

MICHIGAN TRADESMAN

PUBLISHED WEEKLY TRADESMAN COMPANY, PUBLISHERS EST. 1883

Forty-ninth Year

GRAND RAPIDS, WEDNESDAY, FEBRUARY 3, 1932

Number 2524

JOSES, BROTHER OF JESUS

Joses, the brother of Jesus, plodded from day
to day,
With never a vision within him to glorify his
clay;
Joses, the brother of Jesus, was one with the
heavy clod,
But Christ was the soul of rapture and soared,
like a lark, with God.

Joses, the brother of Jesus, was only a worker
in wood,
And he never could see the glory that Jesus,
his brother could.
"Why stays He not in the workshop?" he
often used to complain,
"Sawing the Lebanon cedar, imparting to
woods their stain?
Why must He thus go roaming, forsaking my
father's trade,
While hammers are busily sounding, and there
is gain to be made?"
Thus ran the mind of Joses, apt with plummet
and rule,
And deeming whoever surpassed him, either a
knave or a fool.

For he never walked with the prophets in
God's great garden of bliss—
And of all the mistakes of the ages, the sad-
dest, methinks, was this
To have such a brother as Jesus, to speak with
Him day by day,
But never to catch the vision which glorified
His clay.

Harry Kemp.

Rademaker-Dooge Grocer Co.

Distributors

Fremont Sweet Peas

Miss Michigan Ex Stand Cut Wax Beans

Miss Michigan Ex Stand Cut Green Beans

Miss Michigan Sweet Peas

Miss Michigan Early June Peas

Above all packed by Fremont Canning Co.

Are the canned foods you feature grown
and packed
in your home
state

W. R. Roach & Co.,
Grand Rapids, main-
tain seven modern
Michigan factories
for the canning of
products grown by
Michigan farmers.



A complete line of canned vegetables and fruits

Wholesale Only

Wholesale Only

DISTRIBUTORS of PINE TREE Brand

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Inoculation

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Bulk

GARDEN SEEDS

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Vegetables and Flowers

We specialize
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GRAND RAPIDS, MICH.

Wholesale Only

Wholesale Only

Speed Up Sales

by featuring properly
advertised lines

The manufacturers are creating the
demand and saving your time through
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You realize a maximum profit with a
minimum of effort in selling

K C Baking Powder

Same Price
for over 40 years

25 ounces for 25c

Your customers know it is a **quality**
product . . . that the price is **right**.
Why ask them to pay War Prices?

It's up to you to show them that you
have it.

Millions of Pounds Used by Our
Government

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MICHIGAN TRADESMAN E. A. Stowe, Editor

PUBLISHED WEEKLY by Tradesman Company, from its office the Barnhart Building, Grand Rapids.

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.

SUBSCRIPTION RATES are as follows: \$3 per year, if paid strictly in advance. \$4 per year if not paid in advance. Canadian subscription, \$4.04 per year, payable invariably in advance. Sample copies 10 cents each. Extra copies of current issues, 10 cents; issues a month or more old, 15 cents; issues a year or more old, 25 cents; issues five years or more old 50 cents.

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JAMES M. GOLDING
Detroit Representative
507 Kerr Bldg.

SOME TRENDS IN TRADE.

Sidelights on the General Business Situation.

Procter & Gamble's tonnage sales in the third quarter last year showed a drop of 6 per cent., but results in the fourth quarter were sufficiently good to reduce the loss to 4 per cent. for the half year.

Savings banks in New York State continued to set new records last year, both in total deposits and number of accounts. Deposits gained 9.7 per cent. and number of accounts 8.1.

Building permits issued last year were at the lowest average since 1918. Federal commissions estimate that the country is in need of a million and a quarter homes.

The normal January return flow of Christmas currency has not put in its appearance. Statistics show that many persons of small means are converting bank balances into postal savings. Doubtless they do not realize that the post office redeposits their savings in banks, with proper safeguards.

Last week's favorable trend of steel production and freight car-loadings, up 12 and 14 per cent., respectively, has more than usual significance because of the widespread belief that these two factors have such an important influence on general business sentiment.

December registrations of new passenger cars show a rather remarkable pickup in retail demand. On a seasonally adjusted basis the returns from thirty-four states show a percentage increase over November much greater than that which occurred in December, 1930—an increase all the more interesting because of the fact disclosed in the following paragraph.

The first important gain shown by any classification of newspaper advertising since the fall of 1929 took place in December, when automotive advertising gained 21 per cent. over the same month a year ago. There has always been a very close and immediate relation between the volume of newspaper

advertising and the activity of business as a whole.

American telephone subscribers may now connect with subscribers in forty other countries. This means that every subscriber here can secure contact with 32,750,000 other telephone users, nearly 92 per cent. of all the telephones in the world.

According to India Rubber World, international authority, current reports about Russia becoming a great factor in rubber are outlandish Soviet propaganda.

Hotels are another great industry which has definitely proved that reduced prices do not increase volume of patronage, although futile price competition can react unfavorably on able management and sound values.

Railroad wages continue to be a subject of discussion rather than one of decision, thereby delaying action of a kind that is most important to business psychology and the welfare of banks, insurance companies and investors at large.

Dr. Paul Nystrom says: "If the overhead in 1932 were no higher than in 1922, department stores would be having a relatively easy time of it."

Once more General Motors comes out with an annual statement which, considering the times, is extraordinarily good. Total sales to dealers in 1931 amounted to 928,630 cars, compared with 1,035,660 in 1930.

Members of the Cabinet and other Government officials will lead the newspaper and radio campaigns for better times. Ogden L. Mills, Under Secretary of the Treasury, delivered a fair sample of the administration's propaganda in his widely published newspaper release early this week, and similar releases will be published regularly until next September. The campaign will be constructive and conservative; but it will have a political bearing that will support the administration in attempting to prove that hard times were inevitable, as an aftermath of World War reactions, and that we are much better off than we would have been under other circumstances. The danger is that newspapers may emphasize the political phases of the reports and thereby create a temporary condition of overconfidence that will cause an unfavorable condition next summer. There is little doubt that a revival of confidence is taking place. Government economists are finding encouragement from the more sensitive indicators and a better sentiment throughout most of the country. Reconstruction Finance Corporation loans, railroad pay cuts and several other factors will have a favorable effect in many directions; but if the first progress in revival is overplayed by the press ballyhoo, and if administration releases under "big names" are taken too seriously by the

public, the best Washington observers are of the opinion that the reaction may prolong the depression.

Government economy is assuming the proportions of a drive in all departments and the prospects are that it will eliminate many publications. George H. Carter, Public Printer, in his annual report just published, leads the war on unnecessary publications by reporting that they are responsible for "tremendous waste." During the last ten years, the report states, the "total waste of publications recorded by the Government Printing Office amounted to 23,899,839 copies, the printing and handling of which cost the Government much more than a million dollars. As a remedy, Mr. Carter advocates abolishing free distribution by Congress and the departments, and substituting an extension of sales by the Superintendent of Documents.

The April conference of the drug survey was planned by the executive committee last Tuesday, in session at the Department of Commerce. Although the meeting was closed it was said that the conference will be the most important event in the history of the industry and that it will establish a precedent for many other industries. Perhaps the most significant result of the St. Louis Survey, so far, is the getting together of large groups of manufacturers, wholesalers and retailers in a serious and successful attempt to solve their distribution problems.

Long range weather forecasting will have more serious consideration by the Weather Bureau after the impending retirement of its chief, Charles F. Marvin, who became eligible for retirement last October. For years Prof. Marvin's opposition to long range forecasting has been the cause of repeated and interesting attacks by Herbert Janvrin Browne, which have accomplished much in advertising such forecasts. Mr. Browne, with a remarkably consistent record, is the most prominent long range forecaster in Washington and his system has been recognized by other Government organizations.

Publishers are opposing automobile taxes through the National Publishers' Association on the ground that the taxes would be likely to cause a reduction of advertising expenditures, which would injure the publishing business. The Radio Manufacturers' Association is also active in opposition to a tax on radio sets, claiming that radio sets and tubes are now being sold for less than the cost of production and that 200 manufacturers who employed 500,000 workers in 1928 now employ from 100,000 to 150,000.

A general sales tax has been advocated by several prominent witnesses before the House committee on ways and means. Practically all witnesses opposed taxes on specific articles.

To stabilize business Senator Walsh has introduced a bill that will undoubtedly attract much attention. He recently explained that its provisions are in line with the almost universal demand as expressed by chambers of commerce, the American Bar Association, trade associations and the President's message to Congress. Major features are:

The Federal Trade Commission is empowered to give advance approval of co-operative contracts for curtailment of production and for other acts to avoid ruinous competition.

The public is protected by the prevention of unfair prices through the approved contracts.

The anti-trust laws are not repealed, but exemption is granted to approved acts and approved contracts are declared legally enforceable.

Definitions of unfair methods of competition and unfair trade practices are clarified and amplified. Trade Practice Conferences are legalized, the power of the commission to conduct investigations is enlarged, and the bill also generally amplifies the procedure before the commission.

Anti-trust law repeal cannot be promised to manufacturers of finished products; but the sentiment in favor of excluding the "natural resource industries" from the restrictions of the laws is growing. Recently a joint resolution was introduced in Congress which would affect the production of minerals and agricultural and forest products. The measure would also provide for the appointment of a joint congressional committee to investigate and report whether the anti-trust laws should be amended.

Pharmacy Board Now Happy Family.

With the appointment of M. N. Henry, of Lowell, as a member of the State Board of Pharmacy, the meetings of this five man board are going to be more or less of a re-union for three of them from now on.

The other two concerned are E. E. Durham, of Corunna, and Clare Allen, of Wyandotte. The latter is president of the board.

When Durham became a registered pharmacist, more than twenty years ago, the first man he worked for was Henry. And one of the first men who worked for Durham after he became established in business in Corunna was Allen. Later Allen went to Wyandotte, where he now conducts two stores.

Five New Readers of the Tradesman.

The following new subscribers have been received during the past week:

- B. B. Font, Fremont.
- B. Hjorth, Janesville, Wis.
- C. D. Bright, Hart.
- Guy E. Northrup, Grand Rapids.
- Bert Stevenson, Grand Rapids.

DETROIT DOINGS.

Late Business News From Michigan's Metropolis.

All attendance records were broken at the Detroit automobile show last week. On Sunday more than 20,000 viewed the new models, an increase of 3,000 over the Sunday attendance of the previous year. The encouraging feature of the show was the fact that the public show more interest than as mere spectators and sales exceeded all predictions. Dealer sales in the show rooms since the close of the show are showing a marked upward trend.

Harold Simon returned from the Eastern dress manufacturing centers a few days ago where he has been on an extensive buying trip in the interests of his firm, L. & H. Simon, 229 Gratiot avenue. Harold, who is the junior member of the company, states that the recent trip was in anticipation of the coming market week and style show to be held in Detroit during the week of Feb. 14 to 20.

Grand Rapids will witness the opening of the third semi-annual exposition and market sponsored by the Women's Apparel Club of Michigan, on Sunday, at the Pantlind Hotel. One entire floor will be used for the displays of women's and children's wear and allied lines. The second exposition and market will be held in Detroit and will open on the following Sunday at the Hotel Statler occupying the entire 14th floor. The Detroit dates are Feb. 14, 15, 16. The Women's Apparel Club of Michigan has been organized to promote the interests of Michigan traveling men who represent National firms in the women's wear field. Milton Aronheim, the president, states that approximately 200 lines will be on display at the expositions.

The many friends of Benjamin Wexler, president of the Superior Drug Co., were shocked to hear of his death together with those of his son, Samuel, and grandson, Marvin, when their automobile was hit by a Pere Marquette train at what is claimed to be an unprotected crossing, last week. Mrs. Wexler, wife of Samuel and two children were seriously injured in the same accident.

During the past ten years there has been an exodus from the city of wholesale apparel buyers who have been scouring the manufacturing and style centers in anticipation of the Women's Wear Week and Style Show to be held in Detroit Feb. 14 to 20. The market week is sponsored by the local wholesale firm dealing in women's apparel and allied lines. A style show will be held at the Hotel Book-Cadillac Monday evening, Feb. 15.

The team work group of the United Commercial Travelers is preparing for a big smoker to be held at the Hotel Detroit-Leland on Friday, Feb. 19. Jules Klein, well known in musical and dramatic circles throughout the State, will furnish the talent for a three hour show and Dave Diamond will be the master of ceremonies. Diamond has established a reputation in Detroit as one of the premier toast-masters of the city. Al Guimond is State director

of the team work group, now going through the process of organization. The group will be the only noon day club consisting exclusively of traveling men, brokers and wholesale buyers, in the city.

Wilfred Weinstock, manager of the local store and offices for S. Weinstock, importer and wholesaler of costume and novelty jewelry, announces the opening of a branch in Miami Beach, Florida. Mr. Weinstock states his firm will participate in both market events in Detroit during the week of Feb. 14. A special display will be made at the Exposition of the Women's Apparel Club at the Hotel Statler. A special display will also be open at the firm's offices and show room, 33 John R. street.

Involuntary bankruptcy proceedings have been filed in the U. S. District Court here against Spater & Walser, retail men's wear, 5858 West Forst street.

Ely Greenwald, retail dry goods, 10783 West Jefferson avenue, has filed a voluntary petition in bankruptcy in the U. S. District Court here, listing liabilities of \$14,377 and assets of \$7,657.

Simon S. Marx, retail furrier, 11849 Linwood avenue, has filed a voluntary petition in bankruptcy in the U. S. District Court here, listing liabilities of \$19,947 and assets of \$2,798.

John Cieplak, proprietor of a grocery and meat market at 3701 Tillman avenue, was attending several customers in the store Saturday when three thugs entered. Their leader, showing a pistol, ordered all in the store to put up their hands. He placed himself in front of Cieplak and demanded all the cash. "I looked at the gun," Cieplak told the police of the Grand River Station. "I didn't see any bullets in it. So I turned my back and went to get a hammer. Then I chased all three from the store and down the street, but couldn't catch them. The man who had the gun dropped it on the floor. It wasn't loaded, but we found two cartridges for it on the floor."

Sir Dennistoun Burney's rear-engine car provided a field day for American automotive engineers assembled here for the annual meeting of the Society of Automotive Engineers. Not a single feature of its design failed to prove of interest to those engineers who believe that this type of car is destined for development in this country.

Performance and comfort were the two characteristics which received the deepest study on the part of the American engineers. As to performance, they desired to ride in and drive the car to test its steering stability and the effect of its streamlining on acceleration and speed. It had been assumed that such a car would have an impressive gasoline economy performance, and this was borne out by the record of twenty-one miles to the Imperial gallon. The car weighs 4,400 pounds and has an 80-horsepower engine.

Riding comfort and driving visibility were two other features which re-

ceived close scrutiny. The car is so designed that the passengers are carried in what is regarded as the ideal position for comfort—namely, between the axles. Critical engineers with whom the writer talked declared the effect of this seat location confirms every claim that has been made for it. Driving visibility also received a favorable report from them.

Confidence in the immediate future is growing daily in the automotive industry. It is based in large part upon the favorable reports coming from local motor shows. Without exception, these confirm the result of the National Automobile Show at the best buying in years. It can be said that local shows never have attracted a degree of factory attention comparable to those of the present. Each display is being studied carefully as the industry seeks a reasonable yardstick by which immediate production possibilities can be gauged.

The sales tax cloud which loomed darkly on the horizon of the car manufacturers a week ago has assumed less threatening proportions. Although without definite word of the new tax program, most of the motor executives feel that they have presented a case for the industry that will deter Congress from enacting any restrictive legislation at this time. The sympathetic reception of House and Senate leaders to their formal and informal appeals has convinced the executives that the industry's economic importance is thoroughly appreciated in Washington.

January production figures are being awaited with interest. The only thing that will keep them from showing a gain over the same month of last year is that Ford is far below his 1931 schedule. That the companies which are members of the National Automobile Chamber of Commerce will report an increase is taken for granted.

Individual reports on output indicate market betterment. For instance, Rockne, the baby of the industry, reached 3,500 during January, after a mark of only 900 in the previous month. The figure is considered the more significant when it is realized that only the Series "75," the larger model, was in production. The low-priced Rockne will begin to roll from the production line in Detroit next week.

Proceedings of the Grand Rapids Bankruptcy Court.

Grand Rapids, Jan. 25—We have the adjudication in the matter of Harry C. Himelstein, doing business as Michigan Furniture Co., Bankrupt No. 4768. The bankrupt is a resident of Niles, and his occupation is that of a merchant. The matter is involuntary and the schedules have been ordered filed.

Jan. 25. We have received the schedules, order of reference, and adjudication in the matter of George M. Gorrigan, Bankrupt No. 4777. The bankrupt is a resident of Grand Rapids, and his occupation is that of a laborer. The schedules show assets of \$24,485, with liabilities of \$84,787.95. The court has written for funds and upon receipt of same the first meeting of creditors will be called.

Jan. 21. On this day was held the first meeting of creditors in the matter of Lewis H. Diamond, Bankrupt No. 4731. The bankrupt was present in person and represented by attorney Charles H. Kavanaugh. Creditors were represented by attorneys W. J. Banyon and F. L. Hammond. Claims were proved and allowed. The bankrupt was sworn and examined, with a reporter present. M. N. Kennedy, of Kalamazoo, was appointed trustee, and his bond placed at \$1,000. The first meeting then adjourned without date.

Jan. 21. On this day was held the first meeting of creditors in the matter of Harvey Anderson and Forest Bliss, partners doing business as Twin City Upholstery Shop, Bankrupt No. 4727. The partners were each present in person and sworn and examined, without a reporter. Balgooyen & Cook, attorneys were present representing the bankrupt. Creditors were present in person. Claims were proved and allowed. The referee appointed Fred G. Timmer, of Grand Rapids, as trustee, and his bond was placed at \$100. The first meeting then adjourned without date.

Jan. 22. On this day was held the first meeting of creditors in the matter of Chris J. Sikkema, Bankrupt No. 4713. The bankrupt was present in person and represented by attorney P. A. Hartesvelt. Claims were filed only. Creditors were present in person. The bankrupt was sworn and examined without a reporter. Fred G. Timmer, of Grand Rapids, was appointed trustee, and his bond placed at \$100. The first meeting then adjourned without date.

In the matter of Lewis H. Diamond, Bankrupt No. 4731. The sale of assets in this matter has been called for Feb. 9, at the premises formerly occupied by the bankrupt at Eau Claire. The following assets will be sold, groceries, boots and shoes, dry goods and clothing, drugs, dishes, hardware, fixtures and one studebaker auto, appraised at \$3,499.49. This was a general store. All interested in such sale should be present at the date and time above stated.

On this day also was held the first meeting of creditors in the matter of Arthur Barber, Bankrupt No. 4715. The bankrupt was present in person and represented by attorney Horace T. Barnaby. No creditors were present or represented. Claims were filed only. The first meeting then adjourned without the appointment of a trustee to Feb. 20, for the bankrupt to pay the expenses of administration.

Jan. 22. On this day was held the first meeting of creditors in the matter of Lawrence D. Connelly, individually and sometimes doing business as Connelly & Son, Bankrupt No. 4735. The bankrupt was present in person and represented by attorney Alphon H. Lyman. Creditors were present in person and represented by attorneys Belcher & Hamlin. Claims were proved and allowed. The bankrupt was sworn and examined, without a reporter. Philip P. Schorbach, of Manistee, was elected trustee, and his bond placed at \$500. The first meeting then adjourned without date.

In the matter of Ernest Bootsford, Bankrupt No. 4539. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report will be approved at such meeting. There probably will be a small first and final dividend for creditors.

In the matter of Isaac Holleman, Bankrupt No. 4525. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report will be approved at such meeting. There will be no dividend for general creditors.

In the matter of Ervin G. Goodrich, Bankrupt No. 4473. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report will be approved at such meeting. There may be a small first and final dividend for creditors.

In the matter of Marcia Scher, Bankrupt No. 4544. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report will be approved at such meeting. There may be a small first and final dividend for creditors.

In the matter of Clarence F. Merrifield, Bankrupt No. 4503. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report and account will be approved at such meeting. There will be no dividend for creditors.

In the matter of Edgar R. Zobel, Bankrupt No. 4476. The final meeting of creditors in this matter has been called for Feb. 18. The trustee's final report and account will be approved at such meeting. There may be a small first and final dividend to creditors.

In the matter of Pearl D. Gibb, Bankrupt No. 4697. The final meeting of creditors in this matter has been called for Feb. 19. The trustee's final report will be approved at such meeting. There will be no dividends.

