbs.	—
No. 1, 3 lbs.	—

**Mackerel**

Mess, 100 lbs.	26 00
Mess, 50 lbs.	13 50
Mess, 10 lbs.	3 00
Mess, 8 lbs.	2 85
No. 1, 100 lbs.	25 00
No. 1, 50 lbs.	13 00
No. 1, 10 lbs.	2 85

**Lake Herring**

1/2 bbl., 100 lbs.	7 50
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**SHOE BLACKING**

Handy Box, large 3 dz.	3 50
Handy Box, small	1 25
Bixby's Royal Polish	1 35
Miller's Crown Polish	90

**SEEDS**

Anise	30
Canary, Smrna	08
Cardamon, Malabar	1 20
Celery	32
Hemp, Russian	07 1/2
Mixed Bird	13 1/2
Mustard, yellow	12
Poppy	30
Rape	10

**SNUFF**

Swedish Rapee 10c 8 for	64
Swedish Rapee, 1 lb gls	85
Norkoping, 10c 8 for	64
Norkoping, 1 lb. glass	85
Copenhagen, 10c, 8 for	64
Copenhagen, 1 lb. glass	85

**SOAP**

**Proctor & Gamble.**

5 box lots, assorted	
Ivory, 100 6 oz.	7 00
Ivory Soap Flks., 100s	8 50
Ivory Soap Flks., 50s	4 35
Lenox, 140 cakes	5 50
P. & G. White Naptha	5 75
Star, 100 No. 11 cakes	5 75
Star Nap. Pwdr., 100s	3 90
Star Nap. Pwdr., 24s	5 75

**Lautz Bros. & Co.**

Acme, 100 cakes	6 75
Big Master, 100 blocks	5 85
Climax, 120s	4 85
Climax, 120s	5 25
Queen White, 80 cakes	6 00
Oak Leaf, 100 cakes	6 75
Queen Anne, 100 cakes	6 75
Lautz Naphtha, 100s	8 00

**Tradesman Company**

Black Hawk, one box	4 50
Black Hawk, fixe bxs	4 25
Black Hawk, ten bxs	4 00

Box contains 72 cakes. It is a most remarkable dirt and grease remover, without injury to the skin.

**Scouring Powders**

Sapolio, gross lots	12 50
Sapolio, half gro. lots	6 30
Sapolio, single boxes	3 15
Sapolio, hand	3 15
Queen Anne, 60 cans	3 60
Snow Maid, 60 cans	3 60

**Washing Powders**

Snow Boy, 100 5c	4 10
Snow Boy, 60 14 oz.	4 20
Snow Boy, 24 pkgs.	6 00
Snow Boy, 20 pkgs.	7 00

**Soap Powders**

Johnson's Fine, 48 2	5 75
Johnson's XXX 100	5 75
Lautz Naphtha, 60s	3 60
Nine O'Clock	4 10
Oak Leaf, 100 pkgs.	6 50
Old Dutch Cleanser	4 75
Queen Anne, 60 pkgs.	3 60
Rub-No-More	5 50

**CLEANSERS.**

**KITCHEN KLENZER**

80 can cases, \$4.80 per case

**SODA**

Bi Carb, Kegs	4
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**SPICES**

**Whole Spices**

Allspice, Jamaica	@13
Cloves, Zanzibar	@32
Cassia, Canton	@22
Cassia, 5c pkg., doz.	@40
Ginger, African	@15
Ginger, Cochin	@20
Mace, Penang	@70
Mixed, No. 1	@17
Mixed, No. 2	@16
Mixed, 5c pkgs., doz.	@45
Nutmegs, 70s	@59
Nutmegs, 105-110	@45
Pepper, Black	@15
Pepper, White	@40
Pepper, Cayenne	@22
Paprika, Hungarian	

**Pure Ground in Bulk**

Allspice, Jamaica	@17
Cloves, Zanzibar	@40
Cassia, Canton	@22
Ginger, African	@24
Mustard	@32
Mace, Penang	@75
Nutmegs	@32
Pepper, Black	@20
Pepper, White	@32
Pepper, Cayenne	@32
Paprika, Hungarian	@80

**Seasoning**

Chili Powder, 15c	1 35
Celery Salt, 3 oz.	95
Sage, 2 oz.	90
Onion Salt	1 35
Garlic	1 35
Ponely, 3 1/2 oz.	2 25
Kitchen Bouquet	3 25
Laurel Leaves	20
Marjoram, 1 oz.	90
Savory, 1 oz.	90
Thyme, 1 oz.	90
Tumeric, 2 1/2 oz.	90