In the matter of William Wyant, Bankrupt No. 4674. The final meeting of creditors in this matter has been called for Feb. 19. The trustee's final report will be approved at such meeting. There will be no dividends.

In the matter of F. D. Lake & Co., Bankrupt No. 4545. The final meeting of creditors in this matter has been called for Feb. 19. There will be no dividends for creditors.

In the matter of Otto N. Holst, Bankrupt No. 4575. The final meeting of creditors in this matter has been called for Feb. 19. There will be no dividends for creditors.

In the matter of Williams & Marcroft, Bankrupt No. 4576. The final meeting of creditors in this matter has been called for Feb. 19. There will be a first and final dividend for creditors.

(Continued on page 18)

Three Dealers let us help—and sold

over 17,000 General Foods Items!

(They Asked The General Foods Salesman!)

WHEN the General Foods Salesman tells you that featuring nationally advertised General Foods Products will increase your business, he is prepared to prove it with sales, as these typical instances demonstrate:

Salesman Sumner suggested and planned a "General Foods on Parade Sale" for Dixie Stores, Inc., in Greenville, S. C. At the conclusion of the sale, Mr. J. P. Williamson, President of Dixie Stores, wrote: "During the sale we moved approximately ten thousand packages of General Foods products—and a lot of associated items!"

7,000 Items in El Paso

Salesman Sizemore arranged a series of Saturday sales for the Yearwood Grocery Company, El Paso, Texas, with the following result: "We sold at least 7,000 of your items—a nice increase in volume. Yearwood Grocery Company."

Every General Foods Salesman is a trained retail merchandiser, with a thorough knowledge of effective advertising and display. If you want to increase your sales—



331 ITEMS IN RICHMOND

This attractive display arranged by Salesman Lawrence for the Home City Market, Richmond, Va., helped sell 331 packages of General Foods Products in a one day sale

"Ask the General Foods Salesman!"

Principal products distributed by General Foods Sales Company, Inc.

POSTUM CEREAL	WHOLE BRAN	WALTER BAKER'S COCOA	SANKA COFFEE
INSTANT POSTUM	DIAMOND CRYSTAL SALT	WALTER BAKER'S CHOCOLATE	CALUMET BAKING POWDER
GRAPE-NUTS	JELL-O	MAXWELL HOUSE COFFEE	LA FRANCE
POST TOASTIES	LOG CABIN SYRUP	AND TEA	SWANS DOWN CAKE FLOUR
POST'S BRAN FLAKES	MINUTE TAPIOCA	FRANKLIN BAKER'S COCONUT	SATINA
		CERTO	

MOVEMENTS OF MERCHANTS.

Harbor Springs—John Catob has opened a tin shop.

Reading—The Reading State Bank has re-opened for business.

Ontonagon—The Gitche Gumees Oil Co. has increased its capital stock from \$20,000 to \$50,000.

Ann Arbor—The Ann Arbor Trust Co. has increased its capitalization from \$150,000 to \$200,000.

Detroit—The Ray Engineering, Inc., 415 Brainard street, has changed its name to the Scientific Fuel Engineering Co.

Flint—The Economy Oil Corporation, 316 Kresge building, has increased its capital stock from \$10,000 to \$25,000.

Grand Rapids—Fay Solomon succeeds H. F. Moltmaker in the grocery business at 1175 Lafayette avenue, S. E.

Detroit — The Peninsular Sales & Service Co., 1500 West Fort street, has changed its name to the Peninsular Stove Co.

Detroit — Sochachewski & Cohen, Inc., 7100 Michigan avenue, dealer in dry goods, has changed its name to Sochachewski, Inc.

Detroit—The Winston Jewelry Co., 1732 Buhl building, has been organized with a capital stock of \$1,000, all subscribed and paid in.

Detroit—The Wise & Busch Fur Co., Inc., 9220 Kercheval avenue, has been incorporated with a capital stock of \$5,000, all subscribed and paid in.

Topeka—S. W. Miller has opened his new general store at Emma, for business. It is located on the same site as the one destroyed by fire last fall.

Hancock — John Brandenstein has purchased the grocery stock and store fixtures of the late Charles Saxby, Superior street, taking immediate possession.

Detroit—The Universal Linen Supply Co., Inc., 1309 Third street, has been incorporated with a capital stock of \$15,000, all subscribed and \$5,000 paid in.

Pontiac—The Leader, Inc., 69 South Saginaw street, has been incorporated to deal in general merchandise with a capital stock of \$5,000, all subscribed and paid in.

Howard City—Albert Tronsen & Son have taken over the dairy equipment business and milk routes of Frank Terwilliger and will continue the business.

Bay City—Stockholders of the closed First National and Bay County Savings banks have verbally agreed to voluntary assessment of 100 per cent. to organize a new bank.

Detroit—The C. J. Page Tile Co., 2715 Chene street, has been incorporated to deal in tile and kindred merchandise with a capital stock of \$3,000, all subscribed and paid in.

Midland—H. W. Beckwith is closing out his stock of clothing and general merchandise at special sale and will retire from trade after fifty-seven years of active service here.

Otsego—Verne Niles and Orlo Gibbens have formed a copartnership and purchased the White Rose Grocery,

East city limits, and will continue the business under the same style.

Grand Rapids—Albert Terakowski has engaged in the grocery business at 713 Stocking street under the style of the Ideal Food Shop. Glenn S. McCarthy furnished the stock.

Van Dyke—The U. S. Community Stores, Inc., has been organized to deal in general merchandise at wholesale and retail with a capital stock of \$25,000, all subscribed and paid in.

Detroit—The Gerson-Stevens Co., Inc., 7815 West Vernor Highway, has been organized to deal in jewelry, diamonds, etc., with a capital stock of \$10,000, all subscribed and paid in.

Detroit—Rosen & Schwartz, Inc., 2625 Russell street, has merged its fruit and produce business into a stock company under the same style with a capital stock of \$1,000, all subscribed and paid in.

Detroit—National Selected Fruits, Inc., G. T. Terminal building, Ferry avenue, has been organized with a capital stock of 1,200 shares at \$10 a share, \$12,000 being subscribed and \$5,000 paid in.

Detroit—Kuhn's, Inc., wholesale and retail dealer in ice cream and confectionery, has merged the business into a stock company under the same style with a capital stock of \$35,000, all subscribed and paid in.

Detroit — The Van Dyke-Grinnell Public Market, Inc., Van Dyke and Grinnell avenues, has been incorporated to conduct a wholesale and retail market with a capital stock of \$4,000, all subscribed and paid in.

Detroit—The McGraw Supply Co., 3402 McGraw avenue, dealer in heating and plumbing supplies, has been incorporated with a capital stock of 1,000 shares no par value, \$1,321.82 being subscribed and paid in.

Detroit—The Michigan Upholstering Co., 1400 14th street, has merged its house and store furniture business into a stock company under the same style with a capital stock of \$50,000, \$40,000 being subscribed and \$24,000 paid in.

Detroit — The Berlin Appliance Shop, Inc., 13785 Gratiot avenue, electric refrigerators, radios, etc., has merged its business into a stock company under the same style with a capital stock of \$3,000, all subscribed and paid in.

Detroit—Earl J. Fisher has merged his undertaking business into a stock company under the style of Earl J. Fisher, Inc., 3721 14th street, with a capital stock of 25,000 shares at \$1 a share, \$7,500 being subscribed and paid in.

Detroit—The Gabel Risdon Creamery Co., Inc., 3600 East Forest avenue, has merged its business into a stock company under the same style with a capital stock of ten shares at \$100 a share, \$1,000 being subscribed and paid in.

Munising—Charles Johnson, Superior street, has sold his tailoring business to R. A. Denman, of Marion, Mich.

Mendon—Charles Salisbury has sold his grocery stock and store fixtures to Orlando Chapman, who has taken possession.

Oxford—Chamberlain & Crawford, Inc., dealer in lumber, fuel, builders supplies, etc., has merged the business into a stock company under the same style with a capital stock of \$10,000, \$8,500 of which has been subscribed and paid in.

L'Anse—The S. & S. Grocery & Meat Market, a new independent business venture, opened for business in the Seavoy building Jan. 29. Mr. Swanson will devote his attention to the grocery department and Mr. Sands to the meat market.

Detroit—The Schreiber Roofing Co., Inc., 4806 Sturtevant avenue, has merged its sheet metal roofing business into a stock company under the style of Schreiber Bros., Inc., with a capital stock of \$20,000, all subscribed and \$1,900 paid in.

Detroit—Textile Processes, Inc., 310 Curtis building, has been organized to deal in textiles, trademarks, etc., with a capital stock of 500 shares no par value at \$100 a share and 1,000 shares at \$1 a share \$21,000 being subscribed and \$1,000 paid in.

Detroit — Jacob Barish, dealer in boots and shoes at 4721 Michigan avenue, has merged the business into a stock company under the style of Barish Shoes, Inc., with a capital stock of sixty shares at \$100 a share, \$6,000 being subscribed and paid in.

Richmond—An involuntary petition in bankruptcy has been filed in U. S. District Court at Detroit against George Steinmetz, clothing and shoes, by Irwin I. Cohn, attorney, representing George F. Minto & Co., \$295; Phillips Jones Corp., \$94; I. Shetzer Co., \$210.

Sault Ste. Marie—Robert D. Goad, formerly connected with the Joseph Maltas drug store and Thomas J. Arnold, of Chicago, have engaged in the drug business at 515 Ashmun street. The store is being equipped with all modern fixtures, etc., and will embody many new ideas.

Grand Rapids—J. H. Petter Co., 601 Michigan Trust building, has been incorporated to deal in securities, etc., with a capital stock of 1,000 shares of no par value preferred at \$9 a share and 1,000 shares of common no par value at \$1 a share, \$1,000 being subscribed and paid in.

Ypsilanti—Lamb & Son, conducting the oldest surviving grocery store here, being founded in 1838 by Charles and Edward King, the Lamb family entering the organization some years later, announces the addition of a junior partner in the affiliation of Don Porter with Lamb & Son.

Cheboygan—A 10 per cent. third dividend totaling \$135,000, will be paid out by the defunct First National Bank. This will raise the total paid out by the bank to 85 per cent. or \$1,128,187.32, since it went into receivership in 1930. Another dividend will be paid in the spring or early summer.

Detroit—The Ster-L-Way Automatic Merchandising Corporation, 3355 Northwestern avenue, vending machines and goods therefor, has been incorporated with a capital stock of

\$10,000 preferred, 1,500 shares of A stock and \$1 a share and 500 shares of B stock at \$1 a share, \$2,725 being subscribed and paid in.

Charlotte — Vaughan & Ragsdale, with stores in four states—Montana, Wyoming, Michigan and Illinois—opened a store in this city Feb. 3. J. H. Tate, district manager and A. N. Anfensen, local manager, have been here several days arranging for the opening. The concern has taken a long lease on the H. A. Higby store, formerly the Community Association rooms.

Lansing—L. C. Pemberton, who has been in charge of Frigidaire sales for the Mills Dry Goods Co. since last July, has purchased the refrigerator and radio stock of A. W. Shields at 406 South Washington avenue. Mr. Pemberton and his associates have been conducting a similar store at Durand for about twenty years and at Howell for eight years. These stores will be continued and the Lansing store is being added as a new unit.

Manufacturing Matters.

Detroit—The Kay & Jay Manufacturing Co., 6525 Lincoln avenue, has changed its name to the Davis Stamping Co.

Detroit—The Detroit Sausage Manufacturing Association, 5454 Vernor Highway, has changed its name to the Michigan Sausage Manufacturing Association.

Grand Rapids—The Steel Furniture Co., 1480 Buchanan avenue, S. W., manufacturer of opera and church chairs, etc., has changed its name to the Irwing Seating Co.

Howell—Harry Cooper and Don Russell are completing plans for engaging in the manufacture and sale of garden furniture. They expect to open the plant about Feb. 15.

Grand Rapids—Ole Flottorp, manufacturer of wooden propellers for airplanes, is planning the construction of a building at the local airport to serve as first unit for a new propeller factory.

Detroit — The Midwest Appliance Co., 101 Smith avenue, has been organized to manufacture and sell carburetting device, with a capital stock of 100 shares at \$10 a share, \$1,000 being subscribed and paid in.

Detroit—The Conditioned Air Corporation, 1529 Ford building, has been organized to manufacture apparatus for conditioning air with a capital stock of 5,000 shares at \$10 a share, \$15,000 being subscribed and \$1,000 paid in.

Wyandotte—The Wyandotte Paint Products Co., Twelfth and Sycamore streets, has been organized to manufacture and sell paints and lacquers with a capital stock of \$20,000, \$10,000 of which has been subscribed and paid in.

Grand Rapids—Monroe Benbrook & Co., 1516 South Division avenue, has been incorporated to manufacture and deal in furniture, interior wood work and trim, with a capital stock of 500 shares at \$10 a share, \$1,000 being subscribed and paid in.

Essential Features of the Grocery Staples.

Sugar—Local jobbers hold cane granulated at 4.70c and beet granulated at 4.50c.

Tea—The market has shown no special change in any direction during the week. There has been some irregularity noticed in prices, but it has been confined mainly to medium and low grades of Indias and similar teas. The line of better grades has not shown any important change since the last report. Demand is a little better.

Coffee—Early in the week the Brazilian operators apparently ceased their efforts to support the market and future Rio and Santos, green and in a large way, went off several points. Later the situation steadied a little and at the present writing the demand is rather poor and prices remain about unchanged. The above refers to futures. Spot Rio and Santos, green and in a large way, remains practically unchanged for the week. There is nothing in sight at the present writing to materially advance Rio and Santos. Milds show no change from a week ago. Jobbing market on roasted coffee remains about the same. Demand about as usual.

Syrup and Molasses—Sugar syrup is in fair demand at unchanged prices. Buying is in small lots. Compound syrup is feeling a little better, largely on account of the general belief by buyers that prices will probably go no lower. Molasses in fair demand at unchanged prices.

Beans and Peas—Practically all varieties of dried beans are dull and easy with some actual declines, notably red and white kidneys and marrows. Dried peas dull and unchanged.

Salt Fish—Demand for mackerel and other salt fish showed a slight improvement during the week as buyers are beginning to be cognizant of approaching Lent. The statistical position of salt fish is strong and values will probably be firmly maintained for some time.

Canned Fish—Salmon is looking up a little, although prices are not generally higher as yet. Fancy grades of sockeye and chinook are firm and so are Alaska reds. Very little activity in other canned fish, though there probably will be an improvement within the next month or two.

Cheese—Demand for cheese is moderate. Prices have been fairly steady throughout the week.

Canned Vegetables—There has been good buying support to uphold the advances and sales have been made at the present price basis. Stocks in the hands of distributors are light. The fall and early winter are over and the necessity for rebuilding inventories becomes more apparent every day. After the severe price test of the past several months no distributor can say with fairness that he fears further declines and is afraid to cover for that reason. Peas have held steadily, with many counts now cleaned up. Corn, on the other hand, has been easy because of weakened trade confidence, due to the very large pack in 1931. But in this connection it is worth while to note that there has been an unusually large movement of corn out of first hands, since the fall and unsold stocks are in

fact lighter than is generally supposed. Maine fancy corn is firmer at 75c factory, with some packers holding for 85c.

Canned Fruits—The cling peach stabilization movement is gaining strength all along. With the field brokers into it now, and all but a few of the smaller canners signed up, this latest attempt to peg prices will be interesting to observe. No adequate test can be expected for some little time as yet, because a lot of distributors covered their requirements pretty well before the plan went through and there are still some stocks to be had at resales.

Nuts—There is little activity in nuts just now. Large manufacturers are covering their requirements of shelled varieties very closely, which insures a certain replacement demand. Otherwise trading is featureless. Stocks in the hands of importers here are very light. Domestic almonds are selling on a slightly advanced price basis. The unshelled nut market is inactive. Imported chestnuts about through for the season; 66 packages sold at auction yesterday 3@4c, one small lot reaching 5 3/4c. No important trading in ungraded Southern pecans.

Dried Fruits—Dried fruits generally unchanged this week. The market can be said to be routine, however, and no immediate prospect of a change is apparent. Raisins are being quoted by California packers at the fractional advance which the recent rise by the California raisin pool foreshadowed. Bleached raisins of all varieties are showing a little more firmness. The demand for prunes is light, and there is little profit in them, which accounts largely for the apathy of all hands in handling them. Packers' agents and jobbers here report a little better demand for small sized prunes, but the prices are so low that these small sizes are hardly worth handling charges. Prunes have been weak all season, in spite of their relatively strong statistical position as compared to the crop of 1930, when the yield was a record one. Exports of prunes held up in very good shape, too, leading all dried fruits. These things, however, have thus far failed to provide the necessary impetus to start prunes moving toward higher price levels. Apricots show few fractional price changes. There is no particular demand for them at this time of the year.

Rice—The trend of the rice market continued weak, according to reports from the South. Growers have been shading prices pretty much all along the line. Stocks in the hands of millers are light but the more moderate demands by farmers may stimulate buying. Domestic demand is largely of a replacement character.

Review of the Produce Market.

Apples—Current prices are as follows:
 Baldwins, 2 1/2 in., A grade ----- \$.85
 Bananas, 2 1/2 in., A grade ----- .90
 Delicious, 2 1/2 in., A grade ----- 1.50
 Delicious, 2 1/4 in., C grade ----- .75
 Greenings, R. I., 2 1/2 in., A grade 1.00
 Greenings, R. I., Bakers, 3 in. -- 1.25
 Grimes Golden, 2 1/2 in., A grade. .75
 Hubbardstons, 2 1/2 in., A grade -- .85
 Jonathans, 2 1/4 in., A grade ----- 1.25
 Kings, 2 1/2 in., A grade ----- 1.00

Kings, 3 in., Bakers, A grade --- 1.50
 McIntosh, 2 1/2 in., A grade ---- 1.75
 Spies, 3 in., Baking ----- 1.50
 Spies, 2 1/2 in., A grade ----- 1.50
 Spies, 2 1/4 in., C grade ----- .85
 Talman Sweets, 2 1/4 in., A grade. .85
 Wagners, 2 1/2 in., A grade ---- 1.00
 Washington box apples are sold on the following basis:
 Extra fancy Delicious ----- \$2.75
 Fancy Delicious ----- 2.50
 Extra fancy Romes ----- 2.35
 Fancy Romes ----- 2.15
 Bananas—5@5 1/2c per lb.

Butter—Butter has had several small declines since the last report, possibly aggregating 1/2c per pound. The trouble seems to be poor demand. Jobbers hold 1 lb. plain wrapped prints at 22c and 65 lb. tubs at 21c for extras.

Cabbage—\$2.25 per 100 lbs. for home grown; \$2.75 per crate for new from Texas.

Carrots—60c per bu.
Cauliflower—\$1.75 for box containing 6@9.

Celery—30@50c according to size.
Celery Cabbage—75c per doz.

Chestnuts—18c per lb. for New York stock.

Cocoanuts—90c per doz. or \$3.50 per bag.

Cranberries—Late Howes, \$2.50 per box.

Cucumbers—Illinois hot house, \$2 per doz.

Dried Beans—Michigan jobbers pay as follows for hand picked at shipping station:

C. H. Pea from elevator ----- \$2.00
 Pea from farmer ----- 1.70
 Light Red Kidney from farmer -- 1.75
 Dark Red Kidney from farmer -- 2.85

Eggs—The market is a little stronger and about 1c higher than a week ago. Jobbers are paying 15c for strictly fresh hen's eggs. They are selling their supplies:

Fresh hennery eggs ----- 17c
 Hennery white ----- 19c
 Fresh eggs ----- 16c
 XX candled storage ----- 14c
 X candled storage ----- 12c
 X checks storage ----- 11c

Grape Fruit—Florida commands \$2.50@3 per box; bulk \$2.50@2.75 per 100.

Grapes—Calif. Emperors, in kegs with sawdust, \$6.25.

Green Onions—Shallots, 50c per doz.

Lettuce—In good demand on the following basis:

Imperial Valley, 6s, per crate -- \$4.25
 Imperial Valley, 5s, per crate -- 4.25
 Home grown, leaf, 10 lbs. ----- 1.20

Lemons—Present quotations are as follows:

360 Sunkist ----- \$5.50
 300 Sunkist ----- 5.50
 360 Red Ball ----- 4.50
 300 Red Ball ----- 4.50

Oranges—Fancy Sunkist California Navels are now sold as follows:

126 ----- \$4.00
 150 ----- 4.00
 176 ----- 4.00
 200 ----- 4.00
 216 ----- 4.00
 252 ----- 4.00
 288 ----- 3.75
 324 ----- 3.75
 Floridas—\$3.50 per box; bulk, \$3.50@4.50 per 100.