**STARCH**

**Corn**

Kingsford, 40 lbs.	11 1/2
Muzzy, 48 1 lb. pkgs.	9 1/2
Powdered, bags	3 1/2
Argo, 48 1 lb. pkgs.	3 75

**Kingsford**

**Gloss**

Argo, 48 1 lb. pkgs.	3 75
Argo, 12 3 lb. pkgs.	2 74
Argo, 8 5 lb. pkgs.	3 10
Silver Gloss, 16 3 lbs.	11 1/2
Silver Gloss, 12 6 lbs.	11 1/2

**Muzzy**

48 1 lb. packages	9 1/2
16 3 lb. packages	9 1/2
12 6 lb. packages	9 1/2
50 lb. boxes	7 1/2

**SYRUPS**

**Corn**

Barrels	70
Half Barrels	76
Blue Karo, No. 1 1/2,	2 05
Blue Karo, No. 2 1/2, 2 doz.	3 00
Blue Karo, No. 5, 1 dz.	2 90
Blue Karo, No. 10, 1/2 doz.	2 70
Red Karo, No. 1 1/2, 2 doz.	2 35
Red Karo, No. 2 1/2, 2 doz.	3 45
Red Karo, No. 5, 2 dz.	3 30
Red Karo, No. 10, 1/2 doz.	3 10

### Do Not Build Up a Wall Around Yourself.

(Concluded from page twenty-four) through them, and if it is deemed advisable for you to have a personal talk with any employe, this should be done with the consent and approval of your foreman. No great business organization can be built up unless first of all the entire organization from top to bottom is a self-respecting organization. Your foreman must have his own self-respect, and he gains this when he realizes he has your respect, and nothing adds to the discipline of a department more than for the employes in that department to know that their foreman "stands in" and has the approval of the "boss." If they gather the idea that their foreman is "in bad," then the authority of this foreman logically goes to pieces, and as a foreman he is worse than useless.

When I was a sales manager the head of my house went out to visit a competitor. When he returned, as was his custom, he perched himself on the edge of my desk and delivered himself of this bit of wisdom: "Don't worry any more about the X Hardware Company. They will not continue to grow. I have just returned them and the head of the house, who is very proud of his record as a hard worker, tells me that he opens every single letter that comes to the house. I hope he continues to do it, because his house will never develop beyond his ability to open mail." Afterward I watched that house for more than ten years, and they never grew. The head of that house was sober and industrious. He rose in the morning with the lark and hurried down to open that mail; but while he was opening the mail in the back office, salesmen at the front door by lack of attention and ignorance allowed many opening stocks to slip through their fingers. The head of this house could not meet important visitors because he was so busy opening the mail. Others met these visitors and many business opportunities were lost because these others had neither the authority nor the good judgment to act upon propositions that were made.

The jobbers of a certain class of business (not hardware) in this country in the past twenty-five years have constantly lost ground. They have lost the friendship, respect, good will and patronage of a large part of the retail trade in their line. The retail merchants in this line of business have established buying clubs and mutual companies. The manufacturers in this line have felt that they were not receiving the energetic support of these jobbers in distributing their goods, and so they have gone direct and sold their wares to the larger class of retail buyers and have also sold the buying clubs and the mutual stores. "What is the matter with the jobbers in this line?" was the common enquiry. "Why have they been losing their strength as compared with the jobbers in other lines?"

After a careful study of the jobbing trade in this industry the answer is a very simple one. In this business it became the fashion for all the head men—the presidents, the vice-presi-

dents, etc.—to devote their entire time and attention to the buying of their goods. The selling end of the business was turned over to hired men. The president thought it was a dignified thing to lock himself up in his private office and devote his time and attention almost exclusively to placing orders. What happened? Only what anyone would expect under such circumstances. It was more difficult for a retail merchant in this business to reach the head of the house than to reach the President of the United States. These head men were hidden away in private offices. They had great dignity, but they gradually lost all contact with their business, especially the selling end of their business and their customers. When these dignified gentlemen met in conventions they somehow gathered the idea that the path to prosperity and success led them along the lines of extracting extra concessions out of the manufacturers from whom they bought goods. They did not fully realize the fundamental idea that their function as jobbers was mainly one of distribution—in other words, that the strength of a well regulated jobbing house is 75 per cent. sales and about 25 per cent. everything else.

The retail merchants in this line had their troubles. They were up against chain stores. They needed help. Not feeling that they were receiving either help or encouragement from the jobbers in their line, these retailers naturally and logically started out to help themselves, and a condition developed in this business where the jobber, instead of being the power that he should have been, found himself suddenly confronted with the problem of regaining his lost prestige in the selling end of his business.

Even in the hardware business I have observed tendencies among some jobbers in the same direction. When I was a hardware jobber I constantly believed and preached that the problems of the retail merchant and the jobber were the same. Their enemies were common enemies. I preached that there should be the closest co-operation between jobbers and retail merchants. As a result partly of my efforts at the time we were fighting mail order houses, the Wholesale and Retail Joint Committee was formed and jobbers and retail merchants united in fighting the common enemy. Whether much or little was accomplished is a matter of argument, but at least one thing was accomplished, and that thing was a better understanding and development of good will between jobbers and retail merchants. The retail association had their representatives at the conventions of the jobbers. These intelligent successful retail merchants spoke very understandingly about their problems. The jobber had these problems brought to his attention and he was forced to give them some thought. On the other hand, the hardware jobbers had their representatives attend retail conventions, and they told the retail merchants about their problems, and this led to a better understanding of the jobbers' problems on the part of the retail merchants. This exchange of ideas led to closer relations in those

days between jobbers and retail merchants, but unfortunately just about the time when I retired from the jobbing hardware business it was very evident that there were certain currents under way leading to a breaking up of this common work and co-operation between jobbers and retail merchants. Certain associations afterward seemed to rather prefer not to have some very plain truths told them. They seemed to think because certain disagreeable problems were not discussed that therefore they would not exist.

I am still of the opinion that the jobber renders a very necessary, useful and economical service to the retail merchant. I still believe that the jobber is necessary in this country. The jobber should be the best friend of the retail merchant and the retail merchant should be the best friend of the jobber. The retail associations and the jobbers have so much in common that at least it should be the fundamental policy of all jobbing associations to work as far as possible with the retail merchants.

These views that I am outlining in this article I consider as fundamental salesmanship in the hardware business. It was salesmanship that led to the formation of the Wholesale and Retail Joint Committee. It was salesmanship that held this committee together for so many years, and I wish to say right here it was an utter lack of good salesmanship and an utter misconception of the true situation from the selling point of view that allowed the retailers and jobbers in the hardware

business to fall apart in their efforts.

What all of us need is a broad vision of business as well as a broad view of life. Many of us on account of our early training are constantly inclined to take the narrow view. I remember when I was first called home from the road and made a sales manager, that I resented very much the interference of certain officials of the company with my work as sales manager. Therefore I went to the head of our house and told him I resented this interference and I wished it corrected. He looked at me very patiently. He pushed a pad of paper toward me and said, "Write on this pad what your duties are." I wrote out my duties as I understood them. Then he remarked, "I will see that you are protected in those duties, but allow me to say right here, young man, that if you do anything outside of those duties, I will fire you." He was very serious. Then his gray eyes lighted up with their well-known twinkle and he said softly, "How young are you. How little you know. Don't you realize that every man who builds a wall around his house does two things—he not only walls the other fellow out but he walls himself in? That is what you are doing now." Then he smiled and added: "I think you are a good bit of raw material. I believe you have the germ of a future in your make-up. If you have energy and ability somewhat in excess of that of the average man, how foolish of you to wall yourself in! Why not take a chance with the average man in that indefinite twilight zone

NONE BETTER  
AT ANY PRICE

White House Coffee  
1-3-5 LB. PACKAGES ONLY

The thousands upon thousands of people in this section who are persistently using this splendid coffee are attracted to and held by its remarkable quality, flavor and uniformity to the point where no other coffee would suit as well—FACT!!

LEE & CADY — Wholesale Distributors of  
Dwinell-Wright Co.'s Products  
DETROIT—SAGINAW—KALAMAZOO—BAY CITY



that surrounds every man's job—that 'no man's land' that only belongs to the men who can go out and hold it?" I looked at him and in that moment I gathered an idea that I have clung to all the short years since then. I never again attempted to build up walls. I have always tried to throw them down. In the selling field at least there should be no limits. Do you remember the derivation of the word "terminus?" When the Romans increased their empire they placed stone posts at their limits and on these posts they carved the word "terminus." After a while when the Goths came down upon Rome they dug up these posts and moved them inward. In our selling we should have no terminus. There should be no walls. The world and all there is in it belongs to the salesmen.—Saunders Norvell in *Hardware Age*.