Onions—Michigan, \$4.50 per 100 lbs. for yellow; Genuine Spanish, \$3.25 per crate.

Parsley—40c per doz. bunches.
Potatoes—On the local market transactions hover around 40c per bu. In Northern Michigan carlot buying points the price ranges from 20@25c per bu.; Idaho, \$2.25 per 100 lb. sack.

Poultry—Wilson & Company pay as follows:

Heavy Springs ----- 15c
 Heavy fowls ----- 14c
 Light fowls ----- 12c
 Ducks ----- 14c
 Geese ----- 11c
 No. 1 Turkey ----- 20c

Spinach—\$1 per bu. for Texas.
Squash—\$3.25 per 100 lbs. for Hubbard.

Sweet Potatoes—Kiln dried Indiana Jerseys, \$1.40; Tenn., \$1.25.

Tangerines—\$2.25 per bu.

Tomatoes—Hot house, \$1.85 per 7 lb. basket; Southern and California, \$1.25 per 7 lb. basket.

Veal Calves—Wilson & Company pay as follows:

Fancy ----- 8@12c
 Good ----- 8c
 Medium ----- 7c
 Poor ----- 5c

All-Michigan Food Banquet on Feb. 15

Detroit, Feb. 2—Invitations are going out to-day to the leaders in the Michigan food industry on the first annual All-Michigan Food Exposition banquet. This sumptuous feast, comprising nothing but food produced in Michigan, will be served in the crystal ballroom of the Masonic Temple, Monday, Feb. 15 at 5:30 p. m.

I believe you are conversant with Mr. Fenner's desires in the staging of this banquet. He believes that great good can be accomplished through bringing together all the elements in the food industry. We have planned a very entertaining musical program, to be followed by short speeches from the spokesmen of the various groups represented. Mayor Frank Murphy will give the principal address of the evening and the affair will be broadcast over WJR.

I appreciate that Mr. Fenner has been unable to personally tell everyone the purpose of this banquet, consequently the great number that should be present will undoubtedly look upon it as "just another feed."

Walter S. Howell.

Plate Glass Orders Register Gain.

Renewed interest in plate glass on the part of automobile manufacturers is the bright spot of the week in the flat glass industry. Increased buying by automobile companies causes plate and laminated glass producers to step up production schedules. Demand for window and other types of flat glass shows little or no improvement. Lack of activity in the building trades is reflected in the slow movement of window glass from factories to wholesale distributors. The sash and door trade is buying only for immediate requirements.

Each of us might if we tried hard find in every one of our friends, or in people we only meet and part with, something to praise instead of criticize. Instead of so much praising of ourselves let us look sharper to find in others something to praise. Self-praise is "no good." It is a counterfeit coin, not fit to pass on.—John Wanamaker.

MUTUAL FIRE INSURANCE

Dangers of Fire in Careless Use of Petroleum.

The careless use of petroleum and its products is one of our most serious fire hazards. This classification includes gasoline, kerosene and other manufactures of the petroleum industry. Fire loss from this cause in the United States last year amounted to a little more than \$11,000,000, and in the State of Texas during 1930 there were approximately 150 fires from this cause which resulted in a property loss of approximately \$200,000.

The most serious result arising from the improper use of gasoline and kerosene is the number of people burned to death.

Gasoline is the most dangerous of these products owing to its volatility, which causes it to vaporize rapidly, and its gas, when mixed in proper proportion with air, becomes highly explosive. The practice of cleaning clothes with gasoline is a dangerous one, for the fumes which spread in all directions will explode, if allowed to contact with a blaze or even the merest spark. The following safety rules should be used for gasoline:

1. Never attempt to start a fire of any kind with gasoline.
2. Gasoline should be kept in approved safety cans; not in glass bottles.
3. Never leave gasoline uncovered so that the fumes can spread.
4. Never use gasoline for cleaning clothes or any other article in the house where there is a fire, or where the house is closed. Gasoline should always be used in the open air.
5. Do not smoke in a garage, or smoke in an automobile while its tank is being filled. Remember gasoline fumes spread.

Kerosene is dangerous and should always be treated with respect. Too many people were burned to death in Texas last year by its improper use, and we have urged that the following safety rules be observed:

1. Never attempt to start a fire with kerosene.
2. Keep kerosene in safety cans and out of reach of children.
3. Be sure that oil heaters and cookers do not leak and make sure they will not overturn easily.
4. Keep burners on all oil heaters clean and do not turn the flames too high.
5. Do not let the floor beneath the can become oil soaked.
6. Never leave kerosene uncovered.
7. Fill by daylight only any receptacle in which oil is to be burned.
8. Not more than one gallon should ever be kept in the house and it should be in a safety can.
9. Make sure that oil cans do not leak or drip.

J. W. Dewese.

Items From the Cloverland of Michigan.

Sault Ste. Marie, Feb. 2—Last Thursday was Governor's day here, he being the honored guest and principal speaker at the Chamber of Commerce at its forty-fourth annual meeting held at the Hotel Ojibway. The Sault recognizes the honor of being given a share of his precious time and is making use of it proudly. While the Governor wanted it distinctly understood

that he makes no promises, it made it plain that he was opposed to any diversion of the highway funds, which made a hit here, as we still have a gap of unfinished highway between here and St. Ignace, which we want finished. Attention of the Governor also was given to "a lot of fellows who are using the State highways for commercial purposes, and he warned that the trucking interests of the State must be made to pay for their privileges, that they need not expect State co-operation in making it impossible for railroads to conduct their business by failure to exact just and proportionate taxes. He believes in Michigan sufficiently that every bit of what talent he has will be given to its exploration, whether this is by means of travel or radio or written word. Glowing approval was expressed by Governor Brucker of the optimism and confidence radiated by Arthur Dawson, honorary president of the Chamber of Commerce, who gave five reasons why the Sault should be thankful and more hopeful than any other city of twice its size in the United States. He denounced "crapehangers." You talk of depression when forty-four railroads have gone into receivership. Why forty years ago we had a depression which put 169 railroads into receivership. We have no reason to be despondent. In the past 100 years we have had no less than twenty panics—half of them serious. In the panic fifty years ago 50,000 business houses failed. Seventy-five years ago it was necessary to call out the Government troops to protect the men of wealth and to patrol Wall street and thousands paraded the streets shouting "Give us bread or give us death." Every time we came back stronger than ever. Here in the Sault we have a Government payroll of between 600 and 700 men each year, with salaries aggregating \$750,000. No matter what the business conditions, the Governmental river projects employ between 500 and 600 men. We have a stopping place for more than 50,000 tourists who spend \$415,484 in one year. Every local industry with one exception, is operating at full time. Our three local banks are in splendid condition. Why should we be depressed? Over 300 of our business men attended the meeting and the word depression surely sounds unpopular.

Henry Shields, one of our well-known West side grocers, has returned from a visit to Chicago and Lower Michigan, feeling much better, knowing that his home is in the good old Sault.

If you are one of those who have been ordered to drink a lot of water, be glad that you live in the Sault, where the water is good.

Arrowood & Johnson, proprietors of the Crystal market, at Manistique, will move into their new building at 218 Oak street. The new location is in the Olson building. It affords much greater space than the old store and will give a better opportunity to display goods.

Henry Bumstead, the well-known merchant at Rosedale, has opened a pool and soft drink parlor in connection with his general store, which is the principal place of amusement in the village.

W. B. Thomas, secretary of the Manistique Chamber of Commerce, and Stanley Crowe went to Ishpeming last Thursday to attend the tourist and resort conference under the auspices of the Upper Peninsula Development Bureau.

M. J. Magee, President of the Sault Savings Bank and local ornithologist, sent to the University of Michigan the first gyrfalcon shot by deputy sheriff Willard Welch. It is a native of the Arctic and very few have ever strayed to any part of the United States. The gyrfalcon is like the duck hawk; and it is probably the most powerful of all the falcons.

If you want to know a man's income, ask him what income should be exempt from taxation.

Our City Manager, Henry Sherman, who has been on the sick list for the past week, is able to be back on the job again, and will soon be able to appoint a new chief of police.

D. Booth, of the Booth Produce Co., left last week on a business trip to Chicago and other places. He expects to remain away for another week.

There seems to be some question whether often is pronounced of-ten or often, as in "I get it often you."

William G. Tapert.

Packaging Plan Before Notion Trade.

Production of special kits of notion items, packed in containers decorated with patriotic colors and labeled with a name reminiscent of Colonial days, is being considered by the notion industry. Manufacturers seeking some

means of benefitting by the Washington bicentennial celebration this year have centered attention on special packaging because most notion items are not readily adaptable to the occasion. General business in the industry continues above last year's levels.

Detroit—Herbaria Herbs Products, Inc., 6009 Nottingham street, has been organized to sell herb tea with a capital stock of \$1,000, all subscribed and paid in.

Morenci—The Morenci Hatcheries, Inc., has been organized to deal in poultry supplies, hatch and sell chicks, with a capital stock of \$10,000, \$5,020 of which has been subscribed and paid in.

Mutual benefit, protection and responsibility has been the object of all organized human efforts throughout the ages.

It's the underlying principle of Mutual Insurance.

THE GRAND RAPIDS MERCHANTS MUTUAL FIRE INSURANCE COMPANY affiliated with the Michigan Retail Dry Goods Association offers all the benefits of a successful organization.

319-320 Houseman Building

GRAND RAPIDS,

MICHIGAN

OUR FIRE INSURANCE POLICIES ARE CONCURRENT

with any standard stock policies that you are buying

The Net Cost is **30% Less**

Michigan Bankers and Merchants Mutual Fire Insurance Co. of Fremont, Michigan

WILLIAM N. SENF, Secretary-Treasurer

Mutual Insurance

With losses lower, with expenses lower, with no inside profits for invested capital you would expect the net cost of MUTUAL insurance to be less. It is.

The saving in cost is not made at any sacrifice in safety and strength. The Mutual plan of operation is right, Mutual insurance is better protection, Because it is better it costs less.

May sound unreasonable if you are not informed, An investigation is convincing, For the sake of yourself and your business, investigate.

Finnish Mutual Fire Insurance Company

444 Pine Str., Calumet, Mich.

IN THE REALM OF RASCALITY.**Questionable Schemes Which Are Under Suspicion.**

Reference has been made in *Out Around* to a collector who did not prove to be very swift in reporting and settling for collections made by him. Since these cautionary articles were written it has been learned that the man, who uses the name A. Alvin Guto, has shaken the dust of Grand Rapids from his feet and located at 408 Spitzer building, Toledo, where he is doing business under the style of Guto's Service. Until he straightens out his unpaid obligations in this city this department is hardly disposed to give him a letter of recommendation to the mercantile friends of the Tradesman in Toledo.

It has been many months since the fraudulent stock promoter has mustered up sufficient courage to try his age long game, but he has at last emerged and is working the long distance and short distance telephone racket to ensnare single women and widows whom he suspects have some cash to be lured away. As in the old days, he secures his names of prospects from printed lists of stockholders in companies whose stocks are listed on the various exchanges, or he writes to those who he has learned have inherited money. He also selects holders of stocks whose dividends have been cut or passed, and paints a gloomy picture of the future of such issues, urging in the next breath that he has securities which have paid dividends all through the depression and which will continue to do so. I have heard of several of such promoters of stocks which have really no market, who have telephoned to prospective victims, but fortunately I am able to state that of the instances which have come to my attention, curt refusal to deal with the so-called broker on the telephone has been the rule. The mails are also once more carrying "bargain" offerings of this caliber. Thanks to the efforts of the Government prosecutors and the publicity given to the operations of this class of fakers, the number of the latter has been reduced to comparatively small proportions.—*Financial World*.

Vendors of medicines and beauty preparations have signed stipulations with the Federal Trade Commission agreeing to discontinue unfair advertising. The Commission makes public to-day the details of stipulation agreements with Mlle. Sophia Koppel, New York; Dr. C. M. Coe, Inc., St. Louis; H. W. Barton, Kansas City; and D. D. Corporation, Batavia, Ill.

In a stipulation with the Commission, Mlle. Koppel, advertiser-vendor of a treatment designated "Growdina," for developing the bust, neck, arms, legs and figure, agreed to cease advertising that the preparation is a tissue builder or was discovered by Mlle. Koppel or that Mlle. Koppel is a famous Parisian beauty culturist. The preparation will no longer be advertised as having a reputation on two continents, or as scientifically prepared or to be capable of introducing a nour-

ishing, tissue-building food into the flesh which stimulates cell growth.

Dr. C. M. Coe, advertiser-vendor of a medical treatment for tapeworm, agreed to discontinue all advertising and limit sales to filling unsolicited orders.

H. W. Barton, trading as W. B. Way Co., advertising and selling a medicinal preparation for treating kidney, bladder or prostate disease, agreed to stop advertising that such ailments can be stopped by use of its preparation, or that the products constitute a competent treatment. The respondent will also cease using the word "Prostatitis" in designating such medical treatment.

A skin lotion designated D. D. D., will no longer be advertised as efficacious in the treatment of itching skin unless such statement is qualified to indicate that it does not apply to all cases of itching skin. Nor will it be advertised that this lotion is a competent treatment for "any form of skin disease," or eczema, ulcers, blotches, pimples, or other skin blemishes, unless the statement is qualified to indicate that it does not apply to all forms of pimples or skin blemishes.

Transient Traders Law Is Declared Invalid.

Validity of one ordinance enacted by the city commission of Bay City this summer was upheld and another was declared invalid in opinions handed down by Circuit Judge Samuel G. Houghton.

Both ordinances had been called "unconstitutional and unreasonable" by defendants appealing cases from police court judgment to circuit court within the past few months. Edward F. Meyer, manager of the Monarch Oil Co. station at Fourth avenue and Adams street, had been found guilty of violation of the city fire ordinance and Leo Brady, Bay City and Maxwell F. Smith, Saginaw, of violating the ordinance regulating "transient traders."

The "transient traders" ordinance is in conflict with the fourteenth amendment to the Federal constitution, Judge Houghton ruled and is invalid. Brady, salesman for the Purity Baking Co., and Smith, salesman for the Jersey Baking Co., had been convicted in police court in October, two weeks after the traders' ordinance went into effect.

"The courts cannot interfere with the discretion of the Legislature," the opinion reads, and quotes the section of the constitution reading that "no state shall make or enforce any law which shall abridge the privileges or immunities of the citizens of the United States."

The ordinance may be either in the nature of taxation or as a protective tariff in favor of local merchants, Judge Houghton stated finally, yet when it discriminates between residents, it is in conflict with the constitution and void.

Drinks on a Scotsman.

A Scotsman was run over by a brewery wagon. It was the first time the drinks were on him.

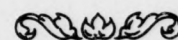
Coffee

The delightful aroma of the breakfast cup of coffee is an inspiration for the day.

Better coffee increases this effect.

Quality - Price - Satisfied Consumers are all embodied in our popular brands.

Imperial
Morton House
Quaker
Majestic
Table King
Nedrow
Boston Breakfast Blend
Breakfast Cup
Princess



LEE & CADY

THE CRY FOR CHEAP MONEY.

It was inevitable that the old and rejected financial nostrums should be revived in this period of financial depression. To go no further back than the seventies of the last century, they found advocates then and have found advocates in every period of poor business since that time. The nostrums take various forms, but they all call for some kind of cheap money.

Senator Wheeler, of Montana, who is demanding the free coinage of silver at the ratio of sixteen to one, has just explained that it would "enable the debtor to liquidate in honest dollars the value of those borrowed instead of in dollars of greater value." Horace Boies, who was among those defeated by Mr. Bryan for the Democratic Presidential nomination in 1896, demanded the free coinage of silver so that farmers might pay off their mortgages in 50 cent dollars.

The depression of 1873 was followed by the greenback craze. The greenbackers wanted the Government to print unlimited paper money and were confident that this and this alone would restore prosperity. But the Government did not print unlimited paper money and prosperity did return. The declarations in the platform of the Greenback party read much like statements heard to-day.

The preamble declared that the party was called into existence by the necessities of the people whose industries were prostrated, whose labor was deprived of its just reward and by the ruinous policy which the Republican and Democratic parties refused to change. Ignatius Donnelly, who later acquired considerable notoriety by his efforts to prove that Bacon wrote Shakespeare, was chairman of their convention, and Peter Cooper, whose benevolences antedated those of Andrew Carnegie, was nominated for the Presidency.

The Republicans nominated Rutherford B. Hayes, who as Governor of Ohio had fought the growing greenback sentiment in that State. Under him specie payments were resumed and little was heard of "fiat money" until General Coxey led his ragged army of the unemployed to Washington.

The demand for cheap money, however, was revived after the depression of 1893. It took the form of a demand for the free coinage of silver, a demand that Senator Wheeler is now renewing. Mr. Bryan went around the country saying that it took twice as much grain for a farmer to pay off his mortgage as when he borrowed the money and that unless something was done for him the whole country would be ruined. But free coinage of silver was rejected and prosperity returned and the National wealth grew by leaps and bounds.

The market ratio of gold and silver in 1896 was about thirty-two to one. At present it is about sixty to one. Senator Wheeler and those who agree with him hold that free coinage at sixteen to one would not only restore prosperity by providing cheap money, but would also raise the price of silver and benefit the whole world. Reduced to its essentials, the plan is to fix the

price of silver by statute and to raise the market price to that figure by Governmental purchases.

The experience of the grain corporation does not seem to have taught them anything. It was political rather than economic reasons which led to the entrance of the Government into the grain market. Its activities may have had some slight effect on prices, but the Russian wheat shortage and the stopping of Russian exports have had a much greater effect.

General Coxey in his earlier moment of notoriety was unable to influence Congress, but as mayor of Massillon, Ohio, he has emerged from obscurity and is about to experiment with the power of the printing press as a cure for depression. He plans to print what he calls bonds of various denominations and use them for paying the bills of the city. This differs in degree and not in kind from Senator Wheeler's demand for the free coinage of silver at a ratio radically different from the ratio of the market price. His plan will be rejected and prosperity will return.

RETAIL OUTLOOK FOR YEAR.

With the conclusion of their fiscal year in the month just closing, retail interests are naturally much concerned about the outlook for the next twelve months. They are studying certain fundamental conditions which were brought out in the operations of 1931 and striving to find ways of meeting them more effectively.

The most important problem, of course, is found in the reduction of profits which is caused by lowered prices. In not a few cases physical volume of transactions has increased, but dollar volume has been lower, owing to the fall in prices. Consequently, expenses have increased, but profits have dwindled.

Possibly some light may be thrown upon this difficulty and upon the trade outlook as well by experience of the stores in the last major depression. In this case, when prices started to collapse in 1920, physical or merchandise volume began to increase toward the end of that year and reached a peak in the fourth quarter of 1921. It then receded.

Dollar volume of the stores, on the other hand, started falling in the third quarter of 1920, and it was not until the second quarter of 1922 that a rise was seen. The important feature of this development was that this recovery in dollar volume by the stores did not come about until more than a year after basic industries had commenced to expand. The industrial recovery in basic lines got under way early in 1921.

If history repeats itself, therefore, a rise in dollar sales by the stores may not be expected for another twelve months or more, because basic industries have not yet started to expand. However, commodity prices have a highly important bearing upon developments. Should they firm and rise, then the usual lag in trade after a depression might be modified.

WHOLESALE ENTHUSIASTIC.

What was commented upon as almost a reversal of sentiment was ob-

served last week at the annual convention of the Wholesale Dry Goods Institute. Promised little more than a steady elimination from the picture of distribution over recent years, the wholesalers have suddenly found a new feeling of their importance in the field not only within their own ranks but among those producers whose products they handle.

A good share of the credit for this radical change in sentiment is given to their organization, which has developed two or three outstanding policies—the improvement of wholesale merchandising, classification of mill selling policies and selective distribution.

More efficient merchandising has reduced costs and developed a closer contact of the wholesaler with his customers. Means have been found to improve the methods of the smaller stores that buy from jobbers, and these smaller merchants have been more receptive to such ideas because of severe competition from the chain systems.

Classification of the mills into those selling only to jobbers and those selling to retailers as well has, to a degree, guided more profitable purchasing. Finally, selective merchandising, which was the keynote of the convention, means the choice of lines on a non-competitive basis, the wholesaler becoming a recognized agent in his territory.

This program has enabled the jobbers to improve their position, while at the same time many mills and producers have learned through bitter experience that selling direct to retailers has not brought the profits which were imagined. They have discovered that the price tactics and demands of the chains and large stores have often not been to their advantage and costs have mounted where they attempted their own distribution.

Possibly style merchandise may slip from the wholesale business, but the outlook is for a mounting volume of such distribution on staple dry goods.

NOT MUCH PROGRESS.