#### Rights and Liabilities Involved in Assigning Lease.

As a general rule when a retail merchant decides on a location he desires a lease on the premises for a considerable period of time, and in consequence business leases usually run over a period of years. Such a lease may be, or may become, a very valuable asset; on the other hand, it may become a liability, owing possibly to a change in circumstances, and the merchant holding the lease may desire to be released.

In this event, regardless of the reasons for making the assignment, the question of the merchant's rights and liabilities in case he assigns the lease becomes one of great importance. Assuming that the lease is assignable and the landlord agrees to the assignment, an important point to consider has to do with the possible after-liability of the merchant to pay the rent stipulated in the lease.

Of course the rights of the parties in a situation of this kind may depend on the wording of the lease, and circumstances surrounding the assignment, and possibly statutory regulations. However, broadly speaking, without regard to particular circumstances, the mere assignment of a lease, in which the merchant has expressly agreed to pay rent, even though the landlord consents, will not release the merchant making the assignment from liability to pay the rent in the event his assignee fails to pay. And in order to free the merchant from this liability the landlord must not only consent to the assignment, but must also agree to release the other from this liability.

The law books contain a number of cases illustrating the application of this rule of law, of which the following is a fair example: Two men leased certain premises in a large Eastern city and agreed to pay a stipulated rental. After the expiration of about a year of the term one of the men assigned his interest in the lease to the other and another man. This assignment of the lease was in writing and the consent of the landlord was obtained, which was also in writing. However, the consent of the landlord to the assignment merely stated that assent was

given to the assignment, and it did not indicate that the man making the assignment was released from liability on the lease.

The assignees occupied the premises for some time; they failed to pay the rent until there was due the sum of \$725. They then vacated the premises, and the landlord brought suit upon the lease, naming the one who had assigned his interest as a party also. The latter in defense, among other things, set up his assignment and the consent of the landlord thereto.

The court decided, however, that as the consent of the landlord to the assignment did not indicate that he intended to discharge the man who assigned his interest in the lease from liability for the rent that he, the latter, was still liable. Holding, as noted heretofore, that a mere consent to an assignment of a lease did not release the one making the assignment from liability to pay the rent if his assignee failed to do so.

It is obvious from the foregoing that when a merchant makes an assignment of his lease some care should be exercised if he is to be freed from after-liability. And that the mere consent of the landlord to the assignment will not as a general rule release him from this liability, but that in addition to this consent the landlord must also agree to release him from liability.

It follows that in situations where the landlord will not agree to release the merchant who desires to assign his lease from liability the merchant, if he makes the assignment, must look to the one he assigns to. If the assignee is clearly financially responsible no difficulty is usually encountered; if this is not the case, however, the merchant will, if he is prudent, require a bond or other security that the rent will be paid.

In any event, where a merchant proposes to make an assignment of his lease the details should be carefully attended to. And in particular should this question of the after-liability to pay the rent be provided for, for if this is not done such an assignment may not protect the one making the assignment in any respect for his liability to pay the rent in the event his assignee defaults. Truly it is a point well worth bearing in mind when an assignment of a lease is contemplated. Leslie Childs.

When you consider cutting prices, go slow in making cuts on lines you may want to put up again after a temporary reduction.

#### Van Duzer's Certified Flavoring Extracts



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Have been used over 70 Years by those who demand the Best. Purity Guaranteed; Bottles Full Measure.

A Quality Product that Shows you a Good Profit.

Van Duzer Extract Co.  
Springfield, Mass. New York City

## BUSINESS WANTS DEPARTMENT

Advertisements inserted under this head for five cents a word the first insertion and four cents a word for each subsequent continuous insertion. If set in capital letters, double price. No charge less than 50 cents. Small display advertisements in this department, \$3 per inch. Payment with order is required, as amounts are too small to open accounts.

Wanted—To hear from owner of good general merchandise store for sale. State price, description. D. F. Bush, Minneapolis, Minn. 390

THE "ADWRITER" is the book you need. Most original help for admen or store clerks who write advertisements or would like to learn how. Hundreds of headlines, show-card phrases and descriptive merchandise paragraphs. Full of business building ideas. One dollar for copy, to Walter the Adman, United Store, 23 South Tejon St., Colorado Springs, Colorado. 478

For Sale, or Trade for Printing Press and Type—Smith Premier typewriter No. 10, \$40; alarm till, \$2.50; steel paper baler, \$40; tobacco cutter, 50c; 7 gasoline lights, 10-gallon tank, 100 ft. wire, \$50; sewing machine, \$10; potato screen, \$1; 12 x 14 steel register grates, each \$2.50; Todd check protector, \$35; Duplicator, \$100; 100 ft. lawn hose, \$10. Will sell separately, or trade for equal value in or towards printing press. Clip will not appear again. Address No. 479, Care Michigan Tradesman. 479

FOR SALE—A grocery store in the village of Vicksburg, main corner location. A good going business for a small investment. Address L. F. Cloney, Care A. W. Walsh Co., Kalamazoo, Mich. 480

ATTENTION MERCHANTS—When in need of duplicating books, coupon books, or counter pads, drop us a card. We can supply either blank or printed. Prices on application. Tradesman Company, Grand Rapids.