Quiet trade and continued lack of public confidence are having the effect of holding down industrial activity. The first month of the new year has brought few important gains. Trade has suffered a severe setback by reason of the weather and business conditions generally, while the failure of money hoarding to fall in its usual fashion after the holidays is sufficient proof that public sentiment has not reacted so favorably to the measures taken to relieve the credit and banking situation.

When the Government agencies actually start to operate, however, confidence should improve. Authorities agree that speeding up of the relief program is urgently necessary. Delay on the bankers' pool probably cut down a great deal of its value, it is pointed out. In the meantime, while large gold exports continue little can be expected in the way of easing credit by the Federal Reserve, although such a course is urged by competent observers.

After its gain right after the new year started, the weekly business index has been sinking through the month. In the last week of reports only steel and cotton cloth activity rose. Power output barely topped its previous level. Automobile production has suffered a setback and, at a time when a continuous rise is common, output declined 8 per cent. in units. Uncertainty over the Ford program and some sliding off in sales were held responsible.

Commodity price movements still fail to develop the firming tendency which was expected. Last week's fluctuations were a little more favorable, perhaps, but inflationary influences seem entirely lacking. The monthly report of the purchasing agents indicated that orders are still on an immediate requirement basis.

DRY GOODS CONDITIONS.

Still handicapped by unseasonal and rainy weather, retail trade was unable to improve on the subnormal business which has been its portion since the beginning of the year. In a final effort to push up volume for the closing week of the fiscal year and to move merchandise which has been selling only slowly, the stores launched clearances at greatly reduced prices. Men's wear responded somewhat to this treatment, but demand on other lines continued rather dormant.

The month just closed, it now seems clear, will be the first to show a decline of both physical and dollar volume for the large stores. In other words, the decline in dollar sales probably will exceed the reduction which has taken place in prices. In New York the drop may exceed 17 per cent. and for the country as a whole the decline will, of course, be larger.

Contributing to this result is the fact that January this year had five Sundays, as against only four in the same month last year. Therefore, while the daily average of sales will be considerably lower than a year ago, the month as a whole will show an even larger decline.

BANKING REFORMS DESIRED.

Business interests are not taking a direct hand in the agitation for banking reforms, but discussions indicate that there is powerful sentiment toward certain steps. Chief of these is unanimous accord upon measures which will end bank failures, either through a pool arrangement or the use of some other type of reserve.

The second desire of business representatives is to see a form of control set up for security loans in order that stock speculation may never again go on such a rampage as in 1929. It is pointed out that the spirit, if not the letter, of the Federal Reserve act was violated in the last inflation through the use of funds for such loans which were obtained by rediscounting commercial paper.

Objection has been raised by banking interests to such control, but it is suggested that by fixing certain ratios between commercial and security loans the Federal Reserve might put a brake on overexpansion of stock-market borrowing through charging a higher rate when the ratio passed a given point.

OUT AROUND.

Things Seen and Heard on a Week End Trip.

The fierce wind and storm last Saturday afternoon precluded the idea of calling on the merchants in towns on US 131, North of Grand Rapids, as was our intention.

I mentioned last week a call I received from a South end (Grand Rapids) grocer who had very foolishly entrusted a number of collections to a local man who claimed to have superior facilities for handling poor pay customers. I have no way of reaching a conclusion on that point, but my knowledge of his ability as an unfaithful fiscal representative is very complete. I wrote him an urgent letter, requesting him to bring me an account of his collections and a check for 75 per cent. of the total amount collected, made out in the name of the grocer. I asked him to do this within three days. Ten days have since elapsed and no word has been received from him. I therefore warn my friends in time not to have any dealings with Alvin Guto, 331 Houseman building, because he does not do as he agrees. I have proof in my possession that he made some collections.

Because I always espouse the cause of the under dog in any fight and have never conceded the correctness of the theory that might makes right I am with hopeless China in her controversy with Japan. I do not think we should meddle in the conflict, because if we do the whole world will soon be on a war basis, the same as the kaiser precipitated nearly eighteen years ago. I think we should furnish no war material to either country and that, because Japan is the aggressor, we should cease buying tea, silk and crab meat of Japan. These are about the only products Japan has to sell to the world, and I am told that America consumes about 90 per cent. of the exports of those products; that if America ceased buying these goods from Japan, the latter country would be on a starvation basis inside of six months. I talked with Hon. T. J. O'Brien along these lines many times when he returned to his home in this city after his career as ambassador to Japan. He was of the opinion that Japan could not exist if the American market was taken away from her.

Of course, the principal reason why I am dead set against Japan is that she has failed to keep her agreements with other nations relative to the declaration of war against another nation. Japan has not taken the time to make a declaration, but has started a war of which no one can see the end. She has kept up her policy of murder and her campaign of spoliation under promise to retire from the territory occupied. No one has any idea that she will keep her word, because she has demonstrated, time and again, that her word is worthless—on a par with the word of the kaiser, who turned out to be the greatest liar and dastard the world has ever known. People who have visited Japan tell me that the same is true of

the bankers and merchants of that country—that you have to watch the banker closely or he will short change you; that if you buy a garment from a merchant you have to watch the clerk who waited on you closely or he will substitute a cheaper garment while wrapping it up. I have no use for a government whose word is not good. I have no use for a dishonest banker or merchant. I hope Japan will some time meet a foe worthy of her and who will give her the trimming she deserves.

Two letters came to me last week from men who insisted I had saved their lives by making them acquainted with the merits of a certain form of grape fruit juice as a panacea for diabetes. I hope every grocery in America stocks this particular form of grape fruit and grape fruit juice and brings them strongly to the attention of any of their customers who happen to be afflicted with this malady at any stage of the game. If I were a grocer, I think I would drop a line to each of my friends and customers calling attention to the remedy, being careful to state that it should be taken only in connection with a diet list furnished by a regular physician. I doubt very much whether the remedy would be very effective unless a proper diet was observed in keeping therewith.

I am also in receipt of a letter from a gentleman who is still active as a grocer at 87 years of age. He says he has seen twelve of his friends go to the hospital during the past dozen years for gland operations and that every one has "come home in a box," as he expressed it. He is rejoiced to know that this kind of human slaughter is no longer necessary because it has been ascertained that immediate relief can be obtained by the use of diathermy, as described in this department last week.

Several druggists inform me that they have been called upon during the past week to put up bottles of Mrs. Frost's liniment, the formula for which I published in this department last week. No Tradesman reader can possibly make a mistake in providing himself with an ample supply of this remarkable remedy for aches, pains, bruises and sprains. No preparation of this kind could possibly live fifty years if it did not have unusual merit.

It is a matter of history that every President who defied the labor unions in a great emergency when union men resorted to rioting and murder immediately became very popular with the people. During the strike of railway employes by Debs in 1894, culminating in the derailing of mail trains and the destruction of private property to the amount of several millions of dollars by incendiarism, President Cleveland invoked the strong arm of the law, including the imprisonment of Debs, who should have been hanged without delay. This act made Mr. Cleveland one of the most popular men who ever sat in the Presidential chair during his last term and restored, to a great extent, the prestige he had lost during his previous term because

of his refusal to listen to the clamors of politicians of his own party who insisted that every Republican should be swept out of office.

Likewise Coolidge's action in defying the union when the policemen of Boston formed a union and immediately struck for higher wages almost automatically made him President of the United States. The wretched creature Gompers who assured Coolidge that he could never again be elected to the most insignificant township office soon had the satisfaction of seeing Mr. Coolidge sitting in the White House and subsequently elected by the largest majority any President ever received. I can find no record anywhere of a man who defied the labor unions who was ever defeated for high office. Association with creatures who resort to the torch of the arsonist and the bludgeon of the murderer never get a man very far in this world.

Grand Rapids is very fortunate that she has one great clergyman who has the courage to stand up in his pulpit and denounce the innumerable violations of law City Manager Welsh has committed since he assumed the office. He is also to be commended for his condemnation of the commissioners who have stood idly by and supported the City Manager in his irregularities and constant violations of the charter. Rev. Wishart has been a careful student of municipal matters all his life and, like any other expert observer, can see at a glance how untenable a position the City Manager occupies in the eyes and minds of all right thinking people. Every commissioner who voted not to accept Welsh's resignation and to commend his administration should be a marked man in this community from now on, because he stands utterly discredited in the estimation of all honest people. It is to be hoped that Dr. Wishart "stays on the job" until he has driven away every law violator, either as principal or assistant, to the obscurity he richly deserves.

The local daily papers have finally been compelled to allude to the fact that our municipal commissary for the "benefit"—God forgive me for using this term in this connection—of the unfortunates who are down and out has been most severely condemned by the Russell Sage Foundation. They had to do it in order to report Rev. Wishart's wholesale condemnation of the wretched subterfuge which has been defended so vigorously and exploited nationally by our crafty City Manager.

Special taxes aimed at chain stores not only fail to provide the revenue expected of them, but have reacted to the detriment of local merchants, according to tabulations issued by Federal authority. The figures, based upon the schedule of rates embodied in the Arizona license tax bill just enacted and the data of the census of distribution, indicate that the local merchants of that state, for example, will pay more than three times as much tax in the aggregate as the chain stores. The

tabulation shows the latter will pay \$4,471 out of a total revenue from the tax of \$19,763.

As some of my friends in the grocery trade do not appear to understand my position concerning the publication of an official organ by the Retail Grocers and Meat Dealers Association of Michigan, I deem it only fair to state that I have no objection to any organization publishing its own official organ. The dry goods and hardware associations have both resorted to this expedient—and I have commended them both. When the representative of any organization attempts to secure so-called advertising for its organ by methods not in keeping with present day standards of honor and integrity and compels the manufacturer, wholesaler and jobber to patronize its advertising columns or be the target of comments, casting reflections by word and innuendo on those who decline to "contribute to the cause," which tends to create a doubt of sincerity in the minds of the grocer and meat dealer as to the friendship of the manufacturer and jobber, I very naturally feel it to be my duty to condemn such methods, because they are not in keeping with the high ideals I have undertaken to establish and maintain in the broad field of trade journalism for nearly half a century. The Tradesman has always worked to build up the organization in question and has devoted hundreds of columns to the advocacy of organized effort among grocers and meat dealers. The more frequently the executive officers of an association can communicate with their members the better for all concerned, but such action should never be undertaken in connection with any movement which smacks of coercion and is frequently akin to blackmail.

Now that the fashion magazines and style talks by radio have posted the women of the smaller cities and towns of the country as to what's what in feminine dress, the stores along Monroe avenue serve more than the purpose of supplying the needs of consumers. According to a man who is well posted on matters pertaining to women's wear, they have become educational institutions for out-of-town buyers. In the last few weeks, he says he has had several buyers tell him that they would not think of placing orders until they have seen what the stores on Monroe avenue are showing. Not only do they closely study the window displays, but take a look at the stocks of stores carrying lines of the kind in which they are particularly interested. Once posted on what the local stores are carrying, they place their business, for they know that their customers, price for price, will be interested in the same class of goods.

Time was when a mercantile convention was regarded in the nature of an annual get-together affair; a period of hand-shaking and banquets; a time to renew old friendships and form new ones; in short, it was held to be primarily in the nature of a social event. The social features still remain prominent but not pre-eminent. Business

(Continued on page 23)

FINANCIAL

Glass Bill To Restore Original Federal Reserve Act.

It has long been known that Senator Glass was preparing a bill which would provide for fundamental changes in the American banking system. Few, if any, however, had anticipated that his measure would be quite so comprehensive as it now proves to be.

In general the bill is an attempt to restore the strength and theoretical consistency of the original Federal Reserve act. From another point of view it may be considered as suggesting means for correcting what Senator Glass and his technical adviser, Dr. H. Parker Willis, view as fundamental weaknesses in the banking structure.

Perhaps most important of the major changes suggested is in connection with using Federal Reserve facilities for supporting speculative activities. The original measure was fairly definite on this point but by one means or another Reserve credit has been used extensively, although indirectly, in the securities markets. In the current bill "discounts, advancements and accommodations" to member banks are expressly prohibited unless they "are intended for the accommodation of commerce, industry and agriculture."

Further assurance that Reserve credit will not get into speculative channels is provided by placing limitations upon the conditions under which banks may borrow on their own fifteen day notes secured by Government bonds and the restrictions on the security affiliates of member banks.

In the same general field are two provisions to prevent embarrassment during times of emergency. The first of these is the power given the Reserve banks to lend at a punitive rate on what are roughly parallel to clearing house certificates.

The second emergency provision is that the restrictions imposed upon fifteen-day notes may be suspended by the unanimous consent of the Federal Reserve Board. This latter provision would make it possible for the banks to come to the aid of the call loan market in an emergency such as developed in the stock market break in October, 1929.

A further attempt to restore the original theory of the Federal Reserve act is provided in the provisions regarding the management. In brief, these are designed to place in the hands of the Federal Reserve Board the real power of controlling the central banking system. In connection with this, two provisions are especially noteworthy.

First, a Federal Open Market Committee is created, consisting of the Governor of the Federal Reserve Board and an officer from each Federal Reserve bank. This committee is to have the sole power of determining the credit policy of the Federal Reserve system as reflected in its open market operations.

The second move tending to concentrate power in the hands of the Reserve Board is the prohibition of negotiations with foreign central banking representatives by individual Reserve institutions without authority from the Reserve Board. These negotiations

frequently have been embarrassing and annoying to the Federal Reserve Board and have lessened materially the prestige of the board in foreign countries.

Among the management changes there should also be mentioned the elimination of the Secretary of the Treasury from membership on the board and the provision that two of the six appointive members must be experienced in banking and finance.

The third line of reform is in connection with the reserve requirements of member banks. By amendments to the original act these requirements have been greatly lowered and the current bill provides for some increase in the reserve requirements. To accomplish this there are several complicated provisions which make a three-fold classification of deposits and provide for the adjustment of reserves taking place over a period of time.

The underlying thought in connection with reserves obviously is to distinguish between savings deposits which will remain with the institutions for some time, intermediate deposits held in banks temporarily awaiting investment, and demand deposits. It is the hope, of course, that the provisions will prevent a shifting of what are really demand deposits into the time deposit category in order to get lower reserve requirements. It is admitted officially that such shifting has taken place on an extensive scale and there is no doubt that the practice has resulted in difficulties because of the relatively high rates of interest paid on time deposits.

An entirely new addition to the Reserve act is the provision for creating a bank to facilitate the prompt payment of depositors of failed institutions.

The above are merely a few of the outstanding provisions in the Glass bill. The more one analyzes the proposal the more evident it is that it has been drafted with care and with the deliberate purpose of restoring the liquidity of the American banking system. That is, the bill is a direct attack upon those provisions in the present Federal Reserve act which have made it possible for our banking system to get away from the old principle of self-liquidity and to substitute in its place the principle of "shiftability." It was because of the latter principle that such emphasis was placed upon long-term obligations which during prosperity appeared marketable but which it is found, in a business depression cannot be liquidated without disastrous losses.

The proposal, then, should be studied and appraised from the point of view of whether we want a banking system which during depressions can remain solvent and liquid or whether we desire to continue a system which with declining values becomes little more than an investment trust whose portfolio consists largely of frozen assets.

Ralph West Robey.

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Interval of Dull Trading Before Sustained Rise.

Every sharp upturn of the stock market touches off a flurry of bullish enthusiasm and a new crop of predictions that the bottom has been passed

and the long-awaited upswing lies ahead.

Since the first violent crack in the market in the fall of 1929 there have been half a dozen of these temporary reversals in the downward trend, only to be followed by a resumption of the decline to new low depths. So far such advances as the market has had have been founded primarily upon technical conditions rather than any fundamental change in underlying business trends and corporate earnings which ultimately determine the direction of security prices.

Judged from a scale of years, it is evident that stock prices, if they have not passed the bottom, are near it. "New era" valuations have been washed away. Brokers' loans are near the \$500,000,000 mark, indicating a strong technical condition. Yields, money rates, the low level of business activity and other accepted indicators point to an approaching culmination of the downswing.


Yet there is nothing so far, in the opinion of experienced observers, which justifies expectation of nearby development of a sustained upswing. Bull markets, as the saying goes, do not develop overnight.

While there is strong possibility of a minor spring upturn, it seems likely the market will go through an extended period of dullness and false starts and setbacks before it finally establishes a firm base for a major rise. Before the character of buying which lifts the market steadily forward comes in, there must be some tangible evidence of improvement in industry and trade.

Meanwhile, the market is likely to go through what chart-readers call a period of accumulation when informed interests, sensing a fundamental change, are quietly buying securities for a major advance.

In the depression year of 1921, when the primary post-war slump ended, the bear market bumped along the bottom of the downswing for weeks before an advance started, to gather momentum in the fall. The low level touched near the end of 1920 was followed by a sharp rebound, but the low mark was tested twice before the advance started.

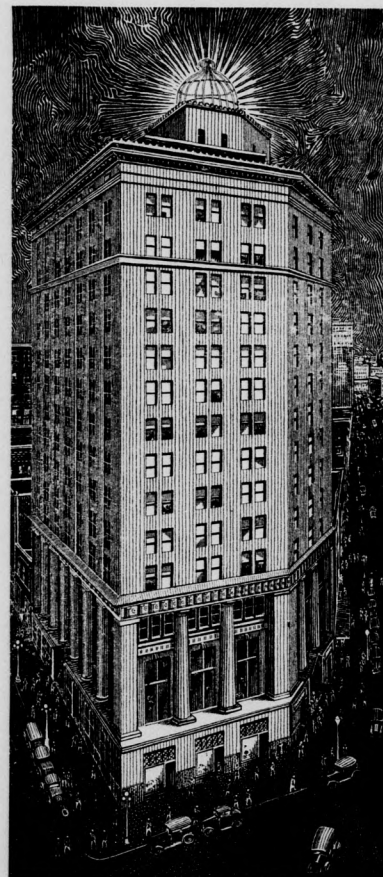
Moreover, the advance began almost imperceptibly and after the curve of industrial production had touched ab-

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solite bottom on the previous decline. History is no accurate foundation for making prophecies, but market students still adhere to the belief it probably will repeat itself this time in so far as the preliminaries of a sustained rise are concerned.

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Public Has Been Misled Too Often.

It is reported that in the near future the American public again will be subjected to a campaign on returning prosperity. The campaign, it is stated, will be well organized and will consist not only of optimistic business items but speeches and public statements by men whose opinions, it is hoped will carry weight.

It will be recalled that last fall such a campaign was carried on and for some weeks there were general survey stories on business improvement which as a group, covered practically the entire United States. According to these dispatches employment was increasing, volume of buying was growing and business leaders were making plans for expansion. In due time, of course, the campaign died because of its own inaccuracies.

It would be exceedingly unfortunate to have this experience repeated. The American public has already been misled too often for the good of business recovery. No less than three times within the past six months it has been subjected to propaganda designed to make it believe prosperity was just ahead.

As a matter of fact such propaganda has been issued almost continuously since the stock market break in the fall of 1929. Right from the start of the depression those in responsible official positions as well as private business men and economists have assured the public that we were at the turning point. From the point of view of business recovery we all would be much better off to-day if there had been no such attempt throughout 1930 and 1931 to hide and belittle the seriousness of the readjustment which was necessary.

The American public has been exceedingly slow in accepting as inevitable the correction of errors made before 1930. Nevertheless it is in a fair way to-day of realizing that our last prosperity contained large elements of unsoundness which it was necessary to eliminate. Further, it is beginning to believe that this process of correction cannot be rapid but must come over a period of time.

This is a healthy attitude and it should be encouraged. Instead of building up false hopes, the public should be permitted to continue in its belief that we gradually are establishing a sound bottom from which a real, but slow, recovery is possible. Instead of such frankness frightening the American public it would create a hope which is exceedingly difficult for many people to maintain if they are given reports which are proved false within a few weeks. Ralph West Robey.

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Successful Trading.

There is a saying—"Never put all your eggs in one basket." This is a good rule to follow in stock market trading. If your capital allows it,

select a stock in every group and then buy or sell it in equal amounts. Your capital should be so divided as to enable you to make ten trades with it. If trading in fifty shares as a total, buy or sell ten share blocks and place stop loss orders three to five points away.

Most investors usually have a fixed price in their own minds at which they desire to take their profit. In trading, make no definite fixed price. Your object is to make profits. The market alone determines this amount and be prepared to accept it and get out before the trend changes. Many traders lose big profits by missing their objective by two or three points and sometimes end up with a loss on the trade.