WANTED—AN EXPERIENCED WINDOW trimmer and card writer with all around dry goods experience. Reference and salary expected with first letter. Address Rathbun's Department Store, Pontiac, Ill. 481

Wanted—Registered druggist, W. A. Gardiner & Co., Mancelona, Mich. 482

Store for Rent—At Kalamazoo, Mich. Centrally located, size eighty by twenty feet. \$200 per month. Excellent location for clothing or shoe store. Address A. M. Epstein, 1015 N. Edwards St., Kalamazoo, Mich. 483

General Store—Fine location, Illinois. Price \$4,400. Bargain. Several choice business investments. Buyers, write for information. Chicago Business and Realty Exchange, 327 So. LaSalle St., Chicago. 484

For Sale—General stock and store. Doing good business. Near Pleasant Lake. Reason for selling, ill health. Clara L. Sullivan, Munith, R. I., Mich. 439

Clean, live \$8,000 stock of hardware, furniture and undertaking, in small strictly "oil field town;" thirty-two wells in town, over 100 within radius of two miles. Near Cushing field. Owner going into other business. Elliott Hardware Co., Quay, Oklahoma. 466

RESTAURANT, ice cream parlor and candy store combined, doing good business in a prosperous town. Good reasons for selling. S. A. Crossthwaite, Jonesville, Mich. 467

Wanted—Married man not over forty to take full charge of ladies and gents clothing and shoe store. Must have \$1,000 to invest, which will be guaranteed against loss. Must have ability, be well recommended and able to make friends readily. A good opportunity. Write No. 468, Care Michigan Tradesman. 468

For Sale—Cloak and suit store. Established twelve years. Doing a nice business in Jackson, Michigan. Good reputation. Nice, clean stock. Up-to-date fixtures and front. Store is 24x108. Main street location. Cheap lease. Address No. 469, Care Michigan Tradesman. 469

#### REBUILT CASH REGISTER CO., Inc.

Dealers in  
Cash Registers, Computing Scales,  
Adding Machines, Typewriters And  
Other Store and Office Specialties.  
122 N. Washington, SAGINAW, Mich.  
Repairs and Supplies for all makes.

Wanted—To hear of a good store for sale that from \$3,000 to \$10,000 will buy. Address No. 470, Care Michigan Tradesman. 470

For Sale—Variety store, established eight years in good section Detroit. Cheap rent. Getting too old for business, want to retire. Stock around \$8,000. Will sell at discount. Holiday goods are bought and partly in, also winter's coal in. Address No. 477, Care Michigan Tradesman. 477

Grand opening for boot, shoe and clothing store in Springport, Michigan. Address No. 463, care Michigan Tradesman. 463

For a quick cash sale. List with us. Square deal Nation-wide system. Chicago Business and Realty Exchange, 327 So. LaSalle St., Chicago. 485

Will pay cash for whole stores or part stocks of merchandise. Louis Levinsohn, Saginaw, Mich. 998

Pay spot cash for clothing and furnishing goods stocks. L. Silberman, 274 East Hancock, Detroit. 566

Bell Phone 596 Citz. Phone 61366

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209-210-211 Murray Bldg.

GRAND RAPIDS, MICHIGAN

If you are thinking of going into business, selling out, or making an exchange, place an advertisement in our business chances columns, as it will bring you in touch with the man for whom you are looking—THE BUSINESS MAN.

For Sale—Grocery, soft drink and ice cream parlor. Cream buying station in connection. Doing a fine business. Address No. 458, care Michigan Tradesman. 458

1000 letterheads or envelopes \$3.75. Copper Journal, Hancock, Mich. 150

Wanted—To sell stock of clothing only. In first-class condition. Reason, want to withdraw from clothing. Will sell cheap if taken at once. Address No. 464, care Michigan Tradesman. 464

Good ninety-five acre farm three miles from Alma to exchange for merchandise. A. E. Osmer, Owosso, Michigan. 465

FIRE AND  
BURGLAR  
PROOF

# SAFES

Grand Rapids

Safe Co.