In most bull and bear campaigns the public sticks to definite points for bottoms or tops of the market. It is not necessary in any kind of market to get the last eighth in a trade to make profits. Investors should forget fixed prices. If you cannot get all the profit you want on the transaction, take what you can get. If the market won't go your way, go its way. In closing out a trade, consider before taking the profit, if the move is over—do I have to sell?—do I need this profit? Study the charts; protect the profit with a stop loss order.

Before increasing your line of stocks accumulate a surplus from previous profits. In an active market, watch for the move and if stocks go against you for two consecutive days, they usually go for a longer time. Don't always buy stocks because they pay dividends; don't always sell them if they do not. Investors hold stocks for big dividends and usually find that later on the dividend is passed or cut and the stock sells at one-half of its previous price. Protect your capital—not dividend return. Fluctuations will make more money for you than dividends.

If a stock is selling out of line, something is wrong. If a stock is high with no dividend being paid, it is a good plan to buy it as there will probably be a declaration of dividends by the board of directors. If this was not true, it would not be selling at high prices. Supply and demand eventually govern prices, regardless of the fact that manipulation for the time will force it above or below its intrinsic value. Jay H. Petter.

A Business Man's Philosophy.

One man has had the courage to confess, although anonymously, that he is a "yes man." His article appears in Printers' Ink.

It seems that this man has succeeded by doing what he was told. His boss would say: "Jake, I don't like this letter to the Turner company. Rewrite it this way." And Jake would rewrite it "this way." Some fellows, the famous "no men," would say to the boss: "Look here, old-timer! Am I writing letters in this place or are you? If I'm writing them I intend to write them, see? You stick to your job of finding the money for pay day and I'll write the letters. Or else—"

"That's the talk we are often advised to use. "Yes men" are supposed to be witless, spineless, hollow-chested fools. Only those who can stand up to the

boss and tell him where to get off ever get anywhere.

Well, some bosses like to argue with subordinates. Other bosses like to have their orders obeyed. Still others leave their subordinates alone, getting rid of those they dislike and keeping those they like. No arguments, no disputes.

It is best to know to which group the boss belongs before deciding to be a "yes man" or a "no man." To utter "or else" to the wrong kind of boss may be disastrous. William Feather.

Indiana's Experience With the Sales Tax.

Independent merchants who complacently witnessed enactment of the Indiana "chain store" tax measure must be convinced now that complacency was unprofitable. What was popularly regarded as a "soak the chains" law is revealed now as an implement to increase the contributions to government made by all merchandising establishments. Perhaps all store proprietors are fully informed, for this is the period in which each must pay \$3 for a license and 50 cents for the application for and delivery of the license. Those who still believe that the law applies only to chains will, of course, soon acquire knowledge in a painful manner.

The legislators who thus deceived the trusting independents may be able to defend themselves. They can say that they did not know what they were voting for; and no citizen familiar with legislative procedure will confidently dispute that excuse. Most of the legislators probably thought that

they were increasing only the chains' tax burden. Many citizens are wondering, however, why leaders in the independent merchandising movement did not detect the joker and complain so loudly that the legislators would have to abandon the alleged reform.

The additional burden, of course, is not likely to bankrupt any independent merchants. In itself this licensing system is not intolerable. That is a weak defense, though. The proprietor of a small grocery, for example, may be paying more proportionately than the proprietor of a chain. The \$3 license and the 50 cents for licensing service must be paid even though a store does only \$300 business in a year. The system apparently benefits nobody, with the possible exception of officials who may find in the financial returns incentive to postpone genuine economy.—South Bend (Ind.) Tribune.

But if the world is purged of feeble-minded, who will write the words that go with popular dance music?

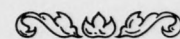


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RETAIL GROCER

Retail Grocers and Meat Dealers Association of Michigan.

President—William Schultz, Ann Arbor.

First Vice-President—Paul Schmidt, Lansing.

Second Vice-President—A. Bathke, Petoskey.

Secretary — Herman Hanson, Grand Rapids.

Treasurer—O. H. Bailey, Sr., Lansing.

Directors — Ole Peterson, Muskegon; Walter Loeffler, Saginaw; John Lurie, Detroit; Clayton F. Spaulding, Battle Creek; Ward Newman, Pontiac.

Outfit Which Will Serve Grocer Many Years.

There are all kinds of grocers, just as of other people. To many of them what I now write does not apply; and those are the men who can always look well after themselves.

But among the vast majority of all small tradesmen, including grocers, there is a peculiarly persistent reluctance to investigate and install an adequate accounting system; and among those who do install such a system there remains an appalling number who operate it for a short time, then let it drop into desuetude.

I have had hundreds of grocers in every portion of the continent ask me questions to which they should have the answer from their own simplest records, if they had such. When I have countered with the question whether their own records did not furnish the information, those men have looked sheepish, made some lame apology or alleged explanation, then generally changed the subject.

Facing such a situation, one feels a "what's-the-use?" impulse; in fact, the man who won't help himself is hopeless. And the humor of the whole situation is that adequate accounting—meaning by that such limited system as will furnish all necessary information—is absurdly simple to understand and to operate.

I have before me sample sheets from a substantial outfit, all contained in one leather cover, which provides for the record of 6,000 separate items of current stock and 900 future purchases. The cost, postpaid is \$6.50, and it will last any moderately careful man a lifetime. Extra sheets can be purchased for a nominal price; but, just as it stands, a grocer who operates any business up to, say, \$100,000 family trade, can make this outfit serve all his purposes for some years; and I speak now of one who handles every detail of his own cost-keeping himself.

The makers call this outfit a cost-book. As such, it is one of the few absolutely vital records for any business. But it is much more than that. It is, in fact, a cost book, a stock control book and a running record of purchases and costs. It is, therefore, a business diary and history as well. It is safe to say that any merchant who once gets this system into operation and carries it along for three months will be so taken with it that he will wonder how he ever kept house without it, and he could not make himself think of letting it lapse.

To buy such an outfit is nothing. To put it into operation is one of the most important tasks a man can perform. To install it and get it started under full steam will involve about two hours per evening—or any other spare time—for about ten days. That

is, say, twenty hours—certainly not more, probably less. Thereafter, the keeping of the record can be done in twenty to thirty minutes per day.

The pages have available space 8½ by 10 inches, outside the portion taken up by the ring hinges of the loose-leaf cover. They are ruled with thirty lines which are again subdivided by red lines into three sections of ten lines each. The vertical columns provide for date; article; brand; bought from; size; price; unit; discount, deal or special allowance; freight and cartage; net cost; one blank space; and quantity purchased.

Assume we are listing canned tomatoes, the greatest canned staple we have. Suppose we handle the individual, 8 oz. tin; 2s, 2½s and maybe a few 10s. If we assign one-third page, ten lines, to tomatoes, we shall probably have all the space we need. Further, such brands as we habitually buy we know so well that we need not insert name of firm from whom bought; and many items come in without freight or drayage cost.

Further yet: We may write the words tomatoes, 8 oz.; tomatoes, 2s, etc., in ink. All other details can be inserted in pencil, for alteration as conditions and costs are changed. Thus, the book can be made to last almost indefinitely. The blank column could be used to no better advantage than as a price column, giving you at all times a definite memo of the latest price set on any item. Thus the book is a stock record, cost record, business diary, price indicator and general business guide.

"What a job," the novice is certain to exclaim as he contemplates his entire store with anywhere from 1,000 to 3,500 items—possibly more. But the point is that the job is properly done so gradually that one does not feel it; while every item listed and analyzed enhances our growing interest in the job. Once the most important articles are inserted, the framework of the record is done. Thereafter, data is copied from invoices as they are received.

Any man who takes his invoices each day and lists the items in this record will have a care to leave some space between items for additions; but, first, he can use judgment in this, so that too much or too little space be not assigned. Second, as he gains experience, a few extra sheets enables him to make the record ever more in permanent form so that new ink insertions will seldom be required.

Harry Lauder says his best book, his most intensely interesting book, is his bank book. That surely is dull reading, one would think; but it is made alive and replete with interest to the man who looks back over its totals and thereby traces his own progress.

That is the experience any merchant has who installs and uses such a record as I describe consistently. He makes no entry without glancing at related items. He gets to know his stock with an intimacy, an exactness, not otherwise possible; and his interest grows in intensity with that added intimacy of knowledge.

It goes almost without saying that he learns by exact data what he has

(Continued on page 23)

Here's our story — and we've stuck to it

We sell to the independent jobbers, who sell to independent grocers who sell to independent housewives who want quality without paying a premium in price.

If that's your policy, too, any really good independent jobber will be glad to take care of you.



A. Rich
President

PURITY OATS COMPANY
KEOKUK, IOWA



"Oh, Yes!..I want a can of ROYAL!"

MORE than three generations of women have demanded Royal Baking Powder. Why? Because they believe it the best!

Today, women can see why it's the best! Big advertising campaigns feature photographic pictures of cakes

made with Royal and those made with ordinary powders.

That's why it takes so little effort to sell. All it needs is . . . put it where customers can see it. Give it counter and window display. Recommend it. You'll be surprised to see how fast it moves. More sales mean greater profits.

ROYAL BAKING POWDER

A Product of
STANDARD BRANDS
INCORPORATED



Order from your jobber.

MEAT DEALER

Michigan State Association of Retail Meat Merchants.
 President—Frank Cornell, Grand Rapids
 Vice-Pres.—E. P. Abbott, Flint.
 Secretary—E. J. La Rose, Detroit.
 Treasurer—Plus Goedecke, Detroit.
 Next meeting will be held in Grand Rapids, date not decided.

Discontinue the City Owned Retail Markets.

The following resolutions were presented the City Commission of Grand Rapids at a recent meeting:

Whereas—The city owned retail markets were installed by the city administration of the City of Grand Rapids, in order that the citizens of Grand Rapids might derive a benefit in the way of material savings, by coming in direct contact with the producers of farm products; and

Whereas—The money used in promoting these city owned retail markets was obtained by taxation, entering the City of Grand Rapids in direct competition with the retail merchants of the City of Grand Rapids, who have annually contributed materially toward the city administration taxes; and

Whereas—The city retail markets do not offer the savings the citizens of Grand Rapids are entitled to, as the producers of farm products, selling on the city owned retail markets except the citizens of Grand Rapids to pay prices for produce as high and often higher than the same quality produce may be procured at most any efficiently operated retail store; and

Whereas—It is contrary to good business principles for any city government, as well as state and National Government to enter into competition with its own tax payers; and

Whereas—It is exceedingly difficult during this present era of business depression for the average retailers to operate on a sufficient margin of profit in order to meet their just share of taxes when due; and

Whereas—The retail function being performed by producers on the city owned retail markets, deprives residents of Grand Rapids of employment in regular retail food stores, and the present deplorable unemployment condition would in no small measure be relieved, if the business handled by the producers on city owned retail markets were permitted to pass through the regular retail channels; and

Whereas—The citizens of Grand Rapids are privileged to buy at wholesale prices. Every market day, at the city owned wholesale market, same as any retailer is privileged to buy and the producers now selling on the city owned retail markets are privileged to sell their produce on the city wholesale market which furnishes efficient channels of distribution for both producers and consumers; therefore be it

Resolved—That we, the board of directors of the Retail Grocers and Meat Dealers Association, respectfully petition the City Commission of the city of Grand Rapids to discontinue the present city owned retail markets, during the present era of business depression, in order that regular retail food stores may enjoy the business that rightfully belong to them and in order that they may not be deprived of the opportunity of earning sufficient money to pay taxes when due and that the unemployment situation may be re-

lieved in no small measure, offering considerable relief to city welfare department, now grossly over-burdened.

Walter C. Thomasma, Pres.,
 Herman Hanson, Sec'y.,
 Frank S. Kaminski,
 A. G. Vandenberg,
 M. S. Smolenski,
 Henry Deloof,
 James Poolie,
 A. Botting,
 Jack Vanderploeg,
 John A. Borgman,
 Leonard Vandussen,
 L. V. Everhard,
 E. J. Vanzoeren,
 L. Vandermale,
 G. Vanderhooning,
 Neil DeYoung,
 J. A. Mohrhardt,
 Matt Heyns,
 C. Tamboer,
 Thos. Holwerda,
 Bernard Voss,
 Dominic Barstis,
 Leroy Burton,
 Oscar M. Harris,
 Board of Directors.

Price Cutting Hit as Peril in Survey.

Price cutting responsible for cut-throat competition dangerous to retail trade has been revealed in a survey of twenty industries, Edward Plaut, chairman of the New York Board of Trade's committee on price cutting, declares. His statement was in support of the Capper-Kelly bill, now pending in Congress, to legalize the making of contracts to maintain retail prices.

He declared that the survey, which he sponsored and which Professor Edwin R. A. Sleigman, of Columbia University, conducted, shows that the public does not benefit in the long run from price cutting.

The report on the survey, Mr. Plaut said, recommends legislation giving a manufacturer legal right to refuse to sell to a dealer; legalizing the interchange of information in the trades about price cutters; the creation of special machinery similar to the Federal Trade Commission's trade practice conferences; a law whereby a manufacturer could make contracts requiring wholesalers and jobbers to refuse to sell to certain retailers, and laws enabling manufacturers to take court action against wholesalers and jobbers breaking such contracts.

"Some of the price cutters themselves have become doubtful as to the wisdom of their policies and the controversy as to the distinction between fair and unfair competition has flared up again," Mr. Plaut said.

A new principle for business is necessary for further progress. The old principle was conceived in greed and stupidity and has caused endless suffering. Its theme has been to get all it could regardless of society. The difference between the merchant of the old school and the robber is that they use different tools with which to extract money from their victims. In late years there has been a trend toward improvement in merchandising, and where that has occurred big business has grown.—W. T. Grant.

Don't "go to the mat" unless it matters.

A life without struggle would be as meat without salt.

"This, too, will pass"—if we do our best to make it.

Jennings Vanilla Bean Extract
 Messina Lemon "Terpeneless" Extract, Anise, Cassia, Clove, Rose, Almond, Orange, Raspberry, Wintergreen, Peppermint.
Jennings Flavoring Extract Co.
 Grand Rapids, Mich.

Store, Offices & Restaurant Equipment
G. R. STORE FIXTURE CO.
 7 Ionia Ave., N. W. Phone 86027

OYSTERS
 (Chesapeake Bay)
 Blue Points in the Shell.
 Counts, Selects, and Standards.
SEA FOODS LAKE FISH
 Wholesale
GEO. B. READER
 Grand Rapids, Mich.

MR. GROCER for repeat sales get your supply of **POSTMA'S DELICIOUS RUSK**



Fresh Daily
POSTMA BISCUIT CO.
 Grand Rapids, Mich.
 50th Anniversary

1882-1932



MANUFACTURERS AND PACKERS OF TOMATO CATSUP, CHILI SAUCE AND FUREE, PICKLES, MUSTARD AND VINEGAR UNDER FACTORY OR DISTRIBUTOR'S PRIVATE BRANDS :: ::

FACTORY BRANDS

HARBAUER - ELK'S PRIDE - MENU

UNIFORM QUALITY OF THE HIGHEST GRADE IS ALWAYS MAINTAINED IN HARBAUER PRODUCTS

VINKEMULDER COMPANY
 Grand Rapids, Michigan
 BRANCH AT PETOSKEY, MICH.

Distributors Fresh Fruits and Vegetables
 Cranberries, Grapefruit, "Yellow Kid" Bananas, Oranges, Onions, Fresh Green Vegetables, etc.

Corduroy Tires



Known from the Canadian Border to the Gulf—and from New York Harbor to the Golden Gate—the Corduroy Tire has in ten years gained a reputation for value, for superlative performance and dependability that is second to none!

The Corduroy Dealer organization dots the nation's map in metropolis and hamlet. It is an organization that swears allegiance to the Corduroy Tire because of long years of unflinching tire satisfaction to the motorists of the country.

Go to your Corduroy Dealer today. Ask to see the tire. Big—Sturdy—Handsome in all its strength and toughness, the Corduroy Tire will sell itself to you strictly on its merit.

CORDUROY TIRE CO.
 Grand Rapids, Mich.

HARDWARE

Michigan Retail Hardware Association.
President—Waldo Bruske, Saginaw.
Vice-Pres.—Chas. H. Sutton, Howell.
Secretary—Harold W. Bervig.
Treasurer—William Moore, Detroit.

Helping To Develop an Efficient Sales Staff.

The human element is the great factor in a successful hardware business. The handsomest store and the best bought and most carefully selected stock would count for very little in the hands of a slack and inefficient sales staff. And the efficiency of the sales staff in turn depends on the man at the head of the business.

Some hardware dealers complain endlessly about the difficulty of securing and retaining good salespeople. Others appear to have little difficulty in this respect—at least they do not mention it. Yet closer examination indicates one noteworthy fact.

The live, wideawake, aggressive hardware dealer has almost invariably a live, wideawake, aggressive staff. While the slipshod, indifferent, half-hearted dealer almost always has a staff that partakes of the same qualities.

This does not mean that the wideawake hardware dealer has no difficulties with inefficient helpers; or that the half-hearted, slipshod dealer never picks up a live wire for a clerk. But before long, as a result of environment, the live wire either gets out or goes dead; while the inefficient clerk in the wideawake store either learns efficiency or makes his exit.

Even under the most favorable conditions, hardware clerks will come and go. The hardware dealer must reconcile himself to this fact; and to the never ending job of securing and retaining the right sort of juniors to take the places of experienced men who have left to take positions for which his training qualified them. There is not much use crying out against this state of affairs. It exists, and the only thing to do is to admit its existence, and to be as cheerful as possible under the circumstances. Under the circumstances, the hardware dealer's job is to make the best of things, which means making the most of what human material comes to his hand.

One hardware dealer operated under very difficult conditions. He carried on business in a community of 20,000 population, within a few hours' journey of a very big city. Thus he had constantly to combat the lure of the city, with the higher wages and the bigger opportunities it seemed offer.

"The human element in a business must be given the first attention," this dealer told me. "Once the store organization is working smoothly and at maximum efficiency, other problems will pretty well solve themselves. If you have a good buyer, he buys well. A good salesman sells well. A good porter keeps stock in good shape. Reverse the situation: a poor buyer coming into a well bought stock follows his natural bent and buys badly in spite of the good example set before him. A poor salesman may have high grade goods to handle but he doesn't put them across. The indifferent porter soon allows the well-kept stock room to deteriorate.

"You see, in the final analysis, the success of any business rests with the human element.

"I've known dealers who seem afraid to put anything but routine responsibilities upon weak clerks. My policy has been to encourage the development of my employes by piling responsibilities upon them. This policy brings out in them the habit of self-reliance and the ability to grasp and solve any problems that arise. The division of responsibility frees me from the petty annoyance of having to settle every trivial question that arises. So it enables me to give my undivided attention to the larger matters which come within the manager's true sphere. It educates my employes so that they do their work better and it incidentally prepares them to take better positions.

"We constantly get new ideas from one another. They vary in value, of course. One may mean a big saving on the purchase of a bill of goods or a new selling idea which adds hundreds of dollars to the turnover. Another may deal with care of stock—as, for instance, our warehouse scheme of piling nail kegs on their sides instead of standing them on end, in consequence of which we can pile higher and still tell at a glance what size of nails we have in stock.

"You would be surprised at the way some of our men have developed. The slackest of men will develop under a system what allows full play for imagination and initiative. No man is any good until he has been tried out, and no man is really tried out until he carries some responsibility. Mistakes? Of course they make them. It is only through his mistakes that a man learns what to avoid in the future. It is easy to warn men not to do this or that; but few of us pay much attention to what we are told. It is our actual experiences that we remember.

"I discourage any dependence upon authority. If a man comes to me for directions regarding some comparatively trivial matter, I say, "Don't bother me with the details of the work you are paid to do. Go ahead and do the best you can." Then I watch and really, it is not often the results disappoint me. If the result is good, I am satisfied; and if it is bad, the clerk usually knows it quite as well as I do. If there is any complaint to be made, I speak to the clerk privately. And kindly. I never bawl him out in front of the staff. And I never harp upon mistakes. That does more harm than good. The satisfied man is the one that does the best work."

Another man has a slightly different approach to the problem of handling his staff.

"I try to emphasize the fact that we are all working together for a common purpose; that the interests of the salespeople are identical with mine; that they are as vitally affected by the success of the business as I am, or by its failure; and that I am as interested in the success or failure of their individual efforts as they are. If a man makes a mistake I never nag him about it. I say, instead: 'Let's see, isn't there some way we could do this better?' We talk things over; I make suggestions; or, better still, I lead him

to make the suggestions himself. If he fetches out the idea himself as his own, I say, 'Now, that is fine. That is the way to do it.' He is pleased, and so am I; for I have him thinking along right lines. That is a whole lot better than telling him in so many words what the right lines are. A man will listen to reams of advice and next moment forget it all; but he never forgets the things he thinks out for himself."

The handling of mistakes is an important item in the training of clerks. The natural way is to criticize, to stress the mistake. The effective way is exactly the contrary: to stress the way the thing should be done next time. Make your suggestions positive rather than negative and looking to the future rather than to the past.

In the development of individual initiative in your salespeople the staff conference can be made very helpful.

One hardware dealer tried the staff conference idea, as he interpreted it, and complained that it wasn't getting any results. Enquiry revealed that for his "conference" he got the members of his staff together and then gave them a lecture on how things should be done. Now, a conference that consists of a ring of silent salespeople listening to a monologue from the boss isn't any conference at all.

The sort of conference that does help is where the boss sits back and, with a deft word here and there, leads the salespeople to come out in the open, mentally, and express themselves. If one boy has the wrong idea,

(Continued on page 23)

Michigan Hardware Co.

100-108 Ellsworth Ave., Corner Oakes
GRAND RAPIDS, MICHIGAN

Wholesalers of Shelf Hardware, Sporting
Goods and
FISHING TACKLE

5 PROVEN ADVANTAGES

—OF FEDERAL PROTECTION. PROVEN BY
32 YEARS OF SUCCESSFUL OPERATION.

1. LOW COST Profits earned by the Federal Mutuals, after setting aside a suitable surplus and legal reserves, are returned to the policyholders. Since organization, these companies have returned in excess of 40 million dollars which has meant an average saving of 40% to each policyholder.

2. STABILITY The Federal Mutuals maintain legal reserves in excess of those required by state law. The right of assessment may be used to meet unexpected liabilities of great proportions.

3. SERVICE Thoroughly trained Federal representatives are always ready to ably serve policy holders and the insuring public. They work out of nine strategically located department offices throughout the country.

4. PROMPT LOSS PAYMENTS The Federal Mutuals have an enviable loss paying record. Every legitimate claim is settled promptly and equitably without argument. Insurance authorities give the Federal Mutuals an "A-1" rating.

5. PREFERRED RISKS When you insure your property is at once associated with that of other select property owners. Select as to low degree of fire hazard. Economies resulting from this selection are passed on to policyholders.

WRITE TODAY FOR DETAILED PROOF!

FEDERAL HARDWARE & IMPLEMENT MUTUALS
Retail Hardware Mutual Fire Ins. Co. Hardware Dealers Mutual Fire Ins. Co.
Minneapolis, Minnesota Stevens Point, Wisconsin
Minnesota Implement Mutual Fire Ins. Co.
Owatonna, Minnesota

DRY GOODS

Michigan Retail Dry Goods Association.
President—Jas. T. Milliken, Traverse City.
Vice-President—George C. Pratt, Grand Rapids.
Secretary-Treasurer—Thomas Pitkethly, Flint.
Manager—Jason E. Hammond, Lansing.

Show New Applique Felt.

What is felt to be one of the outstanding novelties to be shown in the artwork field is 17 ounce worsted felt to be used for a large variety of applique work. The felt comes in sheets varying in size from 3 by 3 inches to 9 by 12, and also by the yard. It is available in forty different shades and is priced to retail at inexpensive figures. The material is intended to be cut out in accordance with patterned designs and is used in the creation of such items as appliqued pictures, pillows, chair sets, covers, spreads, doilies, etc. It is also believed the goods have wide interest for use in children's artwork in schools.

Jewelry Bought For Cruise Wear.

Activity in novelty jewelry at this time centers on accessories for cruising and sports wear, and the broader market this year for this type of apparel has correspondingly increased the outlet for specially designed nautical types of necklaces, bracelets, clips and earrings. Both silver and gold finish items are being shown, with Colonial blue and coral used in combination with the metal effect. The approaching George Washington bicentennial celebration is accorded recognition in items of both Colonial inspiration and military types. Merchandise to retail at \$1 and up to \$2.95 is favored.

Bicentennial Items Scought.

A fair degree of activity has developed in merchandise showing the inspiration of the forthcoming Washington bicentennial celebration. Retailers are watching consumer reaction and the view was expressed that the more conservative patterns and effects will meet the biggest turnover. Considerable confidence is placed in red, white and blue effects in such items as printed silks, scarfs and juvenile apparel. Items for home decoration showing the Colonial influence have received impetus, including mirrors, bookcases and odd pieces. Popular price book ends bearing a Washington head are in request, buyers say.

Hosiery Standards Revised.

Further revisions on the proposed standard lengths on a number of types of children's and infants' hosiery have been made by the committee in charge of such standardization by the National Association of Hosiery and Underwear Manufacturers. Boys' golf hose lengths have been reduced $\frac{1}{2}$ inch, sizes 5-5 $\frac{1}{2}$ and 6-6 $\frac{1}{2}$ have been eliminated and the tolerance has been decreased from plus or minus $\frac{3}{4}$ inch to plus or minus $\frac{1}{2}$ inch on each size. In children's and misses' ribbed hosiery, the length has been increased $\frac{1}{2}$ to 1 inch on some sizes and sizes 10 has been added.

Cheap Goods Hurting Axminsters.

Belief that the emphasis now placed upon axminster rugs and carpets to retail at \$20 or under is hurting sales of

better grade goods of similar weave is expressed in trade circles in New York. Rug producers are divided on the question, but a majority feel consumers will associate the axminster type with the low-end lines now being featured and turn to other weaves for medium price merchandise. Wilton rug manufacturers have sensed the possibility of such a trend and are developing their goods in the hope of expanding sales at the expense of the better grade axminsters.

To Delay Fall Sweaters.

Although leading sweater mills had named prices on Fall goods and sent salesmen on the road at this time last year, producers still show no inclination even to prepare samples and indications are that new lines will be delayed a month if not longer. There is no interest even in Spring goods, let alone Fall styles, and that with the exception of some demand for women's slipover numbers in lacey effects, buying is quiet. Jobbers point out that Fall sweaters are a good example of the trend in recent years to open lines much closer to the consumer buying season.

Retailers Oppose Blanket Change.

Retailers will continue to maintain strong opposition to the counter proposal of woolen blanket manufacturers seeking to have the minimum wool content of part wool blankets reduced from 10 to 5 per cent. The 10 per cent. minimum requirement, in order to carry the part wool label, and ranging up from this figure to all wool content, was provided for recently in joint labeling specifications. The blanket manufacturers have asked for another hearing under the auspices of the Bureau of Standards. Retailers will oppose any change at a trade practice conference expected in several weeks.

Golden Fleece Blankets Priced.

Price reductions ranging from 20 to 25 per cent. below the opening quotations of last year have been made in the 1932 line of Golden Fleece jacquard single and double woven part-wool blankets, which have been opened to the trade by the W. S. Libbey Co., Inc. The new range includes Indian type designs, conventional plaids, panel patterns, ombre types, irregular plaids, modernistic all-over patterns and duotones. Two new styles are offered, the Hudson, a 66-by-80, and the Jackson, a 70-by-single. The new prices are the lowest ever made by the company.

Linens Move in Better Volume.

Although manufacturers of men's Summer clothing have been holding off on linen piece goods purchases, pending confirmation of orders by retailers, a larger amount of business appeared last week. Some switch has developed to the cheaper fabrics, and cloth selling from 35 to 50 cents per yard has been more active. Wash dress manufacturers have come into the market for larger quantities of dress goods, and a heavy demand for linen frocks is forecast for the coming season. Prices have firmed slightly, although considerable cutting is still in evidence, it was said.

Colonial Gift Novelties Popular.

Gift shop buyers are active in the Eastern market, placing orders for special novelties for Washington's Birthday sales. Because of the special celebrations scheduled for that holiday, stores are spending considerably more money for appropriate novelties this year, but are limiting their selections to items retailing under \$1. Small table and desk ornaments, novelty candy holders and statuettes and candlesticks of Colonial design are active items. Retailers held up orders until this week and are now calling for immediate delivery.

Stationery Novelty in Demand.

Special portfolios of writing paper, decorated with etchings depicting incidents in the life of General Washington, are outselling other stationery novelties by a wide margin, manufacturers report. The portfolios, made up to retail in the 50 cent and \$1 ranges, have been especially popular in the South and New England. In other

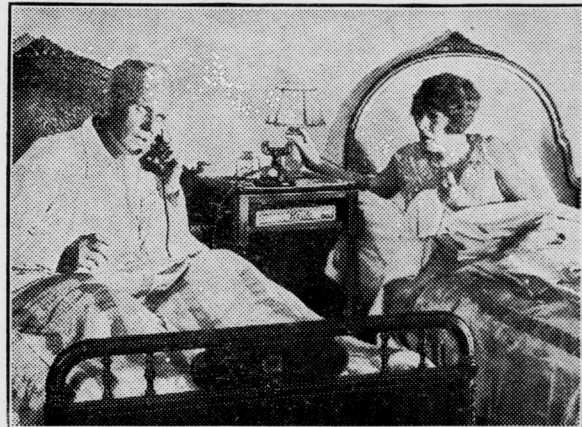
sections of the country staple merchandise, particularly pound papers to retail at 50 cents, are in demand for Spring. Selling agents report a steady decline in the call for sales merchandise.

Better Lamp Orders Decline.

The lack of orders so far this month has been a discouraging development for manufacturers of better grade lamps. They reduced general prices considerably under those for Spring, 1930, and expected that quotations, which are lower by over 20 per cent. in some instances, would induce buyers to purchase in quantity. The volume of orders to date has been considerably below that of January last year. Both jobbers and large retail stores purchased only sample quantities of lamps retailing above \$20.

Ruth—Herbert D. Tenney, who has been manager of the Ruth Co-operative Co., for the past two years, has resigned to take effect Feb. 8.

MICHIGAN BELL TELEPHONE CO.



Your telephone is
PRICELESS PROTECTION
in times of emergency

WHEN the dread spectre of fire casts its shadow over your home, threatening loved ones and property . . .

When sudden sickness or accident makes immediate medical attention imperative . . .

When *any* emergency suddenly endangers your family or home, your telephone becomes **PRICELESS PROTECTION**, enabling you to summon aid immediately.

The telephone provides more useful daily service and convenience at less cost than almost anything else one can buy.



HOTEL DEPARTMENT

News and Gossip of Interest To Hotel Men.

Los Angeles, Jan. 30.—Carl Montgomery, at his Post Tavern, Battle Creek, is reported to have done away with colored male waiters in his dining rooms, and substituted neatly uniformed waitresses. I congratulate him on the change. In the days when a lot of rough guys used to patronize hotels, it seemed necessary to employ the somewhat arrogant negro as a foil against riots, etc., but nowadays the hotel dining room functions as a sort of family institution, and neat, well-attired young women seem to meet the requirements almost everywhere.

President Hoover still maintains that what the country needs is real homes. California realtors are very far from agreeing with him in his theories. They openly assert that "homes" are a drug on the market. They advance two very potent reasons, namely: The average couple of means build a home, expecting to maintain it for all time. Their children are raised therein, but as soon as their wings are sprouted, they leave the family nest, and also, the parents who nurtured them "holding the sack," as it were—making a pretense of keeping up the old home. For this very reason hundreds of beautiful mansions are untenanted and of small value, this type of property being supplanted by apartments. The other reason, sufficient unto itself, is that the younger generation, do not venerate the home idea. They are simply separately employed in commercial or other pursuits, and only ask for "locker room" in some vast edifice, where one does not need to worry about shoveling snow off the front walk, or keep tab on the coal bin. Consequently, small homes, especially out here are considered the very poorest type of investment. Some of us older people were born in houses, which makes an apartment seem a little bit unnatural, but many theorize that the nearer we get to nothing, the nearer we are to nature, and an apartment is nearer that goal than a house. Hardened house dwellers will tell you that they are afraid of living above the "jumping" zone in a tall building, fearing I presume, of falling out of the window, or something like that, but even if one did that it would just be about as annoying to fall from the second floor as the tenth, and so far as the danger of fire is concerned, the skyscraper is usually of fire proof construction, and will not ignite on the simple scratching of a match. I have known of a lot of people who have been either seriously or fatally injured falling down three or four steps off of porches, and have known of others being burned in cottages, while occupants in ten story buildings watched the conflagration. But this is neither here nor there. The simple outstanding fact is that the average young couple think more of their automobile than they do of their homes and the older ones wear away their lives playing bridge, until the wee small hours, and care not where they woo Nature's sweet restorer. There are very few small homes being built nowadays, anyhow, consequently if Mr. Hoover wants to popularize himself with borrowers it is up to him to arrange with Congress for easier methods of automobile financing.

Here is another Scotch story I absorbed at the Glendale Breakfast Club the other morning. I offer this one on the mitigating theory that half the lies told about the Highlanders are falsehoods:

McTavish, at the end of the year, called his small staff together and said: "Well, men, we've had a splendid year and I am going to divide one hundred pounds between you. I have written out three checks; one for MacGregor

for forty pounds; one for Grant for thirty-five pounds and one for Gordon for twenty-five pounds. I congratulate you all on the way you have worked and if you do as well during the next twelve months, I'll sign the checks."

The horrifying assaults upon funeral processions are as stupid as other forms of labor violence. The ultimate end of it will be abandonment of funeral processions—which ought to be abandoned anyhow—and the loss of all the jobs of union drivers. The modern tendencies of civilized communities is to hold the funeral services at the cemeteries, where chapels are usually provided for the purpose. I can think of nothing less impressive than a little scared funeral procession trying to dodge through the ordinary traffic, to say nothing about unusual interference.

W. J. Chittenden, Jr., resident manager of the Book-Cadillac, Detroit, was host at a farewell party given to Carl and W. E. Snyder as well as B. M. Sullivan, well-known hoteliers in the Motor City, who have resigned and are departing for new fields of activities. Carl Snyder, coincidentally, was also retiring as president of the Detroit Hotel Association.

At a recent meeting of the Detroit Hotel Association, the following officers were elected for the coming year: President, J. Henry Pichler, manager Hotel Statler; first vice-president, W. E. Snyder; second vice-president, E. J. Bradwell, Hotel Fort Shelby; treasurer, W. G. Lee, Hotel Fairbairn and secretary, Max V. MacKinnon, Hotel Wardell. Annual reports from the various officers evidenced the association as being in good fighting trim with satisfactory treasury conditions.

W. E. Snyder having retired as manager of Hotel Seward, Detroit, D. M. Cavanaugh, formerly manager of the Victoria, in that city, has been appointed to the vacancy. I am uninformed as to Mr. Snyder's future plans, but I will say that his connection with Detroit houses has been highly satisfactory and I have no doubt he will qualify elsewhere in short order. Mr. Cavanaugh is well and favorably known in Detroit, and will maintain his popularity in his new field.

When the redecorating program at Hotels Windermere and Chicago, managed by our good friend Ward James, formerly of Hotel Tuller, Detroit, is completed, it will consist of a complete rehabilitation of that prominent group. New furniture is one of the items mentioned.

Hotel Briggs, Detroit, John W. Harris, manager, will henceforth supply its guests with individual radio service, making no charge to its guests therefore. Now if they muzzle the guests so they show a vein of reason in the use of same, everything ought to be serene at the Briggs.

This time it is a Kansas City organization which proposes to establish costly inns along the National highways for taking care of "rush orders." Last year a Chicago schemer stated a similar program, but after spending much cash, subscribed by innocent investors, it was decided the idea was impractical. What the recent discovery consists of which is to make it more tangible, hasn't been vouchsafed, but the investing public will, as usual, do the experimenting.

Miss Mabel Butler, who presides over the domestic affairs of the Marshall House, York Harbor, Maine, is spending the winter with relatives at her old home town, Kalamazoo.

The Powers Hotel, Adrian, operated by Mr. and Mrs. Robert Powers, for the past three years, has been purchas-

ed by Henry T. White, who, it is announced, will henceforth conduct same.

Muskegon has yet another hotel. Mrs. Iva Thorne has leased the Alhambra apartment building for a term of years and has installed new furniture in its fifty rooms as well as its dining room and cafe. It will be known as Hotel Alhambra.

The former manager of Hotel Eddy, Battle Creek, Peter Isaacson, has taken a lease on the property and will be its operator.

HOTEL OJIBWAY

The Gem of Hiawatha Land

ARTHUR L. ROBERTS
Deglman Hotel Co.

Enjoy the delightful Govern-
ment Park, the locks, the
climate and drive.

Sault Ste. Marie Michigan

Park Place Hotel Traverse City

Rates Reasonable—Service Superb
—Location Admirable.
GEO. ANDERSON, Mgr.
ALBERT J. ROKOS, Ass't Mgr.

New Hotel Elliott STURGIS, MICH.

50 Baths 50 Running Water
European
D. J. GEROW, Prop.

NEW BURDICK

KALAMAZOO, MICHIGAN
In the Very Heart of the City
Fireproof Construction
The only All New Hotel in the city.
Representing
a \$1,000,000 Investment.
250 Rooms—150 Rooms with Private
Bath.
European \$1.50 and up per Day.
RESTAURANT AND GRILL—
Cafeteria, Quick Service, Popular
Prices.
Entire Seventh Floor Devoted to
Especially Equipped Sample Rooms
WALTER J. HODGES,
Pres. and Gen. Mgr.

Occidental Hotel

FIRE PROOF
CENTRALLY LOCATED
Rates \$2.00 and up
EDWARD R. SWETT, Mgr.
Muskegon Michigan

Columbia Hotel

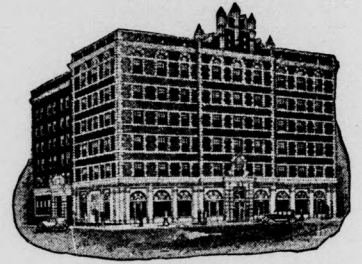
KALAMAZOO
Good Place To Tie To

"We are always mindful of
our responsibility to the pub-
lic and are in full apprecia-
tion of the esteem its generous
patronage implies."

HOTEL ROWE

Grand Rapids, Michigan.
ERNEST W. NEIR, Manager.

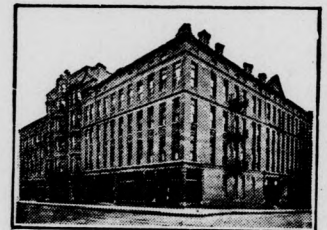
Hotel and Restaurant
Equipment
H. Leonard & Sons
38-44 Fulton St., W.
GRAND RAPIDS, MICH.



Warm Friend Tavern Holland, Mich.

Is truly a friend to all travelers. All
room and meal rates very reasonable.
Free private parking space.

GEO. W. DAUCHY, Mgr.



CODY HOTEL

IN THE HEART OF THE
CITY OF GRAND RAPIDS
Division and Fulton

RATES

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

CODY CAFETERIA IN
CONNECTION

HOTEL DETROITER

ROOMS 750 BATHS
FREE GARAGE
UNDER KNOTT MANAGEMENT

SINGLE ROOMS
WITH
PRIVATE BATH
\$2.00 \$3.00
NO HIGHER



DETROIT

Charles H. Clements, who has been much interested in the affairs of the Michigan Hotel Association, having gone in as a charter member when he was operating Hotel Metropole, Detroit, many years ago, has been named manager of the Royal Palm Hotel, in that city. This is a 450 room proposition of recent construction. He operated the Metropole for twenty-five years and in 1924 built the Palmetto Hotel, also in Detroit, which he conducted until two years ago, when he acquired by purchase the Park Hotel, at Mt. Clemens. He was the first president of the Detroit Hotel Association.

A plan of refinancing the Book-Cadillac Hotel, Detroit, has been submitted to its stock and security holders. Under the proposed plan the holder of a \$100 first mortgage bond, bearing 6½ per cent. interest, may deposit same and receive \$30 in cash and a prior income bond for \$78, with a voting trust certificate for two and one-half shares of common stock. The bonded indebtedness of the company practically remains where it was when the institution was built eight years ago. The property is now in receivership, and will eventually be bid in by the stockholders. These transactions will have no bearing whatsoever on the operation of the hotel proper.

It is reported that there have been few, if any, bank failures in Canada during the late depression. Seems like we might import some of those Canucks over the border to give us a few lessons on horse sense as practiced in banking over the border.

A recent communication from Charley Renner advises me that his son, William, associated with him in the operation of the Park-American Hotel, Kalamazoo, recently very seriously injured in an automobile accident, is improving, and outside of minor facial scars, will not be permanently afflicted. The circle of hotel folks who really know "Bill" will be greatly relieved over this announcement.