Tradesman Building

### Little Change in Wheat or Flour.

Written for the Tradesman.

The situation of wheat and flour has not changed materially from a week ago; if anything, the market is in a stronger position than at that time; in fact, wheat has scored an advance of approximately 5c per bushel during the past week, with the general tendency still upward.

Very likely we shall see some setbacks after the bulges, but on the whole, wheat and flour are both good purchases, we believe.

Logan Brothers, of Kansas City, who are operators of a large line of elevators, have the following to say, "We are friendly to wheat and believe higher prices are ahead of us. The percentage of chance is in favor of a profit on any wheat bought right between now and January 1. The big reason we are bullish on wheat is because the present price is at or under the cost of production. Bread is the one thing necessary the world over and when wheat cannot be raised at a profit to the farmer, it is foolish to figure it will go below that price and stay there. Keep before you at all times the undisputed fact that nearly the entire world's wheat surplus this year is in North America, and world's crop is barely large enough to supply world's needs. The consumer, in other words the fellow who needs it, is 3,500 miles from the source of supply. We feel under these conditions that the foreign buyer must contract two or three months ahead of his immediate needs in order that he may be sure that he will get his supplies before he is in distress for bread. Assuming that we are right in this view, it follows that the foreigner must at all times own in the American speculative markets for his protection, at least fifty million bushels of wheat for deferred shipment. Such a holding would absorb all hedges put out against the visible supply and would put the speculative short seller at the mercy of the owner of the speculative contract, and the owner, in this case, will take the wheat when delivery time comes, which means that the short must buy on an advancing market the balance of the year, unless conditions in Australia and Argentine should continue highly favorable. Any accident to the growing crop of the Southern hemisphere, or in this country, between now and January, or any combined holding tendency on the part of the farmers of North America, would bring about an extremely bullish situation."

It can be readily seen the above mentioned firm are strong believers in higher prices and, as a matter of fact, their position appears to be well taken, as we have had a very heavy decline on both flour and wheat, which coupled with the light crop this year and very light stocks of flour throughout the entire country, with Europe in the market the year around for wheat and a general improvement in business conditions throughout not only the United States but the entire world, it would appear that lower prices on wheat and flour are out of the question.

We do not favor or recommend

going into the market and buying heavily for long deferred shipment; such action on the part of the trade would force the price of wheat above the price it should reach. We do believe, however, it is good policy for the trade to keep well stocked with flour. Can see no harm in buying ahead for thirty days at least; undoubtedly some profit should be realized. However, the wise merchant is not going to jump in and buy his head off this year particularly on long time contracts. Keeping well stocked is certainly good business, but buying flour too far ahead, in our opinion, is not advisable, even though a profit were to be realized on such an investment. If wheat and flour advance, the retailer can advance his price and obtain his regular profit, but if he buys flour ahead on long time contracts and the market for some unforeseen reason should break, he would certainly sustain a loss on the transaction. In our opinion the best policy is to keep well stocked and not buy for over thirty days ahead.

Lloyd E. Smith.

### Review of the Produce Market.

Apples—Wealthy and Alexanders command \$2.25@2.50 per bu.

Bananas—6½c per lb.

Beets—40c per doz. bunches.

Butter—Local jobbers hold extra creamery at 37c in 63 lb. tubs and 38c in 40 lb. tubs. Prints 39c per lb. Jobbers pay 18c for packing stock.

Cabbage—\$2 per bu.

Carrots—35c per doz. bunches.

Celery—30@40c per doz. stalks; large size, 55c.

Cocoanuts—\$1.10 per doz. or \$9 per sack of 100.

Cucumbers—75c per doz. for home grown hot house; garden grown, \$1.50 per bu.

Eggs—Local dealers now pay 31c f. o. b. shipping point. The decline is due to heavy receipts.

Egg Plant—\$2 per doz.

Grapes—Moore's Early command \$3.50 per doz. for 4 lb. baskets; Delawares, \$4 per doz; Niagaras, \$3.50 per doz.

Green Onions—Silverskin, 20c per doz.

Honey Dew Melons—\$3 per crate of 8 to 9.

Lemons—Sunkissed are now quoted as follows:

300 size, per box ----- \$6.00

270 size, per box ----- 6.00

240 size, per box ----- 5.50

Choice are held as follows:

300 size, per box ----- \$5.00

270 size, per box ----- 5.00

240 size, per box ----- 4.50

Lettuce—Home grown leaf, \$1.50 per bu.; head, \$2 per bu.; Oregon head lettuce \$5@5.25 per crate.

Muskmelons—Michigan Osage, home grown, \$1.50 per crate. Hoodoos, \$2.25 per crate and \$1.40 per basket.

Onions—California, \$4.25 per 100 lb. sack; home grown, \$2 per bu.; Spanish \$2.50 per crate.

Oranges—Fancy California Valencias now sell as follows:

126 ----- \$6.50

150 ----- 6.50

176 ----- 6.50

216 ----- 6.50

252 ----- 6.25

288 ----- 6.25

324 ----- 6.25

Parsley—60c per doz. bunches.

Peaches—Elbertas, \$3.25@3.75; Profifics, \$3.25@3.50; Lemon Freese, and Gold Drops, \$3@3.50.

Pears—Bartlett, \$3.50 per bu.; Anjou, \$3.25.

Peppers—Home grown, \$1.25 per bu.

Pickling Stock—Cukes, \$1.75 per ½ bu.; Onions, \$1.65 per 20 lb box.

Plums—Green Gages, \$2.50 per bu.; German Prune, \$3 per bu.

Potatoes—\$1.75 for home grown and \$2 for Southern grown. The late rains have improved conditions very much in many growing districts.

Radishes—15c per doz. for home grown.

Spinach—\$1.50 per bu.

String Beans—\$2.50 per bu.

Sweet Corn—30c per doz.

Sweet Potatoes—Alabama command \$1.75 per 50 lb. hamper; Virginia, \$6 per bbl.

Tomatoes—Home grown, 40c per 7 lb. basket; bushels, \$1.50; green, 90c per bu.

Wax Beans—Home grown, \$2.50 per bu.

Water Melons—40@60c for Georgia and Indiana grown.

### Corporations Wound Up.

The following Michigan corporations have recently filed notices of dissolution with the Secretary of State:

Iron County Steel Co. (F), Iron River.

Highland Park Home Bldg. Co., Highland Park.

Carlyle & Povah, Detroit.

Geo. A. Gloor Co., Detroit.

Colonial Investment Co., Detroit.

United Supply Co., Saginaw.

Fidelity Realty Co., Detroit.

Wayne Insurance Agency, Detroit.

Trenton Realty Co., Trenton.

Grand Rapids Salvage Co., Grand Rapids.

Peters-Bishop, Inc., Wyandotte.

Milk Producers Co., Battle Creek.

Grand Ledge Sewer Pipe Co., Grand Ledge.

Kraemer Lapidary Co., Detroit.

Huston Brothers Co., Ann Arbor.

Frank Brothers Co., Detroit.

Pratt Realty Co., Detroit.

Detroit Engineering & Construction Co., Detroit.

Oakland County Development Co., Detroit.

General Realty Co., Detroit.

Stephen Pratt Boiler Works, Detroit.

Kellogg Toasted Rice Flake and Biscuit Co., Battle Creek.

Battle Creek Cereal Coffee Co., Battle Creek.

Detroit Wholesale Warehouses, Inc., Detroit.

Good mottoes around the store will help the proprietor even if they do not improve the employees.

It is a selfish and an unwise employer who will not reciprocate when he has loyal employees.

Get the opinion of your salesmen about lines you plan to introduce. They may know more than you about the attitude of the public toward certain stock.

### The Store's Appearance.

The store has an approach just as has the individual clerk. If the appearance of the store is good then a favorable impression is created, and if the store's appearance is not good an unfavorable impression is most likely.

The outward appearance of the store has much to do with the impression created on the mind of a probable customer—the front should be painted, the awning kept bright and clean, the entrance clean, inviting and welcoming.

The windows must be kept clean and bright and attractively reinforced with good trims. The windows are the face of the store and it is just as necessary to change the windows as it is to shave the face. The chain and syndicate stores know the value of windows and how important they are in creating a good impression. The independent merchant must learn these facts. He must make better use of his windows.

Then inside the store—we should strive to make the store talk. Merchandise should be so attractively displayed that it fairly speaks to those who enter. The advertising should be so true that those who enter to look about, drawn by the advertising, will be instantly impressed with the advertised offerings.

And the clerk, too, should be so well equipped with knowledge of the merchandise and modern selling methods that he can quickly complete the circle of favorable impressions that action may be induced and sales produced.