A recent communication in one of the hotel periodicals discusses the problem of associations or organizations made up of the operators of small hotels, inferring that the small hotel owner is discriminated against by the major associations. It would seem that the recently organized fraternity, known as the Associated Hotel Operators, was planned with this exact purpose in view, with William H. Aubrey, proprietor of Hotel Waldron, Pontiac, as its first president. A good many small town operators have made the claim of "high hatting" in the major associations, but I have never felt this to be the case to any great degree. In any organization of any character there will always be a few individuals displaying their outward appreciation of what they think is their "importance," but this cranial delusion has usually been successfully combatted and the organizations proper have been returned to the standards on which they were originally based. Edward R. Swett, the well-regarded Muskegon operator, in a talk he made when elevated to the chair of the Michigan Hotel Association, sounded a note of warning, in which he was substantially supported by John Willy, of the Hotel Monthly and the late Henry Bohn, of the Hotel World. Up to the time, or rather, prior to the time of Mr. Swett's induction to the office of president, the membership of the organization became greatly decimated by the existence of numerous small cliques, whose activities were of such a nature, that the social "caste" line was drawn ostentatiously, and it sure worked to the disadvantage of the organization. But President Swett insisted on a campaign for a larger membership from the ranks of the smaller

operators, and was successful in carrying out his program. Since that time there has been really no justification for complaint over this encroachment. Elevation to the offices of the association became attractive to a lot of long-headed members, who received the backing of the so-called "small fry." I have heard little complaint since. The small operators are usually in the majority in such associations and it is purely an evidence of laxness on their part if they allow any asserted (?) combinations to dictate the social or other activities. I felt that the American Hotel Association started out with the notion of lording it over the lesser operators, but I am free to say that under the administration of President Greene, theirs has been a record of accomplishment in conservative directions without class distinction.

B. Frank Williams, who managed the Topinabee, on Mullet Lake, last season, will be bidder on the property which is to be disposed of on court order very soon.

Due to the fact that a very old friend of mine, Herman Kletsch, manager of the Republican Hotel, Milwaukee, is also, and has been, for many years, secretary of the Wisconsin Hotel Association, I have enjoyed meeting with them at their state conventions, and have always been impressed with their progress. One of the real substantial departures of this particular association is the employment of a business manager, Mr. H. L. Ashworth, who has filled the position for years, with profit to the organization. He is paid a substantial salary, but he delivers the goods. The Wisconsin organization is rather more of a business institution than you usually find in the fraternal class, but they reap a profit from the activities of Mr. Ashworth's department, in that he not only plans ways of increasing profits for the individual hotel, but protects them in various ways, in addition to which he promotes larger membership and prompt payment of dues. I mention this now for the reason that the Badgers recently held their annual convention and the manager's report in one of the hotel papers interested me greatly. Other state associations could profitably organize on the same basis.

"The next hotel I build will be financed entirely with common stock," said the former owner of a hotel, now in the hands of a receiver. "Then I won't have to worry about interest payments."

The province of Quebec has for the third time in as many years voted to place the dispensation of liquors in the hands of government officials, by an overwhelming majority. This does not, by any means, contemplate open saloons, but throws an added responsibility on hotel keepers, who are permitted to allow the consumption of liquor in guest rooms, but must avoid bootlegging. Which ought, in a measure, to compensate them for not operating in the United States, where the landlord is legally liable for infractions of the statutes by guests.

Japan's objectives in the present imbroglia are both commercial and military, notwithstanding all the honeyed explanations (?) she has offered for her invasion of China. If she can control the vast resources and man power of China the Eastern world is hers. She cannot face the danger of a major war without coal and iron. When she entered Manchuria on the pretext of defending a railroad line—she took possession of one of the greatest iron and coal deposits in the world. Now equipped with these, she advances to the next step, and has chosen the very moment when the Filipino is clamoring for so-called independence, England is sitting on dynamite in India,

and the balance of the foreign countries are having troubles of their own, and are making no war to save China, to drop in and pick the persimmons. It may be we have displayed the "stop" sign, but these traffickers seem to be color blind. Some years ago the United States was supposed to have stopped the mad scramble of about every country on the face of the globe to grab off Chinese trade advantages, and established what, at that time, was the "open door," but Japan seems to have closed it. She has every intention of dominating the Pacific. Her hour has struck. With her, it is now or never; do or die. The situation with her is one of desperation. At any rate she will not be turned from her course with honeyed words of diplomacy.

Muskegon capitalists are again agitating the construction of a hotel to be devoted exclusively to the entertainment of colored people. It is claimed that Negroes have made a financial success of hotel operation at their resort near Baldwin, which has been operated for several years.

Frank S. Verbeck.

Buchanan—J. F. Viele, who has been operator of the Hotel Rex for the past ten years, has leased the property to P. MacFarlin, of Coloma, who has taken possession. Mr. and Mrs. MacFarlin conducted a hotel in New Mexico before moving to Coloma. Mrs. V. B. Quinn, daughter of the MacFarlins, has arrived from Superior, Wyoming, to assist in the operation of the hotel.

Brighton—Manager Hayes, of Detroit, who has just leased the Western Hotel from Mrs. Gay Price Green, will open it for business as soon as it has been redecorated and some modern features have been added.

Boyer City—Russell Barden has taken a lease on the Wolverine Hotel and has assumed management of the property. The Wolverine was formerly operated by Albert Stevens, who has just taken the management of the Wigton Hotel, at Hart.

You Wanted Chain Stores.

You got 'em. And now, what have you got, else? You fell for their fake advertisements, and stood still while they frisked you clean as a hound's tooth. You carted every dollar to the chains. Now go to the chains and try to get credit for a dime.

You filled the country with chain stores. Chain stores have repaid by filling your cities with silent factories and your country lanes with penniless tramps and your cities and towns with vacant store buildings and residences.

You sapheads helped put your own towns on the "hummer." Now take your places in the bread lines with the other fifteen million boobs who couldn't keep out of chain stores.

Go to the chain stores or mail-order marauders and ask for a dime to buy "sinkers and coffee." Try any of the gang, and see if you can get a stale loaf of bread or anything to cover your back on "tick."

If you are an easy mark you will soon be rubbed out of existence.



YOU ARE CORDIALLY invited to visit the Beautiful New Hotel at the old location made famous by Eighty Years of Hostelry Service in Grand Rapids.

400 Rooms—400 Baths

Menus in English

MORTON HOTEL
ARTHUR A. FROST
Manager



The
Pantlind Hotel

The center of Social and Business Activities in Grand Rapids.

Strictly modern and fire-proof. Dining, Cafeteria and Buffet Lunch Rooms in connection.

750 rooms — Rates \$2.50 and up with bath.

DRUGS

Michigan Board of Pharmacy.

President—Clare F. Allen, Wyandotte.
Vice-Pres.—J. W. Howard Hurd, Flint.
Director—Garfield M. Benedict, Sandusky.

Examination Sessions — Beginning the third Tuesday of February, March, June, August and November and lasting three days. The February and June examinations are held at Detroit, the August examination at Ironwood, and the March and November examinations at Grand Rapids.

Michigan State Pharmaceutical Association.

President—J. C. Dykema, Grand Rapids.
First Vice-President—F. H. Taft, Lansing.

Second Vice-President—Duncan Weaver, Fennville.

Secretary—R. A. Turrell, Crosswell.
Treasurer—Clarence Jennings, Lawrence.

Watch Your Sidewalk Circulation.

Every soda fountain proprietor is the owner of an advertising medium which he should use to better advantage. That medium is sidewalk circulation. Through its use the soda fountain proprietor may increase his profit. To do so, however, he must have a better understanding of its value. He must understand and recognize two of the most important laws affecting successful selling—the law of exposure and the law of averages.

Manufacturers and retailers, in fact, all those who have anything to sell have learned either through experience, observation, or study, that if they expose themselves to a sufficient number of opportunities to make a sale, they may be reasonably certain of a fairly constant average of sales resulting from such exposure.

We have said a lot in recent months about cleanliness. It is a highly important factor in the success of a fountain. Attitude of the people behind the fountain is important, too. So is the location of the fountain, its surroundings, and the like. All of these factors concern the fountain department—after the customer has entered the store. How to get them in is another—and indeed the first problem. To know what plans may best be followed, the fountain manager should equip himself with complete information about his location.

If one is choosing a new location, or considering the installation of a fountain or additional equipment, sidewalk circulation should be considered carefully. An accurate knowledge of this factor, combined with intelligent use of that knowledge may aid considerably in the avoidance of dangerous pitfalls.

Executives who choose locations for chain stores first determine the sidewalk circulation. They have learned by experience that a store cannot make money unless it is reasonably certain that a definite number of people pass the location of that store every day or every week. So before deciding on a location they consider a number of them in a given city. They send out checkers who stand for days at a time at each designated spot, and with a tiny machine that fits into the palm of the hand they count the number of people who pass that spot every day. This is repeated for a number of days. Then the counts from all of the various locations are analyzed, and it is finally determined which of the locations under consideration may best be depended upon to produce the desired sales revenue.

These operatives make it their business to study human beings—their whims—their desires—their habits. They know that a store has more chance for success if it places itself in the path of the crowd instead of off the beaten track in the hope that the crowd can be induced to beat a path to its door.

The number of people who pass by any given location during a given period constitute what we in the advertising and merchandising business refer to as the "sidewalk circulation" of that spot. If we are considering the purchase of billboard space we take steps to determine the number of people who pass by the location of the proposed billboard. That constitutes the sidewalk circulation of the spot, and the value of that spot is positively controlled by its sidewalk circulation.

Wherever your store may be located you may be sure that its sidewalk circulation determines almost to a certainty the amount of business you may reasonably expect to do, but it does not necessarily follow that because Store A is located in a block having a sidewalk circulation of 10,000 daily, that it will necessarily do as much business as Store B located in the same block and enjoying the same sidewalk circulation. By the same token, two concerns advertising the same kind of product on the same day in the same newspaper, using the same amount of space, get totally different responses, due to the fact that what you get out of your circulation, whether it be newspaper circulation or sidewalk circulation, depends on what you do in the space at your command to attract the attention and secure the trade of the reader or passerby.

The store you have to-day has a certain sidewalk circulation. That you know. Your job as a retail merchandiser is to secure for your store the highest possible percentage of business as a result of the sidewalk circulation that belongs to you.

Just as the readers of a magazine or newspaper are attracted to an advertisement by its appearance and selling appeal, so is the sidewalk circulation of your store attracted to you or repelled away from you by the selling appeal of your windows, the general appearance of your establishment, the conduct of your employes, and, finally, the quality of the merchandise you hand out.

A certain percentage of your sidewalk circulation—those who know you and who deal regularly with you—will come in as a matter of habit, but unless you can attract more of these habitual customers day after day, your business will not only fail to grow, but will actually drift behind as the years roll on.

You have, of course, heard the old saying that "Standing still is slipping behind." This is just as true in the science of merchandising as is the rule that "Two and two makes four" in the science of mathematics. You simply cannot continue to depend year after year on the old trade which you now have and may have had for years past. You cannot even depend on the word-of-mouth business that your old trade sends your way directly and indirectly. You must see to it on the other

hand that day after day you are attracting into your place of business a certain percentage of your sidewalk circulation—people who may never have done business with you before—people from the mass of whom will come your "steady customers" of tomorrow.

No doubt you are asking yourself the question, "What can I do to make the largest percentage of my sidewalk circulation stop and shop?"

Broadly speaking, you must do the same thing that the advertiser does who wants to make the highest possible percentage of the readers of a newspaper respond to his advertising. You must carefully analyze your whole merchandising set-up from start to finish.

How does the general outside appearance of your store compare with the most successful places in your community? Is it the right color? Does it need new paint? Are the signs neat and attractive, not glaring or flashy? How often do you change your windows? Are they neatly dressed, or loaded with a lot of junk? Is the glass in your window smeared with a haphazard lot of window posters, or do you use discretion in putting up only a few at a time, so worded as to have a timely seasonal appeal? Do you vary the type of merchandise displayed in your window, on the basis that you can't catch all fish with the same kind of bait, and that over a period of time a variety of window appeals will appeal to practically everyone who passes your place?

The two things that most definitely control the percentage of sidewalk circulation that will come into your store are: (1) the general outside appearance, and (2) the forcefulness of your windows. After you have attracted a customer who crosses your threshold, he is no longer a part of your sidewalk circulation, but your store circulation, and from that point on good management, courtesy, quality, good merchandise, more value, are what it takes to sell him and to hold him.

Give over a certain amount of your window space to your soda fountain.

Give it a full window now and then, if space permits. Or devote a small portion of the windows to the fountain at all reasonable times. The space need not be large; a section separated from the remainder of the window by means of small partitions or crepe paper cut-offs will serve to bring and keep the thought of your fountain department before your sidewalk circulation. Perhaps they will not buy to-day, but a constant repetition of thought will bring your store to mind whenever desire for drinks or fountain delicacies arises.

If you are considering changing your location, look well to the sidewalk circulation of your proposed new spot before making a move. If you are likely to stay in your present location for a good many years to come, take steps now that will insure you the highest possible percentage of your present sidewalk circulation.

Proceedings of the Grand Rapids Bankruptcy Court.

(Continued from page 2)

In the matter of Garrit Ver Burg, Bankrupt No. 4645. The final meeting of creditors has been called for Feb. 19. The trustee's final report will be approved at such meeting. There may be a small first and final dividend to creditors.

In the matter of Spencer George Billings, Bankrupt No. 4562. The final meeting of creditors has been called for Feb. 19. The trustee's final report will be approved at such meeting. There will be no dividend for creditors.

Jan. 25. On this day was held the first meeting of creditors in the matter of Max Michalke, doing business as Stevens Upholstering Co., Bankrupt No. 4723. The bankrupt was present in person and represented by attorney Samuel H. Himelstein. Creditors were represented by attorneys C. S. Johnson, Hilding & Baker and Cleland & Snyder. Claims were proved and allowed. The bankrupt was sworn and examined with a reporter present. Fred G. Timmer, of Grand Rapids, was appointed trustee and his bond placed at \$1,000. The first meeting then adjourned without date.

On this day also was held the first meeting of creditors in the matter of George W. McDonald, Bankrupt No. 4728. The bankrupt was present in person and represented by attorney Charles H. Lillie. The bankrupt was sworn and examined without a reporter. Fred G. Timmer, of Grand Rapids, was named trustee, and his bond placed at \$100. The first meeting then adjourned without date.

On this day also was held the first meeting of creditors in the matter of Earl M. Averill, Bankrupt No. 4732. The bankrupt was present in person and represented by attorney Louis G. Slaughter. No creditors were represented by attorneys. No creditors were present in person. Claims were filed only. The bank-

PUTNAM'S

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National Candy Co., Inc. PUTNAM FACTORY Grand Rapids, Mich.

GRAND RAPIDS PAPER BOX CO.

Manufacturers of SET UP and FOLDING PAPER BOXES
SPECIAL DIE CUTTING AND MOUNTING

GRAND RAPIDS, MICHIGAN

Table listing various food items such as Hominy, Bulk Goods, Pearl Barley, Sage, Tapioca, Jiffy Punch, FLOUR, and Lee & Cady Brands.

MULLER'S PRODUCTS table listing items like Macaroni, Spaghetti, Elbow Macaroni, Egg Noodles, Egg Vermicelli, Egg Alphabets, and Egg A-B-Cs.

Table listing Dill Pickles Bulk, HERRING (Holland Herring, Mixed, etc.), Lake Herring, Mackeral, White Fish, and SHOE BLACKENING.

Table listing SOAP (Am. Family, Crystal White, etc.), SPICES (Allspice, Cloves, etc.), and Pure Ground in Bulk.

Table listing TABLE SAUCES (Lee & Perrin, etc.), TEA (Blodgett-Beckley Co., etc.), and Japan (Medium, Choice, etc.).

Table listing GUNPOWDER (Choice, Fancy), CEYLON (Pekoe), ENGLISH BREAKFAST (Congou), and Oolong (Medium, Choice).

Table listing MINCE MEAT (None Such, Quaker, Libby), OLIVES (4 oz. Jar, Plain, etc.), and PARIS GREEN.

Table listing NUTS-Whole (Almonds, Brazil, etc.), FRESH MEATS (Beef, Veal, Lamb, Mutton), and Pork (Loin, Butts, etc.).

Table listing PLAYING CARDS (Battle Axe, Bicycle, etc.), POTASH (Babbitt's), and FRESH MEATS (Beef, Veal, Lamb, Mutton).

Table listing STOVE POLISH (Black, Black Silk, etc.), SPICES (Whole Spices), and Pure Ground in Bulk.

Table listing WICKING (No. 0, No. 1, etc.), WOODENWARE (Baskets, Traps), and Tubs (Large Galvanized, etc.).

Table listing WINE (F. O. B. Grand Rapids), WICKING (No. 0, No. 1, etc.), and WOODENWARE (Baskets, Traps).

Table listing JELLY AND PRESERVES (Pure, Imitation, etc.), JELLY GLASSES, and MARGARINE (I. VAN WESTENBRUGGE).

Table listing PETROLEUM PRODUCTS (Including State Tax, etc.), In Iron Barrels (Perfection Kerosene, etc.), and ISO-VIS MOTOR OILS.

Table listing PROVISIONS (Barreled Pork, Dry Salt Meats), Lard, Sausages, and Smoked Meats.

Table listing BORAX (Twenty Mule Team), CLEANSERS (Kitchen Klenzer), and SYRUP (Blue Karo, etc.).

Table listing COOKING OIL (Mazola), WASHING POWDERS (Bon Ami), and YEAST CAKE (Magic, Sunlight, etc.).

Table listing YEAST-COMPRESSED (Fleischmann, Red Star), MATCHES (Diamond, Searchlight, etc.), and Safety Matches.

Table listing BEST FOODS, INC. (Laug Bros., Distributors), Nucoa (OLEOMARGARINE), and Wilson & Co.'s Brands Oleo.

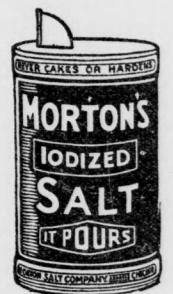
Table listing Iron Barrels (Light, Medium, Heavy), RICE (Fancy Blue Rose), RUSKS (Postma Biscuit Co.), and SALERATUS.

Table listing SAL SODA (Granulated, etc.), COD FISH (Middles, Tablets), and WASHING POWDERS (Bon Ami).

Table listing WASHING POWDERS (Bon Ami), COOKING OIL (Mazola), and YEAST CAKE (Magic, Sunlight, etc.).

Table listing YEAST-COMPRESSED (Fleischmann, Red Star), MATCHES (Diamond, Searchlight, etc.), and Safety Matches.

Table listing YEAST-COMPRESSED (Fleischmann, Red Star), MATCHES (Diamond, Searchlight, etc.), and Safety Matches.



Free Run'g. 32 26 oz. 2 40
Five case lots 2 30
Iodized, 32, 26 oz. 2 40
Five case lots 2 30



80 can cases, \$4.80 per case
WASHING POWDERS
Bon Ami Pd., 18s, box 1 90
Bon Ami Cake, 18s 1 62 1/2



Cream-Nut, No. 1 12
Pecola, No. 1 10 1/2



Nucoa, 1 lb. 12
Holiday, 1 lb. 11



Light 62.1
Medium 62.1
Heavy 62.1
Special heavy 62.1
Extra heavy 62.1
Polarine "F" 62.1
Transmission Oil 62.1



Semdac, 12 pt. cans 3 00
Semdac, 12 qt. cans 5 00

SHOE MARKET

Michigan Retail Shoe Dealers Association.
 President—Elwyn Pond, Flint.
 Vice-President—J. E. Wilson, Detroit.
 Secretary—Joe H. Burton, Lansing.
 Asst. Sec'y-Treas.—O. R. Jenkins
 Association Business Office, 907 Transportation Bldg., Detroit.

New Importance To Shoes—in Business.

This country has been great and prosperous despite its business methods. Now it is working along to build up a new prosperity because of its business methods and business men. The great natural resources are still here. Great tools for developing them are ready and the stage is set for a new era made sound, substantial and secure because of business men and their planning. The errors and waste of unemployment are not the product of industrial mismanagement. External forces, selfishness and greed put the world in this awful mess. But people want things and those hungers can be satisfied by economical and proficient production and distribution.

The shoe industry is first of the industries to point out in the year 1932 that the wants of the people are there and that if the machinery of credit and the medium of money can be lubricated, that a new prosperity is in the making. The shoe dollar is an active dollar, whereas the iron and steel dollar is sluggish. We have got to learn how to speed up the dollar so that it moves from hand to hand with a little more speed and certainty. The shoe dollar is "the most from the money" and the best public investment for the coming year. Every shoe store is a depository for active dollars. The rapidity of turnover of dollars is encouraging in shoes. If other industries could show the same speed and certainty, the year ahead would be full of promise.