The store inside and outside should speak so loud and strong that it is heard to the limits of the trade territory. It should say I am here to serve you, I can fill your needs, I sell satisfaction, my policy is honest dealing and service, I believe in cleanliness—for cleanliness is next to Godliness, make me your shopping headquarters, for I am headquarters for right quality, right quantity and right service. E. B. Moon.

### I am Your Worst Enemy.

I am the ruler of retail reverses.

I am the Lord High Potentate of Failure.

I am the reason for that downward slant on your profit curve.

I am the cause of the silent sickness that stills your cash-register bell.

I am the origin of dissatisfied customers and loss of trade.

I am the leaven of uncertainty in the midst of certain profits.

I am the element of chance that turns a winning business into a losing gamble.

I am the fountain-head whence springs the majority of your trouble and worry.

I am the key to the problem why more than 15,000 retailers fail every year.

I am the why and the wherefore, the direct and proximate cause, the germ and the genesis of unsuccessful merchandising.

I am the Sticker, the Shelf-Lounger, the Left-Over, the nameless child of an unknown father.

I am the unadvertised product!



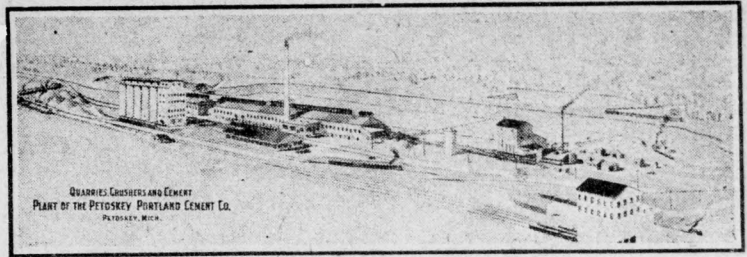
## Now Is the Time to Increase Your Advertising

**W**HEN your car hits the up-grade, do you throttle down? Not if you want to make the grade! You step on the throttle and coax and jockey until you're over the crest. To-day, selling is on the up-grade and in sandy going. The public is muffling its ears against persuasive argument. If you cut down your sales effort, what chance have you to maintain your sales?

Now is the time to increase your advertising, when the faint-hearted and the weak are leaving the field to the courageous and far-sighted. Wise and seasoned advertisers who know what advertising is and can do, are now spending more to take advantage of their opportunity. Experience has shown them that advertising is not only the most efficient method of sales promotion, but the greatest insurance against future competition.

We should be glad to discuss with you your sales problem, and how advertising can aid you.

**Michigan Tradesman**  
Grand Rapids



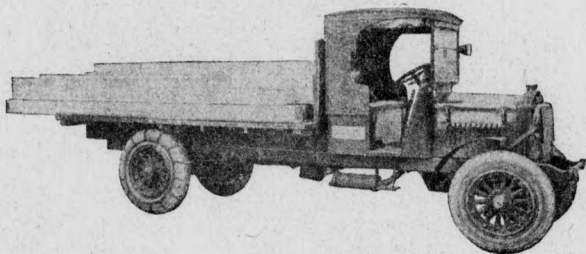
## Petoskey Portland Cement

### A Light Color Cement

Manufactured on wet process from Petoskey limestone and shale in the most modern cement plant in the world. The best of raw materials and extreme fine grinding insure highest quality cement. The process insures absolute uniformity.

ASK YOUR DEALER FOR IT.

**Petoskey Portland Cement Co.**  
General Office, Petoskey, Michigan



## UNITED TRUCKS

Quality not Quantity  
And at a reasonable price

Motor trucks from one to five ton capacities with bodies of every description, made to your order, to fit your particular requirements. We give each United truck the personal attention necessary to assure you of uninterrupted use. We have an outlet for second hand equipment which enables us to offer an exceptional allowance for your old equipment. We have representatives in the territory who will be glad to call on you and talk things over. Write us or call on the telephone. We will consider it a privilege to get acquainted. Talk to our representative about our time payment plan.

**UNITED MOTORS COMPANY**

Bell Phone M-770

Grand Rapids, Michigan

Citz. Phone 4472

I t H a s N e v e r F a i l e d

Tests without number have proved  
that

# RED CROWN

The High Grade Gasoline

Gives greater mileage than its  
rivals.

Red Crown has a full measure of  
power in every drop; it is a true effi-  
ciency motor fuel; starts easily—  
picks up quickly. To insure oper-  
ating economy, adopt Red Crown as  
your standard fuel, stick to it and  
you will get the utmost of service  
from your engine.

Red Crown is uniform in quality and  
it may be bought everywhere.

**STANDARD OIL COMPANY**  
(INDIANA)  
CHICAGO U. S. A.