The second great merchandising push of the year was the National Automobile Show in New York City. The record of attendance and the list of prospects indicates that the American people have desires for new automobiles and would be in the market in a big way if the credit facilities of this country were in shape for normal business. The automobile show demonstrated a hungry market awaiting a cash or credit stimulus.

The third favorable index of the year to date is the acceptance of the principle of economic legislation to serve as a rallying point from which confidence can be started. Reconstruction Finance Legislation is in the making and we will surely see how wages in industry can be served by this form of economic stimulation.

As we have said before, out of the retail field comes much helpful philosophy. The reason for it is that ever since the day of the itinerant handshoemaker, the craft has had a capacity for thinking as well as working. Here is a very timely opinion from C. Merwin Dobyens, who not only operates a store in Long Beach, Calif., but a radio station as well. He says:

"In addition to a gradual improvement in the basic underlying economic situation, I believe that a gradual elimination of unnecessary hysteria will tend to improve the situation.

"In all economic readjustments such as we are going through, the major factor tending to make the situation worse than it really is, is the very human instinct of people who are really in a position to spend as much as they always have, to crawl into their shells until they find what it is all about. I believe that countless thousands of people in this situation have now come to the conclusion that the world is not coming to an end, and that they will gradually resume normal business activities. This fact, coupled with the elimination of a great deal of unnecessary overhead on the part of right-thinking merchants, plus the discovery on the part of many that good hard work and clear headed, constructive planning, are the factors necessary to result in a brighter 1932 than many of us had looked for."

There is more to the theory that business men are back in business again. They are really working with heads and hands to do for themselves what must be done. It is the little things in business that now assume a new importance.

It was so easy, not so long ago, to ignore trifles and to let things slide for business was geared up to a certain amount of waste and extravagance.

Now he is back to the good old standby—shoes. What is more, he has developed a passion for details. He is working harder in the hopes of profitable results. He finds that this is a year when it is best to stand on his own feet. He is ready for the fight.—Boot and Shoe Recorder.

Shoe Prices Ease Slightly.

Shoe manufacturers have been disturbed by the recent weakness in hide prices, as a result of which wholesale shoe quotations, after a period of strength have again shown signs of softening. No general reductions are taking place in the market, but in several instances individual producers are shading Spring lists. Orders for goods are developing in a spotty manner and no volume buying is expected until stores complete the various clearance sales now being held. Weak retail credits continue to retard sales.

Safe Restrictions Placed on Real Estate Loans.

Grand Rapids, Jan. 30—I have just finished reading an article in this week's Tradesman signed by James H. McNish.

This article contains a mis-statement, unless it is, as I surmise, a syndicated article written for publication in other states as well as Michigan. Michigan building and loan associations are not allowed to loan in excess of 66⅔ per cent. of the appraised value of the property. Many people seem to think that the only function of a building and loan association is to loan money on any old security which the proposed borrower may see fit to present. They do not appear to realize that the money which we are loaning is the savings of other people and that the security of our loans and the safety of the savings are our first considerations.

That this policy is the correct one is proven by the fact that there were no building and loan failures in Michigan during 1930 and less than 100 failures in the whole United States during that period. The Michigan Building and Loan League has adopted a code of ethics for the conduct of the business of its members which makes for safety,

and the few associations which have closed were those which did not conduct their business in such a manner as to make them eligible for membership in the League.

One form of home purchase which seems to have been overlooked is that of buying homes on what is called a land contract. Homes may be purchased under these contracts for as little as a 10 per cent. down payment and the buyer is amply protected if he fulfills his part of the agreement. A great share of the building and loan business is the refinancing of purchases made under land contracts where the payments have reduced the amount owing to a point where a building and loan can take a first mortgage.

Charles N. Remington,
 President G. R. Mutual Building & Loan Ass'n.

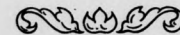
No valleys, no heights.

Hollow Ware Call Disappoints.

Demand for hollow ware proved a disappointment to selling agents in the Eastern market last week. The seasonal purchasing of regular Spring goods was expected to get under way, but few buyers came into the market and only a small volume of business was placed. Pewter lead all other types, but orders were confined to the \$2.95 and \$3.95 retail ranges. Sales merchandise in pewter is still in demand. Plated silver and sterling hollow ware, selling agents believe, will gain in favor as the season progresses, but no material advances have been made so far this month.

Tighten your belt but not your heart.

CALL US WE SAVE YOU 25% TO 40% ON YOUR INSURANCE COST



THE MILL MUTUALS AGENCY

208 NORTH CAPITOL AVENUE
 LANSING, MICHIGAN

Phone 20741

BRANCHES

GRAND RAPIDS—601 Grand Rapids Trust Building
 Telephone 95923

DETROIT—716 Transportation Building
 Telephone Randolph 0729

Positive protection
plus profitable investment
is the policy of the

MICHIGAN  SHOE DEALERS
 MUTUAL FIRE INSURANCE COMPANY
 Mutual Building . . . Lansing, Michigan

OUT AROUND.

(Continued from page 9)

now occupies the center of the stage in all associations which have practical secretaries who give their work due attention and the discussion of retail problems has crowded all else into a secondary position.

No one denies the fact that the modern convention with its instructive addresses, question boxes and open discussions should be extremely helpful to the average retailer. The question is, does it really help him?

The solution of the question lies with the individual merchant himself. He may attend conventions without end, but if he does not attend them in a receptive spirit—if he does not go with a determination to learn something and apply it to his own case—the chances are that he will have only succeeded in wasting a considerable portion of his time and the convention, so far as he individually is concerned, will have been a failure.

The man who profits by the annual meetings is the man who either takes an active part or who keeps his eyes and ears open, remembers the lessons learned and applies them to the conduct of his own business. A convention is in reality a clearing house for ideas and problems. The more a man gives in the way of ideas and suggestions the more he will receive.

Perhaps the most important feature at any convention is the question box. The discussions which grow from the seed of some specific question often form the basis of a liberal merchandising education. This is particularly true at conventions where the sessions are thrown open to store salesmen. At many of the conventions held it is not an uncommon sight to see merchants in different parts of the room during a session, jotting down notes of the answers given to questions relating to turnover, overhead and discounts.

There is no merchant in the country who has attended any of the worth while conventions held in recent years who has not taken home with him invaluable ideas for the improvement of his business.

But how many merchants have communicated these ideas and suggestions to their store salesmen? How many merchants have sincerely attempted to hold store meetings with their own store salesmen or have requested traveling salesmen to talk to them about effective selling points?

At every convention that has been held, the importance of increasing turnover has been emphasized repeatedly, in the question box discussions, by economic authorities, by jobbers, manufacturers and association leaders. No one attending any convention went home without carrying with him the impression that the fundamental merchandising principle to follow is to maintain a thoroughly balanced stock, and to turn it over as rapidly and as often as possible by every legitimate means known to modern salesmanship. If this is done, buying and overhead

problems will automatically be taken care of in the ordinary course of time. Furthermore, the conventions of 1931 will have fulfilled their intended purpose and will have contributed powerfully to the reconstruction of the Nation's business.

While we have had seven thousand bank failures in the United States during the past two years, Canada has managed to worry along with only two failures, which naturally leads to the conclusion that it would not be a bad idea to clamp onto some of the features which have served to make the Canadian banking system more dependable than our own.

E. A. Stowe.

Helping To Develop an Efficient Sales Staff.

(Continued from page 14)

you won't need to correct him as a rule; some other member of the staff will do that. Get their ideas, and have everybody discuss and improve upon them. In short, get them thinking. A clerk who has started to think seriously about the job of salesmanship has taken the first important step toward becoming an efficient salesman.

The day has gone by when discipline alone made a salesforce. Nowadays discipline must be supplemented by individual initiative. And the development of individual initiative is the great problem for the dealer.

A good way to get your salespeople interested is to enlist their help in matters outside their routine work. To say that you can get better work out of a man by giving him additional things to do may sound illogical. Yet it is unquestionably true.

For instance, one dealer has got his salespeople firmly set in the habit of looking out for new prospects—stove prospects, paint prospects, washing machine prospects, and the like. Another invites his salespeople to make suggestions for window displays and advertising copy. His present very striking advertising make up is, oddly enough, the suggestion of a junior who at the time knew very little about hardware and consequently approached the subject with young enthusiasm and a fresh outlook. The store clerk who is alert for new prospects, thinking of advertising stunts or display stunts, is bound to regard the business with more interest than the fellow who merely tries to sell things. It gets him thinking about the business, and that makes all the difference in the world.

Now and then the hardware dealer picks up a natural born salesman—a young fellow with a flair for the work. But most new recruits are just average and they take a lot of training. There are a few who never respond to training. They simply don't belong. But the great mass need training—and respond to it. You can't hope to recruit a succession of juniors who know the hardware business from the ground up. It simply isn't done. If they are interested enough to learn, and intelligent enough to add, write and spell, that is about all you can ask. The rest depends on you and the leadership you give them.

Victor Lauriston.

Outfit Which Will Serve Grocer Many Years.

(Continued from page 12)

been buying in too liberal quantities. That is certainly one most valuable bit of information he absorbs so well that he knows it without reference to any record. More important and vital to his daily business, he keeps in touch with current market values with an exactitude not otherwise to be accomplished. He senses changes both ways at once and his sales are certain to be better maintained and better balanced by reason of thus being able to make his prices every day conform to present market conditions.

Nothing can be more important than this last consideration. It alone would justify every bit of the work entailed. There are many similar systems available to all merchants. This one was devised by a grocery salesman of long experience and it fits into the practical needs of merchants better than many others.

Paul Findlay.

(As a long-time practical and successful grocer in Madison, Wis., the Tradesman regards Mr. Findlay's recommendation of the above system as worthy of consideration. We are prepared to supply the system to any merchant on receipt of the regular factory price, \$6.50, postpaid.)

Glass Demand Gaining Slowly.

Orders for glass, including laminated types, continue to come in from automobile manufacturers, but there is no real zest to the demand. Manufacturing operations in flat glass continue circumscribed, with most units being operated below normal capacity. Distributors attending the convention of the National Glass Distributors' Association in Chicago during last week appeared to feel that the worst was over so far as conditions in the Central West are concerned.

Cheap Electric Clocks Sought.

Clock buyers in the market on merchandise for February delivery are insisting upon price concessions on electric clocks for regular sale. The general demand appears to be for clocks which can be retailed at \$2, with some call in the \$5 to \$10 ranges and a limited demand above the \$10 figure. In one instance, a buyer is reported to have purchased a substantial quantity to retail at \$1. Competition from the electric clocks and from imports has reduced the volume of domestic manufacturers of spring wound styles to half last January's sales.

Sand Lime Brick


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

Brick is Everlasting

GRANDE BRICK CO.
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SPECIAL SALES CONDUCTORS
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FRIGIDAIRE
ELECTRIC REFRIGERATING SYSTEMS
PRODUCT OF GENERAL MOTORS



WITH
FAMOUS
COLD
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AND
HYDRATOR

All
Models
on Display
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Showroom

F. C. MATTHEWS & CO.
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Phone 61366

**JOHN L. LYNCH
SALES CO.**

SPECIAL SALE EXPERTS

Expert Advertising

Expert Merchandising

209-210-211 Murray Bldg.
Grand Rapids, Michigan

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, \$4 per inch. Payment with order is required, as amounts are too small to open accounts.

FOR SALE — My \$300 Grand Rapids Wholesale Grocery stock, for \$250 cash. Owners of this stock buy at list price less ten per cent. Address J. W. Aldrich, 900 Sheridan Ave., Saginaw, Mich. 494

FOR SALE—Drug store in Western Michigan town of 1,500 on U.S. 31. Good farming community and large summer resort trade. Stock and fixtures about \$5,000. \$1,500 cash, balance easy terms. Address No. 495, c/o Michigan Tradesman. 495

FOR RENT—Modern store in a town that is not down and out. Best location in the city. Complete fixtures for a ladies' ready-to-wear. Good opening for this line, or a shoe store. Address owner, Dr. J. R. Hansen, Greenville, Michigan. 496

Wanted—Stocks of dry goods, groceries, and general merchandise. Will pay cash. Address No. 497, c/o Michigan Tradesman. 497

BRICK STORE BUILDING—To trade, for what have you? H. Benjamin, 184 Pipestone St., Benton Harbor, Mich. 498

I'll pay cash for any stock of merchandise, none too large or too small. Write, phone, or wire.
L. LEVINSOHN, Saginaw, Mich.

Additional Movements of Merchants.

Port Huron—Clare R. Sperry, president of the J. B. Sperry Co., announces that the Sperry store has returned to the ownership of the Sperry family after being associated for three years with Continental Department Stores, Inc. Mrs. J. B. Sperry, widow of the late J. B. Sperry, Clare R. Sperry, his son, and O. C. Sperry, his brother, have taken over the sole ownership and operation of the Sperry store, it was announced. Continental Department Stores, Inc., which comprises two stores in Flint and one in Lansing, will continue to operate as before, except for the withdrawal of the Sperry store. Clare R. Sperry will continue as president and general manager of Sperry Co. Other officials of the company will be announced within a few days. The Sperry store was founded thirty-eight years ago by J. B. Sperry, who first became a resident of Port Huron at the age of 21. Mr. Sperry had previously worked in and managed hardware stores in Lapeer and Standish. For fifteen years the Sperry store was exclusively a hardware store. The imminent failure of a neighboring store in another line of business gave Mr. Sperry the idea of broadening out his business. He purchased the stock and began adding new lines of merchandise until to-day the Sperry store has fifty departments, selling almost every variety of merchandise. From a small institution with only the proprietor and a clerk or two, the Sperry organization has grown into a modern big-city department store in the million-dollar-a-year class, with 110 employees.

Port Huron—A. J. Richter, recently merchandise manager of Lord's in Evanston and formerly merchandise manager for fourteen years for Smith, Bridgman & Co., of Flint, and former vice-president of Continental Department Stores, is now merchandise manager for Sperry's. He will also be a director and vice-president of the J. B. Sperry Co., Clare R. Sperry, president, announces. He succeeds Fred G. Miller as merchandise manager, whose future plans are not announced.

Manistee—M. H. Thatcher, who has been manager of the local branch of the Hazeltine & Perkins Drug Co. for several years, will remove to Muskegon and take over the territory covered

many years by the late A. W. Stevenson. W. E. Zank will continue to cover his former territory, with the addition of Manistee.

Ishpeming—L. G. Frost, who has been connected with the Gately-Wiggins Co. for a long period of years and has managed its store at Minneapolis, Minn., for the past sixteen years, has removed here and succeeds Ed. Stevens as manager of the local store. Mr. Stevens will resume field work for the company, a position he held for ten years before taking the store management five years ago.

Greenville—Dan H. Fisher, former manager of the Greenville Co-operative Association, has purchased the North Greenville Elevator and its equipment of C. H. Gibson & Co. Considerable remodeling is being done, including the addition of a feed mill, feed mixer and corn sheller for custom business. The business will be conducted under the style of the Fisher Produce Co.

Charlotte—"Jake" Summers, 85, as he was affectionately known far and wide in his active days died Monday. For many years he was the leading storekeeper and citizen of Chester and was postmaster until the rural route service was established. Following his retirement Mr. Summers moved to Charlotte and lived at 318 East Henry street until he died.

Detroit—The George F. Webber Est., 1400 Gratiot avenue, manufacturer and dealer in knitted goods and other merchandise, has merged the business into a stock company under the style of the George F. Webber Co., with a capital stock of \$37,600 common and \$12,400 preferred of which \$14,550 has been subscribed and paid in.

Some Activities By Trustee Timmer.

Grand Rapids—Orrie J. Dykman, steam fitting materials. The assets consisting of steam fitting supplies were offered at auction on Jan. 20. The sum of \$977 was realized for the estate. These assets were appraised at about \$1,200 and the only other assets from which creditors can hope to realize funds consist of rights in certain small funds which are also claimed by various bonding companies.

During the past few weeks two farms have been sold by the bankruptcy court at auction which is quite unusual

in comparison with the preponderant and usual commercial cases.

The farm equipment of Jacob Heibel, located near Dorr, was sold at auction, as was also the farm equipment of Juda Bazzett, located near Shelbyville. In both cases small dividends will probably be available for creditors.

Muskegon—Enoch Becquist, doing business as Beckquist Photo Supply House. The assets of this estate were offered at public auction and sold on Jan. 5 and from all indications, considering the funds on hand, there will be dividends for creditors in this case.

The amount realized from the sale of the assets was \$547.

Final meetings have been called in the following cases for Feb. 5, at which time large amount of accounts receivable will be offered for sale in the first five cases:

Miller Candy Co., Grand Rapids.
Muskegon Barber Supply Co., Muskegon.

Charles A. Heyn Grocery, St. Joseph Economy Food Market, Muskegon.
Brown Motor Sales, Reed City.
Raymond R. Roth, Grand Rapids.
John B. Addis, Greenville.

Taste the difference

I LIKE THAT ONE BEST.

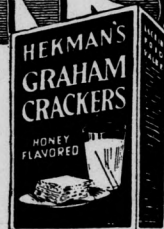
...says your taste after you've tried them all.



499

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*For Health - Eat
Grahams-Hekman's Grahams*



In Jackson it's
BUTTER-NUT
Butter-Nut Bakery

The flour that brings repeat sales!

Lily White Flour
THE FLOUR THE BEST COOKS USE

Call - Phone - Write

VALLEY CITY MILLING COMPANY
GRAND RAPIDS, MICHIGAN

The Preferred Automobile Insurance Co.

of

Grand Rapids, Michigan

Rated **A-1** by Best's Insurance Guide

**P
R
E
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R
E
D**

What Bradstreet and Dun are in the commercial world, Best is in the insurance field.

We have unexcelled emergency road service for our policyholders.



Policy Terms Very Broad and Easily Understood.



The Preferred Automobile Insurance Co.

Home Office Grand Rapids National Bank Building, Under the Big Red Dome

Telephone 81374

"Planned featuring has been highly profitable in our stores,"

says Mr. George Muehlbach

Planned featuring is a modern store policy — workable, successful. The Muehlbach stores — like many other successful stores — have found it a profitable way to win new customers, and hold them.

Why not start in today to make planned featuring a fixed policy in *your* store? Try systematic, planned featuring of Chipso, Ivory, P and G White Naphtha, Crisco, Oxydol, and other Procter & Gamble products which are known and liked everywhere. Then check the results after a few months' test in your store.

You will add new customers, yes. But better still—if you continue concentrating your features on these popular, nationally advertised products, you'll win an increasing number of *steady* customers.

PROCTOR & GAMBLE



HERE IS A CORNER OF THE TROOST AVE. STORE WITH MR. FRANK MUEHLBACH IN THE LEFT FOREGROUND

Mr. George Muehlbach, founder of the Muehlbach stores, started in the grocery business in 1874, when Kansas City was just a lusty youngster. He is now the owner of two of the most progressive grocery stores in Kansas City.

Geo. Muehlbach & Sons Grocers

55TH AND BROOKSIDE BLVD. OFFICE
3215 TROOST AVE. 3215 TROOST AVE.
Kansas City, Mo.

November 23, 1931.

Mr. J. B. Green,
The Procter & Gamble Distributing Co.,
Kansas City, Mo.

Dear Mr. Green:

You have asked me to tell you frankly what has been chiefly responsible for the success of our stores.

That's a big order. A lot of things have helped, of course. We keep our stores neat and orderly. Our clerks are courteous. They have been trained to know our stock thoroughly so that they may be helpful to our customers. We handle good products.

But I think much of our success has been due to planned featuring of nationally advertised products. And I have no hesitation in saying that we have used your products to exceptionally good advantage in this connection.

We have found P&G soaps to be splendid repeat items. Our customers know and like them. They have pulled more people into our stores than any other products we have featured. That is why we have given 76% of our total advertising space on soaps and shortenings to your products so far this year.

The results of our planned featuring speak for themselves. In my honest opinion there is no better way for a grocer to build business than by concentrating on nationally advertised products, displaying them and featuring them. Certainly it has been highly profitable in our stores.

Cordially yours,

Geo Muehlbach & Sons
F. O. M.

Planned featuring on these known values will build steady customers for you

Each of these Procter & Gamble products is a known value:

Ivory Soap	Oxydol
Ivory Flakes	Jap Rose
Guest Ivory	Lava Soap
Ivory Snow	Chipso Flakes
Camay	Chipso Granules
Star Washing Powder	
P and G White Naphtha	
Kirk's Hardwater Castile	
Crisco	

Although Mr. George Muehlbach still takes an active part in the operation of his two stores, their management is now in the able hands of his two sons--Frank, at the main store on Troost Ave., and Roy at the East 55th Street store.